Female Leadership Style and Team Creativity in English Education Groups: Literature Review

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Abstract— Start-ups must actively carry out creative practises, try to adapt to changes in the environment, and boost team creativity through internal and external organisational collaboration, with the entrepreneurial team serving as the main body of innovation. Team creativity is an important research topic in the realm of entrepreneurship and a significant aspect in the long-term development of businesses. In this paper, literature related to Rise English Education Group startup teams were checked to investigate the relationship between different female leadership styles and startup team creativity, with the goal of clarifying the mediating role of team psychological empowerment. Furthermore, the type of the company business is introduced as a moderating variable in this article to investigate the boundary conditions of female leadership styles on entrepreneurial team creativity. This study investigates the effects and trajectories of four different female leadership styles on team creativity and contributes to the understanding of the relationship between leadership styles and team creativity in an entrepreneurial context. This study reveals the impact and pathways of four different female leadership styles on team creativity, adding to the body of knowledge on the relationship between leadership styles and team creativity in an entrepreneurial context and providing useful references for promoting organisational innovation at the leadership level in practise. This study is a good starting point for encouraging organisational innovation at the leadership level in practice.

Keywords— Female Leadership Style; Team Creativity; English Education Group.

I. INTRODUCTION

Women's involvement in the workforce and as business owners has grown alongside the emergence of the modern social economy, and many women have made substantial contributions to this sector. As women's roles and social standing expand, so does their visibility and significance in modern society. The growing number of women who are starting their own businesses and making significant contributions to the economy and society is a phenomenon that has been widely recognised (Fayzieva & Ganieva, 2021). Female business owners often take a different approach to leadership than their male counterparts, which can have an impact on the collective imagination. Leaders in conventional businesses are typically more commanding and aggressive in how they steer their teams. Female entrepreneurs take a different approach to leadership than their male counterparts, prioritising team goals and visions, encouraging open lines of communication, and strengthening interpersonal bonds. There has been growing interest in how women company leaders can

inspire their teams to think creatively, and this research has important real-world implications. There has been a significant increase in the number of women in business in China in recent years. In 2018, there were 250,000 women business owners in China, which is 5.5 times as many as in 2014, and the percentage of women business owners in China has reached 20.2% (Maslak, 2020). Numerous studies, both at home and abroad, have found that female entrepreneurs outperform their male counterparts in many ways: they are more responsible, pay closer attention to detail, are more open to new ideas and solutions, and have more innovative ways of thinking about company management. These qualities help female business owners compete successfully in the marketplace. The leadership styles of female business owners have been a matter of much discussion in the field of business management. The effects of female business owners have been the subject of extensive research. One body of evidence suggests that female business owners are more likely to foster an environment that encourages innovation and collaboration because their management style is more attuned to employees' needs and the company's culture. The impact of female entrepreneurs' leadership styles on team creativity is of major practical importance as the number of female entrepreneurs in China has grown substantially in recent years.

Researchers have devoted more attention in recent years to the leadership styles of female entrepreneurs, specifically how they affect the innovation of their teams. Female entrepreneurs, according to Fayzieva and Ganieva (2021), might better inspire team members' creativity since their leadership style is more concentrated and emphasises teamwork and communication. Furthermore, Laily et al., (2020) shown that female entrepreneurs' leadership styles place a greater emphasis on employee skill development, which can drive teams to innovate. According to Stout-Rostron (2020), female business owners are more likely to have a leadership style that is communicative, collaborative, and supportive, with an emphasis on relationships with subordinates; furthermore, their leadership strategies are more direct, timely, and effective, with a greater emphasis on motivation and mentoring, allowing them to have a greater degree of flexibility and innovation. Leadership styles that are more communicative, timely, and effective have been found to boost corporate performance and contribute to business growth by Suurna & Leibbrandt (2021).

Empirical research by Kobayashi and Horimoto, (2021) shows that female entrepreneurs' leadership style is more

personable, timely, and inspiring, and that this style is more effective at fostering creative problem solving within a team. Female entrepreneurial leadership has been shown by Rao, (2021) to boost team innovation through traits including appreciation, an emphasis on altruism, and supportiveness. Existing studies still have certain limitations, particularly with regards to conceptual interpretation, study technique, and data collecting, but academics have investigated the leadership style of female entrepreneurs and its impact on team innovation. To better give scientific and rational direction for company managers, more research is needed to examine the effect of female entrepreneurs' leadership style on team creativity and to refine the theoretical framework of female entrepreneurs' leadership style.

