



ENTREPRENEURIAL LEADERSHIP AND EMPLOYEE INNOVATIVE BEHAVIOUR IN SELECTED MANUFACTURING SMES IN LAGOS STATE, NIGERIA

Okoronkwo, G. I.

ENTREPRENEURIAL LEADERSHIP AND EMPLOYEE INNOVATIVE BEHAVIOUR IN SELECTED MANUFACTURING SMES IN LAGOS STATE, NIGERIA

Okoronkwo, G. I.

Technology Transfer Division, Federal Institute of Industrial Research Oshodi, Lagos, Nigeria

Accepted: December 12, 2021

ABSTRACT

Entrepreneurial leadership enables a firm to develop, deploy and integrate internal capabilities and practices to enhance its competitiveness. Entrepreneurial leaders play pivotal roles through both directly, as well as through the amplified effect of the follower response. Entrepreneurial leadership enables a firm to develop, deploy and integrate internal capabilities and practices to enhance its competitiveness. Entrepreneurial leaders play pivotal roles through both directly, as well as through the amplified effect of the follower response. Therefore, this study examined the relationship between entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria. The study adopted a cross sectional survey research design. The population of the study was 2,099 owner/managers of selected manufacturing SMEs. Sample size of 437 owner/managers was determined using Slovin's formula. A structured questionnaire was adapted and validated to collect data from the respondents. The reliability of the instrument was ascertained using the Cronbach's Alpha reliability coefficients with the items scoring above 0.70. The hypothesis was tested using the Spearman Rank Order Correlation coefficients to determine the level of association between the variables. The finding revealed that there is a significant relationship between entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria. The study thus concluded that when entrepreneurial leadership is adopted by selected manufacturing SMEs in Lagos State, Nigeria it invariably encourages employee innovative behaviour which is a catalyst for building competitive advantage. The researcher recommended that entrepreneurial leadership which directs and facilitates followers to achieve superior performance and meet organizational goals by recognizing and exploiting entrepreneurial opportunities through their creative contributions should be vigorously pursued.

Keywords: *Entrepreneurial Leadership, Innovativeness, Proactiveness, Risk-Taking Employee Innovative Behaviour*

CITATION: Okoronkwo, g. I. (2021). Entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria. *The Strategic Journal of Business & Change Management*, 8 (4), 1003 – 1014.

INTRODUCTION

In the current era, business environment is largely characterized by competition, technological revolution and vibrant changes in market conditions (Mahmood, Uddin & Fan, 2019; Saeed, Afsar, Cheema & Javed, 2019). Continuous innovation is the premier source of organizational growth, prosperity and competitive advantage in such an increasingly complex and dynamic business environment (Bagheri, Newman & Eva, 2020; Chatzoglou and Chatzoudes, 2018; Jason & Geetha, 2019; Lee, Legood, Hughes, Tian, Newman & Knight, 2020). There is an emerging consensus that continuous innovation is primarily driven by employee innovative behavior (Afsar, Cheema & Saeed, 2018; Shafique, Ahmad & Kalyar, 2020; 2020; Zhang et al., 2020), which refers to generation and implementation of new and valuable ideas (Scot and Bruce, 1994). Consequently, research on identifying the factors that contribute to employee innovation has exploded over the past three decades. It is argued that in order to cope with the challenges of complex and dynamic business environment and achieve long-term organizational success and competitive advantage through innovation in knowledge-based economies, leaders need to assist their followers to recognize and exploit entrepreneurial opportunities (Renko, El Tarabishy, Carsrud & Br€annback, 2015).

Entrepreneurial activities have contributed to the growth of the economy of many states. The importance of entrepreneurial leadership especially in African economies cannot be overemphasized. Entrepreneurship contributes to national development in multiple ways such as converting innovative ideas into development opportunities; it is the basis for competitiveness especially through the revitalization of social and productive networks; it is a source of new employment; and as a way to increase productivity and economic growth (Raposo Smallbone, Balaton & Hortoványi, 2011; Szirmai et al., 2011). As such, the supply of

entrepreneurial leaders and development of their entrepreneurial leadership competencies is very important in enhancing economic development.

