The Relationship Between Emotional Intelligence And Its Dimensions With Organizational Entrepreneurship

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ABSTRACT

This study was conducted with the goal of investigating the relationship between emotional intelligence and its dimensions with organizational entrepreneurship. For this purpose, 273 managers and experts of ministry of sport and youth were selected as sample. Subjects filled two questionnaires: Shering's emotional intelligence and Margaret Hill's organizational entrepreneurship. Correlation analysis findings showed that there is a significant relationship between emotional intelligence and organizational entrepreneurship. Among 5 dimensions of emotional intelligence self-management, social awareness, managerial skills and self-awareness have the highest relationship with organizational entrepreneurship and the only self-motivation dimension has no significant relationship with organizational entrepreneurship. Results of stepwise regression indicated that individual skills (self-awareness, self-managerial) are suitable predictors for organizational entrepreneurship. Studying relationship between demographic features and emotional intelligence with organizational entrepreneurship showed that there is no significant relationship between service years with organizational entrepreneurship in spite of age and education. However, intensity between demographic features and emotional intelligence in the highest level is related to education, then service years and there was no significant relationship between age and emotional intelligence.

Key words: emotional intelligence, organizational entrepreneurship

Introduction

Rapid revolutions in science and technology in world and transforming sport to an industry has encountered sport authorities with new challenges that passing them needs creative approaches and methods. The role of entrepreneurship and entrepreneurs is very important. Entrepreneurship can provide economic growth, change lifestyle and create occupational opportunities for all members of society through discovering and developing chances related to sport [4]. Achieving this goal ant using its benefits needs the identification of related factors for organizational entrepreneurship in sport.

Societies are facing wide international revolutions and modern organizations could not merely mock what has done in the past for success but they must search for new opportunities which are concealed from competitors. Typically, what can direct organizations toward these opportunities is the innovation of entrepreneurs in all levels. Sport is one of areas which has transformed along with other economical, social and technological aspects and these changes necessitates entrepreneurship in sport [42].

Sport is developing and transforming in our country. 70 million population of Iran have various needs which change every year and it is a great market for sport that in one hand can create jobs and on the other hand, it can increase gross national production which this in turn can create suitable investments for entrepreneurship. Since entrepreneurship is an indispensable part of sport which creates competitive advantage for individuals and organizations involved with sport and has considerable share in success and improvement of sport organizations, identifying related factors to entrepreneurship is necessary, because it helps
policy-makers and researchers to present suitable solutions for developing these factors and more persons move toward establishing new businesses and creating jobs for unemployed people.

Various researches have shown that entrepreneurs have certain characteristics. Some researchers consider intelligence as basis of entrepreneurship and criticized numerous researches about entrepreneurship because of ignoring intelligent human agent [44] since intelligence are the best predictor of job performance [11].

In Gardner theory there is a combination of different intelligences in all individuals but in each of them there is a stronger intelligence and intelligence moves them toward certain tasks and jobs. Because social structures could not be imagined without internal emotions, if a person be emotionally powerful he can face challenges better and the success of many people depends on skills which forms emotional intelligence. The researcher has selected this field of study and tries to answer these questions:

Have emotional intelligence and its items any relationship with organizational entrepreneurship? In the case of relationship what is the share of its dimensions in amount of organizational entrepreneurship? And which dimension of it is the better predictor for entrepreneurship? In the case of relationship we must present mechanisms to sport ministry authorities to first take into account emotional intelligence in addition to certain regulations and since the intelligence has capability of training and development increase organizational entrepreneurship through improving it.

**Theoretical Framework And Background:**

Organizational entrepreneurship: in 1985, Pincott has coined the term organizational entrepreneurship and this term has entered in organizations which are searching opportunities, new tasks and emphasize on services and new products [22]. In fact, conditions of modern organizations are so that solving problems and bottlenecks needs new solutions and different resources and without doubt one of the most important resources is initiative, creativity, innovation and entrepreneurship. Entrepreneurship is one of the most important development factors for creating jobs and economic growth [38]. Therefore; it is important to understand the conditions under which entrepreneurship flourishes. [5].

Entrepreneurship researches recognized entrepreneur as organizer of new investment [33] and believed that the key factor in entrepreneurship is the entrepreneur [14] because entrepreneurs look at change phenomenon as an usual phenomenon and they are always searching change, react to it and exploit it as an opportunity [32].

