BEHAVIORAL CULTURAL INTELLIGENCE AS A DRIVER OF ENTREPRENEURIAL INNOVATION: INSIGHTS FROM UNIVERSITY STUDENTS' ENTERPRISES

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ABSTRACT

The paper examined the influence of behavioral cultural intelligence on entrepreneurial innovation with emphasis on University of Ilorin students' enterprises. Specifically, it examined the impact of normal practices, motivation, and communication style on entrepreneurial development. Survey research design was adopted with a population of 237 registered students' entrepreneurs in the University of Ilorin. A sample size of 149 student entrepreneurs was determined using Taro Yamane's formula. Data collected was analyzed using PLS-SEM. Findings revealed that motivation has the highest impact on entrepreneurial development followed by normal practices, and communication style. The study concluded that cultural intelligence is significantly essential for the entrepreneurial innovation. Therefore, the study recommended that student entrepreneurs should focus on ensuring that good communication style, motivation, and normal practices, are adequately practiced within the organization.

Keywords: *Behavioral Cultural Intelligence, Entrepreneurial Innovation, Social Norms, Motivation, and Interaction Style*

INTRODUCTION

In the present interconnected worldwide economy, the capacity to navigate and manage social differences is crucial for pioneering success. Cultural intelligence (CQ), is an individual's ability to work effectively in socially diverse settings, has been identified as a significant predictor of entrepreneurial goals (Gable & Montgomery, 2022). A study by Lorenz et al. (2018) found that higher levels of CQ are associated with increased global entrepreneurial intentions among individuals, suggesting that those proficient at understanding and adapting to various cultural contexts are more inclined to pursue entrepreneurial opportunities on a global scale. Similarly, research by Yacub et al. (2022) shows that cultural intelligence positively influences the formation and development of social enterprises among students, highlighting the role of CQ in fostering innovative solutions to social problems.

Educational institutions play a vital role in developing CQ among students, thereby equipping future entrepreneurs with the necessary skills to thrive in diverse cultural environments. Integrating cross-cultural management education into university curricula has been shown to significantly enhance students' CQ, leading to improved satisfaction and commitment towards entrepreneurial ventures (Ramsey and Lorenz, 2016). By exposing students to diverse cultural scenarios and providing them with tools to navigate these complexities, universities can foster a generation of entrepreneurs capable of innovative thinking and effective leadership in multicultural settings. This approach not only broadens students' perspectives but also enhances their adaptability and problem-solving skills, which are essential for entrepreneurial success.

The University of Ilorin, like many higher education institutions, has the opportunity to leverage CQ as a driver of entrepreneurial innovation among its students. By incorporating comprehensive cross-

cultural training and promoting global experiences, the university can enhance students' CQ, thereby preparing them to identify and exploit entrepreneurial opportunities in diverse cultural settings. Therefore, fostering CQ within the student body can serve as a catalyst for entrepreneurial innovation, enabling students to develop novel solutions and business models that cater to a global market.

Entrepreneurial innovation often faces significant challenges due to prevailing social norms. In many societies, deeply ingrained social expectations and traditional values can discourage individuals from pursuing novel ventures, as these norms may prioritize stability and conformity over risk-taking and creativity. Research shows that such social norms can negatively impact entrepreneurial activity by reducing opportunity confidence-the belief in the feasibility and marketability of new ventures (Hechavarría & Ingram, 2019). Moreover, these norms can create an environment where failure is stigmatized, further discouraging individuals from engaging in innovative activities (Stenholm et al., 2018). Thus, the assimilation of restrictive social norms can significantly hinder the emergence and success of entrepreneurial initiatives.

Motivation is another critical factor that can present challenges to entrepreneurial innovation. While intrinsic motivation, such as passion and personal fulfillment, often drives entrepreneurs, external factors can significantly influence this drive. Studies have shown that when social norms do not support entrepreneurship, individuals may experience decreased motivation to pursue innovative endeavors (Liñán & Chen, 2019). Therefore, understanding the complex interplay between motivation and social norms is essential for fostering an environment conducive to entrepreneurial innovation.