For firms in Africa, and specifically in Nigeria, to survive in today's global dynamic economy that is characterized by rapid change, uncertainty and competitiveness, they need to utilize all their entrepreneurial resources to facilitate competitive performance. Due to its uniqueness and potential, entrepreneurial leadership has been suggested by scholars as one such key resource, which provides a source of competitive advantage as it is not easily imitable (Kreiser, 2010) and can address the emerging entrepreneurial challenges.

It follows, therefore, that it is important to clearly establish how entrepreneurship as a discipline can take advantage of knowledge within leadership discipline in order to understand how entrepreneurs can improve their entrepreneurial leadership capabilities for optimal performance of their firms. It is also important to understand how leadership discipline can benefit from entrepreneurship discipline especially how to cope in highly dynamic, disruptive and competitive environment. This is what necessitated emergence of new paradigm, which is entrepreneurial leadership (Gupta, MacMillan & Surie, 2004; Cogliser & Brigham, 2004). It can therefore be argued that entrepreneurial leadership is an agglutination of the two fields of study and as such borrows heavily from the two fields. This study examined the relationship between entrepreneurial leadership and employee innovative behaviour in Selected Manufacturing SMEs in Lagos State, Nigeria.

LITERATURE REVIEW

Theoretical Foundation

Entrepreneurial Leadership

Some scholars have identified common trends and common threads between

entrepreneurship and leadership (Vecchio, 2003; Antonakis & Autio, 2007). Several gaps still exist in regard to scholarly understanding of entrepreneurial leadership including what it is; its predictors, dimensions and characteristics; how it influences organizational outcome and whether it is similar across cultures (to support a convergence hypothesis). Entrepreneurial leadership has been defined as 'leadership that creates visionary scenarios that are used to assemble and mobilizes a 'supporting cast' of participants who become committed by the vision to the discovery and exploitation of strategic value creation' (Gupta, MacMillan & Surie, 2004). Entrepreneurial leadership has become increasingly important because organizations must be more entrepreneurial to enhance their performance, their capacity for adaptation and long-term survival (Prieto, 2010), in the face of increasing dynamism, uncertainty and competitiveness (Tarabishy *et al.* 2005). Ireland, Hitt and Sirmon (2003) describe entrepreneurial leadership as the 'ability to influence others to manage resources strategically in order to emphasize both opportunity-seeking and advantage-seeking behaviours'.

Shee, VanGramberg and Foley (2010) argue that entrepreneurial leadership enables a firm to develop, deploy and integrate internal capabilities and practices to enhance its competitiveness. Entrepreneurial leaders play pivotal roles through both directly, as well as through the amplified effect of the follower response (Torodovic & Schollosser, 2007). In dynamic markets, entrepreneurial leaders thrive as they see and exploit opportunities where others see 'chaos, contradiction and confusion' (Kurakto, 2007). Tarabishy *et al.* (2005) perceives the strengths of entrepreneurial leaders as their ability to recognize opportunities, lead firms that compete on the edge, learn and generate knowledge, handle sudden change and also understand their resources and capabilities.

Entrepreneurial leaders tap from their firm's core competencies, reposition internal firm resources and navigate the dynamic markets to deliver high returns and ensure firms long-term survival (Prieto, 2010).

Some scholars argue that entrepreneurial leadership has three main components of innovativeness, proactiveness and risk-taking (Prieto, 2010; Kurakto, 2007; Shee *et al.* 2010). Innovativeness is defined as the ability and tendency to think creatively, develop novel and useful ideas in opportunity recognition, resource utilization and problem solving (Kurakto, 2005; Chen, 2007). Innovativeness is the distinctive trait that differentiates entrepreneurs from those who want just to be self-employed. Proactiveness entails being active to influence and lead the future rather than waiting to be influenced by the future, exploit opportunities and accept the responsibility of failure. It is the ability of an entrepreneur to anticipate future problems, necessity for change and progress (Darling, Keeffe & Ross, 2007). Surie and Ashley (2008) argue that entrepreneurial leadership is a proactive response to entrepreneurial opportunities. Tarabishy *et al.* (2005) mention two main attributes of proactiveness, which include aggressive competitive behaviour directed at rival firms and the organizational pursuit of favourable business opportunities.

