

# Praxis of Emotional Intelligence as a Precursor for Entrepreneurial Intelligence: Evidence from Literatures

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**Abstract** - It is believed that individuals who are motivated and self-directed are considered emotionally intelligent. These individuals not only aim high in life and set standard goals but also found to be a better manager of handling their emotions and maintaining balance in their professional and personal life. In this connection, the present paper aims to discuss the concept of emotional intelligence and its correlation with entrepreneurial intelligence. The paper mainly focuses on the theoretical notions of emotional intelligence and its meaning in layman language. Further, discussing the role of the emotional intelligence and its effects oriented from the availability or unavailability on entrepreneurial individuals of top positions. The paper also aims to discuss the impact that emotional intelligence makes on genders. The primary objectives of the paper are to discuss the relevance of emotional intelligence for entrepreneurial orientation and the impact of emotional intelligence on gender-specific entrepreneurial personnel. The research is descriptive in nature and based on data collected using secondary sources. The study is limited to a primary focus on female personnel. The detailed discussion has been done in the paper. The study further can be continued for covering the different sectors of business management.

**Keywords:** *Emotional Intelligence, Business Intelligence, Entrepreneurial Intelligence, Business Practice.*

## I. INTRODUCTION

The ability of managing emotions to identify, examine and handle the capability, skills and self-gained knowledge of an individual or group of individual is known as emotional intelligence. Emotional intelligence is directly or indirectly correlated with once feeling towards every aspect of society with a different approach. Daniel Goleman has defined emotional intelligence as a capacity for identifying our feeling of how to motivate ourselves and how to manage our emotions with ourselves as well as with our relations. It is believed that individuals who are motivated and self-directed are considered emotionally intelligent. These individuals not only aim high in life and set standard goals but also found to be a better manager of handling their emotions and maintaining balance in their professional and personal life. In a layman language, it can be understood that these individuals are self-controlled.

Further, these managers and leaders also regularly conversate and communicate with the internal as well as external employees and therefore it becomes a challenging responsibility for them to present their tone for the enhancement of the moral of employees (Goleman 1995). However, the level of emotional intelligence varies from organization to organization and position to position.

Different job may require different level of emotional intelligence as per the need of the situation. The availability of emotionally intelligent personnel is very less especially in the organised sector of government institutions and this leads to the professional conflict and stressful workplace and one of the primary challenges for the organizations has become to create a healthy environment and stressfree workplace.

A large number of workforce is facing the problem of stress management at the workplace which is affecting their routine work and career goals and further affecting the organization goals. For example, the banking industry of India is going through a drastic transformation and several studies have revealed that employee satisfaction in the banking industry is very poor. And this is where the concept of emotional intelligence can play a significant role to deal with the challenges and therefore the present study has focused to discuss and elaborate the relevance of emotional intelligence in enhancing and promoting healthy and optimistic environment in the international organizations for an optimum human resource management process and represent the most intelligent as a set of skills for entrepreneurs development.

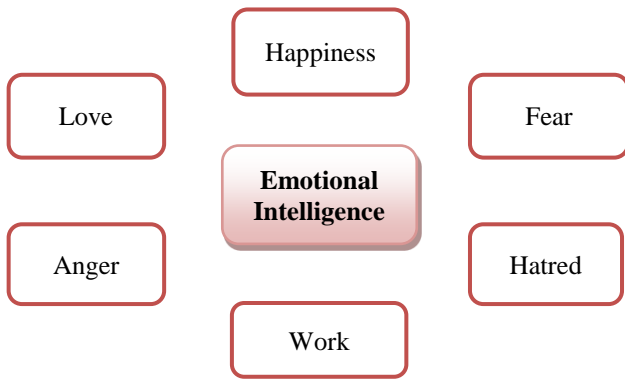


Figure 1: Factors of Emotional Intelligence Formation

The above figure is an attempt to explain some of the important factors which influence the formation of emotional intelligence. Some of the important factors as described above are love, happiness, anger, fear, hatred and work. These are the factors which directly or indirectly influence the formation of the emotional intelligence process.

