

"INVESTIGATING THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ENTREPRENEURIAL BEHAVIOUR"

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ABSTRACT

The aim of the present research study is to investigate the relationship between emotional intelligence and entrepreneurial behaviour. More precisely, the study focused on evaluating the effect of selected dimensions of emotional intelligence, based on Goleman's (1998) model, as predictors of entrepreneurial behaviour namely; self-awareness, self-regulations, internal motivation, empathy and social-skills among small-sized firms' managers working in Kurdistan Region- Iraq. Moreover, it also examined the degree of managers' emotionally intelligent and entrepreneurial behaviour. Sixty six (66) managers from Kurdistan region- Iraq participated in the study. The participants were given a pre-structured questionnaire of two parts including; "entrepreneurial behaviour" questionnaire by (Pearce et al., 1997) "emotional intelligence" questionnaire by (Goleman, D. 1998) five dimensions model. Three measuring tools were used to analyse data including; descriptive statistics; mean and standard deviation, Spearman moment correlation and multiple linier regressions. The finding showed a moderate level of emotional intelligence and entrepreneurial behaviour among managers. In addition, emotional intelligence and all its dimensions showed statistically significant correlation with entrepreneurial behaviour. Concerning the impact of emotional intelligence, out of five dimension four were found to have a significant impact on managers' entrepreneurial behaviour namely; self-awareness, internal motivation, empathy and social-skills. However, dimensions of emotional intelligence, collectively explained a significant variance in entrepreneurial behaviour which means that managers' entrepreneurial behaviour is significantly affected by their level of emotional intelligence.

KEYWORDS: *entrepreneurship, Emotional intelligence, entrepreneurial behaviour.*

INTRODUCTION

Over the last few decades, a considerable attention has been given, by management scholars and researchers, to the concept of entrepreneurship (Gavron, et al, 1998, Price, 2006, Zimmerer et al, 2007; Ibaishwa et al., 2014). This was largely due to the important outcomes of the concept in countries' future generally and companies' life precisely. In this regard, Bednarzik, (2000); Kim, Aldrich & Keister, (2003) state that entrepreneurship creates innovation, raises job opportunities and encourages global competitiveness for countries and companies. Postigo & Tamborini, (2002); and Gurol & Atsan, (2006) also state that the popularity of entrepreneurship is mainly due to the significant role that it plays in generating new job opportunities and creating wealth for the nations.

Furthermore, Schaper & Volery, (2004); Ibaishwa et al (2014), claim that entrepreneurship is considered one of the best strategies for development economic of the countries besides sustaining their competitiveness in facing the growing trends of globalization. According to Lena & Wong, (2003); Karanassios & Pazarskis, (2006), economic growth, technological changes, business survival and job opportunities are positively correlated to the entrepreneurship. Therefore, understanding the term entrepreneurship and factors that lead to entrepreneurial behaviour is very important for all organizations whether in public or private sector. In addition, Working in a dynamic and complex environment is one of the biggest obstacles faced by the organizations nowadays. Hence, Bahadori, (2012) believes that, entrepreneurial behaviour is one of the greatest ways that can help these organizations to facilitate innovation within

existing firms and make quick changes in the way they work. He also claims that entrepreneurial behaviour could make leaders and managers more conscious regarding uniqueness and competitive advantages. According to Kuratko, (2007), one of the most important steps for reaching organizational goals is having effective entrepreneurial behaviour within the organization. In this regard, Covin & Miles (1999) cited in Bahadori, (2012) that entrepreneurial behaviour is strongly related to innovation and discovery. They further claim that entrepreneurship itself, at the organizational level, is considered as a competitive advantage.

