

Analysis of the Relationship Between Emotional Intelligence and Entrepreneurship

Mahmood Ghorbani, Samaneh Johari and Atefeh Abasi Moghadam

Department of Management, Bojnourd Branch, Islamic Azad University, Bojnourd, Iran

Abstract: The present study aims to investigate the relationship between emotional intelligence and entrepreneurship in Khorasan Razavi Science and Technology park employee's. Statistical community comprising of all managers and employees of Khorasan Razavi Science and Technology Park, for statistical sample 132 people are chosen using Morgan table. Assay of emotional intelligence is done based on Bar One's pattern and through the five components of inner individual skills, interindividual skills, adaptability and temper and stress control as the dependent variables. Scarborough and Zimmer questionnaire (1990) is used for evaluating employee's entrepreneurship as independent variable. The study shows that among five components of emotional intelligence, a weak linear relationship is found between innerindividual skills, interindividual skills, temper and entrepreneurship when's no relationship is found between estress control, adaptability and entrepreneurship.

Key words: Entrepreneurship • Organizational entrepreneurship • Emotional intelligence

INTRODUCTION

During rapid changes through communication technologies in knowledge- based economy, the traditional idea of "arm strength" has been replaced with "knowledge and thought strength". Human thought management has been valued more than before. In a way that, some theorists called this period as entrepreneurship era. Because at the present time the cultural, social, economical and political developments are progressed via support of innovative and creative managers. These creative and risk-taking persons have the potential capabilities and can create changes in different fields [1]. The firms need to the entrepreneurial actions is originated from which they acts in the complex and dynamic environment exceedingly that has characteristics of discontinuous, basic and fast changes that shows employees tendency to entrepreneurial actions [2]. Hence, it's noted to the factors that can influence entrepreneurial orientation. Among these, emotional intelligence draw our attention as variable related to managing self senses and establishing effective communication with others [3]. In relation to the importance of emotional intelligence, Berco and Lewin estimated that 90 percent of our actions are emotional and just 10 percent of our actions done according to thought and reason. on the other hand in relation to a phenomena at first sense is formed then the logical reason is used for them. Merkwowitz and Earnest

conclude during a research in Ohio State University that Cognitive intelligence (IQ) accounts for up to 25% of the variance in professional success and job performance. Social and emotional abilities are four times more important than IQ in determining success [4]. Some scientists believe that in order to better function in organizations, people should have both intelligence quotient and emotional intelligence [5].

Review of Literature: Salvey and Mayer applied the term of "emotional intelligence" to express and comprehend people feelings, sympathize with others' feelings, the ability to control the temper desirably. Emotional intelligence is linked to the ability of comprehending himself and others, communicating with the other people and adapting himself with his surrounding environment. In other words, non-cognitive intelligence can predict the success of person and evaluating and measuring it actually means measuring and evaluating the abilities of person to adapt with his life circumstance and continue his survival in the world [6]. History of emotional intelligence traced back to the theory of social intelligence raised by Servendayk in 1920. In addition, the emotional intelligence background can be found in Wechsler ideas (psychologist) as well when he clarified the non-cognitive aspects of general intelligence. Wechsler sought to evaluate cognitive and non-cognitive aspects of general intelligence. He attempted to understand and comprehend

(social adaptability) and adjust the recognition images and distinguish social situations. Kotal and Boocherdov (1968) were psychologists who attempted to predict academic achievement in school as well as creativity through ability, personality and incentive of people. They could prove the importance of this fact even in university achievement as well [7].

In 1985, Reuven Bar-On developed the concept of "EQ" (emotional intelligent quotient) so that could explain his method for evaluating general intelligence. He believed that emotional intelligence reflects our ability to cope with others successfully along with our inner feelings. Following his 17 years researches, he developed personality inventory of Reuven Bar-On (EQ-i). His test measured five areas including interpersonal relationship, intrapersonal relationship and adaptability, managing stress or mental tension and overall temper.

As shown in the researches of Syys *et al.*, (1987), there is a significant correlation between understanding and comprehending images and indices of social intelligence [7]. Thereafter, the concept of "emotional intelligence" presented and used by Mayer and Salvey in the series of academic essays in 1990, 1993 and 1995. In their first essay, the first model of emotional intelligence was introduced; thereafter emotional intelligence found its main path on the studies of the day by Daniel Golman in 1995. Golman clarified emotional intelligence based on Mayer and Salvey works, but added many variables for clarifying emotional intelligence components. He claimed that some personality traits including optimism, diligence and ability to postpone the pleasure are important in this regard as well. In 1988, Golman investigated the framework of emotional intelligence considering to how can a person progress in his job through his potential ability for managing the related skills to self-awareness, self-discipline, social awareness and relationship management.