Emotional intelligence: in 1990 Peter Salvoym and John Mayer had presented the concept of emotional intelligence in scientific areas. They believed that ability of people in coping and adapting with life events depends on cooperation of intellectual and emotional capacities. Emotional intelligence is a kind of intelligence which includes identifying emotions and using them for better decision-making which in the case of failure creates motivation and hope [40]. According to Golman success in work is 80% dependent on emotional intelligence and only 20% depends on intelligent quotient [31].

Emotional intelligence is a key factor in occupational success [28] because its components are suitable in helving employees for decision-making in group work, productivity and communication [39] and shows a revolution in analyzing thoughts and emotions [19] and it is called EI. Its measurement criteria is called emotional intelligence quotient (EQ) which implies ability, capacity or skill in perception, measuring and managing emotions and creates hopes in life. It is influenced by genetic factors, deals with education and is acquired [8, 9, 20].

Mayer and Salovey [24] consider emotional intelligence as a kind of social intelligence consisting ability for controlling self and other emotions and distinguishing them and using information for thought and action strategy. It consists of inter person and within person components of Gardner which has summarized in 5 categories:

1) Self-awareness means knowing self and ability to diagnose emotions as they are [12].
2) Self-management means controlling emotions and feelings with a suitable method and finding origin of these emotions and ways for controlling fears, emotions, anger and etc [23].
3) Self-motivating means directing emotions and feelings toward a goal, delaying wants and inhibiting attempts.
4) Social awareness means sensitivity toward emotions and feelings of others, tolerating their point of views and valuing differences between people relating emotions about objects and works [12]
5) Managerial skills mean controlling emotions and having social capacities and skills [23].

Emotional intelligence and organizational entrepreneurship: man is a social creature and entrepreneurship in society is not successful without association and efficient leadership. In this regard, emotional intelligence is the capacity for understanding and controlling emotions [30], which creates ability for cooperation and efficiency. Different entrepreneurs have not same feelings and emotions and they have different performances in managing and understanding opportunities, threats and identifying strengths and weaknesses. Emotional interest can direct all steps of entrepreneurship. For example, for an entrepreneur who initiates unique economic activity this experience is full of joy, inability and failure, anxiety and hard work [18]. If a
person was not emotionally strong, he cannot identify sources of joy or failure and would not succeed.

Entrepreneurs need guide and consultation at the beginning of work. Emotional intelligence gives them the possibility for recognizing emotions of others to create healthy and efficient relationships and enjoy support of others.

Emotional intelligence is effective in entrepreneurship behavior by two key processes. First, emotional intelligence evaluates emotional influences and those with high score in self-evaluating of emotional intelligence have high tolerance against environment pressures [43], so they are skilled in evaluating and regulating their emotions, identify frustrating feeling and regulate their emotions to decrease pressure and as a result increase their entrepreneurship level. Second, emotional intelligence is a conceptual process and those with high emotional intelligence have attitude toward creativity and pioneering in works, therefore; they facilitate entrepreneurship behaviors [45]. Many great entrepreneurs without high educational intelligence have created greatest businesses of the world using their emotional intelligence. This means that those people are effective in market that know beyond scientific logics, this is inspiration and emotion which is important and in fact, successful entrepreneurs who know scientific structure of market and inject their emotional interest to it make surprises. Entrepreneurs with high emotional intelligence understand others' feeling and have purposeful behavior with it. They are significant in market and more successful [38].

Many researchers believe that emotional interest is the ability to control emotional intentions influencing occupational position and those with higher emotional intelligence are more successful in creating new businesses [28].

Previous Research:

Although there is no study which directly investigates the relationship between emotional intelligence and organizational entrepreneurship in managers and employees of sport ministry some researches support this relationship including:
- Lazovic showed that relationship between managers and employees increased cooperation between group members and as a result, their creativity was increased which is necessary for developing new ways and innovative answers to complex environmental demands. [41]
- Michelzach et al analyzed the importance of emotional intelligence in stress management and showed that resolving tension is one of the ways for linking emotional intelligence and targets of entrepreneurship, because researches state that positive emotions could cope stress and facilitate creativity and innovation [35] with positive effects on entrepreneurship. [7, 35].