On the other hand, psychologists and management researchers, has given a great attention to the role of emotions as important antecedent of work-related behaviours and employees performance (Brief & Weiss, 2002). The concept of intelligence has taken a wider understanding by the researchers to include also expression of emotions and experiences, (Salovey & Mayer, 1990; Goleman, 1995; Mayer et al., 2003 and Bar-On, 1997, 2005). They further empathized on the concept of Emotional intelligence as an effective factor in organizational workplace attitude. Therefore, the present research will spotlight on the concept of emotional intelligence as a predictive factor for entrepreneurial behaviour. In this regard, Bird and Schjoedt, (2009) believes that emotions and cognitions of entrepreneurial can lead to entrepreneurial behaviour. It is also believed that there is a strong relationship between emotional intelligence and entrepreneurial orientation (Pradhan and Nath 2012). In addition it is assumed that emotionally intelligent people are discoverer, innovative, intuitive, and creative (Cooper and Sawaf, 1998; Allinson et al., 2000; Pradhan et al., 2005; Pradhan and Nath, 2012). Hence, due to the significant role of emotional intelligence and entrepreneurial behaviour, the present study targets to assess the influence of emotional intelligence on the entrepreneurial behaviour among small-sized firms' managers working in Kurdistan Region- Iraq. It also aims to make participation to the existing literature through an investigation to the relationship between two important concepts that are directly related to the organizations' life. Moreover, the findings of this study can provide precious information to studied

companies which can enable them to design new organizational strategies that guarantee organizational success including; innovations, creativity, profitability, and growth. Akers & Porter, 2003; and Beaujean et al, (2006) argued that training and education programs are significant tools to improve individuals' emotional intelligence. Therefore, organisations need to improve learning and training programs and provide individuals with extra insights of entrepreneurial aspiration. Based on the above discussion, this study tries to answer the following question:

- What is the influence of emotional intelligence on entrepreneurial behaviour?

Research objectives:

1. To evaluate the level of the entrepreneurial behavior among small-sized firms' managers working in Kurdistan Region- Iraq.
2. To evaluate the level of emotional intelligence among small-sized firms' managers working in Kurdistan Region- Iraq.
3. To investigate the effect of emotional intelligence dimensions (self-awareness, self-regulations, internal motivation, empathy and social-skills) on entrepreneurial behavior among small-sized firms' managers working in Kurdistan Region- Iraq.
4. To identify the most significant predictor of entrepreneurial behavior among small-sized firms' managers working in Kurdistan Region- Iraq.

Entrepreneurial behaviour

Mair, (2002:p3) defines Entrepreneurial behaviour (EB), as "a set of activities and practices by which individuals at multiple levels autonomously generate and use innovative resource combinations to identify and pursue opportunities". While, Bahadori (2012) defines the term (EB) as group of actions that find out new opportunities that have not previously been distinguished or discovered by the competitors. Gartner et al., (2003) claim that (EB) is a phenomenon that usually appear at the individual level not at the organization's level. Therefore, as Thompson, (2004) believes, successful firms do not only need to pay attention to the product development, yet, they also need to take into consideration how to gain and keep people with brighten ideas and entrepreneurial potential in order to achieve continual competitive advantage.

In this regard, Mair, (2005) believe that leaders and managers need to explore entrepreneurs whether from inside or outside of the organization in order to ensure that they have entrepreneurial talents at the various level of their firms. Thus it is believed that various organizational goals can be achieved through having managers with an effective entrepreneurial behaviour (Kuratko, 2007).

Despite the several research in the field of entrepreneurial behaviour and entrepreneurs characteristics, it remains challenge and difficult to understand and define both. Cunningham & Lischeron (1991), identify entrepreneurs through six major schools of thought and several recent studies depended these school as a tool of understanding and defining entrepreneurs characteristics (Yusof et al, 2007; Zimmerman, 2008; Bezzina, (2010; Habaragoda, (2013).

These six main schools of thought are as follow:

1- The “great person” school of thought: this school deals with the idea that entrepreneurial persons are “born” with initiative abilities (Yusof et al, 2007). In addition, it characterizes successful entrepreneurs as persistent, vigour, powerful, self-esteemed, successful and independent individuals (Ibid, 2007).

2- The “management” school of entrepreneurship: this school of thought is based on the assumption that entrepreneurial individuals can be developed through training programmes and be taught in classrooms. Moreover, it describes entrepreneurs as individuals who manage, organise, and take the risk for the sake of higher revenues (Yusof et al, 2007).

3- The “classic” school of thought: according to Zimmerman, (2008); and Habaragoda, (2013) this school of thought uses the concepts of opportunity identification, creative destruction, innovation, creativity, and discovery to identify entrepreneurs. Bezzina, (2010) also agrees with Zimmerman, (2008); and Habaragoda, (2013) and further adds that this school distinguishes between managemers and entrepreneur.