Patterns of Emotional Intelligence: Emotional intelligence is a descriptive school, hence instead of prescriptive methodologies and approaches, different patterns were suggested. Pattern of Mayer and Salvey in 1993, Bar-On pattern and Golman pattern are most known of these patterns. Mayer and Salvey specified three areas or scopes of abilities for emotional intelligence in their pattern including expressing and evaluating emotion in self verbally and nonverbally, evaluating emotion in others based on secondary aspects of nonverbal perception and sympathy, adjusting emotion in self and others and finally using emotional information in thinking,

practice and problem-solving [8]. Mayer, Salvey and Karoso developed a modified pattern of emotional intelligence which comprised of four branches or components that each of them indicating a class of abilities ordered hierarchically based on their complexity. These four branches are emotional perception, applying emotion to facilitate thinking, emotional understanding and emotional management relating to self or others [9]. Goleman describes emotional intelligence as the ability to recognize ego and other's feelings for exciting ego and managing feelings in oneself and others [10]. Emotional intelligence is a combination of competencies. These skills contribute to a person's ability to manage and monitor his or her own emotions, to correctly gauge the emotional state of others and to influence opinions [11]. Totally Goleman interpreted a model of five dimensions. Each area has its own set of behavioral attributes as follows.

- Self-awareness is the ability to recognize a feeling as it happens, to accurately perform self-assessments and have self-confidence. It is the keystone of emotional intelligence.
- Self-management or self-regulation is the ability to keep disruptive emotions and impulses in check (self-control), maintain standards of honesty and integrity (trustworthiness), take responsibility for one's performance (conscientiousness), handle change (adaptability) and be comfortable with novel ideas and approaches (innovation).
- Motivation is the emotional tendency guiding or facilitating the attainment of goals. It consists of achievement drive (meeting a standard of excellence), commitment (alignment of goals with the group or organization), initiative (acting on opportunities) and optimism (persistence reaching goals despite set backs).
- Empathy is the understanding of others by being aware of their needs, perspectives, feelings, concerns, sensing the developmental needs of others.
- Social skills are fundamental to emotional intelligence. They include the ability to induce desirable responses in others by using effective diplomacy to persuade (influence); listen openly and send convincing messages (communicate); inspire and guide groups and individuals (leadership); nurture instrumental relationships (building bonds); work with others toward a shared goal (collaboration, cooperation); and create group synergy in pursuing collective goals.

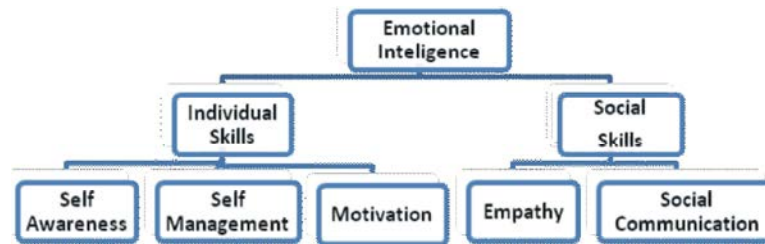


Fig. 1: Goleman Emotional Intelligence Pattern

These five characteristics will be shown to apply to a leader's ability to make effective decisions [11].

Bar-On present emotional intelligence as a set of skills, talents and no cognitive abilities that increase one's ability to success against pressures and environmental demands [12]. In this pattern emotional intelligence consist of 5 dimensions that 15 factors influence on it. This dimensions consist of inner individual skills that specify one's ability in awareness of emotions and control them and comprised of self awareness, self management, self florescence, independence and self declaration. Interindividual skills specify one's ability for adaptability with others and social skills and comprised of intercommunication, social obligation and empathy. Adaptability consist of flexibility, the ability of problem solving and one's realism that comprised of trouble shooting, flexibility and real test. Temper shows one's high spirits and optimism and consist of well-being and optimism. The last dimension is stress control that specify the ability of tension tolerance and impulse control [12].

