

Entrepreneurial Leadership and Organizational Creativity in the Collectivist Context: The moderating role of Emotional Intelligence

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ABSTRACT

As competition in the business place is growing, firms all around the world are seeking for solutions that give them the competitive advantage. Business organizations are all actively exploring for business opportunities and are developing human capabilities in entrepreneurial leadership to take on this challenge. The entrepreneurial leaders are working in teams to deliver on organizational creativity abilities that can give the firm its competitive advantage. This research work has attributed organizational creativity to be the combined efforts of the entrepreneurial team to deliver creative products and services. Through literature review, it has been established that the entrepreneurial leader's emotional intelligence plays a role in managing team relationship to create an enabling environment for creativity. However, creativity has so far been mainly been attributed to the individualistic dimension of culture, with little reference to creativity from a collectivist dimension. This work makes some proposition on the impact of an entrepreneurial leader's emotional intelligence on organizational creativity, from a collectivist perspective, as the team senses and seizes business opportunities that can possibly give the firm its competitive advantage.

Keywords: Emotional Intelligence, Entrepreneurial Leadership, Organizational Creativity, Collectivism

1. INTRODUCTION

Entrepreneurship in the 21st century has become the symbol of business tenacity and achievement (Kirzner, 2015; Kuratko, 2007). Globalization and the evolution of technology have enabled a highly competitive business environment which is driving all sorts of revolution with regards to a firm's ability to strive to keep ahead of the competition. In response to this, firms are utilizing their entrepreneurial skills and capabilities to sense business opportunities that will enable the firm grow and remain competitive. (Gupta, MacMillan, & Surie, 2004) developed a theoretical construct of entrepreneurial leadership and established that entrepreneurially oriented firms are capable of exploring and transforming emergent options into creative products and services that enable the firm remain competitive. Thus, in the current era, it is important that firms understand the impact of entrepreneurial leadership as a foundation for profitable growth (Hitt, Ireland, Sirmon, & Trahms, 2011; Kuratko, Ireland, & Hornsby, 2001; Painoli & Losarwar, 2012). However, due to increasing complexity in the working processes and the competitive business environment, organizations are facing numerous challenges which include its employee's creativity abilities when faced with entrepreneurial opportunities (Chen, 2007; Redmond, Mumford, & Teach, 1993). This can be a human capability challenge for entrepreneurial leaders who are essential in facilitating organizational creativity required for sensing good business opportunities. The success of an organization can depend on what the people in the organization care about, what they do and how they work together. A leader's behavior can impact on the subordinates' creativity (Redmond et al., 1993) and a leader's emotional state and actions can affect how the people they lead will feel about creativity (Caruso, Mayer, & Salovey, 2002; Rego, Sousa, Pina e Cunha, Correia, & Saur-Amaral, 2007) and thinking out of the box. But creativity has got a big cultural undertone (Bass, 1997; Goncalo & Staw, 2006; Kapur, Subramanyam, & Shah, 1997; Niu & Sternberg, 2002; Rudowicz, 2004) which also impacts on the leaders and the subordinates outlook to creativity and hence impacts on their performance and creativity abilities. When people feel more optimistic about their ability to achieve a certain goal, it enhances their creativity and decision-making skills (George, 2000). Thus, in any business environment, entrepreneurial business leaders are challenged to manage their own emotions as well as the emotions of those they lead to create an enabling environment that promotes creativity. One challenge is that most studies on creativity are explored at individual level with a few studies at the organizational level (Andriopoulos, 2001; Haapasalo & Kess, 2001). This also can be more challenging in an environment where the people's attributed culture is regarded as non-creative whereby their collectivist culture has generally been attributed to as 'non-creative' (Niu & Sternberg, 2002; Rudowicz, 2004).

In this regards, it is key that studies are conducted to understand how an entrepreneurial leaders' emotional intelligence impacts on the leader's role in enabling organizational creativity, from an individualism-collectivism perspective.