4- The “leadership” school of thought: this school of thought views entrepreneurs as effective leaders whose main roles are motivation, leading and directing (Habaragoda, 2013). Yusof et al, (2007) state that this school describes entrepreneurs as leaders who make an alliance between their style and peoples’ need.

5- The “entrepreneurship” school of thought: this school of thought deals with entrepreneurial behaviour within an existing firm and concentrates on a skilful leaders inside complex organisations who response to the lack of competitiveness and innovativeness through strategic redirection, and product development (Yusof et al, (2007); Zimmerman, 2008; Bezzina, 2010).

6- The “psychological characteristics” school of thought: this school describes successful entrepreneurs as individuals with unique beliefs, attitudes, values and needs which drive them and distinguish them from non-entrepreneurs (Bezzina, 2010). Furthermore, Begley and Boyd, (1987); and Brockhaus, Sr. and Horwitz,(1986) cited in Yusof et al, (2007) and claim that this school of thought concentrates on psychological characteristics, which are unique to entrepreneurial individuals, including; risk taking, need for achievement, locus of control, ambiguity tolerance, self-confidence, self-sufficient and creativeness/innovativeness.

According to Bezzina, (2010) all these school of thought are same in terms of their validity, yet, the choice of any of them depends mainly on the aim of the researcher and the type of data that he needs to gather.

Shane, (2003) argue that determinants of entrepreneurship can be divided in to two main branches; first one focus on entrepreneurs’ characteristics or individual determinants and their capabilities to identify opportunities. The second branch concentrates on the external factors to the entrepreneurial success including; industry determinants and environmental determinants. Hence, the current research, generally, centres on the individual determinants, precisely on emotional intelligence.

Emotional Intelligence

There are generally several models of Emotional intelligence (EI), however, they are broadly divided into two major schools of thought including; mixed models (Goleman, 1995, Bar-On, 1997); and ability-based models (Mayer & Salovey, 1997; and Mayer et al., 2000).

The term Emotional Intelligence (EI) has been defined and described differently by the researchers, yet, commonly most of them reveal the same mining. According to Goleman, (1995) EI is the capability of understanding, describing, accepting, and controlling emotions. While Mayer et al., (2004:p197) define EI as “the capacity to

reason about emotions, and of emotions to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth". According to Torres-Coronas et al., (2014) EI is the ability of detecting, understanding, managing, and using emotions. Hence, it can be said that EI is having the potential of controlling one's own emotion and others in order to distinguish them and accurately manage their thinking and reactions. In this regards, the both schools of thought of EI empathize that, there are at least two main effects of EI; first, the ability to realize, comprehend, recognize and monitor one's own emotion; and the other one, is the ability to realize, comprehend, recognize and monitor others' emotion (Goleman, 1995; and Mayer & Salovey, 1997; and Mayer et al., 2004). Consequently, individuals' attitude can be influenced by the first effect of EI that affect one's own emotions (Brackett & Mayer, 2003). Additionally, Sukumarakurup (2008), believe that the emotional problems, which are directly related to the work activities that individuals excise, can be resolved through EI.

McEnrue and Groves (2006), break down EI into four main directions, three of them belong to mixed model and one to the ability-based model. Firstly, mixed models contains the three main EI directions including; Goleman's (1998) five dimensions model, Bar-On's (1997) five dimension trait-based model, and the last perspective of mxded model is Dulewicz and Higgs' (1999, 2000) seven dimensions model. The fourth perspective of EI is the "four branch cognitive ability model" of Mayer and Salovey (1997) which represents ability-based model and contains; Identify Emotions, Facilitate Emotions, Understand Emotions, and Manage Emotions. These branches are measured through the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), which contains eight tasks, two for each branch. Despite the fact that (MSCEIT) is widely used in measuring EI, yet this does not mean that the measurement has no limitations. According to Mayer et al., (2004) Mayer-Salovey-Caruso Emotional Intelligence MSCEIT has important limitations and may be insufficient to

validly assess a person's accuracy in emotional perception.

In spite of having different models of emotional intelligence, there is generally theoretical and statistical similarity between them. In this regard, Stys & Brown, (2004) claim that all of models target to measure and understand the elements involved in the regulation and recognition of one 'sown emotions and others' emotions.

