



Emotional Intelligence and Entrepreneurial Intention: An Empirical Perspective

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Abstract: *This research explored Emotional Intelligence and entrepreneurial intention: An empirical viewpoint. The goals of the research were to find out the association between emotional intelligence and entrepreneurial intention and examine entrepreneurial physical health and entrepreneurial intention. In the research, it was observed that entrepreneurial emotional sentiments towards change was dependent on the overall view of the change with respect to how they are influenced by it. It is not out of place to turn these negative sentiments into positive support for the change. The research had a population of 213 out of which a sample size of 138 was taken. Questionnaires were presented to the respondents and only 102 were recovered. The researcher applied Descriptive Statistics and correlation matrix to confirm the association. The study demonstrated that there is a favorable association between emotional intelligence and entrepreneurial intention. The research consequently indicated that there was effect of entrepreneur physical health, entrepreneur mental well-being and human interactions had favorable link with entrepreneurial purpose. It was proposed that emotional quotient programme should be utilized by the management to improve the ability of the company to bringing out the best in the people and building strong workplace connections. This helps to increase participation, confidence, and honesty to establish more effective teams, keep great employees, provide emotional and practical support and effectively manage transformation and emotional intelligence test ought to be utilized in the workplace for promotion, recruitment, thus, emotional intelligence is an indicator of entrepreneurial intention.*

Keywords: *Emotional Intelligence, Entrepreneurial intention, correlation matrix, entrepreneur mental well-being, relationship management.*

1.0

INTRODUCTION

1.1 Background to the Study

During the past decade, the term Emotional Intelligence (EI) has arisen internationally among organisational behaviourists and industrial psychologists, and it is given fair acknowledgment by the industry. Later, it became one of the most popular themes of talks, among researchers, scholars, academics and business executives. Emotional Intelligence (EI) is defined as an understanding of the emotion, the relationships to appreciate the meanings, to reason and

challenge, based on this, it involves the incorporation of emotion-related feelings, ability to discern, understand the emotional expressions, and manage them (Mayer, Salovey, & Caruso, 2000). Emotional Intelligence boosts an individual's social effectiveness which is believed to be one of the crucial factors of the success of a business. The stronger the emotional intelligence the better the social network, which in turns lead to better commercial interactions. If emotional intelligence is greater in people, it can improve their abilities to precisely comprehend their emotions and that of others), to put emotional responses for better use (optimize the individuals own achievement and in multiple tasks) and to handle /them efficiently (intimate relationships, in solving problems, decision making, expressing appropriate, controlling emotions (Grewal, Brackett & Salovey, 2006).

Emotional intelligence denotes the aptitude for detecting our own feelings and those of others, for motivating ourselves, and for regulating emotions properly in ourselves and in our interactions. Mayer, Salovey and Caruso, (2000), believe that it is the ability of emotion and their relationships to recognize the meanings, and to reason and problem-solve because of them, which involves in assimilate emotion-related feelings, capacity to perceive, emotions understand the emotions' information, and manage them. Goleman (2001) in his own definition of argues that emotional intelligence is the skill for arranging our own emotions and those of others, for motivating ourselves, and for regulating emotion successfully in ourselves and in our relationships. The vital point here is that emotional intelligence plays an essential role in the development of entrepreneur behavioral patterns and those who seek out higher emotional intelligence are much more effective in the creation of fresh business and trade in a circumstance that the more entrepreneur an individual becomes, the higher the emotional intelligence represents itself (Zampetakis, Kafetsios, Bouranta, Dewett, & Moustakis, 2009). Entrepreneurship aim is viewed as precursor and effective variables that impact entrepreneur behaviour or decision making for becoming entrepreneurs and starting a new firm. Also, as time and schedule play a crucial role in building up a new firm, entrepreneur choices may be defined as part of the planned behaviour for the prediction of intention that can be employed effectively (Barani, 2010; Krueger, 1993). Emotional intelligence may be utilized to help entrepreneurs in every single phase of business. There are many brilliant entrepreneurs who lacked any academic degree but with dependence on their emotional intelligence could build up enterprises with worldwide reputation (Kamalian & Fazel, 2011). Petrides and Furnham (2001) as stated in (Siegling, 2010) indicate that emotional intelligence is the capacity to comprehend other's emotions and establish effective and successful connection, which has 4 components namely: emotionality, self-controlling, wellbeing and sociability. Bateman and Crant (1993) explored that the index of proactivity could have some influence on selecting a job and on entrepreneurship. Due to certain features of proactive personality, theoretical parts of entrepreneurship are established. Additionally, at the time of entrepreneurial chances, pro-activity displays a structure among persons who practice entrepreneurship (Crant, 1996). (Crant, 1996). It also exposes the perspectives of people about the environment. The idea of entrepreneurship is linked with the notion of creativity (Bechere & Maurer, 1999).

