

# INTERROGATING THE IMPLICATIONS OF EMOTIONAL INTELLIGENCE ON ENTREPRENEURIAL PERFORMANCE: A DISCUSS

## Abstract

This study argues that emotional intelligence has repercussions on entrepreneurial performance. This investigation interrogates and affirms the nexus between emotional intelligence and entrepreneurial performance. As a qualitative study with reliance on secondary sources of data, the utilisation of general theory of entrepreneurship and theory of emotional intelligence as the framework for textual analysis of issues/themes illuminated the discussion, conclusion and recommendations. Findings reveals that defective emotional intelligence is the outcome of poor combination of competencies; the skills that contribute to a person's ability to manage and monitor his or her own emotions, to correctly gauge the emotional state of others and to influence opinions towards the achievement of the organisational objectives have in several ways mired entrepreneurial performance and inhibited entrepreneurial businesses. The suggestions offered are capable of addressing the gaps and problems identified.

**Keywords: emotional intelligence; entrepreneurship; performance**

## 1. Introduction

The idea of emotional intelligence has recently attracted a lot of interest from entrepreneurs all over the world, emotional intelligence is considered to be important as it affects the performances of organisation (Bachman, Stein, Campbell, and Sitarenios, 2000; Oriarewo, Ofobruku, Agbaeze and Tora, 2018; Ofobruku and Ezeah, in press). Emotions are the humans' responses to the world around them and they are created by the combination of thoughts, feelings and actions. Therefore, for entrepreneur to be effective, his/her cognitive processes must be in control of emotions so that they work for rather than against cognition, hence, the importance of emotional intelligence (Krishnan, GoelRicha, Gurinder, Malik, & Sahai 2017).

The need for success and competitiveness by organisations puts more demand for better entrepreneurial performance so as to meet up with the demands of business clients, the pressure to deliver and at the same time identifying and exploiting opportunities. Thus, emotional intelligence is an important consideration for entrepreneurial performance (Bharwaney, Baron and Mackinlay, 2011). Furthermore, emotional intelligence plays a significant part in assisting business owners and employees to manage dynamic change in the business environment (Rafiz, Naseer and Ali, 2011). Self-awareness, self-confidence, self-control, commitment, integrity, ability to communicate and influence, ability to initiate and accept changes; are competences

which are at premium and in demand in today's job market and are the hallmark of emotional intelligence (Riggio, 2010). Although recently, there have been increasing confusion and concerns as to the relevance of emotional intelligence as it affect entrepreneurial performance, whether or not it accounted for better business owners performance in the organizations (O'boyle, Humphrey, Pollack, Hawver and Story, 2011; Joseph, Newman, O'Boyle, 2015; Lopes, Salovey, Cote, and Beers 2016).

Observations from Nigeria business environment have shown that most business in Nigeria is currently faced with challenges, which border on entrepreneurial performance. The manufacturing association of Nigeria (MAN, 2017) reported that entrepreneurs' performance in most manufacturing business organisations is below the industry average. Several management experts in Nigeria are worried at the not good enough performance of business owners in the manufacturing organisations. Hence, this study investigated the effect of emotional intelligence on entrepreneurial performance.

## **2. RESEARCH DESIGN, MAIN ARGUMENT, AND STRUCTURE OF THE STUDY**

This study utilized the qualitative research method; the longitudinal research approach was used. Through the dependence on secondary sources of data, the trajectory of emotional intelligence, with a bearing on the observable trends and implications for entrepreneurial performance, were highlighted. The utilisation of general theory of entrepreneurship and theory of emotional intelligence as the framework for the textual analysis of issues floodlit the discussion, conclusion, and recommendations of this study. The study was segmented thus: Abstract; Introduction; Method, Main Argument, and Structure of the investigation; Conceptual Discourse on key variables; Theoretical framework; emotional intelligence and implications for entrepreneurial performance; Conclusion and Recommendations.