The present study uses the Goleman's (1995, 1998) five dimensions model of EI. This model is based on EI competencies and defined as a "learned abilities that results outstanding leadership and performance" (Goleman, 1998; 2001). Goleman's (1998) model composes of the following dimensions:

1. Self-awareness: accurate self-assessment, Self-confidence, Emotional awareness.
2. Self-regulation: Conscientiousness, Adaptability, Self-control, Innovation, and Trustworthiness.
3. Internal Motivation: self-motivation, Optimism, Accomplishment drive, Obligation, and Creativity.
4. Empathy: comprehending others, Political consciousness, improving others, Service orientation, and leveraging diversity.
5. Social skills: Inspiration, managing Conflict, Communication, wise Leadership, Building bonds, cooperation and Association, and Team working abilities.

Theoretical framework and hypotheses

There is a strong argument regarding the causal relationship between EI and entrepreneurship and entrepreneurial behavior and empirical findings support this relation between them (Biniari, 2011; Baron, 2008; Foo, 2011). In this regard, researchers believe that emotionally intelligent people have generally higher inventive personalities and more likely to involve in creative and innovative entrepreneurial activities (Ahmetoglu, et al., 2011; and Sánchez-Ruiz, 2011). Ahmetoglu et al., (2011) claim that individuals' ability to analyze their emotions is strongly related to the development of entrepreneurship. In addition, an empirical study by Neqabi & Bahadori (2012), which used a sample of 107 managers from a medical science university in Iran, found that entrepreneurial behavior is positively influenced by dimensions of emotional intelligence. A research by Farahbod et

al., (2013) that studied the link between emotional intelligence and entrepreneurship attitudes and intention among 326 university students, also found that emotionally intelligent students are more proactive and creative. Moreover, using a sample of 177 employees from Islamic Azad University in Iran, Motlagh (2013) proved that employees' entrepreneurial behavior is significantly and positively related to their emotional intelligence. Furthermore, Ibaishwa et al., (2014) in his study about the effect of personality traits and emotional intelligence on entrepreneurial behavior by using a sample of (342) students from Benue State University in Nigeria, showed that emotional intelligence plays a significant positive role in determining entrepreneurial behavior. Another research by Torres-Coronas et al., (2014), which has been conducted in Spain, also found that entrepreneurs' behavior is supported by emotional intelligence. In spite of all the above studies concerning the relationship between emotional intelligence and entrepreneurial behavior, yet, none of them adapted the models used in this study. Based on the above discussion, it can be asserted that entrepreneurial behavior of small-sized firms' managers working in Kurdistan Region- Iraq will be positively related to the dimension of emotional intelligence.

Research hypotheses:

H1: There is a strong and positive correlation between emotional intelligence and managers'

entrepreneurial behavior. Contains the following sub hypotheses:

H1a: There is a strong and positive correlation between Self-awareness and managers' entrepreneurial behavior.

H1b: There is a strong and positive correlation between Self-regulation and managers' entrepreneurial behavior.

H1c: There is a strong and positive correlation between internal motivation and managers' entrepreneurial behavior.

H1d: There is a strong and positive correlation between Empathy and managers' entrepreneurial behavior.

H1e: There is a strong and positive correlation between Social skills and managers' entrepreneurial behavior.

H2: Emotional intelligence has positive effect on managers' entrepreneurial behavior. Contains the following sub hypotheses:

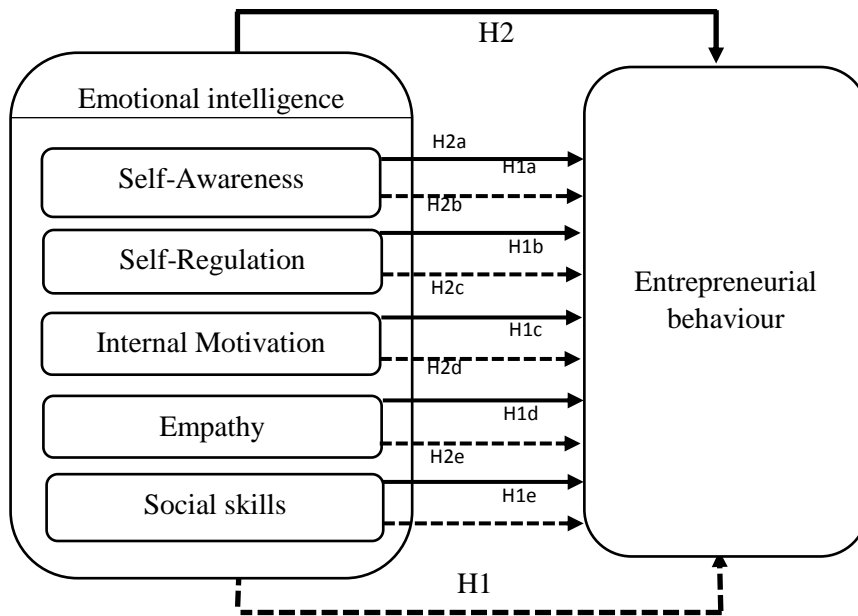
H2a: Self-awareness has positive effect on managers' entrepreneurial behavior.

H2b: Self-regulation will positively influence managers' entrepreneurial behavior.

H2c: Internal Motivation has positive effect on managers' entrepreneurial behavior.

H2d: Empathy has positive effect on managers' entrepreneurial behavior.

H2e: Social skills have positive effect on managers' entrepreneurial behavior.



Fig(1): conceptual framework

METHODOLOGY

Research problem:

Why some national companies are more successful and entrepreneurial than others? This is the question that made the researcher to conduct the present research. It is known that all entrepreneurs or new businesses are born with great hope of growth and success, yet not all of them witness that. Moreover, evidences from Kurdistan market, through contacting people, show that many of them withdraw from the market before even completing a single year. Therefore, it is highly important for them to understand and identify factors related to entrepreneurial success (Lussier, & Halabi, 2010). Many researches have investigated the concept entrepreneurial behaviors in relation to the emotional intelligence and other factors around the global. However, the present study is conducted in a context, Kurdistan region, which has not been previously researched in terms of the relationship between these variables at least not to researcher's knowledge. Accordingly, this study tries to address the above question through studying the relationship between dimensions of emotional intelligence and entrepreneurial behavior among the managers of small-sized firms in Kurdistan region –Iraq.

Procedures:

A letter was sent to 100 randomly selected managers from a total population of a small-sized firms' managers working in Kurdistan region-Iraq using probability sampling method; simple random sampling. However, only 66 of them were returned properly. The letter clarified the purpose of the research and was attached by a questionnaire assessing managers' entrepreneurial behaviour (DV) and emotional intelligence (IV). All participants were asked to complete the survey for taking part in this study.

Measurements:

The primary data were gathered from the researched sample through sending a self-administrated questionnaire of two sections to the participants. The first section measured the depended variable "entrepreneurial behaviour" using (Pearce et al., 1997) standard questionnaire which consists of 11 items. Whereas the second section measured the independent variable "emotional intelligence" through using (Goleman, 1998) five dimensions model which consist of 25 items. Response to all items was based on 5 point Likert scale (1- strongly disagree to 5-strongly agree). Hence, participants were required to explain the degree they agree or disagree with each statement.

Data analysis

In order to meet the research objectives and test its hypotheses, all primary data were quantitatively analysed using SPSS. Firstly, Descriptive statistics (means and standard deviation) were used to evaluate the level of emotional intelligence and entrepreneurial behaviour among the researched sample. Secondly, Spearman correlation was utilised to analyse the relationship between the researched

variables. Finally, multiple regressions were used to analyse the impact of emotional intelligence and all its dimensions on entrepreneurial behaviour.

RESULTS

Descriptive statistics:

Table (1): Means and Standard deviation

Variables	No.	mean	Std. deviation
E. Behaviour	66	3.59	.760
E. intelligence	66	3.62	.610
Self-Awareness	66	3.81	.824
Self- Regulation	66	3.69	.775
Internal Motivation	66	3.50	.844
Empathy	66	3.51	.822
Social-Skills	66	3.61	.817

Table (1) illustrates the level of entrepreneurial behaviour, Emotional intelligence and its dimensions among the small-sized commercial firms' managers working in Kurdistan Region-Iraq. As it can be seen from the above table the means and standard deviation values for the entrepreneurial behaviour are (3.59) and (.769) respectively. Since the mean value was above the midpoint of the 5-point Likert scale, it can be asserted that the researched companies' managers showed a moderate level of entrepreneurial behaviour. Likewise, they showed a moderate level of emotional intelligence also, yet, it was slightly higher than the level of entrepreneurial behaviour with (3.62) for mean and (.610) for standard deviation.