Entrepreneurs often rely on their networks for resources, information, and support. However, the effectiveness of these networks is heavily influenced by prevailing communication styles. In cultures where hierarchical and formal communication styles dominate, open communication and the free exchange of ideas may be limited, stifling innovation (Rooks et al., 2016). Conversely, in environments that encourage egalitarian and informal relationships, entrepreneurs are more likely to share knowledge and collaborate, leading to increased innovation (Stam et al., 2019). Therefore, fostering interaction styles that promote open communication and collaboration is crucial for overcoming barriers to entrepreneurial innovation.

The specific objectives of this study include: determining the impact of social norms on entrepreneurial innovation, investigating the influence of motivation on entrepreneurial innovation, and examining the effect of communication style on entrepreneurial innovation.

Conceptual Review

Behavioral Cultural Intelligence

Behavioral Cultural Intelligence (CQ) refers to an individual's ability to effectively adapt their behaviors when interacting with people from diverse cultural backgrounds. This flexibility is pivotal in global organizations, especially in multicultural workplaces, where individuals are expected to adjust their communication styles and behaviors to align with cultural expectations (Ng, Van Dyne, & Ang, 2022).

High behavioral CQ enables individuals to modify their non-verbal and verbal actions, which enhances cross-cultural interactions and reduces potential misunderstandings (Rockstuhl, Seiler, Ang, Van Dyne, & Annen, 2022). In business, individuals with high cultural CQ tend to be more effective in negotiations, team collaborations, and conflict resolution, making them valuable assets in global and multicultural environments (Ang & Van Dyne, 2020).

Furthermore, behavioral CQ helps individuals build relationships and gain trust in cross-cultural settings. It involves a deep understanding of social norms and the ability to implement this knowledge during social interactions (Chua, Morris, & Mor, 2020). As globalization accelerates, the importance of behavioral CQ continues to grow, especially in settings where multicultural teams are tasked with problem-solving and innovation (Smith & Peterson, 2023). The development of behavioral CQ can lead to more positive outcomes in business operations, as culturally intelligent individuals tend to engage better with diverse perspectives, leading to more effective collaboration and greater organizational success (Shannon & Wang, 2021).

The behavioural cultural intelligence metrics used in this study are social norms, motivation, and communication style. These was adapted form the extant literature (Harrison & Valle, 2023; Chung & Lee, 2022; Hsu, 2022; Cohen & Levinthal, 2021; Dyer, Gregersen & Christensen, 2020)

Entrepreneurial Innovation

Entrepreneurial innovation is the process through which entrepreneurs create and implement new ideas, products, services, or processes that disrupt existing markets or create entirely new ones (Zhao, Seibert, & Hills, 2023). This development is a foundation of innovative achievement, as it gives an upper hand and encourages long-term growth for organizations (Schilling, 2021). Entrepreneurial innovation plays a vital role in establishing new industries and pushing the boundaries of traditional business practices, leading to advancements in technology, operations, and customer experiences (Dyer, Gregersen, & Christensen, 2020).

Furthermore, innovation in business is not limited to product development but extends to new business models, strategic partnerships, and marketing approaches (Kraus, Schiavone, & Siano, 2022). It is the key to survival in competitive markets, where entrepreneurs must constantly evolve their offerings to meet the ever-changing demands of consumers (Cohen & Levinthal, 2021). Successful entrepreneurs are those who cultivate a culture of innovation within their organizations, encouraging experimentation, risk-taking, and a forward-thinking mindset (Amabile, 2021). This willingness to embrace innovation can lead to the discovery of new business opportunities and the creation of unique value propositions that differentiate entrepreneurs from their competitors (Porter, 2022).