### **3. Conceptual Framework**

#### **3.1 Concept of emotional intelligence**

Goleman (2005) conceptualizes emotions as any feelings, thoughts, psychological or biological state unique to it and a part of personal tendency to act accordingly. Foo (2011) notes that emotion studies have started in entrepreneurship; and Amy (2010) posits that an emerging and promising stream of research on entrepreneurs, pertains to the role of affect-feelings and emotions in enhancing the potential success and performance of entrepreneurial ventures. Emotions encompass feelings, moods, affects, passion for and consideration towards behavioural tendency for improved performance. Thus, to better understand the role of emotions in entrepreneurship, we focus on emotional intelligence. Emotional intelligence is a psychological concept that seeks to describe the role and relevance of emotion for intelligence function (Gabal et al., 2005).

Mayer Salovey and Caruso (2008) defines emotional intelligence as the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in self and others. Wong and Law (2002) perceive emotional intelligence as a set of interrelated abilities possessed by individuals to deal with emotions. Emotional intelligence is linked to the ability of comprehending oneself and others, communicating with other people and adapting oneself with his surrounding environment (Mahmood, Samaneh & Atefah, 2012). Thus, emotional intelligence pertains to the ability of comprehending the surrounding emotion of one and others individuals in an environment, and using the information to fashion reasoning and action that are expected to enhance the performance of an enterprise or individual.

Emotional intelligence gives people the ability to use emotion for effective cognitive processing of information (Naseer, Chisti, Rahman & Jumani, 2011). It is thus viewed that emotions play a significant role in the functional development of information for individuals that are high in emotional intelligence. Emotional intelligence abilities are particularly salient to entrepreneurs because of their need to manage social interactions with other individuals. These social interactions include activities such as presenting to investors, gaining and maintaining customers, negotiating as well as attracting, selecting and handling employees, suppliers and partners (Rohana & Zarina 2015). Emotional intelligence is a combination of competencies; these skills contribute to a person's ability to manage and monitor his or her own emotions, to correctly gauge the emotional state of others and to influence opinions (Ghorbari, Johari & Moghadam, 2012). Generally, competency is categorized into knowledge, characteristics and skills (Mojals, Zaefarian & Azizi, 2011).

Another scholar, (Ezigbo, 2011) avow that, general intelligence consist of a number of mental abilities that enable a person to succeed at a wide variety of intellectual tasks that use the faculties of knowing and reasoning. The scholar furthermore, noted that the way entrepreneurs perceive and make judgments about people at work are attributive in nature, that is, we make an attribution when we perceive and describe other peoples actions and try to discover why they behaved in the way they did (also linked to self-emotional appraisal, others emotional appraisal and use of emotional appraisal; which are core dimensions of emotional intelligence. Emotional intelligence as conceptualised in this study entails the adequate management of emotions to solve organisational problems and enhance entrepreneurial performance.

### 3.2 Concept of Entrepreneurship

According to Ofobruku and Ezeah (in press), entrepreneurship is the process of creating economic values through risk taking to forming a unique set of resources for profit making by taking advantages of the business opportunities that exist in the economic environment. Entrepreneurship is a process which leads to satisfaction or new demand (Mahmood, Samaneh, and Afetseh, 2012). Entrepreneurship refers to the identification of gaps and business opportunities in one's immediate environment and bringing together the necessary resources in

an innovative way, to fill those gaps, bearing the risk and in the process gaining personal rewards (Emmanuel, 2010).

Entrepreneurs are recognizers, creators and developers of new markets who can find market vacancy and can recognize opportunities well, in other word, entrepreneurship is not other than recognizing opportunities and using them optimally (Zomorodian, 1998). Researchers have shown that successful managers are those who can overcome current and future competition, who can communicate with their human resources effectively and provide the required ground for creative and innovative employees (Mahmood et al., 2012). In this regard, emotional intelligence is one of those components which can play a significant role in the relationship of entrepreneurs with their employees according to (Oriarewo, Ofobruku, Agbaeze and Tora, 2018), it is requisite and inevitable in every organisation.

### 3.3 Concept of entrepreneurial performance

Performance is a multidimensional construct that is difficult to measure (Zahra, Neubaum & El-Hagrassey, 2002). For instance, new ventures are usually private organization with no obligation to disclose performance information; therefore, traditional measures of financial performance are often unavailable (Chandler & Hanks, 1993) or business owners are unwilling to share this information with outsiders. Thus, the use of multiple indicators to gauge performance is recommended (Zahra al., 2002).

