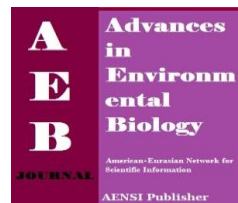




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Analysis of the Relationship between Emotional Intelligence and Entrepreneurial Characteristics of Students through Structural Equation Modeling (Case Study: Students of Islamic Azad University, South Tehran Branch)

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ABSTRACT

Effective managers are those who use their emotional capabilities well and make efficient and constructive relationships. In fact, successful managers emphasize the improvement of emotional intelligent and growth of emotional capabilities, which enable them to become an entrepreneur manager. Development of entrepreneurs' success is one of the fundamental solutions to attain a sustainable economic development. Therefore, the first step to do this is to identify the factors influencing entrepreneurs' success, their motivation, and as well offering solutions in order to create necessary conditions for the development of such factors. Given the importance of this issue, this study intended to identify the emotional and affective roots of improvement in the entrepreneurship characteristics of students as an educated group and ready to enter the entrepreneurial arena. Population of the study was all of the students of Islamic Azad University in South Tehran. After distribution of the initial questionnaire and determination of the standard deviation, the maximum size of the sample was estimated to be 177 participants ($\text{sig}=0.05$). 200 questionnaires were distributed among the students and then 158 complete questionnaires were gathered. Data analysis was performed by the structural equations in AMOS software. Results indicated that the main hypothesis of the study; that is, effectiveness of the emotional intelligence on the individual entrepreneurship characteristics, was confirmed. It was also found that self-awareness had the most effect on the students' individual entrepreneurship. Moreover, results showed that self-motivation has the least effect.

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INTRODUCTION

One of the most interesting phenomena in recent decades is the phenomenon of emotional intelligence. It is due to the great ability of emotional intelligence to solve problems better and reduce conflicts between the intellectual and emotional perceptions. Several studies reported that emotional intelligence can cause to increase the levels of health, prosperity, wealth, success, love, and joy [21]. Golman defines the emotional intelligence as an alternative that suggests of knowledge of self-feelings that is used to make right decisions in life. Emotional intelligence is the ability to optimally manage mood, mental status, and control impulses and also is a factor that provides motivation and hope in someone who fails as a result of an unattainable goal. Such intelligence also represents empathy; that is, awareness of the feelings of the people around us [23,20].

Experts believe that natural training of emotion along with the liberal arts and value systems is of special importance. In lessons, which include exciting stories, children will begin to learn about the feelings of champions. Therefore, they can learn what caused to make sense of characters as joy, anger, fear, and so forth and how they can cope with such feelings [26].

Training social skills is one of the ways to increase emotional intelligence, too. Such training includes the plans on the anger management, empathy, recognition of similarities and differences among people, politeness, and, friendliness, and compliments, self-control, communication, risk assessment, positive self-expression,

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problem-solving, decision-making, goal-setting, and resistance against the pressure of peers. Another issue is emotional intelligence and coping with crisis. There have been cases of people who consistently have difficulty in coping with negative results and it seems to them that they never get rid of bad events in life. In contrast, there are those who return to their initial circumstances or go forward even after the saddest experiences. This issue is related to the emotional capabilities and its components are combination of emotional intelligence [29]. For this reason, the question “why creative people are different” is necessary to understand the human. It is clear that individual differences result in many differences in human behavior and the first origin of such differences is the human’s personality privileges. Thus, knowledge of human traits, capabilities and inabilities, attitudes and feelings, and as well understanding of the reasons for behaviors, prediction of performances and actions have been long interested by thinkers of social sciences, such as psychologists, anthropologists, sociologists, and thinkers of education. Undoubtedly, matching individual talents and abilities with the jobs needed by society result in their greater efficiency and effectiveness, improved quality of work, success and satisfaction. Studies indicated that shared problems of organizations may be actually related to the personality factors [4]. One of such personality traits is the tendency to entrepreneurship and entrepreneurs usually are similar to each other in many personality characteristics, such as internal control and risk-taking.