Employee Innovative Behaviour

Innovative work behaviour is defined by De Jong (2006) as Individuals' behaviours directed toward the initiation and intentional introduction of new and useful ideas, processes, products or procedure within a work role, group or organization. Likewise, innovative work behaviour is generally outlined in the context of how individuals could facilitate the achievement of initiation and intentional introduction of new and useful ideas, processes, products or procedures (Leong & Rasli, 2014). Innovative work behaviour thus includes behaviour of employees that directly and indirectly

encourages the development and introduction of innovations on the workplace (Spiegelaere, Gyes, Vandekerckhove, & Hootegem, 2012). In current working environment, innovative work behaviour is one of the important factors for organizational growth and development in both private and public sectors (Abdullatif, Johari, & Adnan, 2016). It is aligned with Hakimian *et al.* (2016) that innovative work behaviour can be as competitive advantage for an organization.

IWB implies that individuals go beyond the scope of their job requirements to be innovative of their own free will. It includes idea generation as well as the types of behaviour needed to implement improvements that will enhance personal and/or business performance. The construct of IWB thus captures both the initiation and implementation of ideas. In doing so, IWB differs from more limited constructs such as employee creativity which focuses on the discovery and generation of ideas (De Jong, 2007). Initiation for idea generation is a divergent phase, including activities such as the recognition of problems and thinking about ways to improve things. This phase results in more suggestions for innovations, such as new products, services or work processes. Implementation is a convergent phase directed towards the development and launch of innovations in order to acquire their benefits (King & Anderson, 2002). King and Anderson (2002), described innovation process as two main phases: initiation and implementation. The dividing line between the two phases is believed to be the point of the first adoption of the innovation; that is, the point at which the decision is made to implement the idea. First phase ends with the generation of the idea and second phase ends with the realization of the idea (King & Anderson, 2002).

Scott and Bruce (1994) first regarded innovative work behaviour as a multistage process and stated that innovation consists of multistage and discontinuous activities as idea generation, idea promotion and idea implementation and individuals can be expected to be involved in any combination

of these behaviours non sequentially and at any time. Based on in-depth interviews with managers of an R&D facility and drawing on Kanter's (1988) work on the stages of innovation, they developed a six-item scale. Leaving out the transfer task, Scott and Bruce's (1994) measure captures the behaviours of idea generation, coalition building and idea realization as Kanter (1988) stated four major dimensions: idea generation, coalition building, idea realization and transfer. Janssen (2000), referring to Scott and Bruce (1994), he regarded IWB as consisting of three dimensions, namely idea generation, idea promotion and idea implementation.

Innovative work behaviour is generally outlined in the context of how individuals could facilitate the achievement of initiation and intentional introduction of new and useful ideas, processes, products or procedures (Leong & Rasli, 2014). Innovative work behaviour thus includes behaviour of employees that directly and indirectly encourages the development and introduction of innovations on the workplace (Spiegelaere, Gyes, Vandekerckhove & Hootegem, 2012). In current working environment, innovative work behaviour is one of the important factors for organizational growth and development in both private and public sectors (Abdullatif, Johari & Adnan, 2016).

Entrepreneurial Leadership and Employee Innovative Behaviour

Entrepreneurial leadership is a leadership behavior that encourages followers to identify and exploit entrepreneurial opportunities for value creation (Renko, 2018) and thus aims at motivating employees to engage in creative activities (Cai, Lysova, Khapova & Bossink, 2019). In a recent meta-analytic study, Lee, Legood, Hughes, Tian, Newman and Knight (2020) have indicated that this contemporary and narrowly specified leadership style is more strongly related to employee innovative behavior as compared to other traditional and moral forms of leadership. Although few studies have investigated the effect of entrepreneurial leadership on employee innovative

behavior (Bagheri, Newman & Eva, 2020; Newman, Neesham, Manville & Tse, 2018); however, the evidence on the effectiveness of this leadership approach in fostering employee innovative behavior is scant in high-tech service context such as IT services. Moreover, earlier studies have either examined the direct association between entrepreneurial leadership and employee innovative behavior (Bagheri & Akbari, 2018; Newman *et al.*, 2018) or borrowed single theoretical perspective to explain this relationship (Bagheri, Newman & Eva 2020; Miao, Newman, Schwarz & Cooper, 2018).

