

Emotional Intelligence and Corporate Entrepreneurship: An Empirical Study

Aminreza Kamalian¹, Nour-mohammad Yaghoubi², Mahem poori³

¹University of Sistan and Baluchestan, School of Management and Accounting, Department of Management, Zahedan, Iran

²University of Sistan and Baluchestan, School of Management and Accounting, Department of Management, Zahedan, Iran

³Master of Management University of Sistan and Baluchestan, Zahedan Iran

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ABSTRACT

Emotional intelligence with aspects including self-awareness, self-regulation, motivation, empathy and social skill, is a concept that was used academically for the first time by Salway and Myar. In relation to the effect of emotional intelligence on different matters have been done. In this research we study relations between employees emotional intelligence with the route of their entrepreneurial orientation. The society to be studied in this research will be Agh GHala districts bank employees in Golestan province- iran. 70 people were selected from this society as sample. For gathering data related to emotional intelligence, Geleman questionnaire was used. Also, after the study, this questionnaire was adapted to collect the data related to entrepreneurial orientation. Results show that from five emotional intelligence's dimensions, empathy and motivation have the most effect on entrepreneurial orientation than other. So, motivation and self-awareness are most effective factors on innovation, and self-regulation has the most effect on risk-taking and then empathy has the most effect on proactiveness.

KEY WORDS: Corporate entrepreneurship, Emotional intelligence, Entrepreneurial orientation (EO).

INTRODUCTION

In fact, it can be said that human beings have two kinds of intelligence: one that thinks and the other which feels. These two different ways of cognition form our psychological life through interaction. Rational intelligence is that cognition which enables us to think and contemplate. Yet, there is also another system. Feeling and thinking are interdependent but when we are excited, this balance is disturbed. In that case, emotional intelligence would be predominant to rational one. Emotional intelligence is that part which includes cognition of our own feeling and employing it to make appropriate decisions. In other words, it shows capability of managing our own temperament and mental status and controlling tensions. Actually, it's a factor that inspires people and gives them hope when they fail to do sth. Intelligence quotient can't give a comprehensive explanation for different fates that people face, yet with similar opportunities, educational environment and views. There are many cases indicating that people with emotional skills (people who know their emotions well and guide them and also, they understand others' feelings and cope with them effectively) are distinguished in every aspect of their life whether in emotional relations or in recognizing un-stated rules that help us to make progress in organizational policy (Goleman, 1996).

Goleman (1998) states EQ is found when one is personally competent as a self-aware, self-regulated, motivated, empathic, and social individual. The ability to understand verbal and nonverbal emotions of oneself and others is important for success, and as such, influences judgment, memory, creativity and reasoning. Cross and Travaglione (2003), suggest an entrepreneur's EQ is the missing link for understanding entrepreneurial success (Hurst et al, 2008). But, there is considerable agreement that the most acceptable scientific definition of the concept was suggested by Salovey and Mayer, who defined emotional intelligence as "the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action" (Gadot and meisler, 2010). Stevenson and Jarilloo believe that entrepreneurship is not limited only to risky independent activities, but it includes entrepreneurial organization and organizational subdivisions, too (Dees & Starr, 1992). Corporate entrepreneurship is a means of improving employees' entrepreneurial abilities and of success for the organization. Miller

*Corresponding Author: Aminreza Kamalian, University of Sistan and Baluchestan, School of Management and Accounting, Department of Management, Zahedan, Iran.

believes that organizational entrepreneurship is a multi-dimensional phenomenon which includes: innovation, proactiveness and risk-taking regarding products and technology (Morris & Kuratko, 2002).

Accordingly, the aim of this research is to study the relation between emotional intelligence and employees' entrepreneurial orientation in the organization. In fact, emotional intelligence affects employees in a way that leads them to show entrepreneurial behavior which finally results in organizational entrepreneurship.