In recent years, most researches on the entrepreneurship area focused on the environmental factors influencing the emergence and progress of entrepreneurial activities [22]. Although, such studies have led to develop the perception of entrepreneurship phenomenon, the role played by the human factors must not be overlooked [24]. Success in entrepreneurship and its phases are heavily dependent on the internal attitude of people to this phenomenon. Following definition on entrepreneurship is confirmation of the place of individuals’ motivation in shaping and promoting entrepreneurial activities: “conceptually, entrepreneurial activity is the function of opportunity structures, high motivated entrepreneurs, and available resources [6]. There is no doubt that the universities contribute considerably to infrastructure, building and strengthening entrepreneurial motivation in the community and students can be the model of a targeted, successful, independence, risk-taker individual that enjoys scientific capabilities, technical skills, and the future landscape. Knowledge and analysis of the students’ level of motivation to participate in the individual entrepreneurial chain can highlight the bright and dark areas of inner desires of much of the potential forces of the society in this field. Given the initiation of the entrepreneurial development plans in universities, the results of this study may provide the necessary information for the future comprehensive and accurate planning and will show that training the emotional intelligence can be a step to promote entrepreneurship motives.

Review of the concepts and related literature:

Emotional intelligence:

The term emotional intelligence was first developed by the psychologist called “Saloy” to express the quality and understanding of individuals’ feelings to sympathize with others’ feelings, and ability to desirable management of mood in 1990. In fact, this intelligence consists of the knowledge of self and others’ feelings and use of them to take appropriate decisions in life. In other words, it is a factor that provides motivation for a person as a result of their failure and leads the person to establish good relationships with people due to the high social skills [12]. Emotional intelligence theory provides a new perspective on the prediction of factors influencing success and as well as initial prevention of psychological disorders that supplements the cognitive sciences, neuroscience, and child development. Emotional capabilities are of high importance to skillfully manage relationships with others.

A psychologist called “Golman” states that cognitive intelligence only includes 20 percent of the successes at the best circumstances and the remainder 80 percent depends on other factors. Therefore, the fate of the people in many situations depends on the skills that make up emotional intelligence. In fact, emotional intelligence determines the lack of success of people with high intelligence quotient and also unexpected success of people with moderate intelligence quotient. In other words, people with the moderate general intelligence and high intelligence quotient are much more successful than those with high general intelligence and low intelligence quotient. Therefore, emotional intelligence predicts people’s success in life and how they can cope with stresses. According to Bar-Oun, such intelligence has five components as follows, in which 15 factors are effective. If people can find more of these components in themselves, they will have higher emotional intelligence [20].

Intrapersonal skills include:

1. Emotional self-awareness (recognition and understanding of self-feelings)
2. Assertiveness (expression of feelings, ideas, thoughts, and defence of personal rights in a constructive manner)
3. Self-regulation (awareness, understanding, perception, acceptance, and self-respect)
4. Self-actualization (realization of self-potentiality)
5. Independence (self-direction and self-control in thinking personal action and release from emotional

dependency)

Interpersonal skills include:

1. Interpersonal relationships (awareness, understanding, and perception of others' feelings, making and maintaining mutual satisfactory relationships that are characterized by emotional closeness and dependence.
2. Social obligation (being the effective and constructive member of their social group, exhibiting the self as a good partner)
3. Sympathy (ability to know others' feelings, understand their feelings, and praise them)

Adjustment includes:

1. Problem-solving (diagnosis and definition of the problems and provision of effective solutions)
2. Reality testing (evaluation of the correspondence between what is subjectively and objectively experienced)
3. Flexibility (regulation of emotion, thinking, and behavior when changes in situation and conditions)

Stress control includes:

1. Ability to tolerate stress (resistance against undesirable events and stressful situations)
2. Impulse control (resistance against impulse or denial of impulse)

General mood include:

1. Joy (feeling of self-satisfaction, bringing joy for self and others)
2. Optimism (seeing the bright side of life and maintaining a positive attitude even in the face of adversities)

How emotional intelligence can be developed ?