Continuous innovation requires work behavior from employees above and beyond their standardized job responsibilities (Park & Jo, 2018). Hence, organizations striving for innovation need to capitalize the abilities and willingness of their employees to innovate (De Jong & Den Hartog, 2007; Mittal & Dhar, 2015). Employee innovative behavior is a cognitive and motivational process (Afsar & Masood, 2018) that is directed at introducing, developing and implementing new ideas (Scott & Bruce, 1994) to provide useful and novel solutions to complicated and ill-defined problems (Zhang & Bartol, 2010). Existing literature recognizes the role of leadership in shaping individual attitudes and behaviors, including employee innovative behavior (Cai, Lysova, Khapova & Bossink, 2018; Khaola & Coldwell, 2019). Leadership is a social process by which followers' voluntary participation is mobilized to achieve organizational goals and interests (Elbaz & Haddoud, 2017). Entrepreneurial leadership is a specific leadership style that directs and facilitates followers to achieve superior performance and meet organizational goals by recognizing and exploiting entrepreneurial opportunities through their creative contributions (Renko, El Tarabishy, Carsrud & Br€annback, 2015).

In recent years, scholars have constantly recognized entrepreneurial leadership as a people-centric leadership style (Newman *et al.*, 2018) and emphasized its importance in management research (Miao *et al.*, 2018; Renko *et al.*, 2015). Renko (2018:388) highlighted the role of entrepreneurial leadership as “entrepreneurial accelerator” and “entrepreneurial doer”. As entrepreneurial accelerator, entrepreneurial leaders prompt their followers to challenge the status quo, think and act creatively and exploit business related opportunities. On the other hand, as entrepreneurial doers, entrepreneurial leaders act as role models by engaging in entrepreneurial activities themselves and thus promote vicarious learning and encourage their followers to demonstrate entrepreneurial behavior. Based on such a dual role of entrepreneurial leadership, social learning theory (Bandura, 1977) can be invoked to explain how entrepreneurial leaders foster followers' innovative behavior at workplace. This theory suggests that individuals learn by observing and emulating others' attitudes and behaviors. Leaders are a prominent source of role modeling due to their managerial position in the organization and their ability to utilize organizational resources such as rewards to foster desirable behaviors (Newman *et al.*, 2018). Entrepreneurial leaders not only themselves engage in recognizing and exploiting opportunities but also emphasize the importance of such behaviors (Renko, 2018) and thus act as role models and encourage followers to exhibit innovation and creativity in their work activities (Miao *et al.*, 2018; Newman *et al.*, 2018).

Based on the foregoing, the study thus hypothesized that:

Ho₁: There is no significant relationship between entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria.



Figure 1: Conceptual model for entrepreneurial leadership and employee innovative behaviour

Source: Researcher's Conceptualization (2021)

METHODOLOGY

The population of this study consisted of the 2,099 manufacturing SMEs in Lagos State. These 2,099 manufacturing SMEs are spread across Lagos State and they represent 25% of the entire SMEs in Lagos State, Nigeria (SMEDAN/NBS, 2018). The target population was manufacturing SMEs. This study only considered this category of SMEs, because they possess the key attributes which are operationalized by the research variables and for which measurements are designed in the constructs of the questionnaire.

In order to determine the sample size for the study, Slovin (1992) formula is used. The reason for adopting this formula is that it provides accurate result of the necessary sample size that will be adequate for the research study especially wherever the population for the study is a finite one.

Applying the Slovin formula where:

n = sample size

Confidence level = 95%

N = Finite population size which is 388 that is, total number of personnel relevant to the study within the population.

e = Maximum acceptable error margin which is 5%

The figure of 437 samples was arrived at using Slovin's formula as follows:

$$n = \frac{N}{1 + (N \times e^2)}$$

Where:

n = sample size

N = Population size (i.e. total number of study - relevant staff in the Entrepreneurial institutions/agencies)

e = Desired error margin, expressed as a decimal: (i.e 0.05 for 5%)

Thus:

$N = 2099$

$e = (0.05^2) = 0.0025$

Therefore:

$$\frac{2099}{1 + (2099 \times 0.0025)} = \frac{2099}{1 + 5.2475} = \frac{2099}{6.2475} = 335.97439$$

Allowing 30% for non-response:

$$(335.97439 \times 1.3) = 437$$

Primary data was employed for data generation. A structured questionnaire was adapted and validated to collect data from the respondents. Although 437 copies of questionnaire were distributed, only 374 copies of questionnaire were returned and thus used for data analysis.