Emotional Intelligence and Organizational Entrepreneurship: Entrepreneurship is a process which leads to satisfaction or new demand. In other words, the process of creating value through forming a unique set of resources in order to take advantage of entrepreneurial opportunities is called entrepreneurship [13]. Schumpeter was the first person who stated this matter in his theories scientifically, defined entrepreneurship as creative destruction process [14]. In another definition, Peter Drucker described entrepreneurship as a concept of permanent seeking for change, reacting against it and taking advantage of it as an opportunity. In addition, Robert Hisrich explained entrepreneurship as a process of creating a valuable and different thing through allocating sufficient time and effort along with financial, mental and social risks as well as receiving financial rewards and satisfaction of person from obtained results [13]. So far, many scholars such as Smith and Ganja have

classified entrepreneurship to different categories. Smith identified two kinds of entrepreneurs based on the personality, behavioral and social aspects; trademan entrepreneurs and opportunist entrepreneurs [15]. Considering to the entrepreneurship activity, Ganja divided entrepreneurship into five categories including executive entrepreneurship, opportunistic entrepreneurship, acquired entrepreneurship, genetic entrepreneurship and innovative entrepreneurship. But, generally, entrepreneurship literature indicating that entrepreneurship can be studies just in three fields; personal entrepreneurship in which relying on financial resources mostly personal financial resources as well as relying on personality traits such as activity, risk-taking and practicality, in fact an individual will establish a new business and conduct it till reaching to the success. Inter organizational entrepreneurship in which innovative process or products will be developed through creating and maintaining the entrepreneurial culture in a pre-established organization [8]. In other words, inter organizational entrepreneurship is a process in which entrepreneur attempts to fulfill an entrepreneurial activity in an organization which is usually traditional and bureaucratic [13]. Finally, the organizational entrepreneurship means an organization undertaking to create and consume new products, recent processes and modern organizational system [5]. Wealth production, technology development and producer employment are three main reasons for noting to the entrepreneurship issue. The most important objective of entrepreneurship (in public and private sectors) is enabling against changes in order to improve the society. There are many patterns in field of entrepreneurship like Lumpkin and Dess, Hisrich, Guth and Ginsberg, Covin and Slevin etc.

Lumpkin and Dess provided a high mentality of entrepreneurial orientation and described a meaning for entrepreneurship in corporate level like autonomy, innovativeness, risk taking, proactiveness and competitive aggressiveness [12].

Lumpkin and Dess Pattern Defined as Follows

Autonomy: Autonomy refers to the independent action of an individual or a team in bringing forth an idea or a vision and carrying it through to completion. In general, it means the ability and will to be self-directed in the pursuit of opportunities. In an organizational context, it refers to action taken free of stifling organizational constrain.

Innovativeness: Innovativeness reflects a firm's tendency to engage in and support new ideas, novelty, experimentation and creative processes that may result in new products, services, or technological processes.

Risk Taking: It means "the degree to which managers are willing to make large and risky resource commitments, those which have a reasonable chance of costly failures". the range of risk-taking behavior extends from some nominal level-"safe" risks, such as depositing money in a bank, investing in T-Bills, or restocking the shelves-to highly risky actions, such as bor-rowing heavily, investing in unexplored technologies, or bringing new products into new markets.

Proactiveness: The term proactiveness is defined in Webster's Ninth New Collegiate Dictionary (1991: 937) as "acting in anticipation of future problems, needs, or changes." As such, proactiveness may be crucial to an entrepreneurial orientation because it suggests a forward-looking perspective that is ac-companied by innovative or new-venturing activity.

Competitive Aggressiveness: Competitive aggressiveness refers to a firm's propensity to directly and intensely challenge its competitors to achieve entry or improve position, that is, to outperform industry rivals in the marketplace [12].

Hisrich believe to three dimensions of risk taking consist of expanding the new markets, innovation with expanding new product and proactiveness related to rivals. This pattern can use as a organizational entrepreneurship pattern [16].

In Guth and Ginsberg model that divided organizational entrepreneurship to innovator investing and strategic renewal, environment and strategic leadership and shape and form of organization and organizational function recognize as presumptions and sprefaces of organizational entrepreneurship [17].

The organizational entrepreneurship pattern of Kavin and Slovin studied a combination describing the relationship between entrepreneurial state of company and environment, strategy, internal factors and organizational performance of the company. The key features of this model are external environmental variables, strategic variables and internal variables which lead to the company behavior. According to this model, entrepreneurial tendency leads to three patterns of internal, strategic and environmental variables however with a lesser effect but this model has a strong relation with company performance.