It should be mentioned that most skills develop as a result of education and it is likely that this issue is true at least for some of the emotional intelligence skills. Emotional intelligence skills begin with a good interaction of parent and child at home. Parents teach children to recognize their emotions and they call them. For instance, now, I'm sad, happy, and angry. Therefore, when a child complains of his brother's behavior and says I hate him, his statement can be restated as follows: it seems that your brother behavior made you angry, you have shown that you have understand your child's feeling and also have provided a suitable model to express feelings [10].

Results of the studies indicate the considerable role of emotional intelligence in life and particularly in organizational leadership so that some researchers believe that emotional intelligence includes 80 percent and logical intelligence only includes 20 percent. Studies, which have been conducted on the emotional intelligence, suggest that the most intelligent people intellectually do not often succeed in the private life and business. Results show that a manager or expert, who has a greater emotional quotient and are technically more experienced, will resolve emerging conflicts, group and organizational weaknesses, available gaps, and long-term hidden communications, and also resolve the mutual strained relations that appear to be worthwhile and profitable. In addition, reports of the managers on the increasing growth of the emotional intelligence sciences teach us that how to increase our reasoning power, emotional energy, and intuitive wisdom, and get more advantage if our emotions energies, intuitive wisdom, and power of communication with self and others. New sciences have proven that emotional intelligence is the foundation of many of the important decisions of the most active and the most beneficial organizations and the most successful and most satisfactory lives not IQ or the brain power [25].

Individual entrepreneurship characteristics:

The word entrepreneurship was common in France language some centuries ago before it is considered in today's language. This word is equivalent to the French "Enterprendre" meaning "oblige" and its equivalent is "undertake" in English that was translated by John Stewart into entrepreneurship in English in 1848 [14]. In the early sixteenth century, people who were military missioner was called entrepreneur and after that, it was used for other hazards with some limitations. Since 1700, the word entrepreneur has been used for governmental contractors who were involved in civil affairs. Entrepreneurship and entrepreneur were first attracted by economists and so far all of the economic schools have described entrepreneurship in their theories since the sixteenth century. Joseph Schomzhitter presented his economic development theory in 1934, which coincided with a period of great economic depression, led to the fact that his view of the central role of entrepreneurs in profit-generating has been paid attention to, and for this reason, he was entitled as "the father of the entrepreneurship". In his opinion, the entrepreneur is the main driving force in economic development [1].

Entrepreneur is someone who organizes, manages, and takes the risks of a business. In recent years, entrepreneurs have done many things; thus this definition needs to be developed. Entrepreneur is an individual who represents the innovation and development, understands and identifies opportunities, and converts them into the scientific ideas that can be supplied in the market, creates added value with time, effort, capital or skills, tolerates the risks in the competitive markets in order to implement such ideas, and receives the reward of their efforts [15].

Professionally, success factors of the entrepreneurs differ from the regular personnel. For instance, levels of employment and factors of job promotion, which are usually classified as the dimensions of career success, are not suitable for evaluation of entrepreneurs because they are owners of the company and are always in the top levels of the organization. Culturally, although we believe that career success is a general discussion and is of high importance in all communities, its content may vary according to the cultural and geographical factors [17]. Therefore, it is probable that factors influencing the success of entrepreneurs that have been identified in the western countries differ from that of the eastern or the third world countries. Traditionally, factors influencing the career success are considered in two domains: internal and external factors. Factors with an external origin are observable and are usually expressed by the indices, such as revenue, promotion, level of employment, place, and credit [17]. Internal factors of the career success refer to the individual evaluation of their career experiences [13].

According to Gartner [9], the fact that entrepreneurs have more distinctive characteristic traits than other people has a long history in the studies on entrepreneurship. One of the popular studies in this area concluded that there was a positive relationship between personality characteristics and tendency to the entrepreneurship among a sample of German people [24].

McClelland [16] suggests that one of the major properties of the entrepreneurship is the motivation to develop and success. It means that a person spends more time on the performance of an action. Moreover, Robinson [19] acknowledges that self-confidence is an important factor in the success of the company founders and entrepreneurs. Other studies refer to a new factor, such as tendency to being their principal (Falter, 2020).