Each variable was examined with questionnaire items adapted from existing questionnaire models that have been tested and confirmed previously in other research works. The reliability of the instrument was ascertained using the Cronbach's Alpha reliability coefficients as shown in Table 1. The hypothesis was tested using the Spearman Rank Order Correlation coefficients to determine the level of association between the variables.

Table 1: Reliability Result

S/N	Variables	No. of Items	Cronbach's Alpha
1	Entrepreneurial Leadership	5	0.776
2	Employee Innovative Behaviour	5	0.876

Source: SPSS Output

DATA ANALYSIS AND RESULTS

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null

hypothesis in ($p < 0.05$). The decision rule which applies for all bivariate test outcomes is according to Bryman and Bell (2003), where:

Table 2: Shows the description of range of correlation (Rho) values, as well as the correlative level of association

Range of Rho (+ and – sign value)	Association strength
± 0.80 – 0.99	Very strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very weak

Source: Researchers Desk

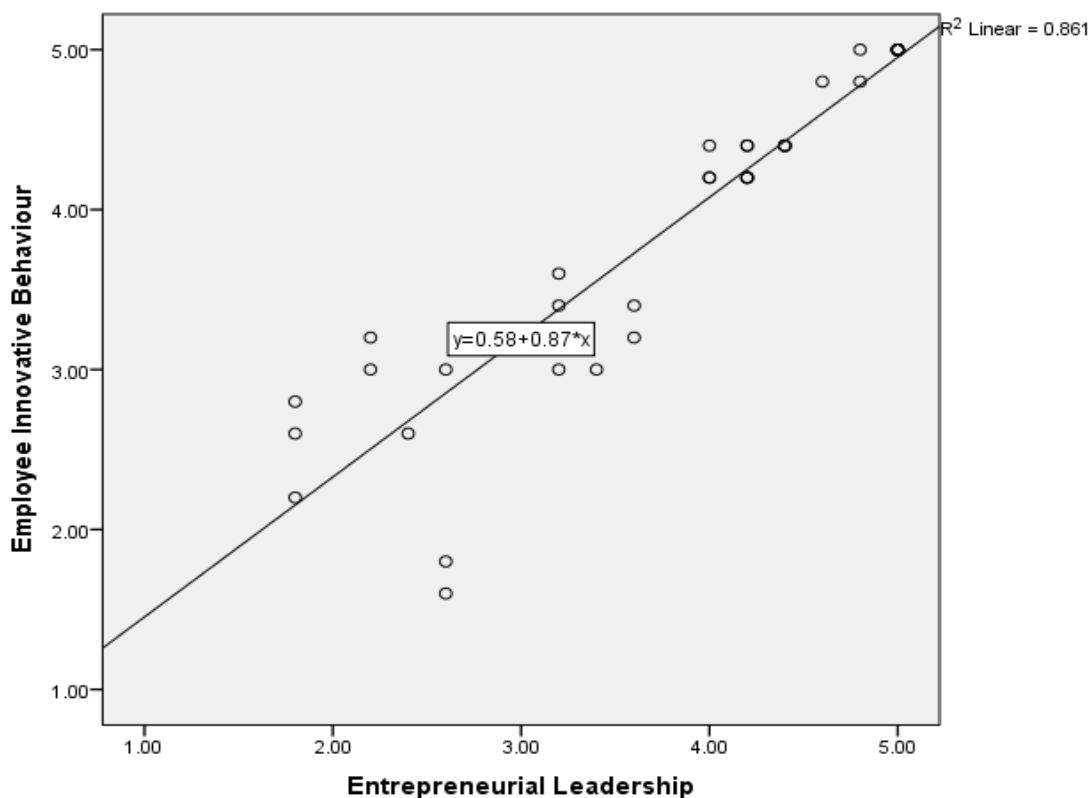


Figure 1: Scatter plot for entrepreneurial leadership and employee innovative behaviour

Figure 1 showed a very strong relationship between entrepreneurial leadership (independent variable) and employee innovative behaviour (dependent variable). The scatter plot graph shows that the linear value of (0.861) depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in entrepreneurial leadership simultaneously brings about an increase in the level of employee

innovative behaviour. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variable through the nature of their concentration.

Ho₁: There is no significant relationship between entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria.