Anyway, considering to the comparative studies performed in major cities of the world, future outlook in 21st century is full of competition, development of new

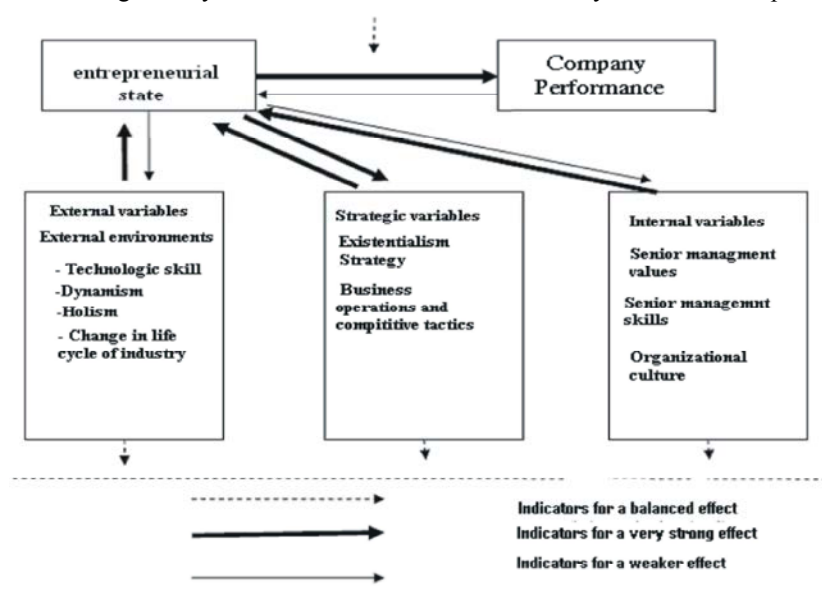


Fig. 2: Organizational entrepreneurship pattern of Kavin and Slovin

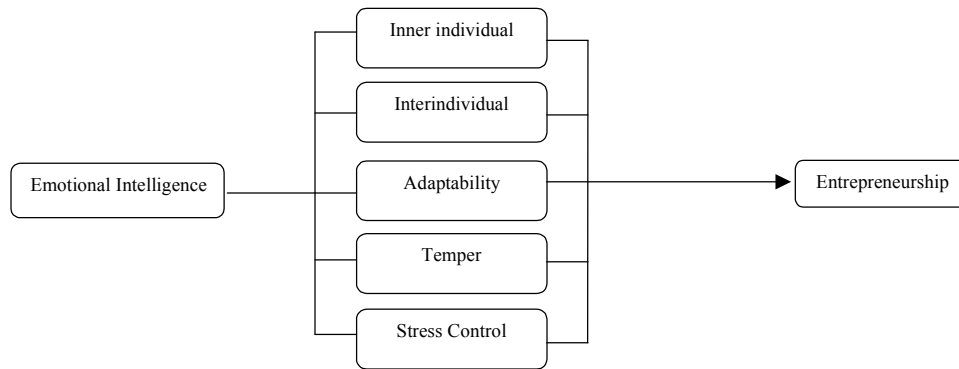


Fig. 3: The effective factors on employees entrepreneurship

markets, insecure environmental factors and prevalence of high technologies and business expansion, so it is required to utilize the opportunities and encounter with coming challenges for being successful in this field.

Assuredly, the success of an organization depends on how much they could be creative; strengthen themselves permanently against their structures and functions, increase their opportunities and change their weaknesses to strengths and transform threats to opportunities. Entrepreneurs are recognizers, creators and developers of new markets who can find markets vacancy and can recognize opportunities well, in other word, entrepreneurship is not other than recognizing opportunities and using them optimally [18]. Researches shown that just those managers can overcome in future competition who communicate with their human resources effectively and provide the required ground for educating the creative and entrepreneur people. In this regard, emotional intelligence is one of those components which can play a significant role in the relationships of managers with their potential entrepreneurs and according to Golman it is requisite and inevitable in every organization [3].

The Research Conceptual Pattern or Research Theoretical Framework: As noticed, in this research the relation between dimensions of emotional intelligence and entrepreneurship among employees in Razavi Khorasan Science and Technology Park come under study and statistical analysis. This study can show as below conceptual framework.

Research Method: The present research is descriptive, correlative, practical which will be done in field and measuring way.

Statistical Population: Considering to the desired objectives of this study as well as the related implementing method and following several investigations, the statistical population of this study is comprised of all managers, assistants and personnel in Khorasan Razavi Science and Technology park in which there are total number of 200 people.

Statistical Sample and Determining its Volume (Number): For this study, considering to the characteristics of statistical population, the selected sampling method is randomly and simple and without placing in which every manager or personnel is considered as a sampling unit. In order to determine the required sample volume, the table of Morgan was used for estimating the sample volume.