Emotional intelligence is recognized to be an investment, which is referred to as Emotional Capital. It may also be stated to be an asset. Emotional Capital is the intangible organisational asset that was developed by employee's accumulated emotional experiences which provide them the capacity to properly interact and build interpersonal connections. Emotional capital is becoming viewed as a key aspect in organizational success because it develops strong

connections that allow individuals to accomplish effective collective results. Poor Emotional capital might result in answer to the issue of unemployment (Salmah, 2006). Dulewicz and Higgs (2000), an individual that acquire emotional intelligence qualities is said to have specified abilities and expertise which offers him/her the capacity to negotiate and the capacity to navigate various situations successfully through personal interactions as compared to someone with low level of emotional intelligence. In addition, Wong and Law (2002) felt that the persons who have the capacity to detect their emotions would frequently have the capability to transmit the information via their performance and other activities, which can lead them to a higher success. Nevertheless, Zampetakis, Kafetsios, Bouranta, Dewett and Moustakis (2009) indicated that little empirical study has been undertaken to explore the function of emotional intelligence in generating an entrepreneurial purpose.

1.2 Statement of the Problem

Emotional Intelligence boosts an individual's social effectiveness which is seen as one of the crucial parts of the success of a business. Employee with little or low emotional intelligence tends to delay their strengths to accurately recognize emotions both their own and other people's), to put emotions for better use (Improve their own performance and in multiple tasks) and to manage them effectively (intimate relationships, in problem solving, decision making, expressing appropriate, controlling emotions. Poor or no emotional intelligence may produce unfavorable impact company effectiveness. Vis-à-vis Physical Health, the capacity of an entrepreneurs" in an organisation to take care of himself to handle stress, may have an enormous influence on our total health, is highly connected to emotional intelligence. Only by being aware of emotional state and responses to stress in most circumstances, affect employee's behavior at job. Entrepreneurs' well-being is another aspect discovered to impact performance at workplace. Working late had been related to bad mental affect. There are several causes for emotional intelligence that might impact entrepreneurial ambition. Interpersonal emotional awareness and tension at workplace might govern the performance of entrepreneurs in a company. Interpersonally, the utilization of emotion and being cognizant of one's own emotions may lead to adapting stress and unpleasant emotion at workplace. It is on this note that this study explored the effect of emotional intelligence on entrepreneurial intention in Nigeria, a study of Lasaco Assurance Plc.

1.3 Objectives of the Study

The major purpose of the research is to explore the effect of emotional intelligence on entrepreneurial intention in Nigeria, a study of Lasaco Assurance Plc. The specific objectives are:

- i. To find out if there is a relationship between emotional intelligence and entrepreneurial intention
- ii. To ascertain if entrepreneur physical health on entrepreneurial intention
- iii. To examine the effect of entrepreneurial mental well-being on entrepreneurial intention.