Table 3: Correlation for Entrepreneurial Leadership and Employee Innovative Behaviour

			Entrepreneurial Leadership	Employee Innovative Behaviour
Spearman's rho	Entrepreneurial Leadership	Correlation Coefficient	1.000	.960**
		Sig. (2-tailed)	.	.000
		N	439	439
	Employee Innovative Behaviour	Correlation Coefficient	.960**	1.000
		Sig. (2-tailed)	.000	.
		N	439	439

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

The result in table 3 showed the correlation for entrepreneurial leadership and employee innovative behaviour ($r = 0.960$). This represents a very high correlation thus indicating a very strong relationship. By interpretation, there is a positive relationship between entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria. Similarly displayed is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is $(0.000) < (0.05)$ level of significance; hence the study rejects the null hypothesis and concludes that there is a significant relationship between entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria.

DISCUSSION OF FINDINGS

The study finding revealed that there is a significant correlation between entrepreneurial leadership and employee innovative behaviour in selected manufacturing SMEs in Lagos State, Nigeria. The finding confirms the earlier work of Greenberger and Sexton (1988) who found that entrepreneurial leadership displayed by the top management team fundamentally drives innovation in firms. Top management team members can affect the development and implementation of new products by providing the leadership necessary to create a climate that stimulates innovation in the organization.

Similarly, the finding agrees with the result of a previous study conducted by Adim, Tamnuomiebi, Akintokunbo and Adubasim (2018) which examined the relationship between entrepreneurial innovativeness and performance of women entrepreneurs in Rivers State and found that innovativeness has significant relationship with women entrepreneurs to employment creation. The study concluded that entrepreneurial innovativeness bears a positive and significant influence on performance of women entrepreneurs in Rivers State.

The study finding also corroborates with Damanpour (1991) who suggested that the increasing complexity of work processes and the increasingly competitive business environment have created new challenges for organizations, and that their top managers' style of leadership has accordingly become an increasingly important determinant of organizational innovation. Since most new ventures are formed by a lead entrepreneur and a small group of people, the lead entrepreneur is central to the team and his/ her leadership style can affect organizational innovation in several different ways. First, entrepreneurial leaders frame a challenge, absorb uncertainty, maintain flexibility, build commitment, and specify limits in the face of two interrelated challenges, thereby envisaging the scenario to followers and convincing others that the scenario is achievable (Ireland & Hitt, 1999; Gupta *et al.*, 2004). Entrepreneurial leaders create visionary scenarios that are used to assemble and mobilize a supporting cast of interdependent members who

commit and enact the vision to achieve strategic value creation (Gupta *et al.*, 2004).

The finding also agreed with Stuart & Abetti (1987) who averred that entrepreneurial leaders tend to be tolerant of ambiguity, persistent, persevering, creative, as well as enthusiastic and dynamic leaders with high networking and communication abilities and this enables them to build entrepreneurial culture and organization (Timmons, 1999). Entrepreneurial leaders have a propensity to act autonomously, a willingness to innovate and take risks, and a tendency to be aggressive toward competitors and proactive relative to marketplace opportunities (Lumpkin & Dess, 1996).

The concept of entrepreneurial leadership indicates lead entrepreneurs' leadership style when they are engaged in an effective combination of risk-taking, pro-activeness and innovativeness: (a) risk taking: willingness to absorb uncertainty and take the burden of responsibility for the future; (b) pro-activeness: encouraging entrepreneurial initiatives that nurture and support innovation; (c)

innovativeness: encouraging team members to think out of the box and enhancing creative thinking.

CONCLUSION AND RECOMMENDATION

Entrepreneurial leadership is a specific leadership style that directs and facilitates followers to achieve superior performance and meet organizational goals by recognizing and exploiting entrepreneurial opportunities through their creative contributions. This therefore concluded that when entrepreneurial leadership is adopted by manufacturing SMEs in Lagos State, Nigeria it invariably encourages employee innovative behaviour which is a catalyst for building competitive advantage.

Therefore, based on the foregoing, the researcher recommended that entrepreneurial leadership which directs and facilitates followers to achieve superior performance and meet organizational goals by recognizing and exploiting entrepreneurial opportunities through their creative contributions should be vigorously pursued by managers of SMEs.