The sample volume of employees: Based on Morgan formula, among the selected statistical population of 130 people, the number of sample volume would be as per the below formula:

$$n = \frac{N \cdot t^2 \cdot p(1-p)}{N \cdot d^2 + t^2 \cdot p(1-p)} \text{ Morgan formula}$$

- N = Sample Volume
- N = Total number of statistical population
- t2 = Amount of T. Student, while the significance level is lower than 0.05
- d2 = Approximation in estimating the parameter of population which is equal to 2.05/0
- P = Probability of feature presence
- (1-P) = Probability of feature absence

Hence, by calculating the values of present study and noting to this formula, the volume of sample will be as below:

$$n = \frac{200 \times 1.96^2 \times 0.5(1 - 0.5)}{200 \times 0.05^2 + 1.96^2 \times 0.5(1 - 0.5)} = 130 \text{ Morgan formula}$$

Collecting Data Instrument: Considering to the research objectives, the best known way for collecting data is applying questionnaire. Following several investigations and interview with clear-sighted people, two standard questionnaires were specified for this study.

Questionnaire Related to Dimensions of Managers' Emotional Intelligence: This questionnaire is comprised of 90 questions in five headings and each question is coded as per five- choice measure of Likert as described in below tables:

In addition, the related questions to each heading listed in below table:

Questionnaire Related to Entrepreneurship: This questionnaire is comprised of 10 questions. And each question has special score.

Reliability of Questionnaire: For checking the reliability of contents of questionnaires, they were submitted to the clear- sighted professors and their viewpoints were well noted.

Reliability: In order to calculate Kronbach Alfa Index, firstly variance of obtained values from subcategorized questions in questionnaire should be obtained through subtest and total variance, then the Kronbach Alfa Index should be calculate by using the below formula:

$$ra = \frac{j}{j-1} \left(1 - \frac{\sum S^2 j}{S^2} \right)$$

J = Number of subcategorized questions in questionnaire or test

$S^2 j$ = Subtest variance j-th

S^2 = Total variance of test

Since Kronbach Alfa is usually considered as a quite appropriate index for measuring the reliability as a measuring instrument and internal coordination among components. So the reliability of the questionnaire used in this study was assessed by Kronbach Alfa.

As these Alfa indices are appropriate so the internal reliability is confirmed.

Testing the Hypothesis about Normality of Variables: Prior to determine the type of test especially in comparative tests, it is required to make sure about normality of variables. If the variables are normal, it is

Table 1: Coding the questions based on five- choice measure of Likert

| Completely Agreed | Agreed | No idea | Disagreed | Completely Disagreed |
|-------------------|--------|---------|-----------|----------------------|
| 5 | 4 | 3 | 2 | 1 |

Table 2: Heading of each question of the questionnaire related to emotional intelligence

| Row | Headings of Questions | Number of the Related Questions |
|-----|-------------------------|--|
| 1 | Inner individual skills | 3-5-6-10-15-18-20-21-25-30-33-35-36-40-45-48-50-51-55-60-63-65-66-70-75-78-80-81-85-90 |
| 2 | Interindividual skills | 8-13-14-23-28-29-38-43-44-53-58-59-68-73-74-83-88-89 |
| 3 | Adaptability | 1-7-12-16-22-27-31-37-42-46-52-57-61-67-72-76-82-87 |
| 4 | Temper | 2-9-17-24-32-39-47-54-62-69-77-84 |
| 5 | Stress control | 4-11-19-26-34-41-49-56-64-71-79-86 |

Table 3: Coding the questions of entrepreneurship questionnaire

| Entrepreneurship Profile (EP) | Profile Score |
|-------------------------------|---------------|
| Entrepreneur Extraordinary | 85 |
| Entrepreneur | 65-84 |
| Entrepreneur potentially | 64-40 |
| Entrepreneurship Without | 40-0 |

Table 4: Kronbach Alfa Indices for the research variables

| Row | Headings of Questions | Alfa Index |
|-----|-------------------------|------------|
| 1 | Emotional intelligence | 0.7871 |
| 1-1 | Inner individual skills | 0.7661 |
| 2-1 | Interindividual skills | 0.8328 |
| 3-1 | Adaptability | 0.7351 |
| 4-1 | Temper | 0.7223 |
| 5-1 | Stress control | 0.7159 |
| 2 | Entrepreneurship | 0.7546 |