Ansari and Ghanbariin their study "the study of relationship between emotional intelligence and organizational entrepreneurship in employees of Education organization of Lorestan" showed that there is a significant relationship between components of emotional intelligence including self-awareness and self-motivation, suitable communication, controlling emotions and organizational entrepreneurship. [2]

Henderson and Pachulia in a research consisting 35 owners of small Sweden businesses with high technology, using Gross and Shen (2008) emotional intelligence questionnaire and Cavin and Slwin(1986) entrepreneurship questionnaire by regression analysis and Pearson correlation indicated that emotional intelligence cannot predict entrepreneurship attitudes and emotional intelligence components have no significant relationship with entrepreneurship. [14]

Mobini Dehcordi et.al in a research about emotional intelligence and personality traits in a sample of Tehran university students using three questionnaires entrepreneurship, emotional intelligence and combinatory questionnaire showed that in personality traits features like 1) need for success, 2) intention for risk, 3) internal control, 4) motivation , 5) need to dependence, 6) self-confidence, 7) tolerating vagueness, 8) innovation and among emotional intelligence dimensions: 1) social awareness, 2) self-control, 3) relation management, 4) self awareness were factors with the highest influence on self-awareness. [25]

Hadizade et.al studied the relationship between emotional intelligence with entrepreneurship between 60 employees of Oil companies using Shering's emotional intelligence and entrepreneurship questionnaire which included three dimensions risk taking, innovation and pioneering showed that positive and strong relation between 2 variables emotional intelligence and entrepreneurship. Among emotional intelligence dimensions self-awareness has the highest importance and social relation has least importance. Correlation matrix showed that self-regulation, self-awareness, motivation and social skill have relationship with entrepreneurship and cooperation has on relationship with it. Stepwise regression analysis results showed that 3 variables self-regulation, self-awareness and motivation as predictor variables are the entry criteria for regression analysis equation. Results showed that individual skills (self-awareness, motivation) have strong and positive relationship with entrepreneurship. In other words, those with individual skills are innovative, creative, hyperactive and risk-taking people. [17]

Bahadori in the study "effect of emotional intelligence on entrepreneurship behavior" in a
sample consisting 107 managers of medical university using entrepreneurship and emotional intelligence questionnaires by Spearman, Man-Whitney and Kruscal-Wlis test showed that four dimensions of emotional intelligence have positive effect on entrepreneurship. In addition, analysis showed that there is no difference between entrepreneurship behavior between men and women and the difference among managers regarding education is not considerable. [26]

Grichnika et.al studied the importance of emotions and their effects on evaluating and exploiting entrepreneurship opportunities. They studied positive and negative emotions in certain steps of entrepreneurship. They showed that positive emotions have positive effect on evaluating opportunities and negative effect on using opportunities. Negative emotions influence negatively on opportunities. [16]

Previous studies showed that emotional intelligence has positive effect on performance [15, 21, 29]. For improving performance of organizations emotions and feelings must be identified [34]. Regarding increasing evidence about crucial role of feelings in facilitating success of new investments wise entrepreneurs increase their perception and manage their feelings [8]. Therefore; regarding previous researches about important role of emotional intelligence in performance, [15, 21, 29] trade and business [3, 28] it is expected that emotional intelligence is related with organizational entrepreneurship[8].

Hypotheses:

H1. There is a relationship between emotional intelligence and organizational entrepreneurship.

H2. There is a relationship between emotional intelligence components and organizational entrepreneurship.

H3. There is a relationship between demographic features (age, experience, education) with emotional intelligence and organizational entrepreneurship.

H4. Emotional intelligence and its components are suitable predictor for organizational entrepreneurship.

This study is an applied a study which uses correlation analysis for gathering and analyzing data. Statistical sample of this research is managers and employees of sport and youth ministry including 920. Using Kerjsi-Morgan table 273 managers and employees were randomly selected for study. Two questionnaires were used for data gathering: organizational entrepreneurship questionnaire with 60 questions (Margaret Hill) with reliability 0.82 and emotional intelligence questionnaire with 23 questions with reliability 0.87. Descriptive and inferential statistics were used in this study for analyzing data. In descriptive statistics frequency tables and percents, means and standard deviations and in inferential statistics Kolomogrov-Smearnov test and Pearson correlation analysis, Spearman analysis and stepwise regression were used. SpSS was used for computations.