Questions

Therefore, what took the researcher's attention and encouraged him to make this research were the factor that influenced employees' entrepreneurial orientation in the organization, among which, the researcher personally chose to study emotional intelligence. So, the fluids the research included:

- ✓ "Is there any logical relationship between emotional intelligence and employees' entrepreneurial orientation in banks? Which dimensions have the highest effect on it?"
- ✓ Which dimensions of emotional intelligence have the highest effect on employees' entrepreneurial orientation in banks?

Emotional

Psychologists and philosophers have discussed the exact meaning of emotion for a long time. In Oxford dictionary, it has been defined as: any sort of stimulation or disorder in mind, feeling, emotion. Any sort of strong or stimulated mental state. Goleman refer to emotion as any feeling, thought, psychological or biological state unique to it and a part of personal tendency to act accordingly. Actually, all sorts of emotions are impulses for doing, ready schemes to keep the life the evolution has deposited in us based on a gradual order. The main meaning of emotion is "movere" which means "to move" and by adding the prefix "e", it would implicate "to keep distance" indicating that in any emotion, there is a tendency to do. The situations in which emotions result in actions more often happen when we are watching animals or children, only in civilized adults, we see vice-versa, because in the latter, emotions that are fundamental impulses for doing have been separated from evident responses (Goleman, 1996). Emotion typically arise in response to an event, either internal or external, that has a positively or negatively valenced meaning for the individual. Emotions can be distinguished from the closely related concept of mood in that emotions are shorter and generally more intense (Salovey and Mayer, 1990).

Intelligence

Generally speaking, intelligence is a term that is used loosely when describing an individual's learning style, preference, aptitude, traits, skills, and competencies. As defined in Webster's Dictionary, intelligence is viewed as the capacity to apprehend facts and propositions, and their relations, and to reason about them (Green et al, 2005). Perhaps the most often cited definition is Wechsler's statement that "intelligence is the aggregate or global capacity of the individual to act purposefully, to think rationally, and to deal effectively with his environment". Such a definition has the advantage of broadly encompassing what people think of as intelligence, as opposed to more restrictive definitions, such as those proposed by Terman and others. It includes the broad areas historically designated as involving intelligence, such as the distinction among Abstract (Verbal), Mechanical (Visual/Spatial), and Social intelligences, as well as those distinctions proposed by more contemporary theorists such as Gardner and Sternberg et al (Salovey and Mayer, 1990). Gardner (1983), a Harvard psychologist, disagreed with the use of intelligence as such a narrow, unidimensional description of an individual's capacity for knowledge. Subsequently, he created the MIM to suggest that intelligence is multidimensional. The MIM suggests that individuals learn information and express categorization of individuals' various talents, abilities, and preferences in a variety of contextual and naturalistic settings (Green et al, 2005).

Emotional intelligence

Emotional intelligence the non-cognitive psychological aspects intervening in human behavior. Research along these lines has identified a significant correlation between the cognitive and emotional components of people's intelligence, and how that relationship matters in effectively accomplishing all sorts of goals in any area of human behavior. The concept of EI related to social and personal intelligence may have highly significant applications in the social and organizational environment. In essence, EI is a psychological concept that seeks to describe the role and relevance of emotions for intellectual functions (Gabel et al, 2005). Emotional intelligence is rooted in early works on emotions and social intelligence. The foundation of emotional intelligence can be traced back to Thorndike (1920) (note that others have raised doubts as to whether Thorndike could be said to propose or support the concept of emotional intelligence), Moss and Hunt (1927), Guilford (1956), Vernon (1933) and Gardner's (1983) works on social intelligence. Thorndike (1920) proposed a three-facet construct of intelligence: abstract intelligence – pertaining to the ability understand and manage ideas, mechanical intelligence – indicating the ability to understand and manage concrete objects, social intelligence – referring to "the ability to understand and manage men and women, boys and girls – to act wisely in human relations" (Carmeli et al, 2007). Intra-individual intelligence is the similar ability which exists in human beings. The intelligence refers to the ability to form a precise and real pattern of the person himself/herself and the ability to

