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Entrepreneurial Leadership and Innovation Work Behavior: Social Cognitive Approach

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ABSTRACT
Previous studies have examined the relationship between leadership type and innovative behavior. However, there is still a scarcity of empirical studies the mediation role of creative self-efficacy on the relationship between entrepreneurial leadership and innovative work behavior. This study was conducted to fill this gap in understanding the relationship between entrepreneurial leadership and innovative work behavior, as well as the role of creative

self-efficacy as the mediation. A questionnaire was distributed to 190 employees of the Authorized Honda Service Station (AHASS) in Malang Raya to collect the data. Structural equation modeling was used for data analysis and hypothesis testing. The results indicate that the effectiveness of entrepreneurial leadership will enhance employee's innovative work behavior. Entrepreneurial leadership will also increase creative self-efficacy, which in turn will enhance employees' innovative work behavior. This study contributes to the development of literature by providing empirical evidence on the relationship between entrepreneurial leadership and innovative behavior, as well as the role of creative self-efficacy in innovative behavior. The study confirms the Social Cognitive Theory (SCT) that self-efficacy produces creative ideas and innovative work. Leaders should open up opportunities for employees to develop creative ideas at the workplace to improve innovative work behavior.

ABSTRAK

Penelitian terdahulu sudah menguji hubungan tipe zakepemimpinan dengan innovation behavior, namun masih ada kelangkaan studi empiris tentang peran mediasi creative self efficacy pada hubungan antara entrepreneurial leadership dengan innovation work behavior. Studi ini dilakukan untuk mengisi gap tersebut dengan tujuan untuk memahami hubungan entrepreneurial leadership dengan innovation work behavior, serta peran creative self-efficacy sebagai mediasi dari hubungan entrepreneurial leadership dengan innovation work behavior. Data dikumpulkan menggunakan kuesioner yang dibagikan kepada 190 karyawan Authorized Honda Service Station (AHASS) di Malang Raya. Analisis data menggunakan Structural equation modelling dengan software SmartPLS. Hasil penelitian mengindikasikan bahwa efektivitas entrepreneurial leadership akan meningkatkan innovative work behavior karyawan, selain itu entrepreneurial leadership akan meningkatkan creative self-efficacy, dan menyebabkan peningkatan innovative work behavior karyawan. Studi ini berkontribusi pada pengembangan literatur dengan memberikan bukti empiris tentang

hubungan antara entrepreneurial leadership dengan innovative behavior, dan peran creative self-efficacy pada innovative behavior. Studi mengkonfrmasi Social Cognitive Theory (SCT) bahwa self-efficacy seseorang akan menghasilkan ide-ide kreatif di tempat kerja, dan menghasilkan pekerjaan yang inovatif. Implikasi praktis, leader harus meningkatkan kesempatan kepada karyawan lebih besar untuk mengembangkan ide-ide kreatif dalam pekerjaan, dalam rangka mencapai peningkatan innovative work behavior.

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1. INTRODUCTION

Studies have approved that entrepreneurship is associated with innovation (Tidd, 2014), entrepreneurial[16] behavior encourages innovation and adaptation to a changing environment (Renko et al., 2015). Thus, owner-managers need to have the ability to drive innovation in

their company. Innovation is needed since changes occur in a competitive business environment (Sawaean & Ali, 2020), and risks are increasing (Fontana & Musa, 2017). Companies should be adapted through innovation to deal with these environmental changes (Ince et al., 2016) by exploring and exploiting opportunities to maintain competitive advantage (Fontana & Musa, 2017). The success of a business is achieved if the leaders have a clear vision and are supported by entrepreneurial actions (Sawaean & Ali, 2020). Companies must be able to take opportunities and improve organizational competence (Huang et al., 2014).

A competitive and dynamic business environment requires leaders to encourage creativity and innovation in order to be able to compete by having entrepreneurial leadership (Gupta et al., 2004). Innovation is determined by two things, at the organizational level innovation is determined by leadership (Puente-DãAz, 2016), while at the individual level it is determined by individual creativity; the result of individual creativity in organizations is innovation (Hon & Lui, 2016). The creativity and innovation model developed by Hon and Lui

(2016) explains that at the individual level, creativity is generated by creative efficacy; the results are individual outcomes in the form of career satisfaction, while at the organizational level the results of individual creativity are performance and innovation. Specifically, Cai et al. (2019) state that innovation in the team (organizational) is determined by entrepreneurial leadership. The model describes the relationship between leadership and creative efficacy as well as innovation, in which leadership is the antecedents of creativity, while innovation is the result of creativity. Renko et al. (2015) stated that entrepreneurial leadership increases followers' trust in skills and abilities as well as encourages enthusiasm for innovation.

Studies on the role of leadership on innovative behavior have focused on transformational leadership, in which transformational leadership is related to innovation and creativity (Afsar et al., 2014; Afsar & Masood, 2018; Caillier, 2016; Chen et al., 2014; Gill et al., 2010; Herrmann & Felfe, 2014; Kang et al., 2015; Liu et al., 2010). Transformational leadership can foster a climate for innovation that encourages employee (Jaiswal & Dhar,

2015). Besides, transformation leadership is related to performance (Buil et al., 2019; Salanova et al., 2011). Newman et al. (2018) argue that different leadership (eg entrepreneurial, transformational, and participative leadership) are effective for innovative behavior. However, based on the results of meta-analytic research by Herrmann and Felfe (2014), studies on transformational leadership in relation to creativity has resulted in unsatisfactory results since transformational leadership is not specifically related to innovative behavior and opportunity recognition (Bagheri, 2017); transformational leadership focuses on how leaders generate higher performance from followers (Bass, 1985). This criticism shows that previous studies on the role of transformational leadership in innovation need to be developed in other types of leadership. It is supported by a study by Newman et al. (2018) stating that entrepreneurial leadership provides a stronger moderating effect from the relationship of creative self-efficacy and innovative behavior than transformational and participative leadership. Therefore, the effect of

different leadership styles on innovative behavior needs to be examined.[48]

The measurement of entrepreneurial behavior and entrepreneurial attitudes in Indonesia presented in the Global Entrepreneurship Monitor (GEM) shows that in 2018, Indonesia's index Perceived Capabilities Rate (PCR) revealed that 64,1% out of a total population of 18-64 years believed they have the skills and knowledge to start a business (self-efficacy).[49] It is even higher than the global average of 49.15%. Furthermore, the[50] Innovation Rate (IR) measurement shows that only 15.36% of new entrepreneurs in Indonesia produce innovative products/services; the percentage is lower than the global average of 26.6%. It indicates that entrepreneurs in Indonesia have high self-efficacy, but lack of innovation. The low[51] degree of innovation[52] needs to be explored[53] further, especially the factors that influence entrepreneurial innovation. It is important[54] for organizations to identify[55] and improve the factors that effect[56] on[57,58] individual innovative work behavior (Afsar & Umrani, 2019).