2. BACKGROUND

Vast literature on leadership focus on four common sets of influencing factors that confronts a leader in any situation, which are, the leader, the subordinates, the task and the environment in context at a particular time. According to (Rackham, Honey, & Colbert, 1971), the leader has a preferred style of operating as well and his or her personal characteristics; the sub-ordinates have their preferred style of leadership in the light of the circumstances while they work together to complete the task at hand with its set objectives. The contemporary/best fit approach (Fiedler, 1978; Yukl, 2002) maintains that there is no right style of leadership but that effective leadership occurs when the requirements of the leader, the subordinates and the task fit together. The fit of these three factors however depends on the organizational setting of the leader, the group and the importance of the task at hand. Taking these perspectives into consideration, this work focuses on the emotional intelligence of the entrepreneurial leader and how it impacts on the collective creativity of the followers to sense and seize business opportunities that can possibly give the firm its competitive advantage. The landscape or environment in this setting is shaped by the cultural attribution of the people. Many studies have examined cross-cultural differences in performance with regards to creativity (Cantwell, Dunning, & Lundan, 2010; G. H. Hofstede & Hofstede, 2001; Kai Ming AU, Pan, Song, Goldschmidt, & French, 2010; Lubart, 1990; Neck et al., 2006) and there is a wide spread concern with non-western countries not being as creative as the western countries. A summary of existing studies on causal factors of creativity include a focus on individual differences underlying creativity, a person-centred approach complemented by situational or contextual factors, leader's behaviours and management practices (Zhou &

George, 2003). However recent research has identified the paradigm shift in western business organisations paying attention to Asian work practices to form team-based functions (Goncalo & Staw, 2006). For creativity to be fully understood, a historical and cultural perspective can shed more light on the individual variables to be studied (Bass, 1997; Rudowicz, 2004). Key dimensions of cultural studies identified by (G. Hofstede, 1980) are power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism and long/short term orientation which are independent but can exist in combinations. One significant dimension that has been taken into account in this paper is Hofstede's dimension of Individualism-Collectivism as it relates to the role of an entrepreneurial leader's emotional intelligence in organizational creativity.

Since not a lot of prior research exists on the role of emotional intelligence in a collectivist setting, this study aims to contribute to the body of knowledge on the role of an entrepreneurial leader's emotional intelligence on organizational creativity as a growing interest in modern organizations, but mainly from an eastern cultural perspective to creativity.

3. LITERATURE REVIEW

Entrepreneurial Leadership:

From the perspective of contemporary entrepreneurship (Kuratko, 2007), entrepreneurship is a dynamic process which consists of the vision of the organization, its ability to change and create new products or processes. This involves the willingness of entrepreneurial leaders to take calculated risks and their ability to formulate an effective venture team. The entrepreneurial leaders have and or develop the creative skill required to harness the required resources and capabilities to build a solid business plan. They also have the ability to envision and recognize challenges as opportunities. Entrepreneurs focus on understanding new trends and incorporate ideas from the trends into their long term vision (Hitt et al., 2011). They believe in using real options to manage uncertainty while focusing on the current activities that get them to their vision. Prior literature has also highlighted how entrepreneurs are involved in leadership activities, management of innovation, research and development, job creation, productivity and formation of new industry (Kuratko, 2007). Similarly, many organizational studies (D. V. Day, 2001; Yukl, 2002) view leadership as a major source of competitive advantage when human and social capitals are efficiently and effectively harnessed. Great leaders move people, however, their success depend on how they set out to achieve their goals. The importance of these two fields of study, entrepreneurship and leadership, has led to some studies on the inter-relation of both fields (Cogliser & Brigham, 2004; Painoli & Losarwar, 2012) which has consequently led to the development of the entrepreneurial leadership construct. (Gupta et al., 2004) defines entrepreneurial leadership as a form of leadership that creates visionary scenarios used to assemble and mobilize resources and commitments for strategic value creation. It involves the ability of entrepreneurial leaders to envision and to enact a proactive transformation of the firm's transaction sets with suppliers, customers and other stakeholders (Venkataraman, 1998)

Creativity and Emotional Intelligence in the cultural context:

Early cultural psychologists promoted western cultural model beliefs grounded in individualism where the creator is considered to be the apotheosis of the individual (R. K. Sawyer, 2011). Other studies have identified that most Asian and African cultures are more collectivist in nature where, people are 'equally the best' (Shostak, 1993) and do not attribute creativity to a single person. Various literature have highlighted the differences between the two cultural dimensions. The cultural values of individualism emphasizes on independence while that of collectivism emphasizes interdependence with one's group (Markus & Kitayama, 1991). For example, in the Chinese culture, creativity is viewed as an inspired imitation of nature and is regarded as a collectivist culture (Rudowicz, 2004), and observed that the Chinese concept of creativity is associated with thinking, wisdom, intuition and independence, power, energy and human potential. Creativity in collectivist cultures is believed to take place within a network of customs, beliefs and societal structures while on the other hand, individualistic culture emphasizes on invention, novelty, rejection of tradition, self-actualization, and celebration of individual accomplishment. Cultural studies of creativity in some Asian countries like India reveals that the Indian scientists describe their creative personalities as curious, self-motivated, risk-taking and open-minded which is driven by their Indian cultural values of obedience and social etiquette (Kapur et al., 1997; Niu & Sternberg, 2002). Thus in the collectivist cultures, conception of creativity are radically different from the individualistic culture. Also, (Tan, Härtel, Panipucci, & Strybosch, 2005) distinguished the differences between the individualist and collectivist cultures by describing the