1.4 Research Hypotheses

- H₀: There is no significant relationship between emotional intelligence and entrepreneurial intention
- H₀: Entrepreneurial physical health has no significant effect on entrepreneurial intention
- H₀: Entrepreneurial mental well-being has no significant relationship with entrepreneurial intention

2.0

LITERATURE REVIEW

2.1 Conceptual Framework

2.1.2 Emotional Intelligence

Mayer and Salovey (2002) claim that emotional intelligence is the process including the identification, utilization, comprehension, and control of one's own and others emotional states to solve emotion-laden situations and to govern conduct. According to Law and Wayne (2004) felt that emotionally Intelligent entrepreneur often performed better which means that absence of emotional intelligence in entrepreneur might adversely influence intention and the connections at workplace. Emotional intelligence comprises four characteristics self-awareness, controlling emotions, empathy, and social ability.

Goleman (2004) refers to emotions as any sentiments, cognition, psychological or biological condition unique to it and a component of personal predisposition to respond appropriately. Goleman (1995) thought that emotional intelligence relates to the skill for detecting our own feelings and those of others, for motivating ourselves, and for regulating emotions successfully in ourselves and in our connection. Goleman further argued that emotional intelligence is independent from cognitive intelligence (tested by IQ testing) and complimentary to academic intelligence (measured by academic achievement). Mayer, Salovey & Caruso (2000) argued that emotional intelligence is the capacity to recognize and express emotion, absorb emotion in cognition, comprehend and reason with emotion, and control emotion in the self and others.

Krueger (1993) defined entrepreneurial intention to be a commitment to launching a new firm. A person who become entrepreneurs have a certain set of motivating aims. Entrepreneurs stand apart in terms of the topics they think essential and worth addressing in life. Krueger (2000:130) says who conducts consciously helps to explain why many entrepreneurs decide to start a firm long before they search for possibilities. The word "entrepreneurial intention" relates to entrepreneurial awareness, entrepreneurial potential, aspiring entrepreneurs, entrepreneurial predisposition, entrepreneurial propensity, and entrepreneurial orientation. Bandura (2001:67) argued that intention (generic) is a depiction of a future course of action to be accomplished; it is not merely an anticipation of a future course of action, it is a purposeful commitment to bringing it about. Intention is concentrated on plans of action.

Peterman and Kennedy (2003) suggested that entrepreneurial education has an essential role in shaping students' cognitive processes of perceived feasibility and attractiveness that relates to becoming entrepreneurs. Feasibility and attractiveness views have been argued to be crucial in establishing good entrepreneurial intention.

Nieman and Nieuwenhuzen (2009) suggested several characteristics that contribute towards entrepreneurial goals, which include the following:

Education: Most successful entrepreneurs are educated individuals, education at all levels may give essential background in addition entrepreneurial ability for high-potential entrepreneurs, which suggests that entrepreneurship can be enhanced through education and training. Focusing on instruction, learners may become employers cum entrepreneur and contribute to higher levels of entrepreneurship in a society.

Work experience: The abilities that the person learns at their employment contribute to their entrepreneurial attitude. Many entrepreneurs who got experience as entrepreneur may employ the skills, information and experience earned in their own firms.

Family and Role Models: If one is exposed to entrepreneurial activities of family members or other role models there will a predisposition towards entrepreneurship rise. Children who grow up in family enterprises or whose relatives are entrepreneurs are more prone to establish their own firms or may be active in the family company.

Low income: Krueger (1993) highlighted that low-income earners are likely to become entrepreneurs more as the only option to survive or to maintain their income, compared to those in higher-income countries whose intentions to become entrepreneurs are based predominantly on a desire to be independent or to increase their income.

Krueger (1993) explains that perceived desirability relates to the degree of appeal one finds in beginning one's own firm. On the other side, perceived feasibility is the degree of personal skill one perceives in beginning a firm. Additionally, the sense of desirability with relation to entrepreneurship are the entrepreneurs "attitudes towards entrepreneurship". Attitudes about entrepreneurship have a strong and direct impact on intention. Krueger (1993) carried research on Shapiro's conceptual model of entrepreneurial aspirations and found that perceived attractiveness directly and positively affected entrepreneurial intention. He even contends that attitudes are vital to our knowledge of how different external influences impact entrepreneurial goals.

