

The Influence of Emotional Intelligence on Entrepreneurial Orientation of Enterprises Owned by Women Entrepreneur

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Abstract

The increasing growth of women entrepreneurs all over the world has disapproved the myth that entrepreneurship is associated with men. Entrepreneurial Orientation of men and women entrepreneurs owned enterprise remarkably differentiates in terms of their personality, working style, outlook and approach towards entrepreneurial situations, interactions and leadership. Intelligence and Emotions are the two basic factors that control and influence personality traits that results in the growth of entrepreneurial potential. In the modern world of entrepreneurs emotions are carefully crafting its niche.

Women are born with innate sense of Emotional Intelligence. Does possessing higher degree of Emotional Intelligence the key for the success and the prompt growth of women entrepreneurs? However, to date, the relationship between emotional intelligence and gender has been scarcely examined. Thus the present study tries to investigate the role of emotional intelligence for women entrepreneurs 'growth and explains how they strike the perfect balance between individual and social skills.

Keywords: Emotional Intelligence, Women Entrepreneurs, Entrepreneurial Success, Entrepreneurial Orientation, Entrepreneurial Skills, Social Skills

INTRODUCTION

During rapid changes through communication technologies in knowledge based economy, the knowledge and thought strength is rapidly replacing the arm strength". Human thought and emotions has been valued more than before. It is researched that, positive emotions influence an entrepreneur's ability to turn their past experiences into present solutions through heuristic processing and deal effectively with the persistent stress. According to Boren (2010), emotional intelligence has implications for entrepreneurial situations and social interactions such as negotiation, obtaining and organizing resources, identifying and exploiting opportunities, managing stress, obtaining and maintaining customers, and providing leadership. In their study on emotional intelligence of entrepreneurs, Rhee and White found that entrepreneurs with high Emotional Intelligence demonstrated high level of self-confidence, trustworthiness, achievement orientation, service orientation, change catalyst, teamwork and collaboration.

The entrepreneurship, for men and women both, experience is said to be an extreme experience with full of uncertainty, ambiguity and stress, where only those with strong entrepreneurial characteristics can survive and sustained. Recent times have seen researchers focusing on personal qualities of the entrepreneur that develops outstanding businesses. Entrepreneurs' emotional intelligence is positively related to entrepreneurs' intellectual stimulation

and individualized consideration and entrepreneurs' charismatic inspirational behaviours. The findings extend the literature by suggesting that entrepreneurs' Emotional intelligence is a "latent" emotional capability that impacts their transformational leadership orientation. It is also suggested that by employing charismatic-inspirational behaviours, entrepreneurs demonstrate their ability to enlist and manage followers' emotions and hence influence growth.

There is increasing growth in the new ventures that are created globally. There are over 850,000 new businesses launched in the United States every year, and new entrepreneurs get credit for launching 84% of those businesses (Price, 2006; Zimmerer, Scarborough, & Wilson, 2007). According to World bank report in 2012, an estimated 126 million women were starting or running new businesses in 67 economies around the world. In addition, an estimated 98 million were running established businesses. The important aspect is that the entire new venture created does not succeed and fail in their initial stage of growth. It is interesting to see whether set of personality characteristics of an entrepreneur has direct connection with the success or failure of the venture?

The challenging world of entrepreneurship for women demand a strong emotion for entrepreneurs to embrace the challenges they are facing every day from the stakeholders be their employees, customers, suppliers, government, agencies and the list goes on. Studies have shown that women entrepreneurs with higher emotional intelligence tend to performance better.

PURPOSE OF STUDY

The primary purpose of this study is to analyse

relationship between EI and EO and also to understand whether EI is the key component that differentiates and stimulates the growth of successful women entrepreneurs.

The research highlights the key difference in men and women entrepreneurs and their personality characteristics that forms the basis of entrepreneurial orientation. A detailed literature review is done to analyse the variables involved in entrepreneur and entrepreneurial process.

The psychology research concerning Emotional Intelligence is still young. Although it has garnered great interest from scholars and practitioners because of its potential to be used to influence desired working outcomes and performance. This leaves plenty of opportunity to contribute to apply EI research within entrepreneurship, and more specifically, to research concerning the women entrepreneur.