individualists as more self-centered who prefer independency and value self-sufficiency; while on the contrary, the collectivist value social relationships, where the self-representations, feeling of involvement and getting approval of other group member is the major purpose. Recent studies have shown that creators in collectivist cultures display individual style and novelty in their works, and there is more creativity in following traditions (Hughes-Freeland, 2007; Nakamura, 2007). In other words, culture and socio-historical contexts also influence people's attitudes towards the value and domains of creative endeavours, its acceptability and appreciation (Rudowicz, 2004). This research work follows the school of thought that culture also has a role to play in the emotional adjustment of individuals and their perception of subjective well-being in a variety of ways (Fernández-Berrocal, Salovey, Vera, Extremera, & Ramos, 2005). In this regards, emotional intelligence (EI) can be defined as a set of cognitive abilities (Caruso et al., 2002) that enables an individual to monitor his own feelings and emotions and how it distinguishes from the others, thus using that information to guide ones thinking and emotions (Caruso et al., 2002; Duckett & Macfarlane, 2003) as they explore for business opportunities. Previous literature depict that individualistic cultures emphasize the needs of the individual and hence gives more importance to the individual's emotional world while the collectivistic cultures gives a greater importance to cohesion with one's peers with little attention to the emotional world of the individual (Diener, Oishi, & Lucas, 2003; Ed, Suh, Lucas, & Smith, 1999; Markus & Kitayama, 1991).

Since collectivist cultures do not define creativity by looking inside the person, this work adopts the collectivist approach by looking at the group level within which the creativity occurs, thus the reason for the construct of organizational creativity.

Organizational creativity, Entrepreneurial Leader and Emotional Intelligence

Market and social needs can trigger entrepreneurial business opportunities which then drive the businesses to develop creative solutions in the form of products and services to meet the needs of the consumers. However, reconciling creativity with commercial effectiveness is a major challenge for organizations. Creativity refers to the generation of the novel and useful ideas in a specific field (Amabile, Conti, Coon, Lazenby, & Herron, 1996), in other words ideas involving novelty without usefulness are not creative. For any organization, the goal of the creative performance is not dependent on the creation of the huge number of ideas but rather the goal is to face the environmental challenges and take advantages from the different opportunities including problem solving and creating new products and services (Zhou & George, 2001), by using creative team power within limited resources (Glancey, 1998). In group creativity, a product is created by a group, a work team or an ensemble (K. Sawyer, 2007). Creative groups require leaders that can effectively achieve collaborative success by sharing and disseminating ideas among members of his or her network. Thus a team-oriented entrepreneurial leadership focuses on the interactions between leaders and group members, with emphasizes on the leader's ability to elicit heightened levels of group participation and involvement of team members (Gupta et al., 2004). The paradox between control and creativity in entrepreneurial organizations generate forms of tensions and conflict within teams but entrepreneurial leaders may have to deal with such conflicts by adopting different tactics according to the cultural values of the followers. Findings of (Ohbuchi, Fukushima, & Tedeschi, 1999) have suggested that American (individualistic) individuals prefer to operationalize assertive tactics, oriented towards justices whereas the Japanese (collectivist) are more concerned about maintaining relationships rather than tactics. Also, findings of a study on leadership perception conducted in Alaska and Florida regions of America, suggested a high score in relationship-orientation relative to task-orientation (Mujtaba & Alsua, 2011). Due to the conflicting results, researchers have argued that cross cultural differences should not be reduced to only a single dimension of individualist- collectivist approach rather to also observe other factors that could possibly be underlying factors of the conflict (Kai Ming AU et al., 2010) or cohesiveness. One interesting aspect, this work considers, is the influence of the leader's mood on the subordinates and other stakeholders, hence the impact of the leader's emotional intelligence.