Entrepreneurial performance can be explained by willingness to start an enterprise, ability to identify opportunities, or success of the enterprise (Baron, 2004). Entrepreneurial performance is a personal conviction of achieving goals and economic optimization via a robust social networking. Entrepreneurial performance has been linked to cognitive and social skills, at least in part (Baron & Markman, 2003). The psychological measures have attempted to assist in the identification of cognitive and social factors that affect entrepreneurial performance as well as techniques that assist in coping with the lack of social or cognitive abilities (Baron, 2000).

Along with globalization, entrepreneurs face increasingly competitive business environments resulting in difficulties to improve or sustain performance (Kraus, Rigtering, Hughes & Hosman, 2012). Considering three types of performance including survival, profit, and generated employment, human capital is an indispensable factor which influences business performance (Bosma, Vanfrag, Thurik & De wit, 2004). On the other hand, competencies generate human capital of an organization which represents education, experience, skills, genetics and attitudes of business owner and his employees (Bontis, Chua Chon Keow & Richardson, 2000). Thus, entrepreneurial competencies affect business performance (Faggian & Mecann, 2009; Mitchemore & Rowley, 2012).

Entrepreneurial performance are addressed to organisational effectiveness in a broader concept, two indicators explaining performance including financial performance (Sales growth, profitability, earning per share) and operational performance (market share, new product, product

quality, marketing effectiveness and value added) (Venkataraman & Ranmanijam, 1986). Entrepreneurial performance could be defined as an indicator which includes business growth, firm profitability and market share are the essential parts of a firm's performance and these are measured to evaluate the competitiveness of the firm (Soininen, Martikainen, Puumalainen & Kylaheiko, 2012). Another study explored entrepreneurial performance through the indicators of non-financial proxies which are customer satisfaction, employees' growth and market share (Sidik, 2012).

#### **4.0 Theoretical Framework**

The field of entrepreneurship focuses on how to create and grow new ventures through the discovery and exploitation of opportunities that bring goods and services into existence. To become a successful entrepreneur, a diverse of skills are required, emotional intelligence forms that foundation. Thus, the following theories give an insight to this study.

##### **4.1 General Theory of Entrepreneurship**

The studies on entrepreneurship pertains typically into one of two streams of research; first stream centres on the characteristics of entrepreneurs themselves, their abilities to recognize opportunities, their strategies and resource acquisitions as well as their organizing process (Shane, 2003). The second Stream centres on contextual factors external to the entrepreneurial business itself. These factors include industry characteristics and the environment in which entrepreneurs operate successfully (Shane, 2003; Erin 2012). This study focuses on the individual determinants, with emphasis on emotional intelligence in the organizational and environmental contexts including the individual demographics. The figure below depicts a general theory of entrepreneurship framework proposed by Shane (2003).