Moreover, EO represents one of the few research areas within entrepreneurship where agreement has been reached among scholars, and where a cumulative body of knowledge has been developing (Rauch et al., 2004). That scholars have continued to contribute to EO suggests that research in the area offers valuable insight about entrepreneurship.

By addressing this problem, there is the potential to confirm connections within literature, and to bridge together evidence within psychology and entrepreneurship that has been previously unconnected.

THEORETICAL FRAMEWORK

Examining Entrepreneurs

The roots of entrepreneurship can be traced back several centuries to 1734,

when economist Cantillon coined the term 'entrepreneur' to describe the risk-taking activities of farmers within the economy (cited in Schumpeter, 1934). While the farmers paid both their landlords and farm assistants 'certain' incomes, they themselves accepted 'uncertain' incomes for the future. Thus, the farmers were taking risks to reap future economic benefits, and so, they were acting as 'entrepreneurs' (Schumpeter, 1934). The theories most commonly applied in research on entrepreneurship are McClelland's (1961) theory of the need to achieve, and Rotter's (1966) locus of control theory. McClelland's theory suggests that individuals with a strong need to achieve often find their way to entrepreneurship. Rotter's theory suggests that the locus of control of an individual can be seen as either internal or external. The internal control expectation is related to learning and thus motivates and supports active striving, while the external control expectation impedes learning and encourages passivity. An internal control expectation is usually associated with entrepreneurial characteristics (Littunen, 2000).

Schumpeter's mentioned "The function of the entrepreneur is to reform or revolutionise the pattern of production by exploiting an invention or, more generally, an untried technological method of producing a new commodity or producing an old one in new way, opening a new source of supply of materials or a new outlet for products, by organizing a new industry.", (Schumpeter 1952, p. 72).

Women Entrepreneurs

The pull/push model is also a common way of explaining different motives behind why women start a business (Brush, 1999;

Buttner & Moore, 1997). Push factors refer to necessities such as unemployment, glass ceiling, redundancy, recession, financial reasons (inadequate family income), dissatisfaction with being employed, or the need to accommodate work and home roles simultaneously. Pull factors are related to independence and the need to succeed better than others as entrepreneurs. According to Rotter's theory, the locus of control of an individual manifests in the need for achievement, financial reasons (desire for profit-wealth), personal development, self-fulfilment, social status and power (Hansemark, 1998; Glancey et al., 1998). However, the situation is rarely a clear-cut selection of pull or push factors, and the factors are often combined (Brush, 1999).

Despite the role of individual attributes in exploiting entrepreneurial opportunity for new business or business diversification by women entrepreneurs; however, recent studies have shown that business environment factors such as economic, financial and socio-cultural, plays a greater role in the exploitation of entrepreneurial opportunities by women entrepreneurs (Kuzilwa, 2005; Shastri & Sinha, 2010; Vob & Muller, 2009). For example, Shastri & Sinha, (2010) argued that though all conditions for exploiting entrepreneurial opportunity such as education, experience, and energy may exist, but the environmental constraints such as lack of credit, and societal discriminations especially in developing countries, may hinder the entrepreneur. The study is hinged on the fact that there is scarcity of research that reviews literatures on individual attributes and business environment factors on the entrepreneurial activity of women entrepreneurs (e.g. Shane, 2003; Shastri & Sinha, 2010).

Examining Entrepreneurship

Entrepreneurship could be defined as a dynamic process of vision, change and creation. Vision is to recognize the opportunities where others see chaos, contradiction and confusion. Change and creation involves the application of energy and passion towards creating and implementing new ideas and creating solutions (Kuratko and Hodgetts, 2004). Entrepreneurship is a word with multiple dimensions and is used in a variety of contexts. From the given discussion, it becomes clear that entrepreneurship is a process and entrepreneur is the person who establishes a new enterprise in the process. Thus, entrepreneur plays a central role to the formation and launch of a new venture (Mohanty, 2007). The process of entrepreneurship involves both entrepreneur (person) and the enterprise (object). This could be presented as mentioned in the following Figure 1.