employ this pattern effectively during life. Gardner also remind that “the core of intra-individual intelligence consists of the ability to understand and respond appropriately to the others’ morale, temperament, motivations and requests”. He points out that in intraindividual intelligence, the key to auto gnosis is “to be aware of personal feelings and to be able to distinguish and employ them to direct our own behavior” (Goleman, 1996). They hypothesized a framework describing a set of skills: relevant to the accurate appraisal and expression of emotion in oneself and in others, the effective regulation of emotion in self and others, and the use of feeling to motivate, plan, and achieve in one’s life. Thus, they implied that the two distinct mental processes, thinking and feeling, actually work together (Kerr et al, 2005).

Individuals with higher emotional intelligence

From the literature on emotional intelligence, it is evident that the life of people who have higher emotional intelligence is safer, happier and more successful and also, they have more productivity in working environment (Tischeler et al, 2002). Altogether, people who are emotionally intelligent and optimistic have an attribute that enables them to focus on solution rather than cause (i.e who culpable). Since working in any organization has its unique problems and may lead to disillusionment and frustration, people with high emotional intelligence know that the organization would not be responsible for their all unpleasant feelings. When this group of people is in positive emotional state, they are capable of controlling negative emotional state that result in destructive consequence; therefore, they actually know how to control non-effective feelings and how to try to decrease it (moghaddam et al, 2009). Both Wong and Low (2002) and Wong et al (2005) argued that life satisfaction was one important outcome of people with high EI. The is that a person with high EI is able to understand his/her own and others’ emotions and to draw upon this understanding to improve behaviors and attitudes for positive results. As a result, she would be mire able to deal with the emotions generated from within and would be generally happier in and more satisfied with life (Wong and Law, 2008).

Golemen

Goleman uses the term in reference to: the capacity for recognizing our own feelings and those of others, for motivating ourseleves, and for managing emotions well in ourselves and in our relationships (Bardzil and slaski, 2003). Goleman (1998) translated the concept of EQ into two broad dimensions which he termed personal and social comprises: self awarwness; self regulation; and motivation. Social competence relates to an individual’s interaction with others and comprises: empathy; and social skills (Duckett and Macfarlane, 2003).

Entrepreneurship and corporate entrepreneurship

Entrepreneurship involves creating new resources or combining existing resources in new ways in order to develop and commercialize new products, move into new markets, and/or service new customers (Morales et al, 2006). Entrepreneurship is an attitude, a way of thinking, and behaving. It is a atate of mind; an artful, insightful and innovative mentality rather than business administration. Entrepreneurship is a way of perceiving and exploiting opportunity wherever it may be found (Finkle, 2006).

Corporate entrepreneurship processes go on inside an existing firm, regardless of its size and refer not only to creation of new business ventures, but also to other innovative activities such as development of new products, services, technologies, administrative techniques, strategies and competitive postures. The characteristics of corporate entrepreneurship include: new business venturing, product/service innovation, process innovation, self-renewal, risk-taking, proactiveness, and competitive aggressiveness (Antoncic & Hisrich, 2003). In 1985 Pinchot coined the term ‘intrapreneuship’, short for intra-corporate entrepreneurship, which describes the practice of entrepreneurship within organization. Intrapreneurship is increasingly becoming a term used in the business world to describe organizations that are willing to pursue opportunutues, initiate actions, and emphasise new, innovative products or services (Hill, 2003). Several definitions presented in essays and books for organizational entrepreneurship by discussants are considerably similar. Mackenzie and Dechambeau (1986) believe that organizational entrepreneurship activities can include the development of a new product or an effective process. Jennig and Young (1990) define organizational entrepreneurship as a process of developing new products or markets. Kuratko, Montagno and Hornsby (1990) define organizational entrepreneurship as a means of increasing a long-term economical stability in the organization for its own sake and Arila (1996) believes that organizational entrepreneurship consists of three dimensions: innovation, development of products, services or new processes and risk-taking. All definitions of organizational entrepreneurship that have been presented for, until now, are non-contradictory and through studying the literature an organizational entrepreneurship, Zahra Shaker found out that most of the definitions employed for define it as an innovative activity in an organization (Pearse, 2003). Corporate entrepreneurship activities and orientations can be considered important predictors of organizational performance (Antoncic & Scarlat, 2008).