Behavioral Cultural Intelligence on Entrepreneurial Innovation: Inter-relationship

Behavioral Cultural Intelligence boosts entrepreneurial innovation by encouraging cross-cultural collaboration and improving the ability to identify and respond to global market trends (Chen, Yao, & Kotha, 2022). Business visionaries who have high behavioral CQ are more likely to develop innovative solutions that resonate with diverse consumer segments, as they are adept at understanding different cultural perspectives and preferences (Chung & Lee, 2022). Additionally, CQ enables entrepreneurs to navigate global markets effectively by understanding local customs, practices, and consumer behaviors, which can lead to the creation of products and services that are better aligned with the needs of different cultural groups (Harrison & Valle, 2023).

Therefore, entrepreneurs with strong behavioral CQ are often more successful in their innovation efforts, as they can adapt their strategies to various global contexts (Peak & Montgomery, 2022). Furthermore, cultural CQ enhances the ability to manage and lead multicultural teams, which are often at the forefront of innovation in global organizations (Thomas, 2021). Entrepreneurs with high CQ can leverage the diverse ideas and skills of their teams, creating an environment that fosters creativity and problem-solving (Stahl, Miska, & Puck, 2022). This cultural adaptability allows entrepreneurs to identify novel solutions to complex challenges, driving innovation across various industries (Javidan &

Teagarden, 2022). As such, behavioral cultural intelligence is a critical factor in entrepreneurial success, as it enables entrepreneurs to innovate not only within their own cultural context but also on a global scale (Ang & Van Dyne, 2020).

Theoretical Review

Social Cognitive Theory (SCT)

The Social Cognitive Theory (SCT), proposed by Albert Bandura in 1986, emphasizes that human behavior is shaped by the interaction of personal, behavioral, and environmental factors, a concept known as reciprocal determinism. The theory highlights the role of observational learning, where individuals acquire new behaviors and cognitive abilities by watching others. It also emphasizes self- efficacy, the belief in one's ability to succeed in particular situations, which influences how individuals approach challenges and innovate.

SCT assumes that individuals have self-regulation and can control their behavior based on goals and experiences and that learning occurs through observational learning in addition to direct experience. However, it has faced criticism for its overemphasis on individual agency while overlooking the impact of broader social structures and collective learning experiences. Despite these criticisms, SCT remains relevant in explaining how behavioural cultural intelligence drives innovation. This is evident from the metrics of behavioural cultural intelligence of normal practices, motivation, and communication style as a constituent of social cognitive capable of enhancing entrepreneurial development.

Empirical Review

Ang and Roecker (2022) analyzed the role of social intelligence (CQ) in the early internationalization of firms. They utilized a calculated framework combining qualitative interviews and quantitative data analysis to explore how global experience and CQ influence entrepreneurial internationalization decisions. Their findings revealed that social intelligence significantly mediates the connection between global experience and early internationalization. Managers with higher CQ were able to better navigate cultural differences, accelerating the internationalization process and enhancing entrepreneurial innovation in global markets. The study concluded that social intelligence is essential for fostering entrepreneurial growth, particularly in global ventures. The authors suggest that companies should invest in developing CQ through training and exposure to global experiences to enhance innovation in global entrepreneurship.

Zhang and Zhang (2022) developed a framework to investigate the influence of cross-cultural competencies on global entrepreneurial intentions using the Theory of Planned Behavior (TPB). Their study combined quantitative surveys and a literature review to suggest that cultural competencies influence the components of the TPB, such as attitude, subjective norms, and perceived behavioral control. The findings indicated that entrepreneurs with higher social intelligence had stronger intentions to engage in global entrepreneurship, thus fostering innovation in foreign market ventures. The study concluded that cross-cultural competencies, specifically social intelligence, play a crucial role in shaping entrepreneurial behavior and driving innovation. The authors recommend developing these competencies through education and global exposure to improve global entrepreneurial outcomes.