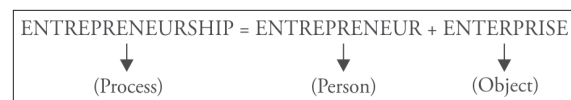


Figure 1: Entrepreneurship Process

Entrepreneurship is the major source of employment, economic growth, innovation, promotion of products and service quality, competition, and economical flexibility of today's society (Hisrich, Langan-Fox, & Grant, 2007). It is a multi-dimensional concept that occurs in different contexts (economic, technological, managerial, laboural) and in all types of organizations. Chell (2007) defined entrepreneurship as 'the process of recognising and pursuing opportunities with regard to alienable and inalienable resources currently controlled with a view to value creation' (p. 18).

Knight (1921) viewed entrepreneurship as an

ability to successfully predict the future (cited in Low & McMillan, 1988). Schumpeter (1934, 1942) defined entrepreneurship as carrying out new combinations (cited in Low & McMillan, 1988), by introducing new production methods, opening new markets, acquiring new sources, or creating new organizations (cited in Entrialgo et al., 2000). Stevenson, Roberts and Grousbeck (1985) suggested that it involves a drive by the perception of opportunity. As a result, the entrepreneur is viewed as the catalyst for entrepreneurship – a term that has been recently been equated with ‘the creation of new enterprise’ (Low & McMillan, 1988).

Examining Entrepreneurial Orientation

The concept of Entrepreneurial Orientation (EO) has emerged and flourished within the field of entrepreneurship. Today, EO has grown to be accepted by many scholars as a standard gauge measuring the entrepreneurial nature of a firm’s strategy-making processes – thus providing a useful framework for exploring an antecedent to ‘the creation of new enterprise’ – or entrepreneurship itself.

EO dimensions represent a set of strategy-making processes; including planning, analysis, decision-making, culture, value system, and mission (Hart, 1992; cited in Sapienza et al., 2003). These processes represent the mindset of firms engaged in new entry (Sapienza et al., 2003), and serve to enact organizational purpose, sustain vision, create competitive advantage, and determine how new entry is undertaken (Lumpkin & Dess, 1996). While they are observed as firm-level processes, EO dimensions can be undertaken by individual key players within a firm (Lumpkin & Dess, 1996).

Lumpkin and Dess (1996) expanded upon

the emergent dimensions of risk-taking, proactiveness, and innovation, to include those of autonomy and competitive aggressiveness. Collectively, the five dimensions comprise the full spectrum of EO. While the factors often work together to enhance a firm’s entrepreneurial performance, it has been found that firms demonstrating only a few dimensions can still be successful (Dess & Lumpkin, 2005). This is due to the differing need of firms in undertaking entrepreneurial strategy-making; which is dependent upon the environment, structure and leader. As such, varying levels of EO may be necessary to perform (Lumpkin & Dess, 1996). The link between EO and performance can, on an abstract level, be interpreted as follows: EO is a dynamic capability that can lead to valuable, rare, inimitable and non-substitutable resource combinations (Alvarez & Busenitz, 2000).

The Entrepreneur’s Personality and Entrepreneurship

Several researchers (e.g. Mintzberg, 1973; Miller, 1983; Drucker, 1985; Covin & Slevin, 1991; Zahra, 1993) have demonstrated evidence that the firm’s entrepreneurial outcomes is directly associated to ‘personality’ of the entrepreneur. While numerous insights about this connection have been suggested by scholars, there remains ample opportunity for further contribution.

The entrepreneur’s personality is comprised of his/her psychological characteristics. Upon examining literature within psychology and entrepreneurship, it was revealed that the personality of an entrepreneur is situated at the heart of decision-making, and therefore, strategy-making which ultimately leads to the fate of the venture. This ‘chain’, called the entrepreneurial process, proceeds as

follows; any characteristic that influences the entrepreneur's perception of his/her surrounding environment can influence his/her choice of action (Shaver & Scott, 1991). This occurs by first influencing decision-making, which informs strategy-making (Das, 2008), which, depending on its nature, can be defined as entrepreneurial or otherwise. When such strategy-making is entrepreneurial, this can lead to actions facilitating 'the creation of new enterprise' – or entrepreneurship.