Some studies refer to the locus of control of the person as an important factor in the success of businesses. Even Borland [5] claims that individuals' locus of control is a better predictor for the entrepreneurship tendencies to the need to success. High tolerance for ambiguity is another factor that has been observed in successful entrepreneurs [3]. They demonstrated that founders of small companies tolerate higher ambiguous conditions than other people. Risk-taking has been always one of the most important behavioral differences of the entrepreneurs with others so that they could easily organize and manage the risks related to their business [15]. Results of Palich and Bagby's [18] study suggest that entrepreneurs with the risk situations are more optimistic than others and this study achieved the similar result. For instance, friends and family of the some entrepreneurs of the sample were never optimistic of their success in the business. Some of them stated that operating their business, they were thinking of how they can resist against experienced companies in the related industry. However, they had no fear of this.

Methodology:

Since this study was conducted in a real, objective, and live (dynamic) organization and its results can be used in practice, it is an applied study. Descriptive methods are used in most other studies of the human sciences. Descriptive studies include a set of methods, which aim to describe the case of the study. Such studies can be used to identify the available conditions and make decisions. Therefore, according to above, it can be said that the present study is quantitative descriptive/analytical and is classified as applied researchers. Instrument of the study was a standard questionnaire. Sybria-Shrink's scale (extracted from Dehshir's article, [7]) was used to measure the emotional intelligence that includes five sub-criteria of self-awareness, self-control, empathy, social skills, and self-motivation. Moreover, the entrepreneurs' characteristics questionnaire was derived from Badri *et al.*'s [2] article that includes dimensions of independence, risk-taking, internal locus of control, success motivation, and creativity. Population of the study was all students of South Tehran Islamic Azad University, who were 18500 people according to the formal statistics at the time of the study. Finite population sampling was used due to the lack of access to all of these students.

A preliminary sampling was used to determine the standard deviation of the population. Therefore, the questionnaire of the study was randomly distributed among 62 students of the population. Results of the standard deviation of the questionnaire indicated that the greatest observed standard deviation was 0.341. Thus, given the obtained standard deviation, the maximum estimated size of the sample is 177 participants at 0.5% level of error. 200 questionnaires were distributed and finally 158 complete questionnaires were gathered, which were the basis of the statistical analyses of the study. After formulation of the initial model of the study, a structural equation model was used by AMOS software in order to analyze the data. The initial model of the study is represented below.

$$n = \frac{N \times Z_{\alpha/2}^2 \times \delta^2}{\varepsilon^2 (N-1) + Z_{\alpha/2}^2 \times \delta^2} \Rightarrow n = \frac{18500 \times (1.96)^2 \times 0.341^2}{0.05^2 (18499) + (1.96)^2 \times 0.341^2} = 177$$

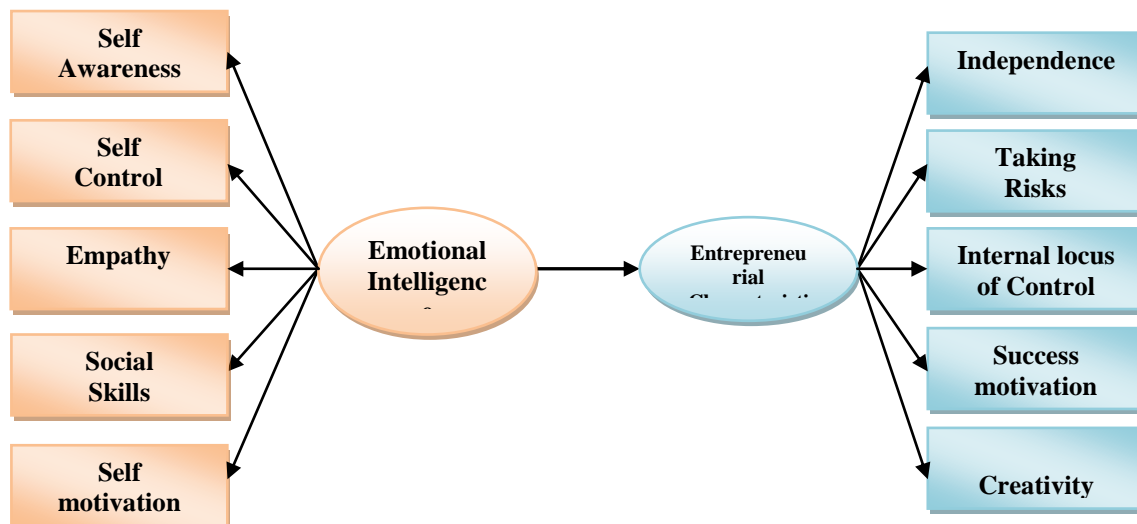


Fig. 1: Conceptual model of the study.