A firm-level orientation of entrepreneurship research (Covin & Slevin, 1991) focuses on the entrepreneurial processes of identifying, exploring and exploiting a business opportunity. This implies that entrepreneurial leadership entails some form of transformational leadership and is the role of the firm's top management. The firm's entrepreneurial leaders as transformational leaders are required to define business concepts, assess resource requirements and acquire the required resources and capabilities (Stevenson, Roberts, & Grousbeck, 1989) for seizing and transforming the business opportunity. This form of leadership

has a collective goal achievement with a common mission and vision, which is applicable to the collective form of culture rather than individualistic cultural form. This form of leadership is based on the motivation through inspiration and encouragement of the followers which is enhanced by respect for authority and obedience (McCall, 1986). In relation to (G. Hofstede, 1984)'s dimensions of culture, collectivist cultures have high power distance, more uncertainty avoidance, which contains feminine values with a long term orientation (G. H. Hofstede & Hofstede, 2001; Neck et al., 2006). A study by (Guess, 2004) shows that leaders in collectivist cultures like Venezuela and India consider the involvement of others on a certain task, and also take into consideration the social problems at the time before they take decisions. On the contrary to this, western countries like the United States and Germany with an individualistic cultural approach value self-centeredness and will concentrate on the task at hand and the best solution to solve the task at hand (G. Hofstede, 1980; G. Hofstede, 1984; G. H. Hofstede & Hofstede, 2001). (Gupta et al., 2004) have conceptualized entrepreneurial leadership as a combined term of risk taking, pro-activeness and innovativeness. These combined efforts taken by an entrepreneurial leader and the leadership style applied can be influential to the subordinates and hence impacts on the firm's organizational performance (Damanpour, 1991). Taking these into consideration, entrepreneurial leaders as risk takers (Kuratko, 2007) in the collectivist cultural setting, are also challenged with when, where and when to invest significant resources (financial risk); when to pursue a business opportunity and the possible impacts (career risks); the impact of pursuing entrepreneurial activities at the expense of relationships with others (family and social risks); as well as the ability of the entrepreneurial leader to manage all the previously identified risks (psychic risk). Their entrepreneurial efforts are also concerned with the extent to which subordinates are inclined to take business-related risks, balanced with creative ideas that give the firm its competitive advantage to compete with other firms (Covin & Slevin, 1988) while also maintaining the close relational ties with the firms. Thus they need to take into consideration the emotions of the subordinates when they decide to pursue a business venture, especially one that does not follow a tradition or a norm in the subordinates' context. These entrepreneurial leaders are faced with challenges to create internal market place for creative ideas within their firms and also challenged to encourage employees to develop, contribute and act on creative ideas (Kuratko, 2007) that can possibly give the firm its competitive advantage.

4. PROPOSED FRAMEWORK

As gathered so far, entrepreneurial leadership has been denoted as an antecedent of creativity (Chen, 2007) and just like other forms of leaderships, entrepreneurial leadership evokes subordinate performances by appealing to the higher needs of the subordinates (Kuratko et al., 2001; Kuratko, Hornsby, & Goldsby, 2007), in this case the creativity in the followers to generate organizational creativity. However, the entrepreneurial emotional intelligence moderates the relationship between the entrepreneurial leader and the subordinates and other stakeholders as represented in Figure 1