Of all psychological characteristics that can affect an individual's decision-making, the connection between an individual's cognitive (broadly: reasoning) and emotional functioning is impossible to ignore, because decision-making is bound by their interrelation (Gray et al., 2002; cited in Das, 2008). Therefore, any characteristic that can to some degree capture this interrelation is worth investigating.

Miller (1983) found that simple firm entrepreneurial activity is highly dependent on the personality, power and knowledge of the owner-manager; finding that the personality of the leader is 'the most critical factor in determining entrepreneurship', (Miller, 1983, p. 782). Drucker (1985) suggested that the entrepreneur's personality is a key internal factor that drives a firm to commit to the systematic practice of innovation, by deciding how to satisfy opportunity with innovation. Covin & Slevin (1991) reaffirmed the influence of an owner-manager's 'personality' and emphasized its strong and direct impact on the entrepreneurial potential, behavior, and effectiveness of firms. Herron (1990) showed that an entrepreneur's skill and skill propensity are associated with new venture performance. Zahra (1993) suggested that managers' backgrounds, values and experiences influence factors within a firm, and

thus hold a marked effect on the firm's entrepreneurial posture which comprises its entrepreneurial strategy-making processes (Lumpkin & Dess, 1996), leading to entrepreneurship.

In recent years, researchers (e.g. Cross & Travaglione, 2003; Zamptenakis et al., 2009) have begun to apply EI to the field of entrepreneurship, suggesting that EI contributes positively toward an individual's entrepreneurial behaviour. Taken together, these ideas demonstrate how, in theory, an entrepreneur EI is likely to, via the entrepreneurial process; affect the EO of the company. Furthermore, considering that the entrepreneur position power enables him/her to guide the direction of a venture, the entrepreneurs perception of his/her firm's EO is valuable.

Cognitive and Emotional Interrelation

Within psychological research, emotional and cognitive processes have often been studied together, because they are complexly interactive (Gohm, 2004). According to Das (2008) rationality needed for personal and business decision-making is bounded by emotions. Anatomically, cognition and emotion are integrated in the prefrontal cortex (PFC) within the frontal lobe of the brain, which is responsible for the basic component of decision-making, which is working memory. Gray et al. (2002) showed that during even a simple task in working memory, the cognitive task and emotional state of an individual contribute equally together to the functions of the PFC (cited in Das, 2008).

Brain imaging has shown that decision-making often occurs when an individual is prompted by states of physiological arousal

(Damasio, 1999; cited in Das, 2008). Here, decisions are aided by emotions in the form of physical states that is drawn out during the careful consideration of future consequences. As a result, our decisions are not entirely a result of rational analysis, and non-conscious processes, such as bodily reactions, could precede decision-making (Das, 2008).

Emotions within the Entrepreneurial Process

Within the psychological field, emotions have recently been examined within the entrepreneurial context. Researchers have begun to analyze the role of managers' emotions in the management process (e.g., Fineman, 2003; Huy, 1999). Further, within entrepreneurship literature, there exists a large body of material that regards entrepreneurialism as a deeply emotional activity (e.g., Bower, 1993; Branson, 2000; Roddick, 2000; cited in Goss, 2008); and a few researchers have focused on emotion as a component of enterprising behaviour (e.g. Goss, 2005a, 2005b; Kets de Vries, 1977, 1985; cited in Goss, 2008).

Further, it was found that employees' willingness to act entrepreneurially is affected by a manager's display of emotions concerning an entrepreneurial project (Brundin et al., 2008); pointing to the effect of emotion on decision-making and strategy-making. Specifically, a study by Cross & Travaglione (2003) found that a set of entrepreneurs, each deemed successful by nature of their firm's profit, demonstrated out-standing performance in Emotional Intelligence (EI) ability, especially in the appraisal and expression of emotion, regulation and utilization of emotion. Moreover, Zampetnakis et al. (2009) suggested that

individuals with high self-perceived EI often have increased affectivity, contributing to proactive and creative dispositions, and facilitating entrepreneurial behaviour. A positive effect of EI on entrepreneurial behaviour was later confirmed, implying that the elicitation and understanding of certain emotions enables employees with high EI to take appropriate actions, influencing entrepreneurial behaviour (Zampetnakis et al., 2009).