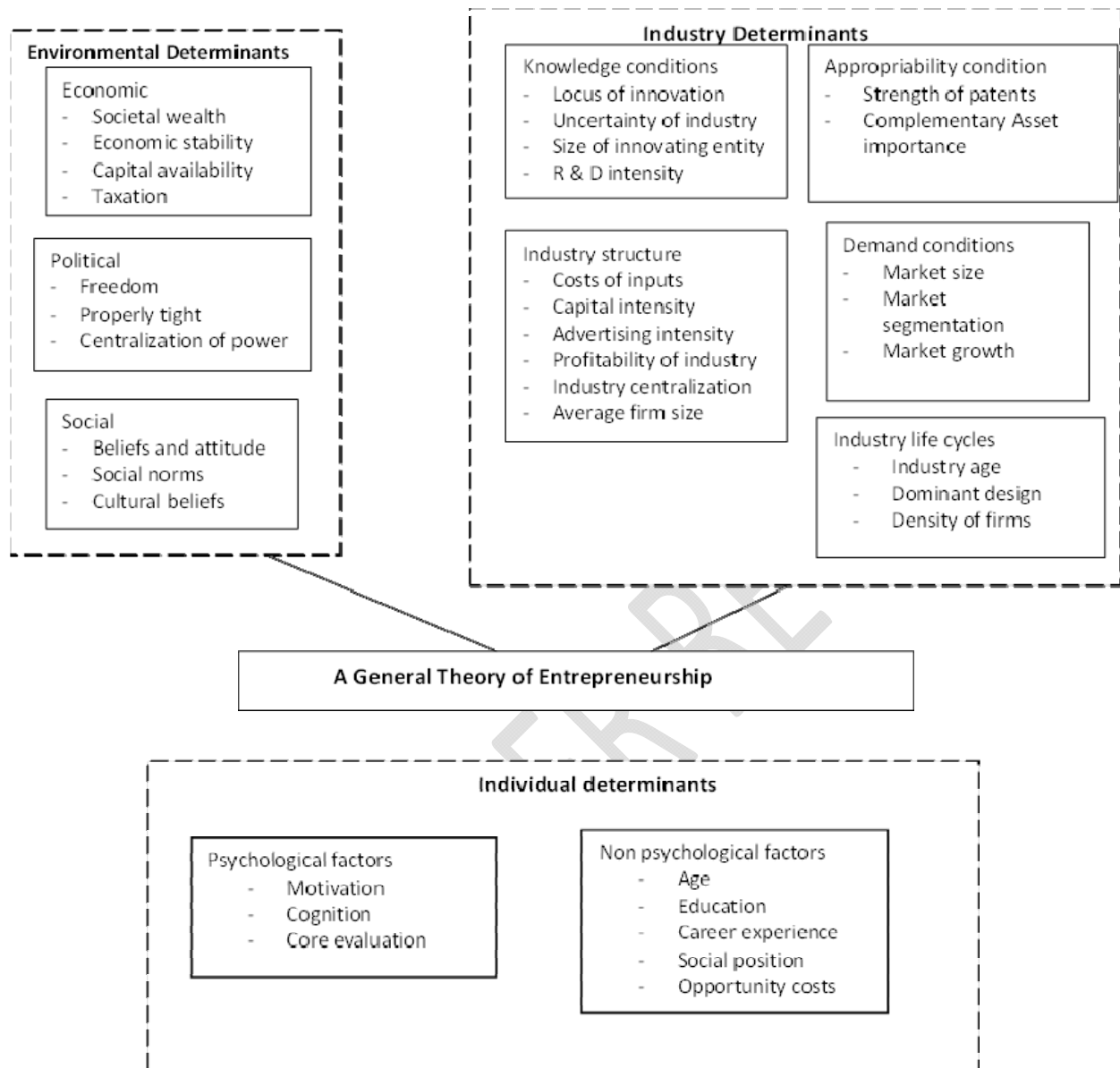


Figure I: A general theory of Entrepreneurship framework by Shane (2003)

The environmental and industry determinants is one primary stream of entrepreneurial research that seeks to explain entrepreneurship by referencing to the difference in the industries, and the environment where entrepreneurs are found, typically seeking to identify situations in which entrepreneurial activity is most likely to occur or entrepreneurs are most likely to succeed. Shane (2003) provides a review where he noted there are three main facets of the environmental research in entrepreneurship. First the economic environment that includes economic wealth, economic stability capital availability (Audtseh & Acs, 1994). The political which includes political freedom and centralization of power (Shane & Venkataraman, 2000) then the socio cultural environment consisting of norms, beliefs and attitudes and cultural difference (Shane 2003).

The industries differences are: knowledge condition which consist of research and development intensity (Klepper & Sleeper, 2005), locus of innovation size of innovating entities and uncertainty in the industry market growth and market segmentation (Shane 2003). Also, appropriate ability condition including strength and patents and the importance of complementary assets, the final structure which includes such factors as cost of inputs capital intensity (Baum & Oliver 1999; Dean & Meyer 1992), advertising intensity and profitability of the industry, industry concentration and average firm size (Shane, 2001). Without the human component, previous researchers have provided inadequate explanations for entrepreneurial performance (Shane, 2003). Investigations of the industry and environment alone cannot offer a complete explanation of entrepreneurship because they lack explanation for the actions of the individual who is identifying and pursuing the opportunities (Shane, 2003). Other researchers also claim that the act of entrepreneurship cannot be detached from entrepreneurs, or individual determinants (Baron, 2004).