Regarding the dimensions of emotional intelligence, self-awareness registered the highest level at (M= 3.81, SD= 0.824), this indicate that managers at research firm have deep

understanding of themselves. In addition, self-regulations value (M= 3.69, SD= 0.775) means that their ability to control their impulses is slightly above the moderate level. Social-skills value (M= 3.613, SD= 0.817), indicate that their level of social-skills, such as; Inspiration, wise leadership, building bonds, cooperation and association, and team working abilities, are at the moderate level. Empathy and internal Motivation recorded the lowest level among the dimensions of emotional intelligence (M= 3.510, SD= 0.822), and (M= 3.501, SD= 0.844) respectively. This shows that managers' ability of self- motivation, and to comprehend others are limited comparing with the other dimensions. Finally, standard deviation values refer to a standard distribution of responses within the studied sample.

Correlation analysis:

Table (2): Spearman Correlation of the Study Variables

	E. Intelligence	Self-Awareness	Self-Regulation	Internal Motivation	Empathy	Social-Skills
E. behaviour	.816**	.475**	.656**	.687**	.725**	.475**

**Correlation is significant at the 0.01 level. NS: non-significant

b.Listwise N= 66

In order to study the relationship between the researched variables and test the first hypothesis, Spearman correlation was employed in the current study. According to Pallant, (2005) Correlations test aims to examine the strength and direction of the relationship between the researched variables. Preliminary analyses were performed to ensure no violation of the assumptions of linearity and normality and homoscedasticity. Findings from table number (2) show statistically significant positive relationship between emotional intelligence entrepreneurial behaviour ($r= 816^{**}$, $p < 0.01$). In addition, findings also illustrate that all dimensions of emotional intelligence have statistically significant positive relationship with entrepreneurial behaviour. Starting with Empathy

($r= 725^{**}$, $p < 0.01$) which reveals the strongest correlation with managers' entrepreneurial behaviour. Followed by internal Motivation ($r= 687^{**}$, $p < 0.01$), and Self- regulation ($r= 656^{**}$, $p < 0.01$) which also show significant positive correlation with managers' entrepreneurial behaviour. Finally, the relationship between Self-Awareness ($r= 475^{**}$, $p < 0.01$), social-skills ($r= 475^{**}$, $p < 0.01$) and managers' entrepreneurial behaviour is at moderate level. Hence, this indicates that higher level of emotional intelligence could lead to higher level of entrepreneurial behaviour among small-sized commercial firms' managers working in Kurdistan Region-Iraq. Thus, H1 and all its sub-hypotheses are confirmed (see table.4)

Table (2): Multiple regression analysis

	R²	Beta	B	Std. Error	t. value	Sig.
Model	.72**					
Self-Awareness		.179	165	.082	2.02	.047
Self- Regulation		.153	150	.107	1.39	.167
Internal Motivation		.222	200	.093	2.14	.036
Empathy		.378	350	.082	4.26	.000
Social-Skills		.190	177	.070	2.53	.014

Note. Statistical significance: * $p < .05$; ** $p < .01$. Tabulated t at d.f (n-1) = 1, 67

Multiple Regressions was conducted in order to test the second research hypotheses and investigate the impact of emotional intelligence dimensions on entrepreneurial behaviour, namely; self-awareness, self-regulations, internal motivation, empathy and social-skills.

R square shows the total of variation in depended variable by the independent variable. It is clearly seen from the table (4) the score of R2 indicates that, emotional intelligence (IV) explains approximately 72% of the variance in entrepreneurial behaviour (DV). The significant F score ($F = 31$, $p < 0.01$) shows that the dimensions of emotional intelligence collectively explained a reasonable variation in managers' entrepreneurial behaviour at the researched firms. Thus, H2 is confirmed.