## II. OBJECTIVES OF THE STUDY

1. Discussions on the relevance of emotional intelligence for entrepreneurial orientation.
2. Contextual effects of emotional intelligence on gender specific entrepreneurial personnel.

## III. METHODS AND MATERIALS

The present research is qualitative research, which uses a descriptive approach. The conceptual research method has been adopted to get a detailed literature review and a deeper understanding of the subject. The foundation of theories and concepts of emotional intelligence and women entrepreneur has been reviewed from secondary data which have been sourced from different kinds of literature such as economic reports, various national and global agencies, journals, articles, books, websites, e-books and other reports.

## IV. THEORIES AND LITERATURE

The terms emotional intelligence was first coined by Peter Salovey and John Mayer in 1990 (Salovey & Mayer, 1990) and further promoted by Daniel Goleman when he published his book on Emotional Intelligence in 1995. This created a lot of curiosity and interest amongst the academician and researcher and schools of Social Science and business management included it as a course on emotional intelligence.

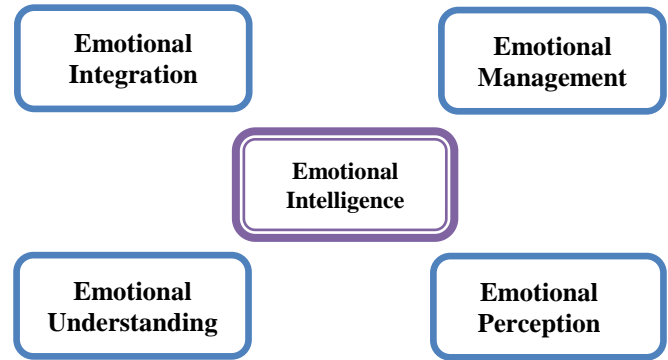


Figure 2: Mayer and Salovey's Four-Branch Model of Emotional Intelligence

The above figure represents the Four Branch Model of Emotional Intelligence by Peter Salovey and John Mayer. As the name suggests, the model basically focuses on the four primary factors that affect and control the emotional intelligence process. First is an emotional perception that helps to perceive and understand the emotional reasons and express it in a managed way. Second is the emotional integration where emotions are sensed and influences the mental cognition. The third is the emotional understanding where emotions are classified as per the relations so as to take decision-based on a personal or professional relationship. The fourth and last is the emotional management that encourages the openness to emotional feelings.

Stein, Papadogiannis, Yip & Sitarenios (2009) have linked the emotional intelligence with profit earning and stated that the individual on top positions having a standard level of empathy, decision-making capacity, self-respect, risk-taking capacity and leadership qualities have a higher chance of earning a better level of profit and goodwill as compared to the traditional leaders. Whereas Pearman (2011) have identified emotional intelligence as one of the primary factors of leadership quality and strongly believe that a successful leader whether in field or in business must have the quality of emotional intelligence because he has to work with his team to lead them and everyone in the team may be from a different background and different perspective. Therefore, it is necessary to use the skill of emotional intelligence to motivate them and make them stay together as a team by correlating each of them emotionally with each other so as to form a strong team. Emmerling & Boyatzis (2012) believe that in order to identify and develop individuals of different backgrounds and cultural approach, emotional intelligence does play an important role.

### 1.1 Emotional Intelligence and Gender

A number of theories and literature have represented and accounted for an actual picture of emotional intelligence when it comes to measuring the impact of emotional intelligence on men and women. It is a universally

accepted fact that women are more emotional as compared to men and have varieties of emotions in the form of different characteristics and attitude. But here it is necessary to understand the being emotional and being emotionally intelligent are two different things. Goleman believes that emotional intelligence makes the same impact on both genders and does not differentiate a lot. He further makes his argument strong by putting the variation in emotions and discussing that the emotions may appear due to different areas and reasons associated with both genders. For instance, emotions related to family influence females more as compared to men, whereas emotions related to society and job affect more to men as compared to women.