Structural equations are one of the new statistical methods and the most powerful multivariate analysis methods. It is mainly used in multivariate analyses that cannot be performed by a two-variable approach with regard to each independent or dependent variable. Multivariate analysis refers to a series of analysis methods; the main feature of them is simultaneous analysis of multiple independent variables with multiple dependent variables [11]. As a statistical model, structural equations deal with the relations between the hidden and observed variable and it is usually called SEM (Structural Equation Modeling); however, some refer to it as the covariance structural analysis, causal modeling, and LISREL. General hypothetical structures or causal models can be confirmed by non-experimental data through the structural equations. Structural equations provide a coherent framework to estimate the strength of relations between all variables of a theoretical model. Theories are the central axis in this model and the internal relations of variables cannot be described without them. Structural equation is a multivariate analysis technique from the multivariate family that allows to simultaneous testing of a set of regression equations. In fact, modeling of the structural equation is a comprehensive statistical approach to test the hypotheses on the relationships between the hidden and observed variables. Procedure of the structural equation model is as follows:

1. Specify a model based on a theory: a model is a statistical expression on the relations between the variables. Such models take different forms in different analytical approaches. For instance, a model on the correlation usually shows the non-directional relations as a two-way relation between two variables whereas multiple regression and variance analysis show the models with directional relations between variables. At this stage, a model is developed according to conversion of a theory into the mathematical expression or structural equation model; that is, at first we draw a path diagram and then we show the causal relationships between variables. After determination of the hidden variables, the suitable observed indices or variables must be chosen and connected to them. It would be better to use several indicators to measure the hidden variable instead of one index, and this is done by the conceptual and operational definition [11].
2. Evaluation of the state of the model estimation: according to this, the model must involve conditions to gain a unique solution for the expressed parameters.
3. Estimation of the recommended model: to gain the estimation of free parameters through a set of observed data that includes the repeated processes, in which alteration or implicit covariance matrix are made and compared with the covariance matrix of the observed data. Comparison of these two matrices results in producing a residual matrix and such iterations continue until the residual matrix reaches to the minimum possible value.
4. Evaluation of the good fitness of the model: the model fits the observed data when implicit covariance matrix is equivalent to the covariance matrix of the observed data; that is, the matrix is close to zero. The most important step in this phase is to examine the overall criterion of model fitness and testability capability of the evaluation model for the issue that whether the modifications are necessary. When a model is estimated, the software program releases a series of statistics, such as standard error and so forth on the evaluation of the good fitness of the model with the data.
5. Modification of the model: is the adjustment of the stated model and estimated model through releasing the parameters that were already fixed or proving the parameters that were already released.

6. Interpretation of the model: if the good fitness testing represents that the model fits sufficiently the data, we focus on the determined factors (the parameters of the model) of the fitted model in this phase. Significance of the parameters of the model is evaluated at this stage.

Reliability of both questionnaires was measured by Cronbach's alpha and finally the reliability of both the emotional intelligence questionnaire (0.754) and entrepreneurship questionnaire (0.803) were approved. Moreover, KMO and Bartlett's coefficients for both questionnaires were 0.690 and 0.741, respectively that proved the validity of the questionnaire.

Findings of the study:

Structural equation model was used by AMOS software in order to investigate the good fitness of the model. Figures 2 and 3 represent the results of model fitting in non-standard and standard coefficients.