Some previous studies describe that entrepreneurial leadership has a positive effect on employee innovative work behavior (Bagheri, 2017), facilitates the innovation process in the company (Fontana & Musa, 2017), and has an impact on business performance (Huang et al., 2014; Sawaean & Ali, 2020). These findings indicate that employee's innovative behavior is determined by how a leader is able to move his employees to apply new ideas in their work. Another study examine entrepreneurial leadership with creativity, such as Cai et al., (2019) who states that employees and teams led by entrepreneurial leadership will produce creative results, supported by the employee's and team's creative self-efficacy. The literature has proven that entrepreneurial leadership affects innovative work behavior mediated by creative efficacy. There is a dearth of empirical studies on the relationship between entrepreneurial leadership and innovative work behavior in the small businesses of developing countries such as Indonesia. To fill this gap, this study aims to examine the relationship between entrepreneurial leadership and innovative work behavior, as well as the role of creative self-efficacy as a mediator

of the relationship between entrepreneurial leadership and innovative work behavior.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Entrepreneurial Leadership

Entrepreneurial leadership is different from other leadership styles since entrepreneurial leadership focuses on recognizing and exploiting opportunities as entrepreneurial goals (Renko et al., 2015), and achieving innovation performance (Fontana & Musa, 2017). According to the entrepreneurial leadership theory, entrepreneurial leadership is an effective type of leadership to build teams in order to achieve innovation goals (Renko et al., 2015). Entrepreneurial leadership is a type of leadership that focuses on innovation and adaptation to an uncertain environment (Surie & Ashley, 2008), and utilizing new opportunities and enhancing the ability to compete in a dynamic environment (Huang et al., 2014). The definition of entrepreneurial leadership leads to one characteristic namely leadership that leads to innovation. In this study, entrepreneurial leadership is defined as a type of leadership that focuses on

recognizing and exploiting opportunities to build teams in order to achieve innovation goals (Renko et al., 2015). Entrepreneurial leadership encourages organizations to strengthen a culture of innovation by finding and exploiting opportunities to improve organizational performance (Rae, 2017). Entrepreneurial leadership is considered an effective leadership in encountering a dynamic business environment since it will increase innovation and recognize opportunities (Fontana & Musa, 2017; Freeman & Siegfried Jr, 2015). Entrepreneurial leadership adopts philosophy and management methods that enable the integration of knowledge to be utilized in new processes, products, and operational activities (Gupta & Batra, 2016). It is important to encourage the development of entrepreneurial leadership at all levels of the organization to ensure that the innovation process is managed effectively (Fontana & Musa, 2017). This is because the organizational competitive advantage is determined by employee innovative behavior (Shin et al., 2017; Wang et al., 2015). The role of entrepreneurial leadership is to support the creation of new ideas by employees and develop strategies and approaches to

facilitate these innovations (Bagheri, 2017), and the recognition of opportunities perceived by employees (Huang et al., 2014). Entrepreneurial leadership can increase individual participation to raise innovation awareness (Strobl et al., 2020), solve problems using creative methods, and utilize organizational resources effectively and efficiently in order to improve organizational performance (Rae, 2017). The application of entrepreneurial leadership in SMEs is considered effective because it is able to deal with a dynamic business environment since its orientation is opportunity and innovation, and is able to move followers to recognize opportunities and use creative methods. The aim is innovative behavior and organizational performance. Research on entrepreneurial leadership can be done with a focus on three things, namely focus on leaders (entrepreneurial behavior and attitudes), new business owners, and differences or similarities between leaders and entrepreneurs (Renko et al., 2015). In this study, entrepreneurial leadership is examined with an approach to entrepreneurial behavior and attitude, its impact on employee innovative behavior.

Creative Self-Efficacy

Referring to the Social Cognitive Theory (SCT) (Bandura, 1986), the belief in self-efficacy enables the development of creative ideas in the workplace. The core of SCT is an assessment of one's capability to execute courses of actions required in order to achieve performance (Bandura, 1986). This includes two things, namely the expectation of being able to perform certain behaviors and the results to be obtained from their behavior (Leong & Rasli, 2014). An individual who has self-efficacy is able to execute action; self-efficacy will affect one's affective response in carrying out the task and will affect the success of the task (Newman et al., 2018).

Creative self-efficacy is a special form of self-efficacy in which an individual perceives himself to be able to produce creative ideas (Tierney & Farmer, 2002). Creative self-efficacy bridges the creativity of leaders and the creativity of employees (Jiang & Gu, 2017). Someone with high creative self-efficacy tends to realize their creative potential to achieve creative results (Diliello et al., 2011). They are involved in innovative behavior since they

believe in their knowledge and skills to generate ideas at the workplace (Jiang & Gu, 2017). Someone with low creative self-efficacy will regard challenges as mere opportunities (Newman et al., 2018). In the context of service companies, employee's creative self-efficacy is portrayed from innovative behavior in the workplace in which customer problems are solved creatively (Michael et al., 2011).

Innovative Work Behavior

To improve the development of innovation, an understanding of innovative work behavior is needed (Messmann & Mulder, 2012). Innovative behavior is the involvement in the innovation process as an initial part of innovative results, and the concept of innovative behavior is broader than creativity (Shin et al., 2016) since innovative behavior includes activities ranging from fighting for ideas to implementing new processes (Janssen, 2000). While the focus of creativity is narrower only on raising useful new ideas (Shalley, 2008). Creativity includes exploring and generating ideas, while innovation involves fighting for and implementing ideas (De Jong &

Den Hartog, 2010). Innovative work behaviors link activities and employee's work results, which will influence the development of innovation (Messmann & Mulder, 2012). Innovative work behavior includes the process of identifying and introducing new ideas, processes, and new procedures in work (De Jong & Den Hartog, 2010).

De Jong and Den Hartog (2010) measure innovative work behavior using four dimensions, namely: 1) idea exploration of the discovery of opportunities as an initial process of innovation, 2) idea generation relating to products, services or processes, new markets, process improvement, and problem identification, 3) idea championing of fighting for ideas to be relevant to be implemented, and 4) idea implementation of the behavior of realizing ideas. Messmann and Mulder (2011) used five dimensions to measure innovative work behavior, namely opportunity exploration, idea generation, idea promotion, idea realization, and reflection. The difference between these two measurements is that De Jong and Den Hartog measure the innovation by focusing on the level of

individuals in the organization while Messman and Mulderis a dynamic and context-bound construct.