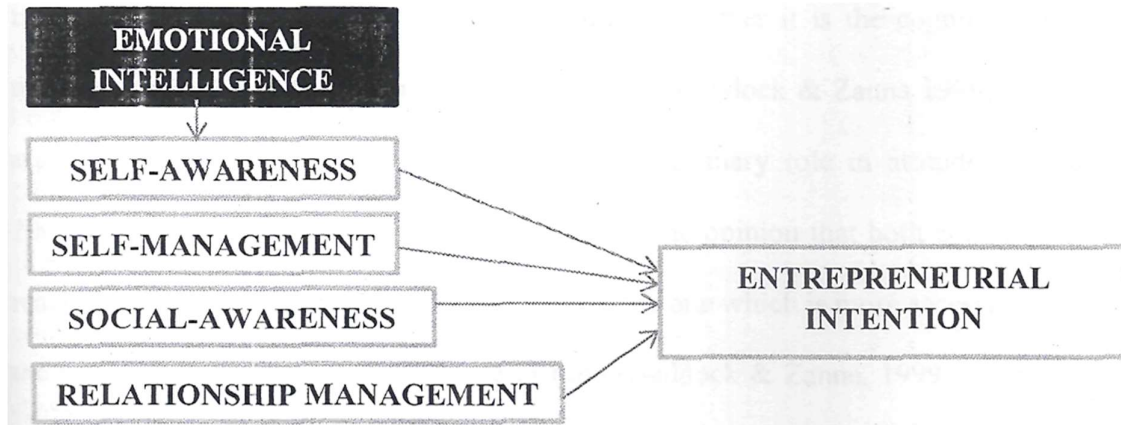
2.1.3 Relationship between Emotional Intelligence and Entrepreneur Intention

Researchers today have given a lot of attention to the notion of entrepreneurship as a process, as well as the concept of emotional intelligence, there has been little attempt to examine if EI dimension has a role to play in the entrepreneurial intention. In example, there is very little evidence on whether of emotional intelligence impact entrepreneurial intention, Zampetaskis, Beldekas and Moustakas (2009) posited that emotional intelligence affects entrepreneurial behaviour in two ways: the first is through the self-evaluation of emotional efficacy - entrepreneur with high self-perceived emotional intelligence may show high tolerance to stress and environmental stressors; the second is individuals with high emotional intelligence, who may tend to have higher affectivity, proactive and creative dispositions and then facilitate entrepreneurial behaviour. Zampetaskis, Beldekas and Moustakas (2009) in their research established the association between entrepreneurial conduct and perceived organisational support (POS) and emotional intelligence (EI). Their results imply that both factors connect with entrepreneurial behaviour, considered as a collection of actions moving from independent/autonomous to integrative/cooperative conduct that strives to get things done in entrepreneurial ways and contribute to creation of value for the firm.

Particularly, they found out that there is a direct association between emotional intelligence and entrepreneurial activity, which implies that entrepreneur with high emotional intelligence would be aware of the aspects that contribute to their experience of happy and negative emotions. Thus, the authors indicated that entrepreneurial behaviors may be filtered via employee assessments of their emotional talents (Zampetaskis, Beldekas & Moustakas, 2009).

Expectations of personal efficiency impact the commencement of behaviours, how much effort expended, and how long it is maintained in the face of impediments and negative experiences (Bandura, 1977).