Entrepreneurial orientation

Miller (1983) proposed that entrepreneurial orientation is revealed through an organization’s exhibition of risk taking, innovativeness, and proactiveness. Innovation, risk taking and proactiveness also capture the essence of corporate entrepreneurship. “Entrepreneurial Orientation is a strategic construct whose conceptual domain includes certain firm-level outcomes and management-related preferences, beliefs, and behaviors as expressed among a firm’s top-level

managers". While these three key dimensions can vary independently from one another (Kreiser *et al.*, 2002), they typically convey the presence of organizational-level entrepreneurship (Wiklund & Shepherd, 2005). According to Miller (1983), the "entrepreneurial" label is most defensible as a descriptor of established firms when those organizations are simultaneously risk taking, innovative and proactive with respect to their overall business operations, product offerings and technologies, and interactions with competitors. These behavioral tendencies are encapsulated within a variable that Covin and Slevin (1991) refer to as the "entrepreneurial posture" (Kearney *et al.*, 2009).

Entrepreneurship orientation has become a central concept in the domain of entrepreneurship that has received a substantial amount of theoretical and empirical attention (Covin, Green, & Slevin, 2006). Entrepreneurship orientation refers to the strategy making processes that provide organizations with a basis for entrepreneurial decisions and actions (e.g., Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003).

Component of Entrepreneurial orientation (model of Hisrich)

Risk taking: Risk taking has considered as one of the most important component of entrepreneurship since the 1800s. In that century, "John Stuart mill argued that risk taking was the paramount attribute of entrepreneurs" (Kreiser *et al.*, 2002). Cromie (2000) states that entrepreneurs frequently have to take decisions with incomplete information, and thus must have considerable tolerance for ambiguity (De Jong, 2008).

Innovation: Entrepreneurial innovation has become the focal point of the entrepreneurship since Joseph Schumpeter' (1883-1950) emphasis on the concept. Entrepreneurial innovation can be defined as the "willingness to support creatively and experimentation in introducing new products/services, and novelty, technological leadership and R&D in developing new processes" (Lumpkin and Dess, 2001). Thus entrepreneurial innovations and idea generations extend from the new products and new markets to the new processes. Innovation covers not only development or enhancement of products and services but also new management techniques and technologies directed towards the organization functions like production, marketing, sales and distribution. Knight (1997) indicates that as a dimension of firm level entrepreneurial orientation, innovation refers to the creative or unique solutions for the threats that the firm encounter (Knight, 1997). Innovativity means that the entrepreneur must have the ability to produce solutions in new situations (Littunen, 2000). The entrepreneur is seen as an innovator breaking an existing state of equilibrium and doing so to create progress. Innovation means to create new products or new quality, to create new methods of production, to open up a new market, to create a new source of supply (Hansemark, 1998).

Proactiveness: The term proactiveness is defined by Lumpkin and Dess (1996) "as acting in anticipation of future problems, needs or changes." Kocel (1995) has used the concept of proactiveness with the meaning of "giving direction" to the events by affecting and forecasting the future needs, expectations and changes instead of going behind them. According to Lumpkin and Dess (1996) academicians in the field of economy and entrepreneurship have frequently emphasized the importance of being first-mover or being pioneer. The firm moving first can gain extraordinary benefits and become a pioneer in forming brand image by profiting these opportunities. In today's increasing global competitive environment, proactiveness is seen as important vehicles for survival of firms and for higher performance (Knight, 1997). Therefore, being a first mover, pursuing new opportunities and participating in developing markets is very closely related with firm level entrepreneurship activities. Entrepreneurial firms are active rather than reactive to their environment. Proactiveness is the opposite of reactivity and it is associated with competitive aggressiveness; and a proactive firm is a leader rather than a follower (Lumpkin and Dess, 1996).