### 1.2 Emotional Intelligence and Women

Emotional intelligence is not only associated with men but women are equally included in the density of the phenomena of emotional intelligence. It will not be wrong to say that women are more likely to be influenced by emotional intelligence as compared to men because of their emotional nature and flexible attitude. Developing women entrepreneurship is an example of enabling women empowerment. Women are more triumphant as entrepreneurs as they effectively manage their work and family responsibilities. The calibre encompassed with emotional intelligence creates effective women entrepreneurs which further allows them to have strong interpersonal skills and self-confidence. Often women entrepreneurs sway between challenges, risks and difficulties, in such occurrence prudent utilization of emotions resulted in sound decision making. Studies have revealed that EI is an integral part of any organizational performance. Women play a significant role in managing enterprises and big businesses today and are skilled enough to handle risky tasks, assignments, conundrums and can handle business affairs. Women are born with and distinctive sense of care giving, empathy and intuition. Women are always considered as better than men in terms of handling the issues, taking criticisms, confronting the situation and passive over tough difficulties. It is not an easy task to manage both family and work life, but women effectively balance their lifestyle. These emotional skills and indefinable characteristics equip women to reach greater heights in the business world. The softer skill like Emotional Intelligence goes unnoticed because it is neither acquired through book nor learnt, rather gained through a continuous process of handling emotions. The increasing number of companies founded by women shows the entrepreneurial landscape that ultimately navigates towards business growth.

### 1.3 Emotional Intelligence and Academia

The phenomena of emotional intelligence have been a subject of research in psychological studies earlier. But the concept caught the eyes of researchers, academicians and

business managers when the theories of emotional intelligence research started exploring the positive outcomes and entrepreneurial relevance. In the field of business marketing, emotions play a game-changing role in convincing a customer, especially in attracting new customer and sustaining the existing one. This is where the study was adopted by many management areas such as behaviour studies, human resource management, employee satisfaction, performance appraisal, customer relationship management etc.

### 1.4 Emotional Intelligence and Stress

The present environment of working culture has become so rigid that employees do not love their job anymore rather they are forced to do what they are hired for. This is all happening because of the poor working culture and stressful environment in the organization including both the government and private. The limitless target, imaginary business goals, cut-throat competition, extra workload, long travel duration, performance assessment, performance appraisal, training and development policies, lack of job satisfaction, undefined working hours are some appropriate metaphor for the above-mentioned argument. These are the reasons which lead to corporate dropout and the resignation of unsatisfied employees including the top positions. One common factor associated with all these reasons is that these reasons are indirectly related to the emotions of human resource working in organizations.

## V. CONCLUSION

Emotional intelligence plays a significant role in managing situation, issues and conundrums in routine work. It generates the ability in employees to understand the situation and react accordingly for better output and satisfaction of all the associated stakeholders. It not only helps in implying self-control and quick and accurate decision making but also helps the organization to have a healthy competition and optimistic environment. Hence, the policymakers must understand and keep in mind while framing the working policies that humans are not machines rather they have invented machines to help them to reduce their workload, working process and time. Machines do not get influence with emotions and can work according to the need and requirement of the organization but the matter of the fact is that we have started considering humans as a machine of organization and have forgotten that they also have their own life. Therefore, it is necessary for employees to take care of their personal life and maintain an emotional balance between their personal and professional life so as to get the mental satisfaction because only a mentally calm employee can contribute his all efforts towards the entrepreneurial development.

Top position holding managers and leaders of any organization, irrespective of the size of the organization, must not only be emotionally intelligent but should also know to maintain balance and handle the situation

emotionally because they are the one who represents the organization between the stakeholders and makes goodwill by their action and speech.

The study also recommends promoting regular communication between the employees and top management by using the formal method of communication to avoid the conflict and stress because proper communication helps to collect accurate and precise information which is required for proper decision making. Proper and formal communication methods provide the exact information which is required by both the parties and does not include any irrelevant information or rumour which may create a conflict of intention because sometimes unwanted information creates confusion amongst the employees based on perception.

Further, it is suggested for the organizations should also conduct workshops, seminars and training programs on emotional intelligence so as to develop a sense of achievement and sense of responsibility in the employees towards the organization and towards their life. These training programs will help the employees to reduce stress and workload and share their feelings and problems in front of everyone to avoid felt conflict and ambiguous perceptions.

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