Data analysis:

Table 1: results of descriptive statistics about age, education, years of service

<table>
<thead>
<tr>
<th>least work experience</th>
<th>Most work experience</th>
<th>least Level of education</th>
<th>Most Level of education</th>
<th>Least Age group</th>
<th>Most age group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>Above 10 years</td>
<td>PhD</td>
<td>Bachelor</td>
<td>Above 50 years</td>
<td>Less than 40 years</td>
</tr>
<tr>
<td>3/3</td>
<td>65/1</td>
<td>2/9</td>
<td>45/1</td>
<td>6/6</td>
<td>63/7</td>
</tr>
</tbody>
</table>
In table 2 means, standard deviations, results of Kolmogrov-Smirnov test results and reliability for emotional intelligence and entrepreneurship and sub-variables are presented. Kolmogrov-Smirnov test was used for normality of scores which according to table 2 significance level of all factors is more than 0.5 which shows that distribution of factors is normal; therefore, we can use parametric tests to study relationship between variables. Using standard scales for measuring emotional intelligence and organizational entrepreneurship Cronbach alpha was determined. In most references acceptable level for alpha is 0.7 [27]. As table 2 shows Cronbach alpha is higher than 0.7 in this research for all scales.

<table>
<thead>
<tr>
<th>Alpha coefficient</th>
<th>Result</th>
<th>Significant level</th>
<th>Z statistic, Kolmogrov - Smirnov</th>
<th>SD</th>
<th>Mean</th>
<th>Variable</th>
<th>( R )</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.8209</td>
<td>Normal</td>
<td>0.35</td>
<td>0.932</td>
<td>27/005</td>
<td>162/35</td>
<td>organizational entrepreneurship</td>
<td>1</td>
</tr>
<tr>
<td>0.8743</td>
<td>Normal</td>
<td>0.17</td>
<td>1/22</td>
<td>10/074</td>
<td>87/48</td>
<td>EI</td>
<td>2</td>
</tr>
<tr>
<td>0.7280</td>
<td>Normal</td>
<td>0.211</td>
<td>1/197</td>
<td>3/869</td>
<td>19/51</td>
<td>self-awareness</td>
<td>2-1</td>
</tr>
<tr>
<td>0.8674</td>
<td>Normal</td>
<td>0.231</td>
<td>1/025</td>
<td>3/950</td>
<td>18/68</td>
<td>self-managerial</td>
<td>2-2</td>
</tr>
<tr>
<td>0.7509</td>
<td>Normal</td>
<td>0.222</td>
<td>1/078</td>
<td>3/241</td>
<td>15/81</td>
<td>Social Awareness</td>
<td>2-3</td>
</tr>
<tr>
<td>0.7392</td>
<td>Normal</td>
<td>0.213</td>
<td>1/182</td>
<td>2/806</td>
<td>13/26</td>
<td>Management skills</td>
<td>2-4</td>
</tr>
<tr>
<td>0.7351</td>
<td>Normal</td>
<td>0.054</td>
<td>1/312</td>
<td>2/702</td>
<td>20/56</td>
<td>self-motivation</td>
<td>2-5</td>
</tr>
</tbody>
</table>

Regarding relational nature of hypotheses and normal distribution o factors we used Pearson correlation coefficient for measuring relationship between emotional intelligence and its dimensions and organizational entrepreneurship which its results are presented in table 3.

Hypothesis 1: major hypothesis of this research indicates relationship between emotional intelligence with organizational entrepreneurship and as table 3 shows this relationship is confirmed in 0.001 level (r=0.303).

Hypothesis 2:

<table>
<thead>
<tr>
<th>Amount organizational entrepreneurship</th>
<th>Correlation coefficient</th>
<th>Number</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant level</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.001</td>
<td>0.303</td>
<td>273</td>
<td>EI</td>
</tr>
<tr>
<td>0.026</td>
<td>0.19</td>
<td>273</td>
<td>self-awareness</td>
</tr>
<tr>
<td>0.012</td>
<td>0.213</td>
<td>273</td>
<td>self-manageral</td>
</tr>
<tr>
<td>0.02</td>
<td>0.179</td>
<td>273</td>
<td>Social Awareness</td>
</tr>
<tr>
<td>0.039</td>
<td>0.173</td>
<td>273</td>
<td>Management skills</td>
</tr>
<tr>
<td>0.01</td>
<td>-0.044</td>
<td>273</td>
<td>self-motivation</td>
</tr>
</tbody>
</table>

Hypothesis 3:

in order for studying demographic features and emotional intelligence and organizational entrepreneurship Spearman correlation test which its results are presented in table 4. According results there is no significant relationship between service years with organizational entrepreneurship while age (r=0.188) has the highest and education (r=0.165) the least correlation in 0.05 level. There is no significant relationship between age and emotional intelligence.