Table 5: Results of Kolomogrov- Smirnov Test on research variables

| Factors | Average | Standard Deviation | Z Statistic of Kolomogrov- Smirnov | Significance Level | Result |
|-------------------------|---------|--------------------|------------------------------------|--------------------|--------|
| Emotional intelligence | 300.61 | 19.525 | 0.706 | 0.701 | Normal |
| Inner individual skills | 92.36 | 7.982 | 0.920 | 0.365 | Normal |
| Iinterindividual skills | 74.06 | 7.505 | 1.315 | 0.063 | Normal |
| Adaptability | 59.45 | 5.585 | 1.177 | 0.125 | Normal |
| Temper | 40.04 | 3.477 | 0.960 | 0.315 | Normal |
| Stress control | 34.69 | 6.728 | 0.837 | 0.485 | Normal |

recommended to use parameter tests; otherwise, non-parameter tests will be considered equivalently. As the studied variables in this research are distance (space, interval) variables, so selecting the test of Kolomogrov- Smirnov is the best choice for determining the normality of variables. So the related hypotheses are as below:

Null Hypothesis: The studied variable has normal distribution

Opposite Hypothesis: The studied variable has no normal distribution.

If the significance level of this study become smaller than 0.05 so it can be said that the studied variable is not normal, otherwise, it is normal.

Data Analysis

Testing Research Hypotheses

Major Hypothesis: There is a significant relationship between dimensions of employees' emotional intelligence and employee's entrepreneurship in

Khorasan Razavi Science and Technology park ($p > 0.05$).

If we hypothesize that:

Y = Dependent Variable to employees entrepreneurship

X1 = Independent Variable to innerindividual skills

X2 = Independent Variable to interindividual skills

X3 = Independent Variable to adaptability

X4 = Independent Variable to temper

X5 = Independent Variable to stress control

Now we befit the model through the analysis table of regression variance. Before analyzing the regression model, we deal with stating the determination index and the statistic of Darbin Watson. Since the modified determination index (the modified R^2) became equal to 0.199, so this value can be acceptable. In other side, the statistic of Darbin Watson became 2.067; this statistic is a number between zero and four which the middle of this range is two and other numbers around two showing full

independence of the rest and the applicable regression as much as moving to zero and four showing dependence of the rest and indicates inappropriateness of the regression model. But as this value is around two in our analysis, so the final model is appropriate and the rest are independent.

As seen in the above table, there is regression model for the above defined variables, but for stating the quality of variables we should refer to the table of indices. In addition to the regression index value, standardized value and also statistic of T. Student and significance level are calculated in the table of indices. In all those cases which the significance level is smaller than 0.05, it indicates complete befitting of the model between dependent variable and independent variables. But in those cases which the significance level is more than 0.05, software will send variables out of the model respectively from the highest value of significance level and then repeat regression process with other variables till all significance levels become smaller than 0.05.

In view of above results, there is a weak linear relationship between employee's entrepreneurship and inner individual skills and adaptability and temper. Now we analyze the trend of the above variables. By using the software of Lizrel, the calculated chi-square in regression model is equal to 0.02 with freedom degree of 5 and significance level became equal to 0.99. So it means that the concept model isn't confirmed. And the dimensions of managers' strategic thinking are effective on readiness of personnel for change.

Secondary Hypothesis 1: There is a significant relationship between inner individual skills and employees entrepreneurship ($p < 0.05$)

If we hypothesize that:

Y : Dependence variable of employee's entrepreneurship

X : sIndependence variable of innerindividual skills

ρ : Real correlative coefficient of Pearson between two variables of innerindividual skills and employees entrepreneurship in the selected statistical population.

Table 6: Results of analyzing variance related to dependent variable of employees entrepreneurship and independent variable of emotional intelligence dimensions

| Model | SS | df | MS | F | P | R | R ² |
|------------|-----------|-----|---------|-------|-------|-------|----------------|
| Regression | 6189.049 | 5 | 1237.81 | 6.178 | 0.000 | 0.447 | 0.199 |
| The Rest | 24843.144 | 124 | 200.348 | | | | |
| Total | 31032.192 | 129 | | | | | |

Table 7: Results of regression indices related to dependent variable of employees entrepreneurship and independent variable of emotional intelligence dimensions

| Variable Index | B | SE | Standard Beta | t | Sig |
|----------------------------|----|--------|---------------|--------|-------|
| Employees entrepreneurship | B0 | 38.078 | | 0.791 | 0.076 |
| | B1 | -0.791 | 0.218 | -3.621 | 0.000 |
| | B2 | 0.284 | 0.208 | 1.363 | 0.175 |
| | B3 | 0.570 | 0.283 | 2.018 | 0.046 |
| | B4 | 0.931 | 0.451 | 2.061 | 0.041 |
| | B5 | 0.084 | 0.237 | 0.358 | 0.721 |