Entrepreneurial Leadership dan Innovation work behavior A leader in an organization has a role as a facilitator and manager. The role of the facilitator is to change the creative efforts of individuals and teams into innovation, while managers manage the goals of the organization to innovation (Denti & Hemlin, 2012). Crossan and Apaydin (2010) develop a multi-dimensional framework of organizational innovation with three determinants of innovation, namely leadership, managerial levels, and business processes. It was further explained that in the context of leadership, innovation is determined by the ability and motivation of leaders to innovate. Entrepreneurial leadership encourages organizations to strengthen a culture of innovation (Rae, 2017), which is considered effective in a dynamic business environment Fontana & Musa, 2017; Freeman & Siegfried Jr, 2015). Entrepreneurial leadership plays a role in supporting the employee's creation of new ideas to achieve innovation (Bagheri, 2017).

Studies have shown that entrepreneurial leadership has a significant positive effect on employee innovative work behavior (Bagheri, 2017), entrepreneurial leadership has a positive and significant influence on the dimensions of the innovation process (Fontana & Musa, 2017), entrepreneurial leadership is positively related to exploratory and exploitative innovation, moderated by the environment (Huang et al., 2014). Using a different perspective from leadership, Afsar and Umrani (2019) explain that transformational leadership has a positive impact on employees' innovative work behavior, and the climate for innovation moderates the relationship. Chen (2007) examined the relationship between entrepreneurial leadership and innovative capability, with a high level of entrepreneurial leadership and team creativity that would improve innovative capability. Several previous studies have examined entrepreneurial leadership and innovation. However, generally, they were in medium and large companies. Thus, it allows different findings in the context of small and medium enterprises. This study tested the hypothesis of the relationship between entrepreneurial leadership and innovative work

behavior in the context of small and medium-sized service enterprises.

H1: Entrepreneurial leadership has a positive relationship with innovative work behavior

The Mediating role of Creative Self Efficacy

A study by Puente-DãAz (2016) describes that an increase in creative self-efficacy can be done from two levels. At the organizational level, creative self-efficacy is determined by leadership, while at the individual level is through achievement goals. Leadership and achievement goals are related to creative self-efficacy, and will determine the achievement of creative performance. Jaiswal and Dhar (2015) stated that employees with high self-efficacy would use creative behavior when the innovation climate is supportive, and the innovation climate will be determined by leadership. Research by Cai et al. (2019) found that innovative work behavior is determined by entrepreneurial leadership and employee and team creativity. In addition, it was found that the relationship was mediated by the employee's creative self-efficacy and team's creative efficacy.

Puente-DãAz (2016) develops the antecedent of creative self-efficacy model that leadership (organizational antecedent) and employee's achievements goal (personal antecedent) will determine creative self-efficacy. Then the result of creative efficacy is creative performance. This model seeks to suggest testing the role of leadership as an antecedent of creative self-efficacy and the results are in the form of individual creative performance. Amabile and Pratt (2016) developed The Dynamic Component Model between creativity and innovation that individual creativity is related to innovation. At the individual level, creativity includes intrinsic motivation for the task, skills, and creative process. Furthermore, at the organizational level, innovation includes motivation for innovation and available resources. This model explains the relationship between individual creativity and innovation. A study by Michael et al., (2011) found that employees with high creative self-efficacy exhibit high levels of innovative behavior. Newman et al., (2018) states that a high entrepreneurial leadership will affect the relationship of creativity and innovative behavior .

H2: Entrepreneurial leadership has a positive relationship with creative self-Efficacy

H3: Creative self-efficacy as a mediator in the relationship between entrepreneurial leadership and innovative work behavior

3. RESEARCH METHOD

Research Design

This study is a quantitative study with a survey to service companies namely Authorized Honda Service Station (AHASS). It is focused on small and medium-sized enterprises, especially automotive services, with 2 main reasons. First, motorcycle sales growth in Indonesia especially in Malang Raya is very high. Thus, the need for after-sales service also increases with high competition among authorized AHASS dealers in providing after-sales service. Secondly, motor vehicle technology has also improved demanding companies to have higher innovation s than other companies in order to be able to serve the needs of customers. Third, small and medium-sized enterprises have different challenges compared to large companies in dealing with environmental changes, both in terms of innovation and leadership

This study combines two approaches, namely innovation at the individual level related to creative self-efficacy and innovative work behavior and at the organizational level related to the application of entrepreneurial leadership in companies. Data were collected using a single source method from employees. They were asked to assess the entrepreneurial leadership behavior of the owner/manager and their perceptions about their creative self-efficacy and innovative work behavior at the workplace.

Sampling method

The research sample was taken from AHASS employees in Malang Raya including Malang City, Malang Regency, and Batu City. Using the Slovin formula, a total sample of 209 employees was selected using the proportional random sampling technique. Proportional random sampling was used to guarantee a representative sample since the number of employees in each AHASS dealer is not the same. The response rate of the questionnaires was 90%. Thus, the analysis only used data from 190 employees.

Measures

Entrepreneurial leadership measurement used the Entrepreneurial Leadership Questionnaire (Renko et al., 2015). Using eight items, respondents were asked to respond to whether the leader has radical improvement ideas, totally new ideas, risk-taking, creative solutions, passion, a vision of business, encouraging employees to work more innovatively, and want challenges from employees related to their business.

Innovative work behavior measurement uses four items from De Jong and Den Hartog (2010), namely idea exploration, idea generation, ide championing, and ide implementation.

Creative self-efficacy measurements used three items developed by Tierney and Farmer (2002). Respondents were asked if they believe they are able to solve problems creatively, perceive that they can generate new ideas, and have the talent to develop other people's ideas.

Respondents answered with a 5-point Likert Scale, ranging from 1 = strongly disagree to 5 = strongly agree. Structural equation modeling (SEM) with the SmartPLS 3.0 was used to test the hypothesis of relationships between variables, namely the relationship between

entrepreneurial leadership and innovative work behavior, with creative self-efficacy as the mediation.

4. DATA ANALYSIS AND DISCUSSION

This study was conducted at the Authorized Honda Service Station (AHASS) in Malang Raya to measure the level of employee's innovative work behavior and the influencing factors, namely entrepreneurial leadership and creative self-efficacy. The description of innovative work behavior, entrepreneurial leadership, and creative self-efficacy in Table 1 indicates that generally, employees assessed the level of entrepreneurial leadership in the company as high (substantial), especially in the dimension of leaders often have new ideas, creative solutions to problems, and future company's mission. While other dimensions show moderate results. Creative self-efficacy of all dimensions shows a high level of creative self efficacy (substantial). The innovative work behavior shows high results (substantial) for three dimensions, namely methods, techniques, or new work instruments (idea generation), enthusiastic for innovative ideas (idea championing)),

and introducing innovative ideas into work practice (idea implementation), while the dimension of idea exploration shows a moderate level.