Mind of Entrepreneur

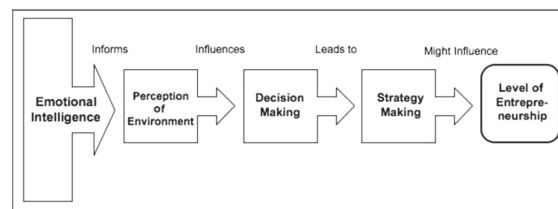


Figure 2: Proposed Position of EI in the Entrepreneurial Process

Emotional Intelligence

To understand the concept of EI, its two component terms, 'intelligence' and 'emotion', should be discussed. Psychologists have recognized a three-part division of the mind, comprising cognition, affect, and motivation. The cognitive sphere comprises such functions as memory, reasoning, judgement, and abstract thought – functions that when used together comprise what is referred to as 'intelligence'. Emotions belong to the affective sphere, which also includes moods, evaluations, and 'feeling' states such as fatigue or energy. EI refers to the connection of these two spheres – emotion with cognition, that enables heightened emotional or mental abilities. (Salovey & Sluyter, 1997). Overall, EI captures the very interrelation that is central to the entrepreneurial process, and therefore, it represents a characteristic worth investigation.

In the scientific psychological literature EI was introduced by Salovey and Mayer, in 1990, and popularized by Goleman (1995), with his best-seller 'Emotional Intelligence'. Salovey and Mayer (1990) define emotional intelligence as set skills which are 'accurate appraisal and expression of emotion in oneself and in others, the effective regulation of emotion in self and others, and the use of feelings to motivate, plan, and achieve in one's life'. In 1997 they refined this definition by including four interrelated dimensions: perception, appraisal, and expression of emotions; emotion facilitation of thinking; understanding and analyzing emotional information, employing emotional knowledge; and regulation of emotions (Mayer & Salovey, 1997).

Emotional intelligence (EI) relate to the ability to identify and express emotions, emotional adjustment and using emotions as self-motivation and a means to motivate others. Emotional intelligence abilities are particularly salient to entrepreneurs because of their need to manage social interactions with other individuals. Social interactions include activities such as presenting to investors, gaining and maintaining customers, negotiating, as well as attracting, selecting, and handling employees, suppliers, and partners.

EI is divided into four main areas: self-awareness, self-regulation, motivation, empathy and social skills (Figure 3). It

involves managing emotions so as to avoid task interference, delaying gratification to pursue goals, recovering from emotional distress and being conscientious.

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.

Wong and Law has taken further action to developed new four dimensions emotional intelligence scale using Mayer and Salovey model which composed of self-emotional appraisal (SEA), others' emotional appraisal (OEA), regulation of emotion (ROE) and use of others' emotion (UOE) which was reduced to 16 items. Table 1 shows the description of each dimension:

<i>Dimensions</i>	<i>Descriptions</i>
Self Emotional Appraisal (SEA)	Individual's ability to understand and assessment of their deep emotions and be able to express these emotions naturally.
Others' Emotional Appraisal (OEA)	Ability to perceive and understand the emotions of others around them.
Regulation of Emotion (ROE)	Peoples' ability of people to regulate their emotions, which will enable a more rapid recovery from psychological distress.
Use of Emotion (UOE)	Ability of individuals to make use of their emotions by directing them towards constructive activities and personal performance.