Lee and Choi (2022) conducted a comparative study to examine how cultural practices, based on Hofstede's cultural dimensions, influence entrepreneurial activity. Using a mixed-method approach, they surveyed and interviewed entrepreneurs from various countries to explore the impact of cultural dimensions such as individualism, uncertainty avoidance, and long-term orientation on entrepreneurial

behaviors. The analysis found that cultures with high individualism and low uncertainty avoidance tended to exhibit higher levels of innovation and entrepreneurial risk-taking. Additionally, cultural practices such as collaboration and community focus influenced entrepreneurial behavior in collectivist societies. The authors concluded that understanding cultural dimensions is essential for fostering entrepreneurial innovation and recommended integrating social intelligence training into entrepreneurship programs to enhance global innovation capacity.

Methodology:

A descriptive survey design was used in this study to gather information from a population of participants and describe the phenomenon. The population of this study consisted of 237 registered student entrepreneurs at the University of Ilorin. To determine the appropriate sample size, simple random sampling was used to select the student entrepreneurs, which allows for choosing expert participants and those with specific experiences. Using Taro Yamane's sample size determination formula, the final sample size was calculated to be 149 student entrepreneur participants. The primary tool used in this study to collect information was a structured questionnaire.

Construct validity was used in this study to examine the questionnaire's validity and determine whether the report's concept of measuring the impact of social intelligence on entrepreneurial innovation is accurate. A Cronbach Alpha analysis of the questionnaire's internal consistency items will be conducted. To evaluate the impact of the independent variables on the dependent variable, structural equation modeling (SEM) was used.

Model Specification

Entrepreneurial innovation is the dependent variable in this study report, while metacognitive social intelligence is the independent variable. Since structural equation modeling (SEM) will be used in the report, the following model will be used:

EI = f (Social practices [OE+ SB+ CV] + Motivation [ID+ AM+ PI] + Communication Style [AL+ AC+ ER])

Where:

EI= Enterprising Advancement
OE= Authoritative Morals
SB= Shared Convictions
CV= Social Qualities
ID= Internal Drive
AM= Accomplishment Outlook
PI= Energy Force
AL= Undivided attention
AC= Versatile Correspondence
ER= Empathic Reaction
Descriptive Analysis of Responses and Normality test

Table 1 Descriptive Analysis and Normality Test

	Mean	Standard Deviation	Excess Kurtosis	Skewness	No. of Observations
Entrepreneurial Innovation 1	3.639	1.327	-0.727	-0.686	119.000

Entrepreneurial Innovation 2	3.639	1.255	-0.882	-0.526	119.000
Entrepreneurial Innovation 3	3.050	1.295	-1.071	-0.071	119.000
Interaction Style 1	2.689	1.235	-0.953	0.207	119.000
Interaction Style 2	3.235	1.281	-1.108	-0.160	119.000
Motivation 1	2.941	1.259	-1.042	0.035	119.000
Motivation 2	3.555	1.333	-1.057	-0.475	119.000
Social Norms 1	3.092	1.309	-1.131	-0.264	119.000
Social Norms 2	3.361	1.207	-0.728	-0.409	119.000

Source: SmartPLS Output, 2024

Table 1 shows the mean and standard deviation of the factors/markers utilized in the review; these were gotten from the review's survey. The review analyzed social insight and pioneering advancement, a few key pointers were evaluated, each revealing insight into various parts of the conduct social knowledge and enterprising development. The mean scores, standard deviations, and the quantity of perceptions utilized for every marker give significant experiences and suggestions to scientists and experts the same.

The moderately high mean score which are over 3 for the inquiries proposes that respondents see conduct social knowledge as having a critical relationship with enterprising advancement. With low standard deviation in each case, demonstrating that there is low deviation of the reactions from the mean. These clear outcomes highlight the diverse idea of social knowledge on pioneering advancement. These underline the significance of pioneering development through a fruitful conduct social knowledge.