Table 1. Descriptive Statistics, Factor Loading

Variable

Mean

SD

Factor Loading

t-value

Entrepreneurial Leadership

EL 1

EL 2

EL 3

EL 4

EL 5

EL 6

EL 7

EL 8

3.021

3.837

3.253

3.658

3.058

3.584

2.811

3.179

3.021

3.837

3.253

3.658

3.058

3.584

2.811

3.179

0.714

0.842

0.702

0.746

0.775

0.779

0.725

0.736

20.060

44.923

17.022

21.702

24.855

23.653

17.366

22.796

Creative Self-Efficacy

CSE 1

CSE 2

CSE 3

3.874

3.889

4.053

3.874

3.889

4.053

0.841

0.794

0.732

37.341

20.315

16.301

Inovative[204] work behavior

IWB 1

IWB 2

IWB 3

IWB 4

3.042

3.921

3.968

3.779

3.042

3.921

3.968

3.779

0.764

0.861

0.829

0.858

18.536

44.284

31.363

47.922

Source: SmartPLS Output, 2020.

Measurement

The estimation of structural models and hypothesis testing for relationships between variables used SmartPLS software. Table 1 presents the factor loading for each dimension of each construct analyzed, and the t-value that measures the significance of the factor loading. According to Hair et al. (2011), the role of thumb for model evaluation, each item must have an outer loading value of > 0.7 and at t-value of > 1.96 (significance level = 5%). The test results show all items have a factor loading greater than 0.7 and each item has at t-value of > 1.96. Thus, the items and constructs meet the requirements for model measurement.

Tabel 2. Evaluasi Model Pengukuran

Construct

Composite Reliability

AVE

EL

CSE

IWB

Entrepreneurial Leadership (EL)

Creative Self-Efficacy (CSE)

Inovative[209] work behavior (IWB)

0.913

0.833

0.898

0.568

0.625

0.687

0.568*

0.417

0.505

0.625*

0.311

0.687*

* Average Variance Extraced (AVE)

Source: SmartPLS Output, 2020

Internal consistency reliability was measured using composite reliability. Table 2 shows that the items in each construct have satisfactory reliability. Furthermore, the measurement of convergent validity uses the criteria of average variance extracted (AVE) for each construct of 0.5 or more (Hair et al., 2011). The AVE value in table 3 shows that the construct meets convergent validity (AVE > 0.5). The discriminant validity test used the Fornless-Larcker criteria. The AVE of each latent construct should higher than the highest squared correlation (Hair et al., 2011). The AVE value for each construct (number in the diagonal direction) is higher than the highest squared correlations with any other latent construct (numbers below the diagonal), thus the construct has good discriminant validity.

Tabel 3. Direct and Indirect Effect

Relationship

Path Coefficient

t-value

R2

EL à IWB

0.601

10.445

0.417

CSE à IWB

0.169

2.532

EL à CSE

0.646

16.826

0.521

EL à CSE à IWB

0.109

2.446

Source: SmartPLS Output, 2020

Structural Model

Structural testing of the model used a value of R2 that is a measure of the accuracy of the model's predictive. The R2 value in table 3 was 0.417 for the innovative work behavior construct and 0.521 for the CSI construct. Thus, the accuracy of the model is in the moderate category (Hair et al., 2011).

Table 3 presents the path coefficient value as the causal relationship between constructs, and the t-value for hypothesis testing. Based on the results of the analysis, it is found that entrepreneurial leadership has a positive and significant relationship with innovative work behavior (t-value 10.445> 1.96), entrepreneurial leadership also has a positive and significant relationship with creative self-efficacy (t-value 16.826 > 1.96). Thus, hypothesis 1 (H1) and hypothesis 2 (H2) are accepted. Furthermore, creative self-efficacy also showed the results of a positive and significant relationship with innovative work

behavior (t-value 2.532 > 1.96). Thus, Hypothesis 3 (H3) was accepted.

Discussion

The study aims to examine the relationship between entrepreneurial leadership and innovative work behavior, and the role of creative self-efficacy as a mediator in the relationship between entrepreneurial leadership and innovative work behavior. Hypothesis testing results indicate that the innovative work behavior is determined by entrepreneurial leadership, whereas a high entrepreneurial leadership is positively related to innovative work behavior. The difference of entrepreneurial leadership from other types of leadership is that entrepreneurial leadership focuses on recognizing and exploiting opportunities to achieve entrepreneurial goals (Renko et al., 2015), and innovation performance (Fontana & Musa, 2017). In this study, entrepreneurial leadership is proven to be able to encourage employee involvement in the innovation process in the form of innovative work behavior at the workplace. Entrepreneurial leadership is able to encourage

employees to identify and introduce new ideas in the work process and procedure (De Jong & Den Hartog, 2010). The results of this study indicate that if the leader has new ideas, creative solution to every problem, is willing to take risks, is creative, has a future company's mission, is passionate, and wants challenges from employees related to the business, the leader is able to encourage employees to have innovative behavior in the workplace. Entrepreneurial leadership will value and support the creation of new ideas by employees and develop strategies and approaches to facilitate innovation and recognition of opportunities (Bagheri, 2017). The findings of this study have confirmed the role of entrepreneurial leadership in innovative behavior and have provided empirical evidence of the effectiveness of entrepreneurial leadership in improving innovative work behavior especially service SMEs since it will increase innovation and opportunity recognition (Fontana & Musa, 2017; Freeman & Siegfried Jr, 2015). The research findings are relevant to the findings of previous researchers (Cai et al., 2019; Fontana & Musa, 2017; Puente-DãAz, 2016).

Another finding from this study is that entrepreneurial leadership is positively related to creative self-efficacy in which high entrepreneurial leadership will increase employee's creative self-efficacy. Furthermore, employees with high creative self-efficacy will increase innovative work behavior. Thus, creative self-efficacy as a mediator of entrepreneurial leadership's relationship with innovative work behavior. When SME leaders apply entrepreneurial leadership, they will encourage employee creativity such as employee involvement to generate and explore new ideas at work (De Jong & Den Hartog, 2010). Employees with high self-efficacy will use creative behavior when the innovation climate is supportive, and leadership (Jaiswal & Dhar, 2015) will determine the innovation climate. This finding is relevant to the antecedent models of creative self efficacy (Puente-Dã-Az, 2016) that creative self efficacy is determined by leadership. Thus, leadership as an antecedent of creative self-efficacy with innovation performance as a result. In addition, this finding is in line with Michael et al. (2011) that employees with high creative self-efficacy show high levels of innovative behavior. Furthermore, Newman et al.