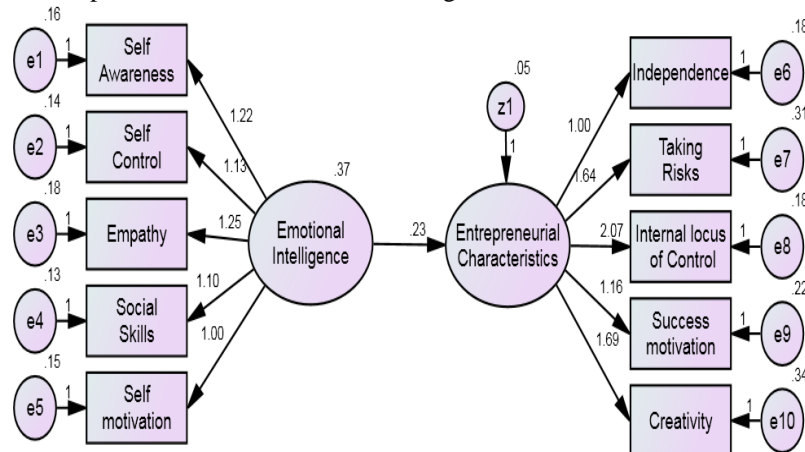


Fig. 2: Nonstandard coefficients of the model of the study.

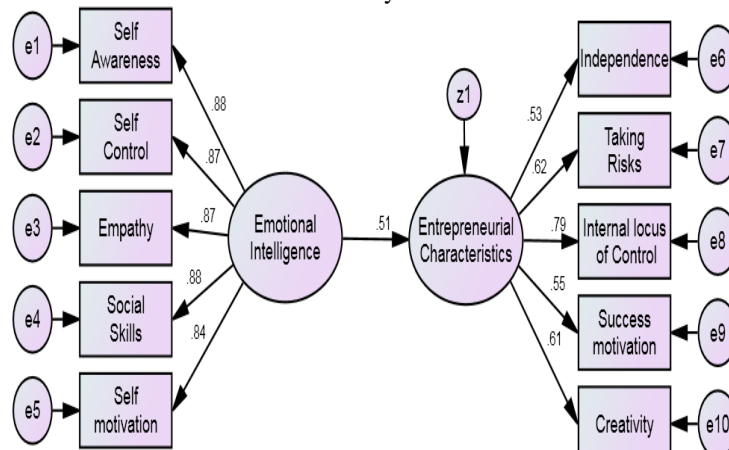


Fig. 3: Standard coefficients of the model of the study.

Table 1 shows the results of the significance of the estimated path coefficients in above model.

Table 1: Significance of the path coefficients.

			Estimate	S.E.	C.R.	P
Entrepreneurial_Characteristics	<---	Emotional_Intelligence	.227	.042	5.416	***
SELF MOTIVATION	<---	Emotional_Intelligence	1.000			
SOCIAL SKILLS	<---	Emotional_Intelligence	1.104	.065	17.052	***
EMPATHY	<---	Emotional_Intelligence	1.250	.075	16.714	***
SELF CONTROL	<---	Emotional_Intelligence	1.132	.067	16.779	***
SELF AWARENESS	<---	Emotional_Intelligence	1.217	.072	16.866	***
Independence	<---	Entrepreneurial_Characteristics	1.000			
Taking Risks	<---	Entrepreneurial_Characteristics	1.643	.259	6.336	***
Internal locus of Control	<---	Entrepreneurial_Characteristics	2.069	.294	7.047	***
Success motivation	<---	Entrepreneurial_Characteristics	1.160	.196	5.927	***
Creativity	<---	Entrepreneurial_Characteristics	1.693	.268	6.319	***

According to Table 1, all the estimated path coefficients are significant. On the one hand, indices of the model good fitness indicate that RMSEA value is equal to 0.108 and over 0.1; therefore, the model resolved by

the modifications recommended by software. Figures 4 and 5 present the results of the solution of the modified model in nonstandard and standard coefficients.