REFERENCES

- Abdullatif, T. N., Johari, H. B.T., & Adnan, Z. B.T. (2016). The impact of psychological empowerment on innovative work behaviour moderating by quality culture. *European Journal of Business and Management*, 8(17), 126–131.
- Adim, C.V., Tamnuomiebi, M.D., Akintokunbo, O.O., & Adubasim. E.I. (2018). Entrepreneurial innovativeness and performance of women entrepreneurs' in Rivers State, Nigeria. *World Journal of Entrepreneurial Development Studies*, 2(1), 9-23.
- Afsar, B., Cheema, S., & Saeed, B.B. (2018). Do nurses display innovative work behavior when their values match with hospitals' values? *European Journal of Innovation Management*, 21(1), 157-171.
- Antonakis, J., & Autio, E. (2007). Entrepreneurship and leadership in J. R. Baum, M. Frese, R. A. Baron, ed., *The Psychology of Entrepreneurship*, Organizational Frontiers Series. Mahwah: Lawrence Erlbaum.
- Bagheri, A., Newman, A., & Eva, N. (2020). Entrepreneurial leadership of CEOs and employees' innovative behavior in high-technology new ventures. *Journal of Small Business Management*. doi: 10.1080/00472778.2020.1737094.
- Bandura, A. (1977). *Social learning theory*. Prentice-Hall, Englewood Cliffs, NJ.
- Bryman, A., & Bell, E. (2003) *Business Research Methods*. Oxford University Press, Oxford.
- Cai, W., Lysova, E.I., Khapova, S.N., & Bossink, B.A. (2018). The effects of servant leadership, meaningful work and job autonomy on innovative work behavior in Chinese high-tech firms: A moderated mediation model. *Frontiers in Psychology*, 9, 1767.

- Cai, W., Lysova, E.I., Khapova, S.N., & Bossink, B.A. (2019). Does entrepreneurial leadership foster creativity among employees and teams? The mediating role of creative efficacy beliefs. *Journal of Business and Psychology*, 34(2), 203-217.
- Chen, C. C. (2007). Does entrepreneurial self-efficacy distinguish entrepreneurs from managers? *Journal of Business Venturing*, 13, 295–316.
- Cogliser, C.C., & Brigham, K. H. (2004). The intersection of leadership and entrepreneurship: Mutual lessons to be learned. *Leadership Quarterly*, 15: 771– 799.
- Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, 34, 555–90.
- Darling, J., Keeffe, M., & Ross, J. (2007). Entrepreneurial leadership strategies and values: keys to operational excellence. *Journal of Small Business and Entrepreneurship*, 20 (1), 41-54.
- De Jong, J.P., & Den Hartog, D.N. (2007). How leaders influence employees' innovative behavior. *European Journal of Innovation Management*, 10 (1), 41-64.
- Elbaz, A.M., & Haddoud, M.Y. (2017). The role of wisdom leadership in increasing job performance: evidence from the Egyptian tourism sector. *Tourism Management*, 63, 66-76.
- Gupta, V., MacMillan, I.C., & Surie, G. (2004). Entrepreneurial leadership: developing and measuring a cross-cultural construct. *Journal of Business Venturing*, 19(2), 241-260
- Gupta, V., MacMillan, I.C., & Surie, G. (2004). Entrepreneurial Leadership: Developing and measuring a cross-cultural construct. *Journal of Business Venturing*, 19, 241–60.
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29(6) 963-989.
- Ireland, R.D., & Hitt, M.A. (1999). Achieving and maintaining competitiveness in the 21st century: the role of strategic leadership. *Academy of Management Executive*, 13, 43–57.
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287-302.
- Jason, V., & Geetha, S.N. (2019). Regulatory focus and innovative work behavior: The role of work engagement. *Current Psychology*, (3), 1-13.
- Kanter, R.M. (1988). When a thousand flowers bloom: Structural, collective and social conditions for innovation in organizations. *Research in Organizational Behaviour*, 10, 169-211.
- Khaola, P., & Coldwell, D. (2019). Explaining how leadership and justice influence employee innovative behaviours. *European Journal of Innovation Management*, 22 (1), 193-212.
- King, N., & Anderson, N. (2002). *Managing innovation and change: A critical guide for organizations*, London: Thomson.
- Kreiser, P. M. (2010). Entrepreneurial orientation and firm performance: the unique impact of innovativeness, proactiveness, and risk-taking. *Journal of Small Business and Entrepreneurship*, 23(1), 39-51.
- Kuratko, D. F., & Hodgetts, R. M. (2007). *Entrepreneurship: Theory, process, practice. (7th ed)*. Mason, OH: Thomson/ South Western Publishing.