Source: Wong and Law (2002)

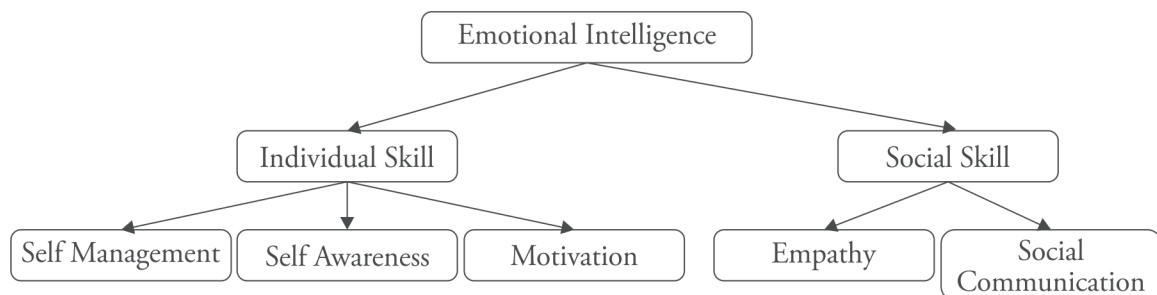


Figure 3: Goleman Emotional Intelligence Pattern

Analysing Emotional Intelligence in Entrepreneurial Orientation Relationship

Zampetaskis et al. (2009) argue that EI affects entrepreneurial behavior in two ways: the first is through the self-evaluation of emotional efficacy – employees with high self-perceived EI may exhibit high tolerance to stress and environmental stressors; the second concerns individuals with high EI, who tend to have higher affectivity, informing proactive and creative dispositions and so facilitating entrepreneurial behavior. Zampetaskis et al. (2009) investigated the relationship between entrepreneurial behavior and perceived organizational support (POS) and emotional intelligence (EI). Their findings suggest that both variables correlate with entrepreneurial behavior, understood as a set of activities going from independent/autonomous to integrative/cooperative behavior that aims to get things done with entrepreneurial ways and contribute to a creation of value for the organization. Specifically, they saw that there is a direct effect of EI on entrepreneurial behavior, which may imply that employees with high EI are more aware of the factors that contribute to their experience of positive and negative emotions. Accordingly, the authors suggest that entrepreneurial actions might be filtered through employee perceptions of their emotional abilities (Zampetaskis et al., 2009).

Empirical evidence supports the contention that the ability to interact effectively with others is vital to success and explains that Why some entrepreneurial ventures more successful than others are?

Entrepreneurial success has since been linked, in part, to cognitive abilities and social skills (e.g., Baron & Markman, 2000, 2003). Some of those skills include accurately perceiving

others, making good first impressions, and persuading or influencing others in interpersonal interactions (e.g., Baron & Markman, 2000; Duck, 1994). Emotional intelligence (EI) encompasses many of these social and cognitive skills, as it is defined as the ability to identify, facilitate, understand and regulate your own emotions as well as the emotions of others (Mayer & Salovey, 1997). Thus, while EI encompasses many of the skills and abilities found to relate to entrepreneurial success, Individuals in entrepreneurial occupations face business situations that necessitate unique skills and abilities in social interactions (e.g., Baron & Markman, 2000; Chandler & Hanks, 1994; Begley & Boyd, 1987). Emotional intelligence has also been recognized as extremely important in interpersonal tasks (e.g., O'Boyle, Humphrey, Pollack, Hawver & Story, 2010)

Two studies clearly addressed the relationship between EI and entrepreneurial performance. In a study by Cross & Travaglione (2003), five Austrian entrepreneurs were studied via in-depth interviews. From the results the authors suggest that entrepreneurs with greater overall emotional intelligence make for successful individuals in work contexts as well as social environments. Furthermore, the researchers (Cross & Travaglione, 2003) found support for their hypothesis that entrepreneurs exhibited greater levels of EI than the norm, and also showed that entrepreneurs exhibited high levels of each of the three sub-dimensions originally proposed by Salovey & Mayer (1990). The Goleman model was also integrated into the structured interviews and the researchers found support for extraordinary levels of emotional intelligence as developed in mixed models of EI (Cross & Travaglione, 2003).