(2018) state that high entrepreneurial leadership will affect the relationship between creativity and innovative behavior.

This study was conducted in response to the antecedent of creative self efficacy model proposed by Puente-DãAz (2016) that creative efficacy will be determined by leadership. Thus, leadership is an antecedent of creative self-efficacy and the result is innovation performance. In addition, this study responds to The Dynamic Component model proposed by Amabile and Pratt (2016) that individual creativity is related to innovation. At the individual level, creativity includes intrinsic motivation for the task, skills, and creative process. Furthermore, at the organizational level, innovation includes motivation for innovation and available resources.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This study investigates the relationship between entrepreneurial leadership and innovative work behavior, as well as the mediating role of creative self-efficacy in the relationship between entrepreneurial leadership and

innovative work behavior. The results showed that entrepreneurial leadership has a positive effect on innovative work behavior. Besides, entrepreneurial leadership increases creative self-efficacy, then creative self-efficacy would encourage innovative work behavior. Thus, creative self-efficacy mediated entrepreneurial leadership relationship with innovative work behavior. The effectiveness of entrepreneurial leadership is reflected in the behavior of generating new ideas, having creative solutions, willing to take risks, being passionate, and having a future company's mission. Such behaviors will encourage employees to have innovative behaviors at the workplace.

Entrepreneurial leadership is an important aspect of the creation of creative self-efficacy to achieve employee innovative behavior since entrepreneurial leadership provides greater opportunities for employees to develop their creativity. Entrepreneurial leadership improves employee's creative self-efficacy that they have the ability to be involved in the company's innovation process by generating and exploring new ideas and implementing them in innovative jobs.

Theoretical Implications

This study broadens the complexity of previous studies that entrepreneurial leadership is a factor that affects innovation performance (Fontana & Musa, 2017), and business performance (Huang et al., 2014; Sawaean & Ali, 2020). In this study, it has been proven that entrepreneurial leadership affects creative self efficacy and increases employee innovative work behavior. In addition, the results of this study have confirmed the study conducted by Newman et al. (2018) that different leaderships are all effective for innovative behavior. The results of this study also confirm the Social Cognitive Theory (SCT) (Bandura, 1986) that belief in one's self-efficacy will generate creative ideas in the workplace. Furthermore, a high entrepreneurial leadership is able to increase employees' sense of ability that they are able to execute the actions in an innovative manner (Bandura, 1986). Creative self-efficacy and innovative behavior are both created and increased when the leader applies entrepreneurial leadership.

Managerial Implications

The business competition is getting tougher. Thus, a leader must have and develop radical improvement ideas, totally new ideas, risk-taking, creative solutions, passion, the vision of the business, encourage employees to work more innovative, and want challenges of employees related to their business in order to improve employee creative self-efficacy and achieve employee innovative work behavior. This study shows that CST is a mediator of the relationship between entrepreneurial leadership and innovative work behavior. Therefore, it is important for leaders to implement the results of this research by providing greater opportunities for employees to develop creative ideas at the workplace in order to achieve innovative work behavior.

Limitation

This research suffers from several limitations. It is only carried out on service SMEs especially the automotive sector in a limited area in Malang Raya, East Java. Therefore, future studies in other fields with a broader scope are likely to have different results making it possible to carry out further research. In addition, creative self-efficacy and innovative work behavior in this

study were measured from employee perceptions allowing bias to occur. Further research can develop measurements at the organizational level and employee levels, such as creative self-efficacy and innovative work behavior measurements by leaders and entrepreneurial leadership measurements by employees.

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1.	...	Misuse of Semicolons, Quotation Marks, etc.	Correctness
2.	~~xxxx~~ → XXXX	Misspelled Words	Correctness
3.	~~Endi~~ → End	Misspelled Words	Correctness
4.	~~Key words~~ → Keywords	Confused Words	Correctness
5.	~~self efficacy~~ → self-efficacy	Misspelled Words	Correctness
6.	*relationship; Relationship*	Text Inconsistencies	Correctness
7.	on the	Wrong or Missing Prepositions	Correctness
8.	*was conducted*	Passive Voice Misuse	Clarity
9.	~~, as well as~~ → and	Wordy Sentences	Clarity
10.	*was used*	Passive Voice Misuse	Clarity
11.	~~enhance~~ → improve	Word Choice	Engagement
12.	~~behavior~~ → practice, action	Word Choice	Engagement
13.	~~, as well as~~ → and	Wordy Sentences	Clarity
14.	~~behavior~~ → practice, response	Word Choice	Engagement
15.	~~creative~~ → original	Word Choice	Engagement
16.	; entrepreneurial, . Entrepreneurial	Punctuation in Compound/Complex Sentences	Correctness
17.	~~needed~~ → necessary, required	Word Choice	Engagement
18.	*is achieved*	Passive Voice Misuse	Clarity
19.	*are supported*	Passive Voice Misuse	Clarity

20.		Intricate Text	Clarity
21.	~~in order to~~ → to	Wordy Sentences	Clarity
22.	~~Innovation~~ → Change, Novelty	Word Choice	Engagement
23.	, innovation	Punctuation in Compound/Complex Sentences	Correctness
24.	~~determined~~ → defined	Word Choice	Engagement
25.	level,	Punctuation in Compound/Complex Sentences	Correctness
26.	~~individual~~ → own	Word Choice	Engagement
27.	~~individual~~ → own	Word Choice	Engagement
28.	~~at the individual level,~~	Wordy Sentences	Clarity
29.	*is generated*	Passive Voice Misuse	Clarity
30.	~~individual~~ → different	Word Choice	Engagement
31.	~~results~~ → effects	Word Choice	Engagement
32.	~~individual~~ → own	Word Choice	Engagement
33.	~~innovation~~ → change	Word Choice	Engagement
34.	*is determined*	Passive Voice Misuse	Clarity
35.	~~as well as~~ → and	Wordy Sentences	Clarity
36.	~~leadership~~ → direction	Word Choice	Engagement
37.	~~innovation~~ → change	Word Choice	Engagement
38.	eg,	Comma Misuse within Clauses	Correctness