Shane (2003) identifies psychological and non psychological factors that served as individual level determinants of entrepreneurship. Psychological factors include aspects such as motivation, risk taking, desire for independence, core self evaluation including locus of control (Cromic & O'Donaghue, 1992), self efficacy. Psychological factors such as cognition include overconfidence and intuition (Allison et al., 2000), absorptive capacity, ability to categorize information and relationship /pattern making, understanding processes, evaluating information accurately (Shane 2003). Non psychological factors at the individual level include opportunity cost,, such as possible income forfeited (Johanson 2000); social position including social status and social ties; level of education; age; working spouse, career experience, including experience in general business, experience in the industry, experience with startup venture, and experience through various learning.

Individual level research includes constants such as dissatisfaction with previous job or life experience, ability to create and sustain social networks and social capital (Baron,2000;2004). Erin (2012) argues that individuals engage in entrepreneurial behaviors at particular time, and in response to particular situations; thus it is more descriptive to account for entrepreneurship success performance by looking at the human aspects within environmental and organization contexts.

#### 4.2 Theory of Emotional Intelligence

The theory of emotional intelligence was described formally by Salovey and Mayer (1990), and defined it as the ability to monitor one's own and others feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. The theory suggested that emotions make cognitive processes adaptive and individuals can think rationally about emotions. Emotional intelligence is an outgrowth of two areas of psychological research;

the first area cognitive and effect involved how cognitive and emotional process interacts to enhance thinking. Emotions like anger, happiness and fear, as well as mood, states preferences, and bodily states, influence how people think, make decisions and performance (Forgas & Moyla 1987; Salovey & Bimbaun, 1989).

Rather than viewing intelligence strictly as how well one engaged in analytical tasks associated with memory, reasoning, judgment, and abstract, thought theorists, and investigators began considering intelligence in broader array of mental abilities personal intelligence; including the capacities involved in accessing one's own feeling of life (intrapersonal intelligence) and ability to monitor others' emotions and mood (intrapersonal intelligence), provided a compatible backdrop for considering emotional intelligence as a viable construct (Bracket, Rivers, and Salovey, 2011). According to the emotional intelligence theory, the cognitive, psychological and behavioral changes that accompany emotional responses are adaptive –there changes prepare us to respond to the event that caused the emotion to occur.

The theory also asserts that emotions serve important social function, conveying information about other people's thoughts intentions and behavior. Indeed, the ability to integrate emotional information into cognitive activities is essential to effective functioning across the life course. Emotional intelligence is hypothesized to influence the success with which employees interact with colleagues, the strategies they use to manage conflict and stress, and overall job performance. According to the ability based theoretical model of emotional intelligence, each ability influences how individuals utilize emotions to facilitate thinking or regulate emotions to focus on important information; and for this reasons, emotional intelligence is hypothesized to correlate moderately with other intelligence (Mayer & Salovey, 1997; Brackett et al., 2011).

## **5.0 Empirical Review**

Previous researchers have explored the impact of emotional intelligence in a range of organizational activities, recognizing that the integration of explicit knowledge and tacit emotional abilities may lead to greater success and performance.

In a related study Zainab Saeed, Fazalur, and Nabi (2011) examined the impact of emotional intelligence on work performance in higher education sector of Pakistan. In this study emotional intelligence was assessed using the Wong and Law emotional intelligence scale comprising of the four dimensions of emotional intelligence (self emotional appraisal, others emotional appraisal regulation of emotion, use of emotion). Primary data was gathered through questionnaire distributed among 15 teams, each consisting of 5-15 members. The sample was chosen by using convenience sampling and all the items related to the variables were measured using Likert scale. Data collected was analyzed using SPSS version 18.0 using regression analysis. Results indicated that emotional intelligence had positive impact on team performance. The study concluded that emotional intelligence plays an important role in improving team performance as it is important for them to perceive and analyze their own emotions as well as of



others, using them in an effective way and regulate them in such a way that it provides them maximum benefit.

