Dear Dr.

We would like to thank you and your reviewers for the useful comments with regards to the submitted paper and to the changes we introduced. We would like, as well, to thank you for your confidence and help with your questions, to improve our paper and to achieve our objectives. We are sending our comments and our changes according to the reviewers’ suggestions. We hope that we have given a full answer to the questions raised.

With our best wishes, we are looking forward to hearing from you.

**REVIEWER 1**

We would like to thank you for your recommendations and your constructive comments regarding our paper. We would like, as well, to thank you for your confidence and help with your questions, to improve our paper and to achieve our objectives. We are sending our comments and our changes according to your suggestions. So, we would like now to provide our answers:

**We tried to better explain the process and steps of multi-group analysis (p.24)**

A multi-group analysis was performed to identify the differences between people with higher individual success and people with lower individual success. Two groups were created based on the average values for the variable individual success. The group below the average, is the lower individual success group, and comprises 280 respondents while the group above the average, the higher individual success group, includes 239 respondents. Results of the multi-group analysis are included on table 2. A chi-square test was performed to test the differences between the two groups and the results showed that the chi-square value was significant (p≤0,01): constrained model (χ2= 2802; df= 998); unconstrained model (χ2= 2677,4; df=961), (Δχ2 =125; Δdf=3, p≤0.01) (See Table 2).

**We have also created a section for practical implications as follows (p.29):**

**Practical implications**

The present study benefits individuals by alerting them to the important role that emotional intelligence has in their creativity and individual success. Emotional intelligence helps individuals to take advantage of their relationship with others and with their team, to be more creative and more capable of expressing this creativity. At the same time, it also benefits organizations by encouraging them to take advantage of emotional intelligence to have workers more motivated, more committed and wishing to do their best for the organization, namely sharing their creativity. Even if emotional intelligence is an individual trait, managers can both contribute to increase the workers’ emotional intelligence and adopt more sophisticated selection and recruitment practices, giving priority to workers more prominent in this trait. To do so, organizations and managers may provide training to their staff in the areas of soft skills, such as emotional intelligence and team building, among others. Teams and their leaderships may reinforce social exchanges and therefore provide additional safety, comfort and energy to engage people in the creativity process. In practice, organizations should account for variables like self-motivation and commitment, since they are key elements in the workplace, particularly if leaders want to strength then their relationship with employees and improve their exchanges. In addition to motivation, creativity is another variable that plays an important role in differentiation and in the creative nature of business. Job resourcefulness should also be valued by leaders, as well as, organizational commitment; the latter is clearly advantageous for leaders who wish to retain loyal and committed employees. In practice, it can be applied in different ways, particularly by establishing ties with employees, understanding them better, communicating with them and motivating them without excessive pressure. If companies choose to take account of these variables, they can create a more favourable working environment, as well as foster more motivation among employees, creating harmony in the workplace and more efficiency.

**Reviewer 2**

We would like to thank you for your recommendations and your constructive comments regarding our paper. We would like, as well, to thank you for your confidence and help with your questions, to improve our paper and to achieve our objectives.