The innovativeness of a company's teams is crucial to its success and can even be seen as its very foundation. Team members' ability to think creatively together is an essential building block for any firm looking to sustain growth over the long run. Potential new products and services can be identified, new markets can be entered, and future expansion opportunities can be created (Spoon et al., 2021). A company's competitiveness can be boosted by fostering a culture of innovation within its teams, which in turn can help the business keep pace with the market, adapt to changing conditions in the market, seize emerging opportunities, and anticipate and capitalise on future trends. Enterprises can benefit from increased teamwork because it improves the team's ability to innovate, fosters greater team cohesion, promotes positive team interaction, boosts efficiency, and makes better use of the team's overall potential (Xie et al., 2021). The innovative output of a team is crucial to the success of any business. As a result, the company suffers greatly from the lack of imagination displayed by the workforce.

Organisational innovation might stall due to a lack of creative teamwork and other issues. When team creativity is poor, innovation within an organisation lag behind, impacting both its ability to compete in the marketplace and the pace at which new technologies emerge. According to Heldal (2021), a lack of team innovation can cause a wide range of mistakes that can slow down timelines and potentially compromise the attainment of project goals. Businesses that don't foster a culture of innovation in their teams will struggle to grow and remain competitive. Organisational innovation strategy development can effectively contribute to the growth of the organisation, as found by chen & Liu (2020), but it may be hampered by a lack of team creativity. According to research by Reiter-Palmon & Paulus (2019), a severe absence of creativity can have a major effect on an organization's efficiency by stifling its capacity for innovation and development. A company's growth and long-term viability might be jeopardised by a lack of team innovation that undermines the quality of its knowledge management. According to research by Sacramento et al. (2019), a lack of creative thinking in the workplace might have a negative impact on teamwork and lead to tense interactions among workers. Lack of team creativity can also hinder an organization's growth and future prospects by reducing the amount of sharing and support among personnel. The effects of female team leaders on innovation have been the subject of extensive study recently. According to research by subramaniam et al. (2021), female leaders inspire their teams to think beyond the box in ways that their male counterparts do not. Female business leaders were shown to be more effective at encouraging staff to think outside the box and more likely to challenge established norms. Moreover, Xie et al. (2021) discovered that female leaders were more likely to adopt a relaxed management style and be more attentive to the emotional needs of their employees, which in turn increased team creativity.

While the aforementioned research does provide some insights into the impact of female entrepreneurs' leadership styles on creative output in teams, they also have significant limitations. First, there is a preponderance of qualitative studies over quantitative ones in the list above. Second, there is a dearth of research on the connection between women business owners' leadership styles and team creativity. Most of these studies instead concentrate on global conceptual analysis. Finally, there is not nearly enough rich and systematic study on how female entrepreneurs affect team innovation. The influence of female entrepreneurs' leadership styles on team creativity is an area of management in China's education sector that has not been investigated or explored extensively enough. This study will use the leadership styles of female entrepreneurs as a case study to investigate the positive effects that such leaders might have on the innovative output of their teams. The purpose of this research is to investigate the impact of strong female leadership in academic organisations like the Rise English Educational organisation. Therefore, the fundamental purpose of this study is to investigate how different types of female leadership can influence the morale, effectiveness, and originality of groups of people working together. The following is a breakdown of the created particular goals.

II. LITERATURE REVIEW

Female entrepreneurs

Price-Dowd (2020) examines how female entrepreneurs' leadership roles affect the global economy. According to the report, women company owners redefine creativity, innovation, and competitiveness more than men. These businesswomen are transforming the competitive landscape and maximising profits to improve social conditions and economic progress. Women's corporate ownership improves investment quality, promotes progressive legislation, and drives growth and innovation. Armstrong & Qi (2020) analyse women entrepreneurs' economic and social contributions. This article describes how women entrepreneurs improve social, financial, and economic situations through technical advances, resource cultivation, and investment opportunities. The essay also explores government steps to strengthen women leaders and the possibilities and challenges of women entrepreneurs in social development. The report concludes that women's leadership is vital to society and the economy, but international policy must do more to develop future female leaders.

Hashmi (2019) reviews women in leadership literature. The paper claims that more women in authority will support the global economy. This article addresses how women executives boost company competitiveness and the economy. Women leaders' social, cultural, and policy factors are also examined. In conclusion, women leaders are crucial to economic growth and communal well-being. WALLACE (2020) reviews the research on effective female leaders. The essay investigates how women CEOs have helped organisations develop and compete. The research explores the social and economic factors that lead to female executives and concludes that they create more opportunities, boost investment and innovation, and help organisations grow and function more efficiently. The research finds that women in leadership roles drive social and economic improvement, but policymakers must support them to reach their full potential.