39.	~~effective~~ → useful, valid	Word Choice	Engagement
40.	~~in relation to~~ → about, to, with, concerning	Wordy Sentences	Clarity
41.	~~specifically~~ → explicitly	Word Choice	Engagement
42.	*be developed*	Passive Voice Misuse	Clarity
43.	*is supported*	Passive Voice Misuse	Clarity
44.	~~study~~ → research	Word Choice	Engagement
45.	, stating	Punctuation in Compound/Complex Sentences	Correctness
46.	~~stronger~~ → more substantial	Word Choice	Engagement
47.	~~effect~~ → impact	Word Choice	Engagement
48.	*be examined*	Passive Voice Misuse	Clarity
49.	*The measurement of entrepreneurial behavior and entrepreneurial attitudes in Indonesia presented in the Global Entrepreneurship Monitor (GEM) shows that in 2018, Indonesia's index Perceived Capabilities Rate (PCR) revealed that 64,1% out of a total population of 18-64 years believed they have the s...*	Hard-to-read text	Clarity
50.	~~Furthermore, the~~ → The	Wordy Sentences	Clarity
51.	~~low~~ → small	Word Choice	Engagement
52.	~~innovation~~ → change	Word Choice	Engagement
53.	*be explored*	Passive Voice Misuse	Clarity
54.	~~important~~ → essential, crucial, vital	Word Choice	Engagement
55.	Organizations need to identify	Wordy Sentences	Clarity

56.	~~effect~~ → affect	Confused Words	Correctness
57.	~~effect on~~ → affect	Wordy Sentences	Clarity
58.	~~on~~	Wrong or Missing Prepositions	Correctness
59.	~~is able to~~ → can	Wordy Sentences	Clarity
60.	~~examine~~ → examines	Faulty Subject-Verb Agreement	Correctness
61.	.,	Punctuation in Compound/Complex Sentences	Correctness
62.	, who	Punctuation in Compound/Complex Sentences	Correctness
63.	~~states~~ → state	Faulty Subject-Verb Agreement	Correctness
64.	results,	Punctuation in Compound/Complex Sentences	Correctness
65.	~~creative~~ → original	Word Choice	Engagement
66.	~~dearth~~ → shortage	Word Choice	Clarity
67.	*To fill this gap*	Misplaced Words or Phrases	Correctness
68.	~~, as well as~~ → and	Wordy Sentences	Clarity
69.	~~an effective~~ → an active, a useful	Word Choice	Engagement
70.	~~in order to~~ → to	Wordy Sentences	Clarity
71.		Intricate Text	Clarity
72.	, namely	Punctuation in	Correctness

		Compound/Complex Sentences	
73.	~~leadership~~ → administration, direction	Word Choice	Engagement
74.	*is defined*	Passive Voice Misuse	Clarity
75.	~~in order to~~ → to	Wordy Sentences	Clarity
76.	~~important~~ → essential, vital	Word Choice	Engagement
77.	*This*	Intricate Text	Clarity
78.	*is determined*	Passive Voice Misuse	Clarity
79.		Intricate Text	Clarity
80.	~~in order to~~ → to	Wordy Sentences	Clarity
81.	*is considered*	Passive Voice Misuse	Clarity
82.	~~effective~~ → valid, useful, adequate	Word Choice	Engagement
83.	~~is able to~~ → can	Wordy Sentences	Clarity
84.	~~is able to~~ → can	Wordy Sentences	Clarity
85.		Intricate Text	Clarity
86.	*be done*	Passive Voice Misuse	Clarity
87.		Intricate Text	Clarity
88.	innovative employee	Misplaced Words or Phrases	Correctness
89.	~~actions~~ → action	Incorrect Noun Number	Correctness
90.	~~in order to~~ → to	Wordy Sentences	Clarity
91.		Intricate Text	Clarity
92.	*This*	Intricate Text	Clarity

93.	~~behavior~~ → practice	Word Choice	Engagement
94.		Intricate Text	Clarity
95.	~~is able to~~ → can	Wordy Sentences	Clarity
96.	~~task~~ → job, mission	Word Choice	Engagement
97.	~~special~~ → unique, particular	Word Choice	Engagement
98.	~~creative~~ → innovative	Word Choice	Engagement
99.	~~Creative~~ → Original, Innovative	Word Choice	Engagement
100.		Intricate Text	Clarity
101.	~~creative~~ → original	Word Choice	Engagement
102.	*is portrayed*	Passive Voice Misuse	Clarity
103.	*are solved*	Passive Voice Misuse	Clarity
104.	*To improve the development of innovation*	Misplaced Words or Phrases	Correctness
105.	~~Innovative~~ → Creative	Word Choice	Engagement
106.	~~behavior~~ → practice, action, response	Word Choice	Engagement
107.	~~an initial~~ → a fundamental, a first	Word Choice	Engagement
108.	~~innovative~~ → creative	Word Choice	Engagement
109.	~~behavior~~ → practice, action	Word Choice	Engagement
110.	~~innovative~~ → creative	Word Choice	Engagement
111.	~~behavior~~ → practice, response	Word Choice	Engagement
112.		Intricate Text	Clarity

113.	~~While~~ → At the same time,, In contrast,, In comparison,	Incomplete Sentences	Correctness
114.	~~ideas~~ → plans	Word Choice	Engagement
115.	influencing	Wordy Sentences	Clarity
116.	~~Innovative~~ → Creative	Word Choice	Engagement
117.	~~the process of~~	Wordy Sentences	Clarity
118.	~~ideas~~ → purposes, designs	Word Choice	Engagement
119.		Intricate Text	Clarity
120.	~~, namely~~ → :	Wordy Sentences	Clarity
121.	~~Mulderis~~ → Mulder is	Misspelled Words	Correctness
122.		Intricate Text	Clarity
123.	*Leadership dan Innovation work behavior*	Intricate Text	Clarity
124.	~~role~~ → purpose	Word Choice	Engagement
125.		Intricate Text	Clarity
126.	~~innovation~~ → change	Word Choice	Engagement
127.	~~innovation~~ → change	Word Choice	Engagement
128.	~~, namely~~ → :	Wordy Sentences	Clarity
129.	*was further explained*	Passive Voice Misuse	Clarity
130.	~~innovation~~ → change, novelty	Word Choice	Engagement
131.	*is considered*	Passive Voice Misuse	Clarity
132.	~~effective~~ → useful	Word Choice	Engagement