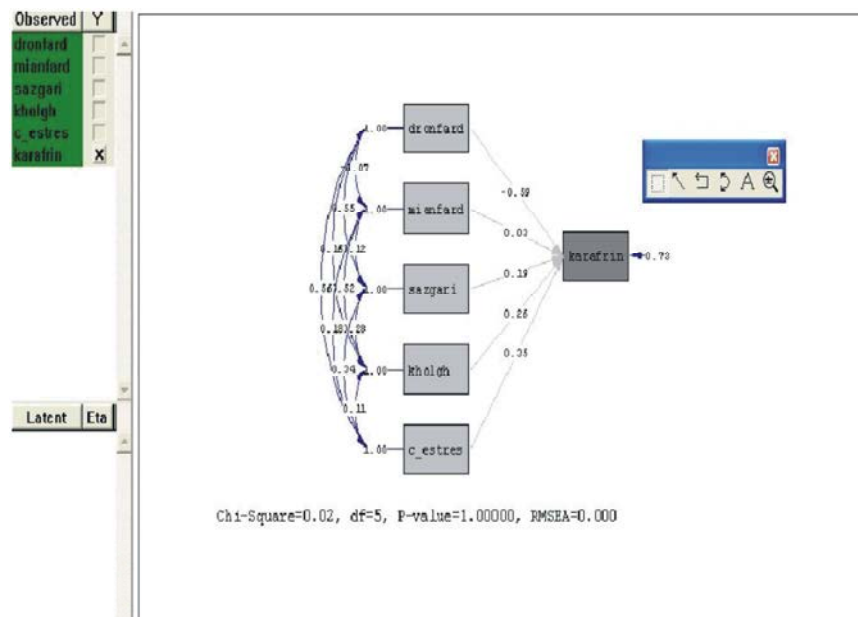


Chart 1: Diagram of analyzing trend of dependent variable of employee's entrepreneurship and independent variable of emotional intelligence Dimensions

Since the studied variables are distance ones, so the below hypotheses should be examined via Pearson correlative test:

$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$

Null hypothesis indicating that there is no relationship between two variables of X and Y and hypothesis 1 indicating that there is a significant relationship between these two variables. The following rule is described for testing the null hypothesis against hypothesis 1.

If the significance level of test is smaller than 0.05, so the null hypothesis will be rejected and hypothesis 1 will be accepted.

As seen in Table 8, correlative coefficient value between two variables of this study is equal to -0.247 and the related probability value to significance level is equal to 0.006 which is smaller than 0.05. So the statistical null hypothesis indicating there is no significant relationship between two studied variables, is rejected, it means that there is a significant relationship.

Secondary Hypothesis 2: There is a significant relationship between interindividual skills and employees entrepreneurship ($p < 0.05$)

If we hypothesize that:

Table 8: Result of Pearson correlative test for examining the relationship between two variables of inner individual skills and employees entrepreneurship

| | Employees entrepreneurship | |
|------------------------------------|----------------------------|---------------------------------|
| | Significance Level | Pearson Correlative Coefficient |
| Innerindividual skills "dimension" | 0.006 | -0.247 |

Table 9: Result of Pearson correlative test for examining the relationship between two variables of interindividual skills and employees entrepreneurship

| | Employees entrepreneurship | |
|------------------------------------|----------------------------|---------------------------------|
| | Significance Level | Pearson Correlative Coefficient |
| Interindividual skills "dimension" | 0.001 | 0.289 |

Table 10: Result of Pearson correlative test for examining the relationship between two variables of adaptability and employees entrepreneurship

| | Employees entrepreneurship | |
|--------------------------|----------------------------|---------------------------------|
| | Significance Level | Pearson Correlative Coefficient |
| Adaptability "dimension" | 0.452 | 0.068 |

Table 11: Result of Pearson correlative test for examining the relationship between two variables of employee's entrepreneurship and temper

| | Employees entrepreneurship | |
|--------------------|----------------------------|---------------------------------|
| | Significance Level | Pearson Correlative Coefficient |
| "Temper" dimension | 0.002 | 0.276 |

Table 12: Result of Pearson correlative test for examining the relationship between two variables of stress control and employees entrepreneurship

| | Employees entrepreneurship | |
|------------------------------|----------------------------|---------------------------------|
| | Significance Level | Pearson Correlative Coefficient |
| "Stress control " dimension, | 0.177 | -0.122 |

Y : Dependence variable of employee's entrepreneurship

X : Independence variable of interindividual skills

ρ : Real correlative coefficient of Pearson between two variables of employee's entrepreneurship and interindividual skills in the selected statistical population.