Collins (2020) reviews female heads of state literature. This article says women leaders are altering business, competition, and society. The essay discusses social, cultural, policy, and organisational factors that promote women leaders. The research says women's leadership improves economic and social conditions, but more practical policies are needed to maximise their potential. Rao (2021) found that women-led enterprises performed better in terms of revenue, profits growth rate, profitability, market share, and return on investment. According to the report, organisations run by women CEOs have higher customer satisfaction due to their focus on business management and customer needs. Kobayashi and Horimoto (2021) explored how female CEOs effect a company's bottom line. Female leaders improve profitability, productivity, and originality, according to the data. Women-led businesses had higher returns on assets, equity, and profitability. The report emphasises the need to give women leaders more resources to improve.

Fayzieva and Ganieva (2021) examined how women entrepreneurs' effect firm success. Women-led SMEs were more innovative, efficient, and resourceful, according to the survey of over 50 SMEs. Female CEOs benefit SMEs financially, according to the poll. The findings suggest that businesses should value women leaders more. Stout-Rostron's 2020 study surveyed over 100 female-led companies to determine their success. Female-led companies were more efficient, resource-efficient, and productive than those without. The findings suggest that businesses should value women leaders more. Suurna and Leibbrandt (2021) investigated CSP and female business ownership. CSP's female leaders' impact was examined. The study found superior CSP performance in women-led organisations. Women-led companies were likewise more likely to donate. The findings highlight the necessity to promote CSR in female-owned firms.

Team creativity

Zhao et al. (2021) conducted a comprehensive literature study on team innovation and creativity. Effective communication, trust, clarity of team boundaries, team design, an open atmosphere, diversity, acknowledgement of invention by members, and recognition of innovative results were found to be vital to team creativity. The study found that a creative team needs to stimulate new thinking and individual creativity. Subramaniam et al. (2021) examined all variables that affect group creativity. The study found that effective teams value creativity and innovation. According to the results, team creativity requires an environment that plays to its members' strengths, encourages open communication, mutual trust, cultural immersion, well-defined objectives, and the members' own brand of inventiveness. Xie et al. (2021) found that team diversity and external knowledge transfer boost innovation. Creativity and innovation require clear roles, open communication, and cultural integration. Researchers say teams can be more innovative if they encourage diversity, adopt proven communication methods, and recognise the team's top performers.

Spoon et al. (2021) examined how company culture and management style affected business creativity. According to study, team structure might affect innovation. Risk-taking and fresh thinking can also affect innovation in the workplace. Finally, leaders may inspire, direct, and focus employees' creativity. Heldal (2021) examined team dynamics over time and surface vs. deep variety. We found that different surfaces affected team creativity over time. This suggests surface diversity may impact team innovation. Deep diversity, appreciation and understanding improved team performance and innovation. Yuan (2019) examined team creativity and performance. The study found two ways to interpret the effect of team creativity on performance: (1) the centrality of team creativity, or its role as the primary determinant of team success, and (2) the positivity of team creativity, or how much creativity contributes to team success. This study found that sharing information within a team was the most important component for creative production. Thus, team creativity must be developed and communicated to have a positive influence.

Reiter-Palmon and Paulus (2019) investigated team innovation's impact. This study found that team productivity increases collaborative creativity. Teams with strong collective creativity had better overall competence, team cohesiveness and motivation, work satisfaction for team members, team decision-making, stress resilience, and social leadership. Collective creativity improves team performance. Sacramento et al. (2019) examined pre- and post-team creativity characteristics. Team composition, dynamics, norms, complexity, cooperative conversation, member personalities, and resources all affect team innovation. High-creativity teams had better performance, stress resilience, decision-making, and team bonding. Thus, managers should prioritise a nice work environment, a positive social culture, and open communication to improve their teams' creativity. Romero's (2020) study examined how creative atmospheres affect team output and productivity. The study found that fostering creativity improves team innovation and performance. The study also found that team creativity influences team performance by connecting creative atmosphere and performance. Managers must encourage innovation to increase team performance and productivity. Chen and Liu (2020) examined collective intelligence as a mediator between group innovation and team performance.

Collaborative teams performed better. Collective intelligence can connect workplace innovation and productivity. Managers should promote team intelligence and inventiveness to improve team performance.