133.	~~significant~~ → considerable	Word Choice	Engagement
134.	*Studies have shown that entrepreneurial leadership has a significant positive effect on employee innovative work behavior (Bagheri, 2017), entrepreneurial leadership has a positive and significant influence on the dimensions of the innovation process (Fontana & Musa, 2017), entrepreneurial leadersh...*	Hard-to-read text	Clarity
135.	~~innovative~~ → creative	Word Choice	Engagement
136.	~~capability~~ → capacity, ability	Word Choice	Engagement
137.	*be done*	Passive Voice Misuse	Clarity
138.	self-efficacy,	Comma Misuse within Clauses	Correctness
139.	~~determine~~ → evaluate	Word Choice	Engagement
140.	~~creative~~ → artistic, original	Word Choice	Engagement
141.	~~creative~~ → original	Word Choice	Engagement
142.	*be determined*	Passive Voice Misuse	Clarity
143.	*is determined*	Passive Voice Misuse	Clarity
144.	~~In addition~~ → Also, Besides	Wordy Sentences	Clarity
145.	*was found*	Passive Voice Misuse	Clarity
146.	*was mediated*	Passive Voice Misuse	Clarity
147.	~~creative~~ → original	Word Choice	Engagement
148.	the creative	Determiner Use (a/an/the/this, etc.)	Correctness
149.	~~antecedent~~ → precursor	Word Choice	Engagement

150.	~~creative~~ → original	Word Choice	Engagement
151.	~~is~~ → in	Confused Words	Correctness
152.	~~creative~~ → original	Word Choice	Engagement
153.	, and	Punctuation in Compound/Complex Sentences	Correctness
154.	~~creative~~ → innovative, original	Word Choice	Engagement
155.	~~individual~~ → own	Word Choice	Engagement
156.	~~innovation~~ → change	Word Choice	Engagement
157.	~~individual~~ → personal, different	Word Choice	Engagement
158.	~~Furthermore~~ → ¶ Furthermore	Intricate Text	Clarity
159.	~~innovation~~ → change	Word Choice	Engagement
160.	~~innovation~~ → change	Word Choice	Engagement
161.	.,	Punctuation in Compound/Complex Sentences	Correctness
162.	.,	Punctuation in Compound/Complex Sentences	Correctness
163.	~~a high~~ → a great	Word Choice	Engagement
164.	~~a~~ high	Determiner Use (a/an/the/this, etc.)	Correctness
165.	~~high~~ → top, senior	Word Choice	Engagement
166.	~~behavior~~ → practice, expression, action	Word Choice	Engagement
167.		Intricate Text	Clarity

168.	, namely	Punctuation in Compound/Complex Sentences	Correctness
169.	*is focused*	Passive Voice Misuse	Clarity
170.	~~2~~ → two	Improper Formatting	Correctness
171.	, especially	Punctuation in Compound/Complex Sentences	Correctness
172.	Raya,	Punctuation in Compound/Complex Sentences	Correctness
173.	~~higher~~ → more top	Word Choice	Engagement
174.	~~in order to~~ → to	Wordy Sentences	Clarity
175.	~~compared to~~ → than	Wordy Sentences	Clarity
176.	, and	Comma Misuse within Clauses	Correctness
177.	~~related to~~ → associated with, pertaining to	Word Choice	Engagement
178.	*were asked*	Passive Voice Misuse	Clarity
179.	*was taken*	Passive Voice Misuse	Clarity
180.	, including	Punctuation in Compound/Complex Sentences	Correctness
181.	*was used*	Passive Voice Misuse	Clarity
182.	*Using eight items*	Misplaced Words or Phrases	Correctness
183.	*were asked*	Passive Voice Misuse	Clarity
184.	the business	Determiner Use (a/an/the/this, etc.)	Correctness

185.	*Using eight items, respondents were asked to respond to whether the leader has radical improvement ideas, totally new ideas, risk-taking, creative solutions, passion, a vision of business, encouraging employees to work more innovatively, and want challenges from employees related to their business.*	Hard-to-read text	Clarity
186.	*were asked*	Passive Voice Misuse	Clarity
187.	~~are able to~~ → can	Wordy Sentences	Clarity
188.	~~ideas~~ → opinions	Word Choice	Engagement
189.	*was used*	Passive Voice Misuse	Clarity
190.	~~the level of~~	Wordy Sentences	Clarity
191.	~~indicates~~ → indicate	Faulty Subject-Verb Agreement	Correctness
192.	*The description of innovative work behavior, entrepreneurial leadership, and creative self-efficacy in Table 1 indicates that generally, employees assessed the level of entrepreneurial leadership in the company as high (substantial), especially in the dimension of leaders often have new ideas, crea...*	Hard-to-read text	Clarity
193.	~~While~~ → At the same time,, In contrast,, In comparison,	Incomplete Sentences	Correctness
194.	~~dimensions~~ → aspects, sizes	Word Choice	Engagement
195.	~~dimensions~~ → sizes, aspects	Word Choice	Engagement
196.	~~creative~~ → original	Word Choice	Engagement
197.	~~self-efficacy~~ → self-efficacy	Misspelled Words	Correctness
198.	~~high~~ → top	Word Choice	Engagement

199.	~~substantial~~ → actual, significant, visible, extraordinary	Word Choice	Engagement
200.	~~dimensions~~ → aspects	Word Choice	Engagement
201.	~~innovative~~ → creative	Word Choice	Engagement
202.	~~innovative~~ → creative	Word Choice	Engagement
203.	~~, while~~ → . In contrast,	Hard-to-read text	Clarity
204.	~~Inovative~~ → Innovative	Misspelled Words	Correctness
205.	~~items~~ → things	Word Choice	Engagement
206.	, and	Punctuation in Compound/Complex Sentences	Correctness
207.	~~item~~ → piece	Word Choice	Engagement
208.	~~items~~ → elements, details, objects, issues	Word Choice	Engagement
209.	~~Inovative~~ → Innovative	Misspelled Words	Correctness
210.	~~reliability~~ → security	Word Choice	Engagement
211.	~~Fornless~~ → Formless	Misspelled Words	Correctness
212.	~~correlations~~ → relationships	Word Choice	Engagement
213.	~~, thus~~ → . Thus, ; thus	Punctuation in Compound/Complex Sentences	Correctness
214.	, and	Punctuation in Compound/Complex Sentences	Correctness
215.		Intricate Text	Clarity