The predictability consequences of the circulation uncovered that the example size is over 100 which infer that an outright worth of skewness of +1.0 or underneath is supposed for the information to be typical. Likewise, for kurtosis, an outright worth of ±3.0 is normal for an ordinary peakedness as any figure outside the edge might be serious flagging a worry. The predictability results shows that every one of the factors were inside the limit of the outright worth of ±1.0 and the kurtosis results were additionally inside the outright worth of ±3.0.

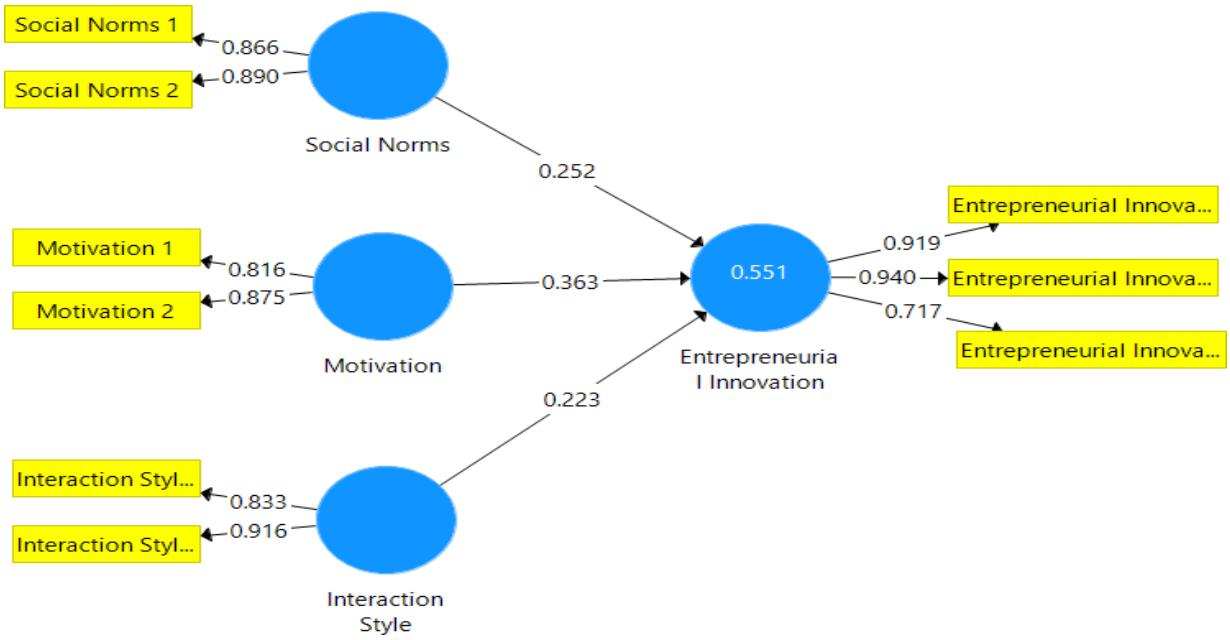
The ramifications from the ordinariness test results shows that every one of the information inputted for the examination are regularly circulated and can be utilized for additional investigation and inductions. This suggests that every one of the factors used to gauge metacognitive social knowledge have moderate mean with low deviation from the mean and the factors are typically appropriated demonstrating the value of the factors in deciding the causality between conduct social knowledge and pioneering development.

This suggests that every one of the factors used to gauge conduct social knowledge have moderate mean with low deviation from the mean and the factors are ordinarily appropriated demonstrating the handiness of the factors in deciding the causality between behavioural cultural intelligence and entrepreneurial innovation.

Assessment of Measurement Model

To survey the impact of conduct social knowledge on enterprising advancement, the factors used to gauge social insight are accepted practices, inspiration, and collaboration style against Pioneering development.