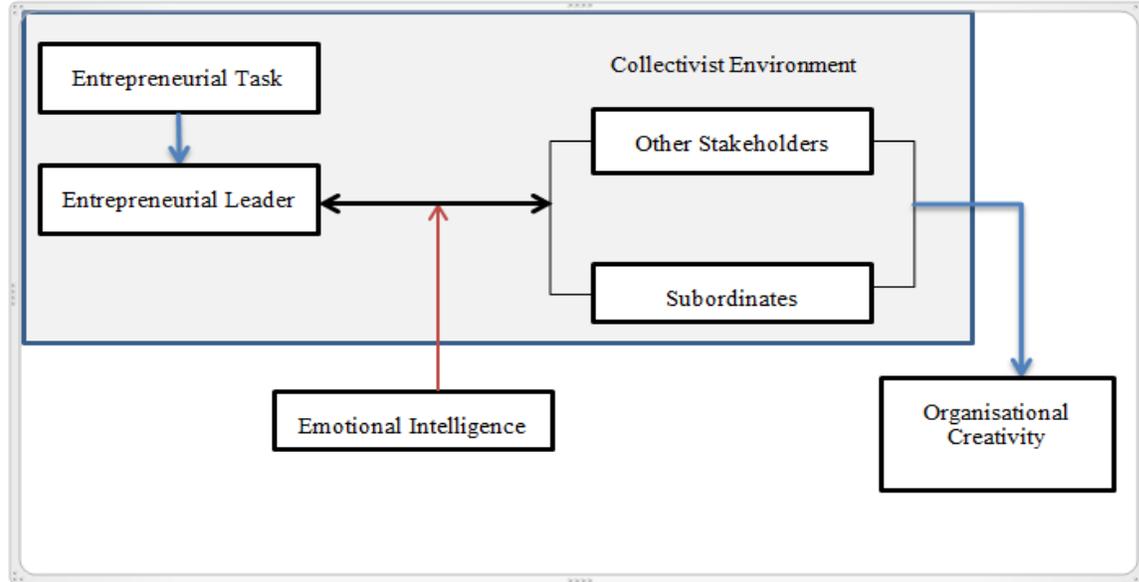


Figure 1: Relationship between Entrepreneurial Leadership and Organizational creativity moderated by emotional intelligence; in a collectivist context

Prior research by (Rego et al., 2007) stressed the need of emotional intelligence leadership in stimulation of the creativity among their team members. Findings out of the six dimensions of the emotional intelligence and two dimensions of employee creativity's relationship revealed that emotional intelligence predicted both dimensions of employee creativity: novelty and usefulness, where self-control against criticism and empathy got higher predicting power. Similarly, (Jafri, Dem, & Choden, 2016) carried out a study that predicted significant results of the hierarchical regression between emotional intelligence and employee creativity in the presence of proactive personality and organizational climate as moderators. This implies that entrepreneurial leaders need to effectively develop, communicate and emphasize the firm's entrepreneurial vision and shared values (Gupta et al., 2004), on creating the context for creativity, by enabling an organizational environment that is both nurturing and competitive. A research study conducted by (Chen, 2007) on 112 entrepreneurial teams has suggested that leadership qualities of the lead entrepreneurs stimulate the creativity of their entrepreneurial team members. The ability of the entrepreneurial leader to evoke such a creative output is also determined by the context of the firm's environmental contingencies. From literature in general, the entrepreneurial leader needs to trigger the creativity in the followers as well as their willingness to abandon current conventional activities for more creative and entrepreneurial ways. Entrepreneurial leaders are challenged to decide on to what extent of risks they should take, to favour change and innovations to enable the firm compete aggressively with other firms. Cultures with the high uncertainty avoidance (collectivists) might require transactional leaders because the process of decision making is through the hierarchies and therefore requires more motivation and affective rewards systems. In other words, in a collectivist culture, entrepreneurial leaders are also expected to take into consideration the goal of the team and the impact of the decision taken, on the team as a whole unlike the assertive and transformational behaviour of an entrepreneurial leader towards creativity and innovation in the low uncertainty avoidance cultures (Jung et al. 1995).

Proposition 1: In a collectivist setting, an entrepreneurial leader's emotional intelligence will be of a high degree as they are challenged to deliver on organizational creativity while also maintaining a relationship balance within the team.

From an organizational context (Gupta et al., 2004), the entrepreneurial leader cannot themselves demonstrate the extraordinary effort needed to accomplish the entrepreneurial task, but to a great extent rely on the commitment of subordinates and other stakeholders to use their specialized skills to enable the accomplishment of the entrepreneurial task. The entrepreneurial leader leads a team that monitors the

external and internal business environment with an aim of not causing distractions to the firm. Often times they face political barriers within the organization thus they must establish their legitimacy within the firm. The team also competes internally against other departments for resources and as agents of change and innovation. As such, the entrepreneurial team is most likely to face organizational indifferences. It is important for an entrepreneurial leader to apply the appropriate financial and organizational structures to maximize exploitation of existing know how to optimize learning as well as linkages to other stakeholders. They need to manage their value chain through their cooperation with suppliers, distribution, agents and customers too. A lack of managerial experience and credibility of entrepreneurial leaders can be a barrier to its ability to develop relationships with potential customers, suppliers and partners. Thus organizational creativity in a collectivist environment requires management systems that are not very focused on efficiency but with well directed and harnessed relationship management skills that creates the enabling environment for creativity to thrive and create value for the company and the society at large. Over time, the roles of different actors' within an entrepreneurial leader's network change (Kuratko et al., 2007) thus the entrepreneurial leader needs the skills to build, develop and manage such relationships and networks. Entrepreneurial managers also need to establish processes for managing entrepreneurial activities that demonstrate long term commitments, as well as creating the entrepreneurial culture within the organization and getting the necessary support.. Thus an entrepreneurial leader in a collectivist setting must have political and social skills to work in both a structured environment and an unpredictable environment to improve organizational creativity.