III. RESEARCH METHODOLOGY

In the methodology section, we describe how various techniques were used to implement this study and how data were collected, organized, and evaluated to meet the study objectives and address the research questions. This chapter includes several subsections on research design, ways of collecting primary and secondary data, sample design, research instruments, structural measures, data processing, and data analysis. This study contains four independent variables, namely, transformational leadership, empowering leadership, authoritative leadership, and participative leadership. The dependent variable is the creativity of the entrepreneurial team, the mediating variable comes to be the psychological empowerment of the team, and the moderating variable is the company's business model.

IV. DISCUSSION

Kassai (2022) investigated the impact of a leader's leadership style on the fulfilment of entrepreneurial tasks. It was discovered that innovation-driven leadership style and organisational development leadership style have a positive impact on the leader's ability to accomplish the task, and socially supportive leadership style can help the leader to better accomplish his or her task; however, an over-controlling strategy for controlling leadership style may lead to the leader's loss of innovation, which may affect the completion of entrepreneurial tasks. Vromen (2021) investigated the effect of leadership style on entrepreneurial activities. According to the findings, leaders who use a more proactive leadership style can effectively encourage entrepreneurial activities, but leaders who use a more passive leadership style may restrict entrepreneurial activities. Furthermore, a leader's leadership style can influence the leader's love for the job, with a positive leadership style inspiring and a bad leadership style de-motivating the leader.

Baltazar and Franco (2023) investigated the impact of leadership style on entrepreneurial success. According to the study, when leaders adopt a more focused leadership style, they are better able to build institutionalised organisational structures and achieve on-the-ground innovation; and when leaders adopt a more controlling leadership style, they are better able to obtain better resource allocation capabilities and achieve their goals. To encourage entrepreneurial success, executives must also adopt other leadership styles such as socially supportive and innovation driven. Rauf (2020) sought to investigate the impact of leadership styles on entrepreneurial teams. When a leader adopts a socially supportive leadership style, he or she can effectively stimulate team members' cooperation and improve the team's overall capability; when a leader adopts a controlling leadership style, he or she can effectively improve team efficiency but may cause dissatisfaction among team members; and when a leader adopts an innovation-driven leadership style, he or she can effectively stimulate team members' innovation and improve the team's overall capability.

Petrylaite and Robson (2022) investigated the impact of leadership styles on business development. According to the study, a socially supportive leadership style can help leaders better build teamwork and improve communication and collaboration within the firm; an innovation-driven leadership style can stimulate leaders' enthusiasm for innovation and help the firm achieve sustainable development; and a controlling leadership style can improve the firm's operational efficiency but may also cause dissatisfaction among team members. According to Stanley (2022), a leader's leadership style can have an impact on a company's operational condition and future trends. Their research reveals that a leader's core business leadership style has a major impact on organisational culture and future firm performance. Leaders have great leadership in many areas, including marketing and technology, which can have a direct impact on the growth of an organisation. According to their findings, leaders' leadership styles are positively connected with company performance, and different leadership styles result in diverse performance outcomes.

Kang et al., (2021) presented research indicating that a leader's leadership style has a substantial impact on the firm's trend. A leader's leadership style can have an impact on a company's performance, innovation capacity, and future growth prospects. They discovered that leadership style has the ability to influence a firm's value generation skills, which can have a big impact on future growth. Furthermore, their research discovered that different leadership styles yield varying performance outcomes, therefore leaders must choose their leadership style based on the demands of the organisation. According to Adunola's (2022) research, leaders' leadership styles can influence decision-making and overall firm performance. Their research demonstrates that leaders' leadership styles can influence the firm's decision-making process since leaders have the most authority in the decision-making process and can control and influence the decision's quality. Furthermore, their research discovered that different leadership styles yield varying performance outcomes, depending on the firm's organisational culture and future trends. According to Barbazzeni's (2022) research, the leader's leadership style influences the company's future trends. The study found that the leader's leadership style influences the firm's strategic direction and performance. They discovered that the leader's leadership style has a substantial impact on the firm's future success and that the choice of leadership style is crucial for startups since it affects the firm's future trends.

According to Verma and Kumar (2021), the leader's leadership style influences the firm's innovativeness and social responsibility. Depending on the organisational culture and future development needs of the company, a leader's leadership style can have a considerable impact on a company's innovativeness and social responsibility. Their research discovered that a leader's leadership style influences a firm's innovativeness, which increases the firm's competitiveness and hence its social responsibility.