Figure 1: A path model of behavioural cultural intelligence and entrepreneurial innovation



Source: SmartPLS Output, 2024

Figure 1 showed the underlying way model surveys the impact of conduct social insight on enterprising advancement. The model incorporates three free factors: accepted practices, inspiration, and communication style, and one ward variable: pioneering advancement. The model outcomes show that each of the three free factors meaningfully affect pioneering development. This implies that social knowledge is significant for organizations, as it can assist with expanding enterprising advancement. The particular impacts shows that every one of the free factors firmly affects enterprising development. This implies that organizations ought to zero in on conducting social knowledge to upgrade pioneering development.

Table 2 Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Entrepreneurial Innovation	0.827	0.897	0.747
Interaction Style	0.701	0.867	0.766
Motivation	0.706	0.834	0.716
Social Norms	0.703	0.871	0.771

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

Table 2 showcases significant factual measures connected with the develop dependability and legitimacy of four dormant factors in this review. These actions assist with surveying the vigor of these factors in estimating the basic ideas they are planned to address. Cronbach's Alpha assesses the inside consistency of an idle variable. The four inactive factors have inner consistency scores above 0.7, demonstrating great quality. With all qualities above 0.7, all factors in this study show great composite dependability, offering a more solid proportion of dependability. AVE values in the table shows that all the variables outperform the suggested limit of 0.5. This shows that the high interior consistency, powerful composite unwavering quality, and agreeable focalized legitimacy, supporting the utilization of these factors as dependable and substantial measures in the study.

Table 3 Discriminant Validity

	Entrepreneurial Innovation	Interaction Style	Motivation	Social Norms
Entrepreneurial Innovation	0.864			
Interaction Style	0.619	0.875		
Motivation	0.692	0.677	0.846	
Social Norms	0.641	0.595	0.703	0.878

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

The consequences of the discriminant legitimacy examination in Table 3 show that there is solid proof of discriminant legitimacy with itself than to different develops, supporting that they are unmistakable and measure various parts of the general build. Cooperation style has a high connection with itself, which is higher than its relationships with Normal practices, Enterprising development, and Inspiration.

Essentially, Pioneering development has areas of strength for a with itself contrasted with its relationships with different factors. While it is no different for different factors in their separate circumstances.

These outcomes give proof that the idle factors in this examination are estimating particular ideas and are not simply various appearances of a similar basic build. This proposes that the estimation model is appropriate with the end goal of this review, as it actually separates between these key variables:

Connection style, Normal practices, Pioneering development, and Inspiration.

Multicollinearity

This shows the connection between/among the variables of study. The essence is to ensure that two autonomous factors are not corresponded and creating a similar outcome. The change expansion factor (VIF) is utilized in this study to evaluate the likely relationship between/among the factors.

Table 4 Inner VIF Values

	Entrepreneurial Innovation	Interaction Style	Motivation	Social Norms
Entrepreneurial Innovation				
Interaction Style	1.948			
Motivation	2.490			
Social Norms	2.087			

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

Table 4, portray the VIF values for the idle factors connected with Pioneering development. The VIF values for Collaboration style, Normal practices, and Inspiration are well underneath the edge of 10, which is a positive sign. It recommends that there is no serious multicollinearity among these inert factors. As such, these factors are not profoundly corresponded with one another, and are hence remembered for this examination without critical worries about multicollinearity.

Test of Hypothesis

Table 5 Coefficient of Determination Score

	R Square	R Square Adjusted
Entrepreneurial Innovation	0.551	0.539

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

Table 5 shows the coefficient of assurance, or R-squared, which is a proportion of a model's nature of fit. The pioneering development model's R-squared worth of 0.551 shows that the free or dormant factors remembered for the model record for generally 55.1% of the changeability in the reliant variable (enterprising advancement). This suggests that the noticed contrasts in the buying experience are caught and made sense of by the model. 0.539 is the changed R-squared esteem. This yields a more wary evaluation of the nature of fit for the model. The way that the changed R-squared esteem is almost indistinguishable from the standard R-squared esteem proposes that overfitting or excessive intricacy isn't probably going to result from the autonomous factors' consideration in the model. This recommends that the model's illustrative.