216.	constructs,	Punctuation in Compound/Complex Sentences	Correctness
217.	*is found*	Passive Voice Misuse	Clarity
218.	~~significant~~ → meaningful	Word Choice	Engagement
219.	~~are~~ → is	Faulty Subject-Verb Agreement	Correctness
220.	~~the results of~~	Wordy Sentences	Clarity
221.	~~the~~ innovative	Determiner Use (a/an/the/this, etc.)	Correctness
222.	~~innovative~~ → creative	Word Choice	Engagement
223.	*is proven*	Passive Voice Misuse	Clarity
224.	~~to be able~~	Wordy Sentences	Clarity
225.	~~at~~ → in	Wrong or Missing Prepositions	Correctness
226.	~~is able to~~ → can	Wordy Sentences	Clarity
227.	~~encourage~~ → help	Word Choice	Engagement
228.	~~creative~~ → original	Word Choice	Engagement
229.	~~is able to~~ → can	Wordy Sentences	Clarity
230.	~~the creation of~~	Wordy Sentences	Clarity
231.	~~and have~~ → . They have	Hard-to-read text	Clarity
232.	~~innovative~~ → creative	Word Choice	Engagement
233.	~~especially~~ → uniquely, mainly, primarily	Word Choice	Engagement

234.	*especially*	Misplaced Words or Phrases	Correctness
235.	~~findings~~ → results	Word Choice	Engagement
236.	~~the findings of~~	Wordy Sentences	Clarity
237.	~~high~~ → great	Word Choice	Engagement
238.	the employee's, or an employee's	Determiner Use (a/an/the/this, etc.)	Correctness
239.	, such	Punctuation in Compound/Complex Sentences	Correctness
240.	, to	Punctuation in Compound/Complex Sentences	Correctness
241.	~~self-efficacy~~ → self-efficacy	Misspelled Words	Correctness
242.	~~creative~~ → original	Word Choice	Engagement
243.	~~self-efficacy~~ → self-efficacy	Misspelled Words	Correctness
244.	*is determined*	Passive Voice Misuse	Clarity
245.	~~determined~~ → established	Word Choice	Engagement
246.	~~In addition~~ → Also, Besides	Wordy Sentences	Clarity
247.	~~high~~ → top, senior	Word Choice	Engagement
248.	~~high~~ → great	Word Choice	Engagement
249.	~~behavior~~ → practice, expression, action	Word Choice	Engagement
250.	*was conducted*	Passive Voice Misuse	Clarity
251.	the creative	Determiner Use (a/an/the/this, etc.)	Correctness

252.	~~self efficacy~~ → self-efficacy	Misspelled Words	Correctness
253.	~~creative~~ → original	Word Choice	Engagement
254.	*be determined*	Passive Voice Misuse	Clarity
255.	, and	Punctuation in Compound/Complex Sentences	Correctness
256.	~~In addition~~ → Also, Besides	Wordy Sentences	Clarity
257.	~~individual~~ → personal, different	Word Choice	Engagement
258.	~~innovation~~ → change	Word Choice	Engagement
259.	~~innovation~~ → change	Word Choice	Engagement
260.	~~, as well as~~ → and	Wordy Sentences	Clarity
261.	~~relationship~~ → relationships	Incorrect Noun Number	Correctness
262.	*is reflected*	Passive Voice Misuse	Clarity
263.	~~behavior~~ → practice, act, expression, conduct	Word Choice	Engagement
264.	~~behaviors~~ → actions, practices, acts, responses	Word Choice	Engagement
265.	~~behaviors~~ → practices, actions, responses	Word Choice	Engagement
266.	~~at~~ → in	Wrong or Missing Prepositions	Correctness
267.	~~important~~ → essential	Word Choice	Engagement
268.	~~the creation of~~ → creating	Wordy Sentences	Clarity
269.	innovative employee	Misplaced Words or Phrases	Correctness
270.	~~greater~~ → more significant,	Word Choice	Engagement

	more excellent		
271.	~~have the ability to~~ → can	Wordy Sentences	Clarity
272.		Intricate Text	Clarity
273.	*been proven*	Passive Voice Misuse	Clarity
274.	~~self efficacy~~ → self-efficacy	Misspelled Words	Correctness
275.	~~In addition~~ → Also, Besides	Wordy Sentences	Clarity
276.	~~study~~ → research	Word Choice	Engagement
277.	~~effective~~ → useful, valid	Word Choice	Engagement
278.		Intricate Text	Clarity
279.	~~is able to~~ → can	Wordy Sentences	Clarity
280.	~~are able to~~ → can	Wordy Sentences	Clarity
281.	~~in order to~~ → to	Wordy Sentences	Clarity
282.	~~important~~ → essential, crucial, vital	Word Choice	Engagement
283.	leaders need to implement	Wordy Sentences	Clarity
284.	~~greater~~ → more significant, more excellent	Word Choice	Engagement
285.	~~in order to~~ → to	Wordy Sentences	Clarity
286.	, especially	Punctuation in Compound/Complex Sentences	Correctness
287.	, in	Punctuation in Compound/Complex Sentences	Correctness

288.	~~carry out~~	Wordy Sentences	Clarity
289.	~~In addition~~ → Also, Besides	Wordy Sentences	Clarity
290.	*were measured*	Passive Voice Misuse	Clarity
291.	~~Further~~ → New	Word Choice	Engagement
292.	F.,	Punctuation in Compound/Complex Sentences	Correctness
293.		Intricate Text	Clarity
294.	, and	Comma Misuse within Clauses	Correctness
295.	~~studies~~ → Studies	Misspelled Words	Correctness
296.	~~behaviour~~ → behavior	Mixed Dialects of English	Correctness
297.	~~psychology~~ → Psychology	Misspelled Words	Correctness
298.	~~venturing~~ → Venturing	Misspelled Words	Correctness
299.	, a	Punctuation in Compound/Complex Sentences	Correctness
300.	, and	Comma Misuse within Clauses	Correctness
301.	Y.,	Punctuation in Compound/Complex Sentences	Correctness
302.	~~hinese~~ → Chinese	Misspelled Words	Correctness
303.	, and	Comma Misuse within Clauses	Correctness
304.	, and	Comma Misuse within Clauses	Correctness
305.	, and	Comma Misuse within Clauses	Correctness

306.	~~behaviour~~ → behavior	Mixed Dialects of English	Correctness
307.	~~studies~~ → Studies	Misspelled Words	Correctness
308.	~~behaviour~~ → behavior	Mixed Dialects of English	Correctness
309.	*are developed*	Passive Voice Misuse	Clarity
310.	~~behaviour~~ → behavior	Mixed Dialects of English	Correctness
311.	~~psychology~~ → Psychology	Misspelled Words	Correctness
312.	~~organisations~~ → organizations	Mixed Dialects of English	Correctness
313.	*What managers can do to establish expectations for creative performance.*	Incomplete Sentences	Correctness
314.	~~toim~~ → them, trim, too	Misspelled Words	Correctness
315.	innovative employee	Misplaced Words or Phrases	Correctness
316.	innovative employee	Misplaced Words or Phrases	Correctness
317.	~~creative~~ → original	Word Choice	Engagement
318.	" member	Improper Formatting	Correctness