Hypothesis 4:

we use variance regression analysis to study if dimensions of emotional intelligence can predict organizational entrepreneurship. Based on table 5, variance regression analysis shows effect of emotional intelligence on organizational entrepreneurship. Obtained \( f (2.74) \) is significant in \( p<0.05 \); therefore, we can predict organizational entrepreneurship and \( R^2=0.114 \) shows that 11 percent change is determined in organizational entrepreneurship.
Table 4: Spearman correlation test, relationship between demographic features and organizational entrepreneurship and emotional intelligence in tests.

<table>
<thead>
<tr>
<th>Significant level</th>
<th>Correlation coefficient</th>
<th>Number</th>
<th>Demographic Characteristics</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/021</td>
<td>-0/188</td>
<td>273</td>
<td>Age</td>
<td>CE</td>
</tr>
<tr>
<td>0/612</td>
<td>-0/042</td>
<td>273</td>
<td>work experience</td>
<td></td>
</tr>
<tr>
<td>0/042</td>
<td>-0/165</td>
<td>273</td>
<td>education level</td>
<td>EI</td>
</tr>
<tr>
<td>0/058</td>
<td>-0/013</td>
<td>273</td>
<td>Age</td>
<td></td>
</tr>
<tr>
<td>0/0001</td>
<td>-0/356</td>
<td>273</td>
<td>work experience</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>education level</td>
<td></td>
</tr>
</tbody>
</table>

Table 5: results of variance regression analysis for effects of emotional intelligence

<table>
<thead>
<tr>
<th>R²</th>
<th>R</th>
<th>Significant level</th>
<th>F-statistic</th>
<th>Mean square</th>
<th>Degrees of freedom</th>
<th>Sum of squares</th>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/11</td>
<td>0/577</td>
<td>0/023</td>
<td>2/74</td>
<td>1709/64</td>
<td>5</td>
<td>8548/2</td>
<td>regression</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>623/877</td>
<td>107</td>
<td>66754/8</td>
<td>Remaining</td>
</tr>
<tr>
<td>1</td>
<td>0/114</td>
<td></td>
<td></td>
<td>8/068</td>
<td>0/0001</td>
<td>112</td>
<td>Total</td>
</tr>
<tr>
<td>9</td>
<td>0/113</td>
<td></td>
<td></td>
<td>0/193</td>
<td>1/963</td>
<td>75303</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>0/110</td>
<td></td>
<td></td>
<td>0/337 a</td>
<td>1/278</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>0/103</td>
<td></td>
<td></td>
<td>0/337 b</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>0/101</td>
<td></td>
<td></td>
<td>0/321 d</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6: multiple regressions analysis for predicting variables

<table>
<thead>
<tr>
<th>Adj Coefficient of determination</th>
<th>Coefficient of determination</th>
<th>Correlation coefficient</th>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/72</td>
<td>0/114</td>
<td>0/337 a</td>
<td>1</td>
</tr>
<tr>
<td>0/81</td>
<td>0/113</td>
<td>0/337 b</td>
<td>2</td>
</tr>
<tr>
<td>0/36</td>
<td>0/110</td>
<td>0/332 c</td>
<td>3</td>
</tr>
<tr>
<td>0/87</td>
<td>0/103</td>
<td>0/321 d</td>
<td>4</td>
</tr>
</tbody>
</table>

Based on stepwise regression results linear equation for effect of emotional intelligence on organizational entrepreneurship in managers and employees of sport ministry is as below:

Organizational entrepreneurship=112.658+1.278 (self-awareness) + 1.191 (self-managing)

Analyzing conceptual model: results are presented with a suitable method in figure 2. Dashed lines show hypotheses in which there was no relationship between independent and dependent variables. Straight lines show confirmed hypothesis. Therefore, as can be seen in model, emotional intelligence and its dimensions except self-motivation have positive and significant relationship with organizational entrepreneurship. It is necessary to mention that numbers in model show amount of regression analysis coefficients.
Fig. 2: conceptual model based on obtained results

Summary and Concluding Remarks:

Purpose of this study is investigating relationship between emotional intelligence and its dimensions with organizational entrepreneurship and findings indicated a significant relationship between emotional intelligence and organizational entrepreneurship, so the relationship was confirmed between all dimensions except self-motivation and self-managing has the highest correlation with organizational entrepreneurship.