Although a significant correlation were found between dimensions of emotional intelligence and

entrepreneurial behaviour, In the final model, out of five dimensions of emotional intelligence (IV) four of them have statistically significant effect on entrepreneurial behaviour including; self-awareness, internal motivation, empathy and social-skills. Empathy has the highest Beta value ($\beta = .37$, $p < 0.01$). Accordingly, this indicates that Empathy is the most significant predictor of entrepreneurial behaviour in the present. Internal Motivation ($\beta = .22$, $p < 0.05$), Social-Skills ($\beta = .19$, $p < 0.05$) and Self-awareness ($\beta = .17$, $p < 0.05$) are also significant, yet they show less impact on entrepreneurial behaviour of the managers at the researched organisation in comparison with the Empathy. Hence, H2a, H2c, H2d and H2e are also confirmed. However, H2b was rejected because self-regulation shows statistically insignificant impact on entrepreneurial behaviour among the researched sample.

Table (4): Hypotheses Results

No.	Hypotheses	Results
H1.	There is a strong and positive correlation between emotional intelligence and managers' entrepreneurial behavior. Contains the following sub hypotheses:	Confirmed
H1a	There is a strong and positive correlation between Self-awareness and managers' entrepreneurial behavior.	Confirmed
H1b	There is a strong and positive correlation between Self-regulation and managers' entrepreneurial behavior.	Confirmed
H1c	There is a strong and positive correlation between internal motivation and managers' entrepreneurial behavior.	Confirmed
H1d	There is a strong and positive correlation between Empathy and managers' entrepreneurial behavior.	Confirmed
H1e	There is a strong and positive correlation between Social skills and managers' entrepreneurial behavior.	Confirmed
H2.	Emotional intelligence has positive effect on managers' entrepreneurial behavior. Contains the following sub hypotheses:	Confirmed
H2a	Self-awareness has positive effect on managers' entrepreneurial behavior.	Confirmed
H2b	Self-regulation will positively influence managers' entrepreneurial behavior.	Rejected
H2c	Internal Motivation has positive effect on managers' entrepreneurial behavior.	Confirmed
H2d	Empathy has positive effect on managers' entrepreneurial behavior.	Confirmed
H2e	Social skills have positive effect on managers' entrepreneurial behavior.	Confirmed

DISCUSSION, LIMITATIONS, RECOMMENDATIONS AND CONCLUSION

The purpose of this research was to investigate the relationship between emotional intelligence and entrepreneurial behaviour among the managers of small-sized firms in Kurdistan region –Iraq. Particularly, the research focused on investigating the effect of dimensions of emotional intelligence on entrepreneurial behaviour namely; self-awareness, self-regulations, internal motivation, empathy and social-skills. The use of standardized instruments, which are broadly used in measuring entrepreneurial behaviour and dimensions of emotional intelligence, have generated results that provide an understandings into a culture has not

previously been researched in the entrepreneurship literature in relation to the emotional intelligence. The results revealed that the selected independent variables had statistically significant relationship with entrepreneurial behaviour among the studied sample. Furthermore, some of them were found to have significant influence on managers' entrepreneurial behaviour.

Spearman correlation was conducted to examine the relationship between emotional intelligence and entrepreneurial behaviour. Findings from table (2) release a strong positive relationship between emotional intelligence and entrepreneurial behaviour. This means that enhancing emotional intelligence of managers at the researched organisation could directly enrich their level of entrepreneurial behaviour.

As mentioned earlier in the research objectives, one of the main objectives of this research is to study the impact of emotional intelligence dimensions on entrepreneurial behaviour among small-sized commercial firms' managers working in Kurdistan Region-Iraq. Empirical findings from the table (3) state that emotional intelligence is one of the important factors that affect managers' entrepreneurial behaviour. R square shows the total of variation in depended variable. This indicates that emotional intelligence (IV) has 72% impact on entrepreneurial behaviour. Although all five dimensions of emotional intelligence showed statistically significant positive association with entrepreneurial behaviour and collectively explained a significant percentage of variance in the dependent variable, yet only four of them namely; self-awareness, internal motivation, empathy and social-skills were found significant in terms of affecting managers' entrepreneurial behaviour. This indicate that managers, who have the ability to assess themselves, motivate themselves and others, understand others' feeling, and inspire people, are expected to be entrepreneur i.e. managers with higher emotional intelligence are more likely to exploit and discover better opportunities.