Proposition 2a: The emotional intelligence of an entrepreneurial leader in a collectivist group is more relationship based and puts pressure on the leader to understand and manage his/her emotional relationships with all subordinates and other stakeholders that can directly impact on the team's creativity output.

Entrepreneurial organizations create higher cognitive moral development in their members based on the management styles and open-minded attitudes of the entrepreneurial leaders (Chau & Siu, 2000). This also reflects in an entrepreneurial managers' behaviour and relationships with stakeholders. The entrepreneurial leader's behaviour impacts on him or her and the person's behaviour is within the radar of all whom he or she has direct or indirect relationship with, thus the onus is on the entrepreneurial leader to display characteristics of honesty, integrity and ethical values in all decision making.

Proposition 2b: Due to the pressure to balance relationships, the entrepreneurial leader in a collectivist setting is expected to maintain high and acceptable level of ethical standards within their relative context.

One of the challenges of an entrepreneurial leader is to create an environment that encourages and supports entrepreneurship through the generation of new ideas, and identification of new opportunities. Entrepreneurial leaders are required to envision future possibilities which enable the firm to transform its current transaction set (Venkataraman, 1998) without over straining the unit's resource assets and capabilities. However when this is not achievable, some form of stress sets in for the entrepreneurial leaders. They experience entrepreneurial stress (Akande 1992 in Kuratko et al., 2007), which is a function of discrepancies between a person's expectations and the ability to meet demands, as well as the discrepancies between an individual's expectations and personality. This affects the entrepreneurial leader's daily mood which further impacts on the moods of others who come in contact with him or her. In previous literature, an entrepreneurial ego can impact on the leader's ability to achieve things e.g. overbearing need for control, a sense of distrust, an overriding desire for success or unrealistic optimism (Kuratko, 2007). If this is not managed properly, it will be felt by the team members and it further creates a tensed environment that does not allow the free flow of information and ideas. This can lead to the failure of the team in achieving its set goals and target which then impacts on the firm's competitive advantage. In the collectivist's culture, the firm's collective wisdom and the entrepreneurial leader's emotional intelligence can be enhanced through constructive social interaction and strategic dialog about the unknown market opportunities, which lie ahead (G. S. Day, Schoemaker, & Gunther, 2004).

Proposition 3: An entrepreneurial leader's positive emotional intelligence is enhanced through constructive social interaction which can reduce the impact of entrepreneurial stress on organizational creativity in a collectivist group.

When new opportunities are identified, the entrepreneurial leaders play a role in evaluating the opportunities. They have to select the managers that will develop a business plan for the new venture, as well as the resources and capabilities required to execute the new opportunity. To achieve this, good entrepreneurial leaders recruit good talents, advisors, investors and customers to build a like-minded management team who believe in the same vision. But at the same time, the entrepreneurial leader is challenged to build a team with diverse competencies to promote diverse perspectives, creativity and innovation. Thus, the entrepreneurial leader is faced with the challenge of conflicts that arise from diverse perspectives and needs to have the right skills to manage this challenge. The need for creativity needs to be balanced with the need for execution and the team members need to be able to resolve conflicts and collaborate well. The entrepreneurial leader through his emotional intelligence needs to enable an environment for motivating enthusiasm for an organizational vision. The vision creates resonance amongst people and builds organizational harmony as well as the people's capacity to act collectively. Collective culture demands conformity and orderliness, and employees are forced to maintain the relationships. Individuals experience incongruity between their true self and expected behaviour with rigid personalities who consider environment as changeable (idiocentrics) relative to allocentrics (Tan et al., 2005).

Proposition 4: In a collectivist group where conformity and orderliness is expected, the entrepreneurial leader's emotional intelligence plays a key role in maintaining organizational harmony and creativity when the firm faces challenges due to external forces to the organization.

