EFFECTS OF LEADERSHIP BEHAVIOR ON EMPLOYEES' AFFECT AND THEIR ENTREPRENEURIAL CREATIVITY (SUMMARY)

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Recommended Citation
Available at: http://digitalknowledge.babson.edu/fer/vol29/iss19/4

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SUMMARY

EFFECTS OF LEADERSHIP BEHAVIOR ON EMPLOYEES’ AFFECT AND THEIR ENTREPRENEURIAL CREATIVITY

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Principal Topic

The purpose of the present paper is to contribute to the small but growing literature studying the role of individual-level factors in corporate entrepreneurship. Specifically, we draw on the volitional core of the broader personality-systems-interactions (PSI) theory (Kuhl, 2000) to analyze how leadership behavior and affect influence the creative performance of employees. Creativity is widely considered to be core to entrepreneurship as it is conducive not only for exploring new opportunities but also for a variety of other key activities in entrepreneurship such as resource acquisition and networking activities. PSI theory explains human personality functioning in terms of its underlying mechanisms by stating that the personality of individuals accounts for the capability to regulate affect (Kuhl, Kazén & Koole, 2006).

Method

We used an experimental design to collect real-time data from practitioners and academics working in a creativity-relevant work environment (N=423). Specifically, participants were asked to cope with two randomly assigned tasks measuring entrepreneurship relevant aspects of creativity. During the tasks, participants were confronted with five different types of feedback on their performance. The measurement of creative performance before and after the feedback allows for analyzing the effect of feedback while taking into account the base level of creativity. Data is analyzed by means of structural equation modeling (SEM) using AMOS 17.0.

Results and Implications

The findings of the present study provide a number of new insights for the academic literature on corporate entrepreneurship, and for managerial practice. First, against a backdrop of sparse prior research investigating the individual level of corporate entrepreneurship, our results offer important insights on how the creativity of employees can be enhanced by leadership behavior. Second, our findings suggest that leadership is an affect-laden process, i.e., affect has a major influence on creativity and thus on the employees’ ability to act entrepreneurially. Third, we accentuate the importance of the valence and confidence of feedback which is vital for the willingness to act entrepreneurially. From a managerial perspective, our findings suggest a powerful way to enhance employees’ ability and willingness to act entrepreneurially by taking into account the distinct effects of feedback on emotions.

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