Subramaniam et al. (2021) set out to investigate the link between psychological empowerment and the effectiveness of teams. Psychologically empowered team members are more likely to be open to new ideas, collaborate more effectively, and produce better overall results. Therefore, the results indicate that encouraging team members to feel more autonomous could improve team output. Jha (2019) found that when team members feel they have agency, the team performs better. According to the results, psychological empowerment works best when there is a high degree of interdependence between team duties. Furthermore, with a larger team, the positive impact of psychological empowerment was much more pronounced. The results imply that psychological empowerment is especially crucial in situations with significant task interdependence and large team sizes. Zhu et al. (2019) examined the effects of psychological empowerment on workers' perspectives on the job. The study found that psychological empowerment significantly influenced workers' views towards their jobs, but that this relationship was tempered by factors like team trust and performance. The study also indicated that higher levels of team trust and team performance magnified the impact of psychological empowerment on workers' views towards their jobs. As a result, the findings imply that increasing employees' psychological empowerment is one way to improve team trust and team efficacy, and therefore, employees' attitudes towards their work.

Lin's (2019) research aims to investigate the results of psychological empowerment in Chinese businesses. Employee job satisfaction and team cohesion were found to positively affect psychological empowerment, as were favourable team environment and team performance. Team performance was also positively correlated with psychological empowerment, and this correlation strengthened over time. Therefore, the results indicate that increasing team psychological empowerment can successfully raise team climate and performance, as well as improve employee job satisfaction and team cohesion. Gupta et al.'s (2022) study aimed to do a thorough investigation of how psychological empowerment affects team performance. The researchers combined and integrated data from 30 examples and discovered a positive correlation between psychological empowerment and team performance. Results from the study also showed that the positive effect of psychological empowerment on a team's performance was amplified by the simpler nature of the tasks being performed by the group. Therefore, the results indicate that increasing team members' psychological empowerment can greatly increase team effectiveness, particularly in situations where the team's activities are less complex.

Hassard et al.'s (2022) research on team empowerment found that when employees feel valued and trusted in the workplace, they are more likely to think creatively, take initiative, and take responsibility for their actions. Team and organisational performance can be increased by creating a more psychologically empowering atmosphere, which in turn increases an organization's competitiveness. As a result, keeping an organisation competitive necessitates fostering a setting where employees feel safe expressing their thoughts and feelings. Tung (2019) showed that when companies create an inclusive workplace, people are more likely to work together, which in turn boosts productivity. When team members have the freedom to make decisions, delegate responsibilities, and use their own skills, the team as a whole is better able to accomplish its goals.

Zhang and Zhong's (2022) research on the effects of psychological empowerment on teams found that such an atmosphere boosted team members' ability to think creatively and innovatively, made better use of available resources, and responded more nimbly to challenges. Team members' feelings of psychological empowerment can also be affected by shifts in the team's culture, which is why academics recommend that businesses prioritise team culture updates. Improved team communication and exchange was found to have a positive effect on team members' feelings of psychological empowerment in a study by Saputro and Kurniawan (2020). According to the research, teams are better able to get their work done quickly and effectively when there is open and frequent dialogue amongst its members. Therefore, a crucial step to increasing psychological agency and team efficacy is enhancing the quality of team communication and exchange. According to research by Madadha et al. (2019) on the effects of psychological empowerment on teams, managers should take employees' subjective views into account and use them to boost the efficiency of their teams. When leaders in an organisation take staff feedback into account, they boost morale, productivity, and morale, which in turn aids in the team's road to recovery. In order to foster team growth, managers should treat employees' subjective perspectives as valuable from a psychological empowerment standpoint.

V. CONCLUSION

Women's involvement in the workforce and as business owners has grown alongside the emergence of the modern social economy, and many women have made substantial contributions to this sector. As women's roles and social standing expand, so does their visibility and significance in modern society. The growing number of women who are starting their own businesses and making significant contributions to the economy and society is a phenomenon that has been widely recognized. Organisational innovation might stall due to a lack of creative teamwork and other issues. When team creativity is poor, innovation within an organisation lag behind, impacting both its ability to compete in the marketplace and the pace at which new technologies emerge. Lack of team innovation can cause a wide range of mistakes that can slow down timelines and potentially compromise the attainment of project goals. Businesses that don't foster a culture of innovation in their teams will struggle to grow and remain competitive. Organisational innovation strategy development can effectively contribute to the growth of the organisation, but it may be hampered by a lack of team creativity. A severe absence of creativity can have a major effect on an organization's efficiency by stifling its capacity for innovation and development. A company's growth and long-term viability might be jeopardised by a lack of team

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