On the other hands, the hypotheses number (H2b) was rejected and self-regulation was found to have insignificant impact on managers' entrepreneurial behaviour. This result is not in line with previous researches that have been found by the researchers. This could be mainly due to the culture differences as the present research studied a culture that has not been previously researched in terms of the relationship between emotional intelligence and entrepreneurial behaviour. According to Hofsted (2013) individuals' behaviour toward work related characteristics can show a huge variance due to the differences in their culture orientations.

Limitations, future research:

One of the limitations for the present study was the response of the participants. Several companies refused to deliver the letter of the questionnaire and some others did not returned them. Consequently, the research sample remained small. This could be due to the unconsciousness of the national organisations about the importance of the scientific research. Besides the fear of giving information to an external party could be also one of the reasons. Therefore, it is suggested

for the future research to expand the sample. Future studies may also take into consideration the influence of other factors on entrepreneurial behaviour or the outcome of being entrepreneurial.

RECOMMENDATIONS

It is mentioned earlier in this study that entrepreneurial behaviour leads to innovation, discovery, achieve organisational goals and gain competitive advantages. Simultaneously, empirical findings from the present research have illustrated the level of emotional intelligence and entrepreneurial behaviour of managers at researched companies besides the relationship between them. Therefore, it is expected that organisations that work in Kurdistan region would take into consideration the following recommendations:

1. Continuous enhancement of their managers' level of emotional intelligence and entrepreneurial behaviour.
2. Taking into consideration the level of emotional intelligence in the case of appointing new managers in order to get more entrepreneurial individuals.

CONCLUSION

The effect of emotional intelligence on entrepreneurial behaviour was investigated and it was hypothesised that all dimensions of emotional intelligence would have influence on managers' entrepreneurial behaviour. The empirical results showed that Out of five dimensions, four of them found to be significant in terms of the effect namely; self-awareness, internal motivation, empathy and social-skills. However, dimensions of emotional intelligence showed collectively a considerable variance in managers' entrepreneurial behaviour. This means that the higher the level of emotional intelligence is, the higher the level of entrepreneurial behaviour will be. Moreover, the research also aimed to determine the level emotional intelligence and entrepreneurial behaviour among the studied sample. Accordingly results indicated to moderate level of emotional intelligence and entrepreneurial behaviour among managers. Therefore, it can be said that managers who are emotionally intelligent will behave more entrepreneurially than those who are not.

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Questionnaire

1- Emotional intelligence						
Scales	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
		5	4	3	2	1
Self-Awareness	I have clear goals for my career life					
	I can be initiative when I met new people					
	I know I feel sad, anxious, and happy					
	I can identify the strength and weakness sides of my personality					
Self-Regulation	I can confess my mistakes and make apologies					
	I always try to be innovative					
	I can easily adapt to new situations					
	I have a tendency to resolve past problems					
Internal Motivation	I hide anger, fears and keep calm so as not to affect others					
	I don't negative feelings to my workplace					
	I am enthusiastic about achieving my life goals					
	People feel motivated and encouraged when they talk to me					
Empathy	I am optimistic about my career life					
	Obstacles do not hinder me to finish difficult tasks					
	I seek alternatives ways to accomplish goals if a certain plan doesn't work.					
	I seek help when I need to					
Empathy	I am aware of the way people see me.					
	I can express my opinion with my body language					
	I can express my opinion without being offensive to others					
	I am always able to see things from the other person's viewpoint					
	Subordinates look up to me for solving conflicts and problems					

2- Entrepreneurial behavior

Efficiently gets proposed actions through "bureaucratic red tape" and into practice.

Displays an enthusiasm for acquiring skills.

Quickly changes course of action when results aren't being achieved.

Encourages others to take the initiative for their own ideas.

Inspires others to think about their work in new and stimulating ways.

Devotes time to helping others find ways to improve our products and services.

"Goes to bat" for the good ideas of others.

Boldly moves ahead with a promising new approach when others might be more cautious.

Vividly describes how things could be in the future and what is needed to get us there.

Gets people to rally together to meet a challenge.

Creates an environment where people get excited about making improvements.