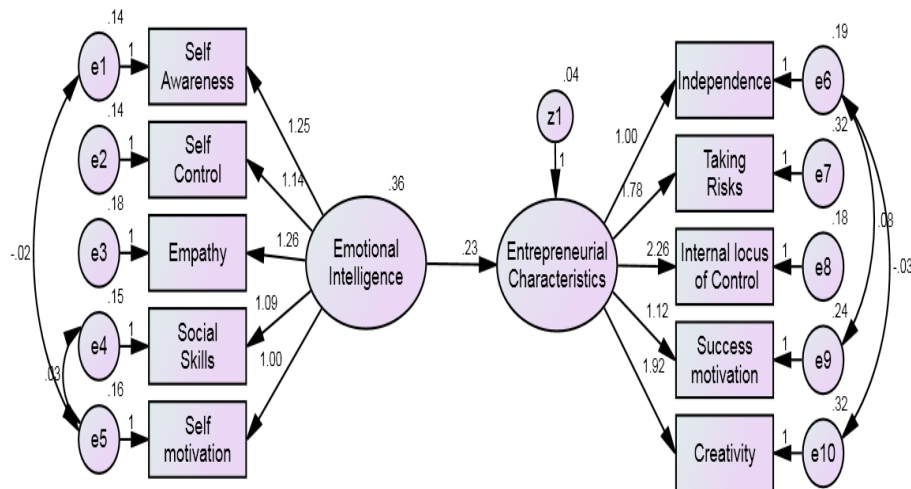


Fig. 4: Nonstandard coefficients of the modified model of the study.

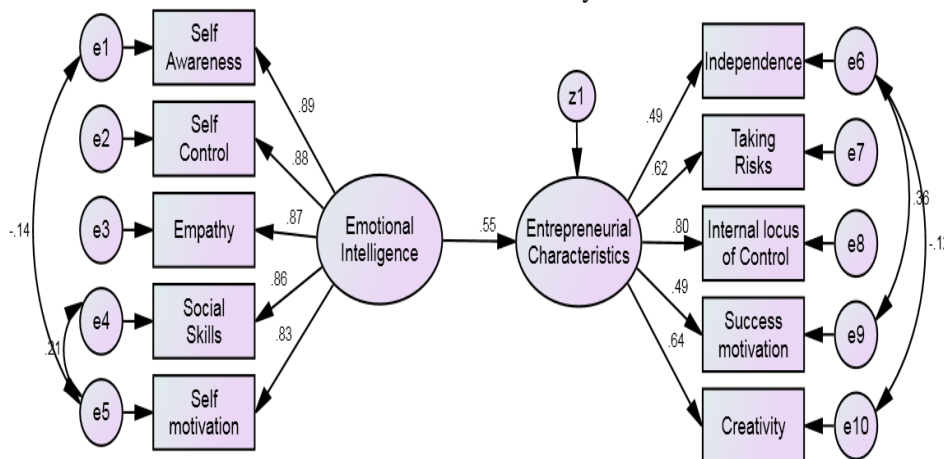


Fig. 5: Standard coefficients of the modified model of the study.

Table 2 shows the calculation results of the significance of the modified model of the study.

Table 2: Significance of the path coefficients of the modified model.

			Estimate	S.E.	C.R.	P
Entrepreneurial_Characteristics	<---	Emotional_Intelligence	.225	.043	5.216	***
SELF MOTIVATION	<---	Emotional_Intelligence	1.000			
SOCIAL SKILLS	<---	Emotional_Intelligence	1.091	.061	17.855	***
EMPATHY	<---	Emotional_Intelligence	1.261	.080	15.849	***
SELF CONTROL	<---	Emotional_Intelligence	1.144	.072	15.954	***
SELF AWARENESS	<---	Emotional_Intelligence	1.251	.079	15.744	***
Independence	<---	Entrepreneurial_Characteristics	1.000			
Taking Risks	<---	Entrepreneurial_Characteristics	1.778	.309	5.761	***
Internal locus of Control	<---	Entrepreneurial_Characteristics	2.258	.364	6.202	***
Success motivation	<---	Entrepreneurial_Characteristics	1.124	.175	6.425	***
Creativity	<---	Entrepreneurial_Characteristics	1.921	.340	5.654	***

As reported in Table 2, all of the estimated path coefficients are significant. Indices of the studied model are shown in Table 3. Comparison of the good fitness values demonstrated that all indices have acceptable values. Therefore, the model is finalized and approved. Thus, the main hypothesis of the study; that is, effectiveness of the emotional intelligence on the individual entrepreneurship characteristics is confirmed so that the effect is positive and equal to 0.23 in a nonstandard condition and 0.55 in a standard condition.