Emotional intelligence is a dimension of social

intelligence (e.g., Gardner, 1999; Mayer et al., 2004) and pertains to the ability to be socially adaptable in a wide range of social situations and to behave appropriately in such situations. Results of previous studies have provided evidence that social adaptability has a positive relationship with firm performance (e.g., Baron & Markman, 2003). The ability to adapt to rapidly changing situations and demands may also be advantageous for entrepreneurs. In new ventures it is quite common for entrepreneurs to have to interact with individuals from diverse backgrounds and operate in a variety of social situations. Also, social perception can predict positive interviewer ratings (e.g., Kacmar, Carlson, & Bratton, 2003) and more positive performance evaluations from supervisors (e.g., Harris et al., 2007). Perceiving others accurately, a component of emotional intelligence, is directly related to entrepreneurial activities as well; such activities include successful negotiations, selecting superior partners, and hiring top-quality employees (Baron & Tang, 2008).

Thus, in accordance with theory, and the aforementioned studies on emotional intelligence, there will be a positive relationship between emotional intelligence and entrepreneurial success.

Examining Women Entrepreneur and their EI connect for Business Growth

The recent Global Entrepreneurship Monitor (GEM) 2013, found 126 million women starting or running businesses and 98 million operating established (over three and a half years) businesses from 67 countries globally. Women enter entrepreneurship for many of the same reasons as men, such as to support themselves and their families, to enrich their

lives with careers as well as to attain financial independence. Yet aside from different participation rates, women show marked differences from men in many characteristics, as the most recent GEM women's report shows (Kelley et al., 2013).

A 2010 innovation survey in the United States sponsored by UNCTAD focused on gender differences and found that women business owners had fewer failure experiences than men, which may suggest that women are more likely to take calculated risks and develop contingency plans if events do not transpire as anticipated (Coleman & Robb, 2012; Coleman & Robb 2014).

Research on female entrepreneurs is increasing rapidly, but little academic literature has focused gender differences in entrepreneurs (Yordanova and Alexandrova-Boshnakova, 2010). Johnson and Powell (1994) emphasized on the significance of differences between male and female entrepreneurial behavior on the success of businesses because of their entrepreneurial orientation in decision contexts. Gender differences in behavior might be caused by gender differences in entrepreneurial orientation preferences, but they might also be caused by situational factors such as options provided to females and the advice they receive. Empirical research in business and finance reveal that females and males differ in their entrepreneurial orientation. Numerous studies have approached gender differences in the contexts of risk orientation. Powell and Ansic (1997) stated that females have lesser risk preferences than males.

The emotional dimension of human beings has traditionally been linked to a greater extent with the female gender, which experiences positive and negative emotions more intensely

than the male gender (Grossman & Wood, 1993). These data, in fact, have fed the stereotype, still widely held, that the female gender is more emotional (Grewal & Salovey, 2005).

Biological as well as social factors have been invoked to explain this 'feminist vision of emotions' (Nolen-Hoeksema & Jackson, 2001). The biological explanation proposes that women's biochemistry is better prepared to consider one's own emotions and those of others as an important element in survival. Both biological and social explanations have received support from a diverse range of empirical studies of emotion, which show greater emotional abilities in women. These studies conclude that women have greater emotional knowledge, they express positive and negative emotions more fluently and more frequently, they have more interpersonal competencies, and they are more socially adept (Brody & Hall, 2000; Ciarrochi, Hynes, & Crittenden, 2005; Hall, 1978; Hall & Mast, 2008). As a result, members of the scientific community and the general population believe, from a very early age, that women are more emotional than men (Feldman-Barrett, Lane, Sechrest, & Schwartz, 2000). Indeed, most studies of EI that are based on ability tests such as the MSCEIT (Mayer, Salovey, & Caruso, 2002a) and that include gender in their analysis have assumed women to be superior in emotional abilities (e.g., Brackett & Mayer, 2003; Ciarrochi et al., 2000; Kafetsios, 2004; Mayer et al., 1999; Palmer et al., 2005).

The women are able to use Emotional Intelligence as a competitive advantage as they categorically use each level of EI at work as an distinctive advantage:

1. Emotional Awareness (the ability to be

mindful, aware of your emotional states, to name your emotions and base your emotional responses upon your personal values.)