In firm-level entrepreneurship studies, proactiveness relates to pioneering (Covin & Slevin, 1991) and initiative taking in pursuing new opportunities or entering new markets (Lumpkin & Dess, 1996) It refers to the extent in which organizations attempt to lead rather than follow competitors in such key business areas as the introduction of new products or services, operating technologies, and administrative techniques (Covin & Slevin, 1986). These features are found at the individual level too. The organizational behaviour literature has identified work to become ever more dynamic and decentralized.

In such a context employees' proactive behaviour becomes a critical determinant of organizational success (De Jong & Wennekers, 2008).

Emotional intelligence and entrepreneurial orientation

Another line of research that holds considerable promise for furthering our understanding of the entrepreneurial process in organizations is individual differences in emotion-related dispositions. Recent meta-analytic work suggests that personality variables play an important role in developing alternative models to the entrepreneurial process (Zhao and Seibert, 2006). Emerging evidence suggests that personality has a role to play in the origins of entrepreneurship (Hermann *et al.*, 2007). Employees with high trait EI tend to be more adept at regulating their emotions (Wong and Law, 2002) and therefore experience more confidence and control over work environment requirements, which in turn enables them to act entrepreneurially. Mair (2005) has argued and empirically demonstrated that a manager's ability to monitor his or her own feelings and thoughts has a positive effect on entrepreneurial behaviour exhibited within an organizational context.

Employees high in self-perceived EI may exhibit high tolerance to stress and environmental stressors (Nikolaou and Tsaousis, 2002). Therefore, they are more adept at appraising and regulating their own emotions. For example, employees high in EI exhibit high tolerance to environmental stressors (Tsaousis and Nikolaou, 2005), identifying feelings of frustration and subsequently regulating those emotions to reduce stress, thereby increasing their levels of entrepreneurial behavior. The second pathway is cognitive; individuals with high self-perceived EI tend to have higher affectivity, informing proactive and creative dispositions and thus facilitating entrepreneurial behavior (Zampetakis et al, 2009).

Enhancing employees' willingness to act entrepreneurially is important for firms for a number of reasons. First, acting entrepreneurially is essential for any firm to create new knowledge and transform it into marketable products and services (Shane and Venkataraman, 2000). This is particularly important in the hyper-competitive landscape many firms face in the 21st century. Second, in order to respond to certain environmental conditions such as hostility and dynamism, firms must pursue an entrepreneurial strategic posture and engage in corporate entrepreneurship (Covin and Slevin, 1989; Ireland and Hitt, 1999). Moreover, an entrepreneurial mindset of employees allows for identification of new, uncertain, and high potential business opportunities which the firm may miss otherwise (McGrath and MacMillan, 2000). Brundin and et al article demonstrates that emotional displays of managers have a significant impact on the decision policies of employees. Specifically, displays of confidence and satisfaction with an entrepreneurial project enhance the employees' willingness to act entrepreneurially, whereas displays of frustration, worry, and bewilderment, respectively, diminish it (Brundin et al, 2008).

Another research related to the correlation between emotional intelligence and employees' entrepreneurial orientation in an organization has been conducted by Hadizadeh Moghadam and colleagues. Through this study, the researchers concluded that people who tend to restrain from destructive feelings are self-regulatory, they have also high self-confidence. They are capable of recognizing and understanding feeling in order to self-evaluate, and also, they are able to recognize their own feelings. They are creative people who pioneer and take risks, so they have higher tendency for entrepreneurship (Moghaddam et al, 2009).