As observed in Table 9, correlative coefficient value between two variables of this study is equal to 0.289 and the related probability value to significance level is equal to 0.001 which is smaller than 0.05. So the statistical null hypothesis indicating there is no significant relationship between two studied variables, is rejected, it means that there is a significant relationship.

Secondary Hypothesis 3: There is a significant relationship between adaptability and employees entrepreneurship ($p < 0.05$).

If we hypothesize that:

Y : Dependence variable of employee's entrepreneurship

X : Independence variable of adaptability

ρ : Real correlative coefficient of Pearson between two variables of employee's entrepreneurship and adaptability in the selected statistical population.

As seen in Table 10, correlative coefficient value between two variables of this study is equal to 0.068 and the related probability value to significance level is equal to 0.452 which is more than 0.05. So the statistical null hypothesis indicating there is no significant relationship between two studied variables, is confirmed, it means that there is no relationship.

Secondary Hypothesis 4: There is a significant relationship between temper and employees entrepreneurship ($p < 0.05$).

If we hypothesize that:

Y : Dependence variable of employee's entrepreneurship

X : Independence variable of temper

ρ : Real correlative coefficient of Pearson between two variables of employee's entrepreneurship and temper in the selected statistical population.

As shown in Table 11, correlative coefficient value between two variables of this study is equal to 0.276 and the related probability value to significance level is equal to 0.002 which is smaller than 0.05. So the statistical null hypothesis indicating that there is no significant relationship between two studied variables, it is rejected, it means that there is a significant relationship.

Secondary Hypothesis 5: There is a significant relationship between stress control and employees entrepreneurship ($p < 0.05$).

If we hypothesize that:

Y : Dependence variable of employees entrepreneurship

X : Independence variable of stress control

ρ : Real correlative coefficient of Pearson between two variables of stress control and employees entrepreneurship in the selected statistical population.

As displayed in Table 12, correlative coefficient value between two variables of this study is equal to -0.122 and the related probability value to significance level is equal to 0.177 which is more than 0.05. So the statistical null hypothesis indicating that there is no significant relationship between two studied variables, it is confirmed and it means that there is a no relationship.

Research Limitations:

- Complexity in human behavior which causes the respondents do not have the adequate accuracy; in this regard the researcher could acquire the related skill;
- Limitation due to instrument type of questionnaire which is based on opinion polls, for interpreting the obtained results, the researcher should be cautious for the sake of limitations resulted from questionnaires reliability;
- Limitation due to responding method to test material and loyalty and fidelity of respondents in selecting choices;
- Limitation due to time that research must be done according to the considered schedule;

Suggestions Based on Research Findings:

- Note to the obtained result from "the major hypothesis" which proved that there is a weak linear relationship between "emotional intelligence

dimensions" and "employees entrepreneurship". It is recommended to managers attempt to emceeding the entrepreneurship educational programs and workstations of emotional intelligence skills training and establishing an emotional safe environment with support the team working, cooperation management and also integration managerial knowledge and emotional abilities in management which can be useful in leading persons towards achieving the target.

- Note to the obtained result from "the secondary hypothesis 1" which proved that there is a relationship between "inner individual skills" and "employees entrepreneurship". It is recommended to managers attempt to emceeding the inner individual skills educational programs and correspondence the educational program plan with abilities and weaknesses of employees, also employees' exact evaluating for determining their basic abilities and individual needs and demonstrate the one's private needs to his/her secretly.
- Note to the obtained result from "the secondary hypothesis 2" which proved that there is a relationship between "interindividual skills" and "employees entrepreneurship". So it's recommended managers try to training the social skills comprised of anger and fury control programs, empathy, distinguishing and recognizing officially the people's differences and similarities, expression of politeness sincerity and compliments one's handling, communication implementation, dangers' evaluating.
- Note to the obtained result from "the secondary hypothesis 3" which proved that there is no relationship between "adaptability" And "employees entrepreneurship". So it's recommended managers try to emceeding the workstations of decision solving skills training, decision making, establishing targets and resistance against cohort group pressure and reinforcement the intrepidity and risk taking spirits among employees and also changing the person's observing in managerial different levels towards change and organizational positive evolutions.
- Note to the obtained result from "the secondary hypothesis 4" which proved that there is a relationship between "temper" And "employees entrepreneurship". So it's recommended managers attempt to changing in employees' observing and reinforcement their spirits with emceeding programs like celebrations and camping etc for promotion of environment quality.

- Note to the obtained result from "the secondary hypothesis 5" which proved that there is no relationship between "stress control" And "employees entrepreneurship". So its recommended managers attempt to change the management's style from dictatorial management to participation management and exact and clear declaration of persons' duties and their responsibilities to them.

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