Conceptual Model



Source: Author (2019)

2.2 Theoretical Review

2.2.1 The Attitude Theory

McGuire (1986) highlighted that attitudes are taught inclination to react favorably or adversely to specific things for example ideas, object, event, person, and scenario - and are directly tied to our emotions, views, and experiences. The idea was founded on the premise that attitudes are created from an appraisal of an item which acts as a guide and drive conduct towards the object subsequently. (Ajzen, 2001). Entrepreneur beliefs, emotions create their attitudes, beliefs and emotions which are impacted by direct contact with the thing, or the knowledge obtained about the object (Eagly & Chaiken, 1993). The multi-component perspective of attitudes regards ideas as cognitive in nature and emotions as affective in nature, both of which interact to generate an attitude towards the object (Ajzen, 2001; Crano & Prasin, 2006). It indicates that from the beginning of the change process when an employee is initially told of the forthcoming change programme, he will begin to create an attitude based on the cognitive and emotive responses to the information received (Lines, 2005).

While there has been a discussion over whether it is the cognitive or the emotional responses that play greater part in attitude development (Haddock & Zanna 1999), most scholars think that it is the cognitive processes that play major function in attitude formation (Ajzen, 2001).

2.2.2 The Field Theory

The impact of rules on organisational management may simply be demonstrated using Lewin's (1951) field theory. This idea opines that the environment that one finds himself/herself will define how he or she is going to react to the dynamics of such environment. This theory has received great attention and is applicable in various disciplines of research (Douglas & Nekrasov, 2001). Lewin (1951) suggested that the values and beliefs of a person would decide whether forces will be perceived as negative or positive. To him, the confluence of these influences gives the eventual consequence of any projected individual conduct. Additionally, conduct is governed by those factors that are present and active in a person at a specific moment and environment.

2.3 Empirical Review

Okpara and Agwu (2015) investigated the relationship between self-awareness and organizational performance in the Nigerian banking industry. The study was a survey and the sample for the study consisted of two hundred and ten bank managers in South-South area of Nigeria. Data were collected mainly in the cities where we have high concentration of the banks through interview and questionnaire instrument found to be reliable with Cronbach Alpha values of 0.7 and above. Four hypotheses were formulated and tested using the spearman rank correlation coefficient with the aid of statistical package for social science. The results of our analysis at .05 level of significance showed that self-awareness is positively related to net profit and return on investment, but no strong relationship was found between Self-awareness and market share. Our interview results also supported our findings. Based on the results, it was concluded that self-awareness positively influences net profit and return on investment. It was therefore recommended that Organizations should train their managers/employees to acquire the competencies associated with self-awareness.

Matheri, Karanja and Namusonge (2018) examined the effect of emotional intelligence on employee commitment in the Kenyan Savings and Credit Co-operative (SACCO) sector. The study used survey research design. Out of the 160 deposit taking SACCOs in Kenya, the study focused on 53 SACCOs operating within Nairobi and Kiambu counties in Kenya. Simple random sampling technique was used to select a sample of 238 respondents. Survey questionnaires were used to collect the data which was analyzed by the use of descriptive statistics and presented through percentages, means, standard deviations and frequencies. To quantify the strength of the relationship between the variables, the researcher conducted correlation and regression analysis. The finding of the study emphasizes the importance of the managers in the SACCOs in developing and exploring the concept of emotional intelligence so as to ensure high levels of employee commitment resulting in increased achievement of organizational and individual goals and reducing turnovers. Social awareness as a measure of emotional intelligence was found to be the greatest factor that contributes to employee commitment as compared to other variables under investigation that is self-management, self-awareness and relation management.

Vito, Kumanwee and Cyracus (2018) studied Self- Management and Employee Performance of Telecommunication Companies in Port Harcourt. This study focused on the relationship between self-management and employee performance of telecommunication companies in Port Harcourt. The study adopted a cross sectional survey research design. Primary data was obtained using questionnaire as the research instrument. The study population is one

hundred and seventy-eight (178) employees of the four mobile telecommunication companies in Port Harcourt. The sample size of the study was determined using the Krejcie and Morgan (1970) sample determination table, the sample size was one hundred and twenty-three (123) employees that were randomly selected. However, after data cleaning, only data for 102 respondents were suitable for data analysis. The internal reliability of the instrument was ascertained through the Cronbach Alpha coefficient with all the items scoring above .70 bench mark set by Nunnally (1970). Spearman's rank correlation was used for hypothesis testing. The study findings confirm that self- management has a significant positive relationship with employee performance. The study thus recommends that telecommunications companies should evolve very efficient self-management strategies which they will have to inculcate in their employees.