METHODOLOGY

The current study is an applied one regarding its objectives. It is categorized among descriptive researches (non-experimental) regarding to get the necessitated data and also it is a correlation study. The target universe of the study was the state bank employees of Agh ghala city and according to the statistics, it consists of 85 people. Considering the table that Cohen, Morgan and Creggari had presented for determination of the sample size, the number was 70. Because of probability of not returning some questionnaires or their inadequacy, they were distributed among all members of the statistical universe and about 70 questionnaires were returned answered completely. To collect the data of employees' emotional intelligence, Goleman's questionnaire was used containing 25 questions for evaluating its 5 dimensions (self-awareness, self-regulation, motivation, empathy and social skills). The data of entrepreneurial orientation was obtained through the researcher's own questionnaire containing 18 questions. To examine the hypotheses of the research, statistical methods were put to use which included: Spearman's correlation coefficient for evaluating the relation between emotional intelligence and entrepreneurship tendency and multi-dimensional regression analysis was also used to find out effective factors of emotional intelligence on entrepreneurship orientation.

Admissibility of the research shows the adjustment of questionnaire to its objectives. In the current study, measures were taken to increase the value of admissibility regarding the questionnaire. In order to prepare the questionnaire on emotional intelligence, considerable time was spent on studying and its admissibility was corroborated by the discussants. To determine its reliability, at first the questionnaires were distributed among 27 people and the result Cronbakhe a was 0/864. Hence the acceptable value was 0/7, so, it the necessitated reliability. In order to prepare the questionnaire on entrepreneurial orientation, substantial time was spent on studying books, essays, theses and related researches, then its questions were considered by experts and the final one was designed according to their opinions. To determine its reliability, about 27 questionnaire were distributed and the result Cronbakhe was 0/836 and we could claim that the questionnaire had the accepted reliability. The collected data of the current study was analysed by spss 18 software. Because the collected data was based on ranks, Spearman rank correlation coefficient was employed to study the correlation among variables.

RESULTS, DISCUSSION AND CONCLUSION

Through taking Spearman correlation test on first Question of the research, According to the results obtained through Spearman correlation test, there was a meaningful relation between emotional intelligence and employees' entrepreneurial orientation which was positive. According to results obtained through regression analysis, the adjusted determination coefficient between these two variables was 0/365 and it indicated that 36/5 percent of changes in entrepreneurial orientation resulted from emotional intelligence. So, we could contend that people who had high emotional intelligence actually were capable of understanding their own feelings and others. They were also capable of analyzing and managing them. Their entrepreneurial orientation was also high. They had high competence in recognizing opportunities precisely, in doing activities uniquely and in risk-taking. This correlation was corroborated through

researches that had been conducted by Zamptakis & Colleagues (2009) and Hadizadeh Moghaddam & Colligues (1388). So, we could contend that emotional intelligence could categorized among several factors that affected employees' entrepreneurial orientation in the organization.

Table 1; Correlation coefficients between the EI, EO and component of its

	entrepreneurship	Risk-taking	innovation	proactiveness
Emotional intelligence	0.611**	0.389**	0.553**	0.541**
Self-awareness	0.374**	0.197	0.471**	0.283*
Self-regulation	0.272*	0.337**	0.270*	0.135
motivation	0.431**	0.305*	0.509**	0.300*
empathy	0.636**	0.282*	0.393**	0.730**
Social-skill	0.313*	0.261*	0.347**	0.208

** $\rho < 0.01$; * $\rho < 0.05$

Through taking Spearman correlation test on secondary Question of the research, among all variables other than self-awareness and risk-taking, self-regulation and proactiveness, social-skill and proactiveness there was a logical relation. Besides, the results obtained through step-by-step regression analysis of correlation between emotional intelligence and entrepreneurial orientation indicated that among the 5 variables: emotional intelligence, empathy and Motivation had the highest effect on employees' entrepreneurial orientation. The adjusted determination coefficient of the two predictor variables was 0/441 and it indicated that 44/1 percent of changes in employees' Entrepreneurial orientation resulted from these two variables. Therefore, we could contend that those who had high empathy and Motivation, which meant, people who organized their activities in accomplishing their goals, regardless of obstacles, problems, hopelessness, and those who were Motivation when got disappointed and also those who were highly capable of understanding others' demands, needs and feelings, they also had high entrepreneurial orientation and their disposition for entrepreneurship was great. In fact, they were innovative, proactiveness and risk-taking.