Table 3: Good fitness indices of the modified model of the study.

CFI	NFI	TLI	IFI	GFI	RMSEA	χ^2/df	Fit index
> 0.9	> 0.9	> 0.9	> 0.9	> 0.9	< 0.1	< 5	Acceptable domain
0.962	0.942	0.944	0.963	0.934	0.072	2.648	Result

Table 4 shows the results of the effect of emotional intelligence on individual entrepreneurship characteristics.

Table 4: Indirect effects of emotional intelligence on individual entrepreneurship characteristics Standardized Total Effects (Group number 1 - Default model).

	Entrepreneurial Characteristics
SELF AWARENESS	.893
SELF CONTROL	.776
EMPATHY	.672
SOCIAL SKILLS	.664
SELF MOTIVATION	.634

Results of Table 4 indicate that dimension of self-awareness had the greatest effect on students' individual entrepreneurship and self-motivation had the lowest effect on their individual entrepreneurship. It is notable that low effect of self-motivation does not mean to reject its effect but it means that self-motivation had lower effect than other indices and its effectiveness has been proved by this study. Motivation is one of the important subjects in the management of human capital and several studies have been conducted by different researchers on the motivation, in which motivational skills used by managers for improvement in individuals' performance were theoretically and experimentally investigated. Theorists see the effective management of human motivations as the success key of organization, and in spite of quick movement of organizations toward technology, the role played by human as the vital and strategic factor in the organizations has been considerably taken into consideration.

Discussion and conclusion:

Studies indicated that basically, entrepreneur leaders have greater control over their inner emotions. Leadership is an inherited or innate trait but it is a type of social specialized interaction and a reciprocal process of exchange and sometimes transformative, during which a coworker or member is permitted to give motivation to them while affecting other members and people so that they achieve their individual and group objectives. Inevitably, leaders must dominate the climate of their organization. Most leaders, who have gifted talent, control the mood of organization by a strange combination of psychological abilities and this is the mix that we call emotional intelligence. The importance of the emotional intelligence in the working environment is due to the greater communication that exists between the emotional maturity of leaders and managers. Abilities, such as self-awareness, empathy, and financial performance are examples of emotional maturity. Selvi and Golman state that leader's behaviors and mood have significant effects on the overall performance of the organization because the moods are highly transmissible to others. For instance, an angry leader or manger creates a toxic organization that is full of the members with low negative training [27]. A cheerful and inspiring leader will provide loyal followers who can take any challenge on their way. Since leaders' moods and behaviors are regarded as the powerful incentives of the working success, the main task of senior managers (and even their main responsibility) is emotional leadership. In other words, before the leaders can deal with things, such as devising strategies, determining the budget, or employing the personnel, they must pay attention to the effect of their moods and behaviors on others. This group of leaders recognized their emotions, control them, understand others' feelings, and measure the weaknesses and strengths of their organization emotional states. Regulation of emotional relationships with subordinates is a complex issue and one of the inner concerns of managers because the efficiency of a team under management is operated in human space, in which the human emotions are involved in the performance. Intelligence quotient is a mental and talented capacity that does not necessarily guarantee success in humans but it is the emotional intelligence that determines humans' success. Emotions lead to creativity, collaboration, innovation, and changes. Individuals with strong emotional intelligence can easily communicate with people, understand their feelings and reactions quickly, lead and organize others, and settle disputes that can be ignited in any human activity. They are people who are liked by others because they encourage them emotionally. They create good psychological states in others that bring the idea that being together is bliss for them. In general, it can be said that such leaders are very popular in others' opinion. In this study, it was found that self-awareness had the most effect on the entrepreneurship. Self-awareness is the ability to know the characteristics, strengths, and weaknesses, desires, fears, and disgust so that growth of self-awareness helps a person to realize that they are stressed or not, and it is usually the necessary precondition of

social interpersonal and empathetic relations. Another definition of self-awareness is that what is perceived by a person and what is their feeling on the basis of this perception. In fact, our self-awareness predicts our sense of satisfaction with ourselves and life so that our sense of a lack of satisfaction is a sign that warns us that we need to change and this can be the beginning of entrepreneurial process to make a major change.

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