- Lee, A., Legood, A., Hughes, D., Tian, A.W., Newman, A., & Knight, C. (2020). Leadership, creativity and innovation: A meta-analytic review. *European Journal of Work and Organizational Psychology*, 29(1), 1-35.
- Leong, C. T., & Rasli, A. (2014). The relationship between innovative work behaviour on work role performance: An empirical study. *Procedia - Social and Behavioural Sciences*, 129, 592–600.
- Mahmood, M., Uddin, M.A., & Fan, L. (2019). The influence of transformational leadership on employees' creative process engagement. *Management Decision*, 57(3), 741-764.
- Miao, Q., Newman, A., Schwarz, G., & Cooper, B. (2018). How leadership and public service motivation enhance innovative behavior. *Public Administration Review*, 78(1), 71-81.
- Mittal, S., & Dhar, R.L. (2015). Transformational leadership and employee creativity: mediating role of creative self-efficacy and moderating role of knowledge sharing. *Management Decision*, 53 (5), 894-910.
- Newman, A., Neesham, C., Manville, G., & Tse, H.H. (2018). Examining the influence of servant and entrepreneurial leadership on the work outcomes of employees in social enterprises. *The International Journal of Human Resource Management*, 29(20), 2905-2926.
- Park, S., & Jo, S.J. (2018). The impact of proactivity, leader-member exchange, and climate for innovation on innovative behavior in the Korean government sector. *Leadership and Organization Development Journal*, 39(1), 130-149.
- Raposo, M., Smallbone, D., Balaton, K., & Hortoványi, L. (2011). *Entrepreneurship growth and economic development: Frontiers in European entrepreneurship research*. Cheltenham: Edward Elgar.
- Renko, M. (2018). Entrepreneurial leadership in Antonakis, J., & Day, D.V. (Eds), *the nature of leadership*, 3rd ed. Sage, Thousand Oaks, CA, 381-408.
- Renko, M., El Tarabishy, A., Carsrud, A.L., & Br€annback, M. (2015). Understanding and measuring entrepreneurial leadership style. *Journal of Small Business Management*, 53 (1), 54-74.
- Saeed, B.B., Afsar, B., Cheema, S., & Javed, F. (2019). Leader-member exchange and innovative work behavior. *European Journal of Innovation Management*, 22 (1), 105-124.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580-607.
- Scott, S.G., & Bruce, R.A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37 (3), 580-607
- Shafique, I., Ahmad, B., Kalyar, M.N. (2020). How ethical leadership influences creativity and organizational innovation. *European Journal of Innovation Management*, 23(1), 114-133.
- Shee, K. H., VanGramberg, B., & Foley, P. (2010). Antecedents to firm performance: Development of a conceptual framework and future research directions. *International Journal of Global Business and Competitiveness*, 5(1), 14-24.
- Spiegelaere, S., De, Gyes, G., Van, Vandekerckhove, S., & Hootegem, G. Van. (2012). Job Design and Innovative Work Behaviour.
- Stuart, R., & Abetti, P.A. (1987). Start-up ventures: Toward the prediction of initial success. *Journal of Business Venturing*, 2, 215–30

- Szirmai, A., Naude, M., & Goedhys, M. (2011). *Entrepreneurship, innovation and economic development*. New York: Oxford University Press
- Tarabishy, A., Solomon, G., Fernald L., & Sashkin, M. (2005). The entrepreneurial leader's impact on the organization's performance in dynamic markets. *Journal of Private Equity*, 8(4), 20–29.
- Todorovic, W., & Schlosser, F. K. (2007). An entrepreneur and a leader: a framework conceptualizing the influence of leadership style on a firm's entrepreneurial orientation-performance relationship. *Journal of Small Business & Entrepreneurship*, 20 (3), 289-307.
- Vecchio, R. P. (2003). Entrepreneurship and leadership: Common trends and common threads. *Human Resource Management Review*, 13 (2), 329–346.
- Zhang, X., & Bartol, K.M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, 53 (1), 107-128.