It has been demonstrated based on the literature supplied above the fact that no change may take place without commitment of entrepreneur'. This is because entrepreneur' are the drivers of the transformation. Herscovitch and Meyer (2002) said that entrepreneurs" level of commitment to an organisational change differ. Other empirical studies based on Herskovits and Meyer three-component model have also arrived at similar conclusion. A study by Nordin (2011) opined that entrepreneurial intention is strongest if the employee is effectively committed to the organization. In a study carried out parish, Cadwallader and Busch (2008) that investigated entrepreneurial intention in the United. States where data was collected from non-profit making organisations through online survey, a total of 191 responses were obtained which represented 32%. It was analyzed using structural equation modeling. It was found that the relationship between management and entrepreneur' in addition to motivation and job autonomy led to employee commitment to a change.

In a comprehensive study into the concept of entrepreneurial intention, Herskovits and Meyer (2002) believed that behavioural support for a change into compliance and higher level of support predicted that all the three forms of commitment will correlate positively with compliance, but only affective entrepreneurial intention and entrepreneurial intention will correlate positively to higher level of support. The higher-level support are co-operation and championing. To them, when an employee is affectively or normatively committed to a change, that employee is likely to put in extra efforts to achieve the change. But entrepreneur' who support the change simply because there are costs associated with not supporting the change would not go beyond doing what is required of them in their support for the change. The findings they had supported what they predicted. Pescosolido (2002) says that emotional intelligence behaviour is used by groups, such behaviours are empathy, emotional perception of self and others, emotional management of self, emotional communication and emotional expression to convey messages regarding group intention and certain contextual events. Emotional intelligence helps humans to perceive complicated connection interpret emotions and tolerate emotional swings with environmental changes. (Caruso, Mayer & Salovey, 2002).

In another study by Meyer, Srinivas, Lai and Topolnytsky (2007) carried out a test on Herscovitch and Meyer (2002) three-component model in two cultures-one in Canada and the other one in India-their findings is in support of which the claims of Herscovitch and Meyer (2002).which found that differences in culture play some role in entrepreneurs' level of commitment to organisational change efforts.

3.0 METHODOLOGY

Research philosophy is an essential part of the result from the collected data. In this research philosophy, the researcher does not only interact with their surroundings but also seeks to make sense of it through their interpretations of occurrences and meaning that they draw from these (Saunders, 2003). This study adopts the philosophy which aims at investigating into individual perspectives on the subject matter across Lasaco Assurance Plc. In this study, survey design was employed. This approach was used as its aim is to achieve an in-depth understanding of the situation about talent management and the organisational intention (Cooper & Schindler, 2006). The researcher employed 5 point Likert scale questionnaire and content analysis which met the criteria described by Cooper and Schindler, (2006) about research design. This was used to quantify the hypothesized relationship between dependent variable entrepreneurial intention and the independent variables Emotional Intelligence. This was because it described the variables and their relationship (Nicholas, 2011). Population in statistics is the specific population about which information desired. Ngechu (2004), defined population as a well-defined or set of people, elements, and events, group of things or households that are being investigated to generalize the results. The strength of the Lasaco Assurance Pic, Head Office, is (213) two hundred and thirteen, comprising managerial and non-managerial staff (Annual Report, 2019). The rationale for choosing staff is because they are responsible for entrepreneurial intention of their various companies. Brewer and Miller (2003) method were used to estimate the sample size, the population must be reasonably moderate. The researcher utilizes significant level at 0.05% suited to moderate the sample size. The formula is expressed and understood below:

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{213}{1+213(0.05)^2}$$

$$n = \frac{213}{1+213(0.0025)^2}$$

$$n = \frac{213}{1+0.5325}$$

$$n = \frac{213}{1+1.5325}$$

n = 138.9885808
n = 138

Where n is the sample size; N is the target population and e is the confidence interval.