According to (Gupta et al., 2004) entrepreneurial leaders are challenged to strike a balance between risk taking and pursuing innovation as well as competition and collaboration to foster a culture of creativity and innovation. He implies that the entrepreneurial leader needs to promote a real options mind-set amongst his followers to enable them secure support and resources with reduced risks, from their networks, Also entrepreneurial leaders are faced with the challenge to balance ethical behaviours with the challenges and opportunities that come with business uncertainties, norms and culture within and outwith the firm. They need to build credibility and promote knowledge sharing, balance cooperation and competition to develop awareness, trust and commitment. They also need the skill to influence and envision how to establish roles, share responsibilities and rewards. All these can be achieved when the entrepreneurial leader has got a positive emotional intelligence to manage situations as they arise. In summary, a person with a high emotional intelligence has the ability to understand themselves and others and to adapt to a given context (Duckett& Macfarlane, 2003).

5. DISCUSSION AND CONCLUSION

Entrepreneurial leaders need to foster autonomous strategic decision making amongst his followers to create higher levels of commitments, involvements, raise morale of subordinates as well as increase the capacity to access required information through multiple channels. A powerful leader has a positive effect on the morale of the work group that it leads. The ambassadorial role of the leader enables the group to either have a good recognition or one not so good, which impacts on the accessibility options to resources and capabilities available to the team. The extent to which the group is accepted and recognized within an organization is dependent on how co-operative the team is and the alignment of its team goals to the overall organizational strategy. An entrepreneurial leader skilled in collaboration can keep cooperation amongst team members high for good results on delivering organizational creativity. The entrepreneurial leader needs to know how to balance the team member's focus on the task at hand while paying attention to the quality of the team member's relationship. Through their emotional intelligence, they ought to create a friendly but effective atmosphere that lifts the spirits of the team members and encourages creativity. The ability of an entrepreneurial leader to organize a group into an enthusiastic cooperative mood, can go a long way in determining the success of the group in developing creative products and services that gives the firm its competitive advantage.

In conclusion this study provides an insight into entrepreneur leaders' emotional intelligence and organizational creativity in a collectivist context through team work. This study proposes that an entrepreneurial leader's emotional state and actions do affect how the subordinates feel and hence impacts on the subordinates creativity abilities and hence organizational performance. The entrepreneurial leader's mood impacts on the moods of others who come in contact with him or her. However, good entrepreneurial leaders do find effective ways to understand and improve the way they handle their own emotions as well as

the emotions of their subordinates and all stakeholders they come in contact with, in the pursuit of any entrepreneurial business opportunity. An organizational culture that promotes information sharing, frequent and effective communication, promotes collective learning of the individual learning and enables the cultivation of creative ideas and the diverse sources of information flowing from different people to give a different hue to performance of the team.

Managerial Implications

Most times in collectivist settings, entrepreneurial opportunities are driven by social needs. The ability of the entrepreneurial leader to integrate into a good social networks with subordinates and all relevant stakeholders while pursuing an entrepreneurial opportunity goes a long way in coming up with creative solutions that can meet the needs of the consumers. Since the entrepreneurial leader has to deal with relationships, his or her emotional intelligence plays a key role in managing the way he or she relates with people. In general, when people feel good, they perform better at what they do. Feeling good lubricates mental efficiency, enables better understanding, better judgments and flexible thinking. When entrepreneurial leaders feel good and create an environment where the followers feel good too, then the followers are more optimistic about their ability to achieve a goal. This further enhances creativity and decision making. Thus a good mood feel is particularly important in organizational teams.

Theoretical Implications

The researchers did not find a lot of existing literature on emotional intelligence in the context of the collectivist culture. Probably because emotional intelligence is mainly attributed to an individual, but this research work is of the view that it can also be related to relationship management in a collectivist context, especially in organizational teams. Researchers need to do more study in understanding why and how eastern cultures do business. Most times, business opportunities in the east are driven by social needs which are a collective need of the people.

On another perspective, although the core of some cultural beliefs still exists, most cultures have evolved and inter mingled so much with the advent of globalization and information technology. Individual orientations have also evolved with time. Migration of people to various parts of the world provides different perspectives to how entrepreneurial leaders can possible explore and exploit business opportunities. In as much as studies exist on cross-cultural businesses there is still need to carry out detailed research from an easterner, perspective to contribute better understanding of their concepts of emotional intelligence and organizational creativity. This study provides several avenues for future research and stresses the importance of an entrepreneurial leader's emotional intelligence in gaining organizational competitive advantage through organizational creativity.

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