2. Emotional Management (the ability to be flexible and adaptable to change, in control of your self, motivated and confident.)

3. Emotional Relating (the ability to deeply connect with others, manage interpersonal conflicts, be assertive in your relationships and socially adept.)

4. Emotional Enlightenment (the ability to process through your emotional experiences, 'feel to heal', learn from mistakes, have a high self esteem and a positive mindset.)

Mandell and Pherwani (2003) conducted a small study consisting of 13 male and 19 female managers in mid- to large-size companies, with the goal of examining gender differences in the relationship between EI and transformational leadership. The researchers found that females were significantly higher in EI than males, but there were no gender differences when comparing the relationship between EI and transformational leadership. Mayer and colleagues have also found superiority of females over males with regard to managing own and other's emotions. When the authors engaged in more detailed analyses, they did find that

female managers who rated themselves highest on TL style also self-reported that they were both more in touch with their own emotional states and with the emotions of others. The authors described this result as, "the abilities encompassed by EI are intrinsically related to the role of the transformational leader" (Downey et al., 2005, p. 259). The results indicated that

female leaders were significantly higher on the interpersonal dimension of the EQ-i but, otherwise, there were no gender differences.

Women's behavior in owning or managing a business are reflective of entrepreneurial behavior (motivation and willingness to exploit opportunities) in that team-building and participative management practices are common and social support is demonstrated. Since women have more adept interpersonal skills, it's not surprising that they strategically use their social networks to build support for their idea and spend more time than men in doing so. Women use networking not only as a critical tool, but also as a development strategy for their business. Therefore, emotional intelligence, social capital, and entrepreneurial behaviour essentially merge to provide an advantage for women entrepreneurs. Women can leverage their aptitude with emotional intelligence when it comes to leading their own companies.

CONCLUSIONS

In the researches paper we have firstly indicated that an entrepreneur is pivotal to a firm's entrepreneurship. Second, it is suggested that the entrepreneurial personality – in particular, psychological characteristics – matter to a firm's entrepreneurship. Third, it has been suggested that the entrepreneurial personality and the key traits should be investigated to understand its involvement in the entrepreneurial process. Fourth, the entrepreneur's cognition has been identified as important within the process, fifth, when it comes to decision-making, cognition does not act alone – it is interrelated with emotion. Sixth, when applied within entrepreneurship, EI, which addresses this cognitive-emotional interrelation, has begun to be associated with entrepreneurial outcomes. Lastly we

have identified that Women has innate sense of EI which shapes EO of firm leading to highperformance.

The present research in the paper are similar to the ones reported by Rhee and White (2007), and also by Cross and Travaglione (2003), about the association and link between emotional intelligence, entrepreneurial behaviour and entrepreneurship. They have also reported a strong link between emotional intelligence and successful firm performance. Emotional intelligence facilitates individual adaptation and change, and emotional capability increases the likelihood for organizations to realize radical change (Huy, 1999). The link between entrepreneurial orientation and emotional intelligence could be generalized across nations and cultures. Since emotional intelligences significantly influence entrepreneurial orientation, we could assume that emotional intelligence can strengthen entrepreneurial behaviour or could help in developing and managing entrepreneurship effectively. Practitioners and researchers could utilize the concept of emotional intelligence in training, development and research to develop effective entrepreneurial behaviour or orientation to achieve successful business performance.

Contribution to Theory and Implications for Further Research

This study contributes specifically to the field of entrepreneurship. The primary purpose of this study was to identify the relationship between women entrepreneur EI and their influence on EO of firm. Even though a variety of research has been conducted concerning the relationship between emotions and entrepreneurship (e.g. Entrialgo et al., 2000; Brundin et al., 2008), to our knowledge no studies have been conducted connecting these dimensions.

Within future research, it would also be valuable to obtain evidence from within industries that are highly competitive in nature and operate in highly competitive environments could prove important to examine. Also as it is researched that EI can be learned, it shall be interesting to research whether learned EI performs on the similar dimensions as that of innate Women Emotional Intelligence.

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