The sampling strategy utilized for this research is Simple Random Approaches since the sample size is accessible from a single instance of Lasaco Assurance Plc and the respondents have equal probability of being sampled. It assures a presentable sample which roughly has the same features of the population relevant to the study sample of employees given the questionnaire to, at Lasaco Assurance Plc. Data was acquired by structured questionnaire. The tool used to assess the entrepreneurial intention has been utilized by Udayakumar (quoted in Kottawatta, 2007) in his research. The dependability was carried out employing ten executive and ten non-executive entrepreneurs from the Lasaco Assurance Plc with two weeks' time interval between two administrations. The data acquired from the main source were analyzed

using statistical program for social sciences SPSS (version 23.0).To obtain relevant measure from data produced, the following statistical methods and processes were used: Descriptive statistics such as cross tabulation, simple percentage and correlation matrix inferential statistics was applied to test the hypotheses.

4.0 RESULTS AND DISCUSSION

4.1 Data Presentation and Analysis

Data gathered from the field survey was analyzed using statistical package for social sciences version (SPSS) 23.0 for data transformation, cross tabulation, and correlation matrix.

Table 1 Emotional Intelligence and Entrepreneurial intention

STATEMENTS	SA 5 %	A 4 %	N 3 %	D 2 %	SD 1 %
Confidence ability is a product of emotional intelligence	51.7	29.3	2.6	2.6	13.8
Emotional Intelligence enables one to identify disability and failure.	30.2	11.2	18.1	30.2	26.7
When entrepreneur is full of excitement on a particular business, it easily influences his tendency to more	16.4	35.3	17.2	18.1	12.9
Emotional intelligence enables entrepreneurs to identify weaknesses and strength as well as opportunities	23.3	6.9	37.1	24.1	8.6
Entrepreneurs who display passion about their ventures tend to perform more successful than those who do not display passion	19.8	12.9	34.5	16.4	16.4

Source: Field survey, 2022.

From the table above, most of the respondents chose "strongly agree" with (51.7%), followed by those who agreed to the statement with (29.3%), the respondents of (13.8%) indicated strongly disagree, while the remaining percentages were share equally between the "disagree" and "Neutral" with 2.6% and 2.6% respectively. This suggests that confidence ability is a result of emotional intelligence. The chart above indicates the bulk of the respondents indicated Agree with the percentage of (30.2), followed by those who choose strongly disagree and disagree share equal amount of (26.7%). Some of the respondents highly agreed with the statement with (11.2%) and 13.8% of them chose "Neutral" while just 18.1% of the respondents picked "strongly agreed". This suggests that emotional Intelligence helps one to recognize impairment and failure. The data also reveals that the bulk of the respondents Agreed to the statement with (35.3%), followed by those who opposed to the statement with (18.1%), 17.2% of the respondents chose.

4.2 Test of Hypotheses

The hypotheses are analyzed using correlation matrix at 0.01 levels (2 tailed) of significant. The following hypotheses are tested.

The relationship between emotional intelligence and entrepreneurial intention

VARIABLES	MEAN	SD	we 1	EPhE 2	EMW 3	HR 4
Working condition and Entrepreneurial intention	27.31	8.362	.683**	.480**	.458"	.617**
Entrepreneur' Physical Health and Entrepreneurial intention	32.57	9.403		.448**	.660**	.743**
Entrepreneur" Mental Well-Being and Entrepreneurial intention	15.92	5.927			.760**	.836**