These findings are consistent with results of Ansari and Ghanbari [2], Bahadori and Hadizade et al [17] that there is a relationship between emotional intelligence and entrepreneurship but it is opposite of Henderson and Pachulia results.

Above results indicate that persons with high emotional intelligence i.e. those who know themselves well (self-awareness), have ability for control and regulate feelings (self-management) and persons with ability for effective communication have independence and competition spirit. They are innovative, pioneer and risk-taking. In other words, they have high organizational entrepreneurship.

Positive relationship between self-managing and entrepreneurship means that persons who intend to control destructive feelings have self-control and easily accept new ideas and approaches, they are creative, pioneer and risk-taking with high intention for entrepreneurship. Therefore; enhancing this variable i.e. self-managing (controlling feelings and managing, accepting new ideas) is a key variable in determining entrepreneurship attitude.

Significant and positive relationship between self-awareness and entrepreneurship shows that persons with high self-confidence and able in identifying and understanding emotions can indentify feelings, are inclined toward creativity and innovation and welcome risks.

Relationship between managerial skills with organizational entrepreneurship indicated that persons interested for creating close relations with other with leadership ability, cooperation, trust and influence on behaviors, thoughts and feelings are entrepreneurs and accept risk, therefore they increase organizational entrepreneurship.

Relationship between social awareness with organizational entrepreneurship shows that persons with high social awareness are powerful in creating effective communication and have suitable behavior with others, have sympathy with others and because in entrepreneurship process persons need support and contribution they must know that emotions are way for attracting others and through emotions they accept cooperation. This needs understanding and high social awareness and when this emotional intelligence increases organizational entrepreneurship will increase.

Only self-motivation has no significant relationship with organizational entrepreneurship. This is not expected because self-motivation effect on entrepreneurship is considerable from two views. Entrepreneurship needs creativity, creativity has motivational basis and preserving creativity needs preserving motivation. Entreprenuership motivations have emotional nature. Among these motivations are: autonomy, wealth, job satisfaction, success, development and etc [18], motivations which leads to entrepreneurship are often emotional and if a person has not yet reached to emotional puberty will fail while those with high emotional intelligence will succeed [30].

Stepwise regression analysis results showed that individual skills (self-awareness, self-managing) are suitable predictors for organizational entrepreneurship. In other words, those with individual skills are inventor, creative, innovative and risk-taking. By improving these two dimensions can significantly increase organizational entrepreneurship.

In studying demographic features and organizational entrepreneurship there was no relation between service years with organizational entrepreneurship but in this study most subjects (65.1) have more than 10 years experience and this
lack of relationship is because of unique high service years.

Education and age are demographic variables which show reverse and significant relationship. These findings are not consistent with results of Sternberg (2007) indicating reverse relation between age and entrepreneurship and Aidis (2007) results indicating direct relationship between education and entrepreneurship.

This means that persons with higher education have better job position and factors like job dissatisfaction, conflicts and unsuitable compensation which are stimuli for new business, are less in them. By increasing age their intention for risky activities will decrease. The more age increases, the less organizational entrepreneurship.

There was no relationship between age and emotional intelligence. There was a reverse and significant relationship between education and emotional intelligence and direct relationship between service years and emotional intelligence. We can say that lack of relationship between age and emotional intelligence is related to same age group because in this study 63.7 percent are below 40 years old and results could be different in a wider statistical sample.

Regarding reverse relationship between emotional intelligence and education and inconsistency between results we must be cautious in interpretation Goleman [15] Ciarrochi et al [10] Schutte et al., [36]. Persons with higher education have higher positions in organizations, responsibilities without enough motivation and time for interaction with others; therefore, their emotional intelligence will decrease.

About positive relation between service years and emotional intelligence we can say that because emotional intelligence is an acquired trait, by increasing experience they become powerful in identifying and management of feeling and their emotional intelligence will increase.

Results of this study showed that regarding positive and significant relationship between emotional intelligence and organizational entrepreneurship improving emotional intelligence will increase organizational entrepreneurship. Attention to emotional intelligence and the importance of exploiting managers and experts of sport organization from entrepreneurship features should be considered in human resource policies as an indicator in hiring, performance evaluation and improving employees.

Emotional intelligence is an acquired trait; therefore, results can help sport department to promote emotional intelligence of managers and experts and increase organizational entrepreneurship.

It is suggested that validity of questionnaires for measuring emotional intelligence considered in future researches.

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