Table 6 Assessment of the Effect Size (f^2)

	Entrepreneurial Innovation	Interaction Style	Motivation	Social Norms
Entrepreneurial Innovation				
Interaction Style	0.057			
Motivation	0.118			
Social Norms	0.068			

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

The impact size, frequently signified as f-square is portrayed in Table 6, this actions the greatness of the relationship or effect of autonomous factors on a reliant variable in measurable examination. This study evaluates the impact sizes of different idle factors on "pioneering development." Every one of the free factors all have a worth above 0.02 which is viewed as little impact size. Consequently, this recommends every one of the factors demonstrate a moderate impact size, showing that they all recognizably affect enterprising development. All in all, changes or contrasts in any of the factors can make sense of decently the fluctuation in enterprising advancement.

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Table 7 Boostrapping Results Showing Path Coefficient for Structural Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (|O/STDEV|)	P Values
Interaction Style -> Entrepreneurial Innovation	0.223	0.227	0.100	2.218	0.027
Motivation -> Entrepreneurial Innovation	0.363	0.361	0.118	3.092	0.002
Social Norms -> Entrepreneurial Innovation	0.252	0.254	0.103	2.451	0.015

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

The bootstrap way coefficient examination portrayed in Table 7 was directed to test the invalid speculation that social knowledge doesn't fundamentally influence pioneering advancement. The outcomes demonstrate that there are huge impacts of connection style, accepted practices, and inspiration as elements of conduct social insight on enterprising advancements. A glance at the way from communication style, accepted practices, and inspiration to pioneering development shows that

the connection between collaboration style, normal practices, and inspiration and enterprising advancement is measurably critical. The p-values are not exactly the regular importance level of 0.05 and the T measurements are more prominent than 1.96, recommending solid proof to dismiss the invalid speculation. In this way, collaboration style, accepted practices, and inspiration which are factors of conduct social knowledge all fundamentally influences enterprising developments.

Discussion of Findings

The review decided the impact of conduct social insight on enterprising advancement, with the speculation being that conduct social knowledge doesn't essentially influence pioneering development. The consequence of the review uncovered that each of the three elements, to be specific communication style, normal practices, and inspiration, affect enterprising advancement. The invalid speculation that conducts social knowledge doesn't fundamentally influence enterprising development is dismissed in light of these discoveries, showing that these elements really do impact pioneering development in a significant manner. This finding lines up with the examination led by Kim and Park (2022), which showed that powerful relational collaborations and understanding social elements altogether improve creative results in multicultural groups. Subsequently, conduct social knowledge is imperative for upgrading enterprising development. Empowering open correspondence and joint effort across different groups can prompt more extravagant thought age and critical thinking. Also, carrying out preparing programs zeroed in on interactive abilities can additionally enable representatives to use their social knowledge in driving development.

Conclusion and Recommendations

The study presumed that collaboration style, normal practices, and motivation, which are key variables of conduct social knowledge, were found to impact the entrepreneurial innovation. In particular, these variables were displayed to cultivate a helpful climate for imaginative critical thinking, flexibility, and compelling joint effort among understudy business people. Thus, social knowledge assumes an essential part in driving pioneering development. The exploration features that people with high social knowledge are bound to participate in creative practices that add to enterprising achievement. In this manner, the study declares that social knowledge has factual importance in impacting enterprise advancement. The study recommended that:

i. To build the enterprising development of students' entrepreneurs, communication style, motivation, and accepted practices are essential for enterprise success.
ii. Besides, establishing a comprehensive climate that celebrates different viewpoints can spur share imaginative thoughts and team spirit for collaborative entrepreneurial success.
iii. Also, mentorship are valuable insights needed for global business visionaries to enhance extensive enterprising practices to foster entrepreneurial development and success.

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