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation

It can be read that the perception of emotional intelligence and entrepreneurial purpose preserves associated figure of 0.644 > 0.05 (i.e, 2-tailed) with significant level of 0.000 and the distribution deviates with 8.362 from its mean (i.e, 27.31). Research demonstrated that emotional intelligence has favorable link entrepreneurial ambition. Additionally, from the above table, entrepreneur' physical health and entrepreneurial purpose was tested with correlation figure of 0.448 (i.e, 2-tailed) which was much below the 0.05 and the standard error deviates (i.e, 9.403) from its mean (32.57). Research indicated that there is entrepreneur' physical health has favorable association with Entrepreneurial purpose. It may as well be interpreted that the sense of entrepreneur" mental well-being maintains correlation figure of 0.836** ** > 0.05 (i.e, 2-tailed) with significant level of 0.000 and the distribution substantially deviates with 5.927 from its mean. This also implies that entrepreneur'1 mental well-being has good association with entrepreneurial purpose.

4.3 Discussion of findings

Based on the above analysis, it was confirmed that there is positive and significant effect of Emotional Intelligence and entrepreneurial intention which could be back-up by the results found in the work of Caruso, Mayer and Salovey (2002), opined that emotional intelligence enables a person to recognise complex relationships, understand feelings and recognise and accept emotional fluctuations and situational changes. Emotional intelligence offers a greater knowledge of human behaviors, attitudes, and perspectives. Pescosolido (2002) opines that by using the dimensions of emotional Intelligence behaviours such as empathy, emotional perception of self and others, emotional management of self, emotional communication, and emotional expression to convey messages regarding group effectiveness and certain contextual events. This empirical study has revealed that a substantial association exists among emotional intelligence, effectiveness, and a course of action. Herscovitch and Meyer (2002) supported behavioural change in compliance with higher level of support and

predicted that all the three forms of commitment will correlate positively with compliance but that only affective commitment to change and normative commitment to change will correlate positively with higher level of support.

In the second results it was also established that entrepreneurs' physical health has substantial influence on entrepreneurial intention with the linked figure and the mean of the distribution which is considerably deviated from the p-value. This revealed that entrepreneur with sound physical health prefer to undertake entrepreneurial aim, furthermore it was proven by the third results that entrepreneurs' mental well-being maintain associated figure of 0.836** > 0.05 and the distribution considerably deviates from its mean. Research also implies that entrepreneurs' mental well-being has favorable association with entrepreneurial ambition.

5.0

CONCLUSION AND RECOMMENDATIONS

5.2 Conclusion

From the examination of the data which suggested that entrepreneur is greatly concerned with the issue of emotional intelligence as it influences effectiveness in their firms. The findings demonstrated that emotional intelligence and entrepreneurial ambition are connected for entrepreneur in the chosen firm. The studies also demonstrated that the effect of entrepreneur's physical health, entrepreneurs' mental well-being has favorable link. This study suggests that those with greater degree of self-management and social awareness are more devoted rather than entrepreneur with lesser levels in these two abilities. Thus, people who are inside human resource department must study the possibilities of delivering training on these components of emotional intelligence. Certainly, educating entrepreneur to have greater level of "Emotional self-control", "transparency", "adaptability", "achievement", "initiative" and "optimism" result in significantly better degree of self-management.

5.2 Recommendations

Based on the findings, it is proposed that

- i. Emotional Quotient courses should be utilized to strengthen the ability of the company to bring out the best in the entrepreneurship and building strong workplace connections. This helps to improve engagement, trust, and integrity to establish more productive teams, retain excellent entrepreneur, give remarkable commitment and effectively manage change.
- ii. Emotional intelligence exam should be utilized in workplace for providing promotions, recruiting etc.
- iii. The association between emotional intelligence and commitment be researched further in various firms to enable for a more thorough comparison of the relationship.
- iv. Organisation should design courses to promote emotional intelligence of entrepreneurs to allow such entrepreneur with lower level of emotional intelligence to boost their motivation and self-confidence which may aid in leading their subordinates in a more positive manner.

Using more respondents from more than one case study perhaps governmental and private sectors and compares the findings to the present research. Using small and medium size firms in Lagos State, Nigeria. Emotional intelligence should relate to organisational Citizenship Behaviour. Emotional intelligence, work-life balance and entrepreneur desire to quit.

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