Table 2; Step by step regression for EI dimensions in concern with EO

step	variable	R	R ²	F	Sig	Beta	t
1	empathy	0.404	0.395	46.107	0.000	0.636	6.790
2	Empathy+motivation	0.441	0.424	26.835	0.000	0.552 0.210	5.534 2.106

Regarding innovativeness of entrepreneurial orientation, motivation and self-awareness were qualified as predictor variables for the final equation. The adjusted determination coefficient between predictor variable and criterion variable was 0/297 and it indicated that 29/7 percent of changes in innovation emanated from self-awareness and self-regulation. Therefore, we could contend that those who had high motivation and self-awareness, which meant, people who organized their activities in accomplishing their goals, regardless of obstacles, problems, and hopelessness and those who motivation when got disappointed and also those who had great self-confidence and who were capable of recognizing their own feelings for evaluation, their innovative ability was noticeable, too. They always tried to improve their methods of doing activities and they were able to present new solution in unprecedented situations. Empathy dimension of emotional intelligence had highest effect on proactiveness dimension of entrepreneurial orientation. Therefore, people had high empathy also had high proactiveness and they anticipated their rivals and colleagues in taking opportunities.

Table 3; Step by step regression for EI Dimensions concern with innovation

Step	predictor Variable	R	R ²	F	Sig	Beta	t
1	Motivation	0.259	0.248	16.817	0.000	0.460	4.872
2	Motivation + self-awareness	0.317	0.297	14.138	0.000	0.377 0.287	3.049 2.39

Table 4; Step by step regression for EI Dimensions concern with proactiveness

Step	predictor Variable	R	R ²	F	Sig	Beta	t
1	Empathy	0.532	0.525	77.373	0.000	0.730	8.796

Table 5; Step by step regression for EI Dimensions concern with risk-taking

Step	predictor Variable	R	R ²	F	Sig	Beta	t
1	Self-regulation	0.112	0.101	8.735	0.004	0.337	2.955

Regarding the risk-taking dimension of entrepreneurial orientation, conclusions resulted from regression indicated that self-regulation variable was qualified to enter the final equation. Adjusted determination coefficient of this predictor variable was 0/101 indicating that 10/1 percent of change in employees' risk-taking dimension emanated from this variable. So, we could contend that people who had high self-regulation, which meant, people who tended to restrain from negative feelings, they are self-centered, risk-taker and able to trust their own cognition and make decisions.

In conclusion, this study proposed that:

- ✓ In addition to intelligence quotient, applicants' emotional intelligence also should evaluate. So applicants' emotional intelligence should be also taken into account when they are empathy.
- ✓ Considering the variable of emotional intelligence in processes of human resources (job analysis, employment, education and keeping etc) can lead to useful consequences regarding employees' entrepreneurial tendency. For example in job analysis for appointment, we can give priority to emotional intelligence dealing with careers that necessitate entrepreneurial tendency (considering the demands of the jobs).
- ✓ bank employees' emotional intelligence should evaluated and same train courses should be held to improve their emotional intelligence. We can give priority to empathy and motivation because they have highest effect on entrepreneurial tendency.
- ✓ Since among dimension of emotional intelligence, self-regulation has highest effect on risk-taking, we appoint people who are in highest levels of self-regulation for jobs that demand highest rate of risk-taking.
- ✓ We can take into account the higher effectiveness of Motivation and self-awareness for jobs that demand innovative people.

Because nowadays all organizations (especially banks) are trying to anticipate their rivals in taking opportunities and in addition, considering the higher effectiveness of empathy dimension on proactiveness, we can improve employees' empathy to improve proactiveness.

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