In another study Cavazotte, Moreno, and Hickmann (2012) examined effects of leader intelligence personality and emotional intelligence on managerial performance in Brazil. Traits and emotional intelligence as measured by the Wong and Law emotional intelligence scale – a self report measure; on performance of 134 medieval managers that operate in the energy sector of Brazil. The study data were gathered through the instruments of questionnaire by random sampling of respondents. Findings revealed that a significant relationship exist between emotional intelligence and performance; however after controlling for intelligence and personality this relationship became non significant indicating that the best predictor of the manager performance in this study was leadership. The implication for practices are twofold, first, the findings reinforce the need to use control variables (that is intelligence and experience) when testing implications of emotional intelligence. Second because the analysis shows that 75% of variance in emotional intelligence was explained by intelligence and personality, reinforcing the idea that tests of emotional intelligence need to be significantly different from personality and intelligence test.

Farh, Seo and Teshuk (2012) studied emotional intelligence teamwork effectiveness and job performance; the moderating role of job context. The purpose of this study was to examine the relationship between emotional intelligence as measured by the MCEIT and job performance by taking into account context of the job. A sample of 212 professionals from various organizations and industries indicated support for the effect of emotional intelligence above and beyond the influence of personality, cognition ability, emotional labor, job demands, job complexity and demographic control variables. More specifically, results showed that emotional intelligence related more positively to performance under a high managerial work demand contexts of job that require management of diverse individuals functions and line of business, potentially because such job contexts activate and allow high emotional intelligent individuals to act in emotionally intelligent ways that facilitate their performance. The result also indicate that the relationship between emotional intelligence and performance is not direct; thus managers should recognize that selecting emotionally intelligent employees or training employees emotional intelligence may not lead to higher performance outcomes in all situation but investing in the emotional intelligence of employees working in jobs characterized by high managerial demands may be a good thing to do.

Bahadori (2012) studied the effect of emotional intelligence on entrepreneurial performance behavior in a medical science university in Iran. The purpose of this study was to examine the effect of emotional intelligence on entrepreneurial behavior towards performance in organizations, a sample of 107 managers randomly selected from a population of 140 managers. All constructs for emotional intelligence were assessed with self report measures using Wong and Law emotional intelligence scale comprising of 16 items organized into four dimensions of self emotional appraisal, others emotional appraisal, regulation of emotion and use of emotion.

While that of behavioral performance was assessed using Pearce et al., self report scale. The data were analyzed using descriptive and inferential statistics and hypotheses tested using regression analysis. Findings indicated that all the four dimensions of emotional intelligence had positive effect on the entrepreneurial behavior of the managers towards performance in their organization. Also the result conducted to ascertain difference between male and female that is sex indicated that there is no any difference between man and woman's entrepreneurial behavior towards performance; while that on the difference in qualification was also not significant. The study concluded that managers with higher emotional intelligence can be expected to discover and exploit opportunity better; as well as being able to understand and regulate emotions in self and others which could influence their entrepreneurial behavior and more successful than other managers.

Relatedly, Rangarajan, Jayamale, and Lakshii, (2014) examined the influence of emotional intelligence on entrepreneurs in Chennai. Also the study sought to identify the impact that demographic variables of entrepreneurs have on elements of emotional intelligence and sustainability. Both interview and questionnaire were used. With the Wong and Law dimensions of emotional intelligence scale used (containing four dimensions of emotional intelligence), convenience sampling technique was used to collect primary data from a sample of 202 entrepreneur. SPSS (version 17.0) was used to analyze the data using various statistical tools like frequency analysis, chi square, one way ANOVA, regression analysis and correlation for test of hypotheses. Findings indicated that the emotional intelligence dimensions are very important and occupies primary position for entrepreneurs business sustainability as there was a positive and significant relationship; also the demographics (age, sex, qualification and experience) significantly influenced the entrepreneurs ability to comprehend and assimilate emotional tendencies towards business sustainability. The study concluded that entrepreneurs should be alert and proactive; as sustainable performance to be realized requires the development of components of emotional intelligence.

Relatedly, Preeti (2015) examined emotional intelligence and job performance in service industry. The study sought to identify the factors contributing to industry success and to cluster the factors in a conceptual model. Relying heavily on review of related works the study found that emotional intelligence can help in improving performance in service sector. The study concluded by noting that to create good employee customer interface, organizations need to improve the emotional intelligence of their frontline employees with interpersonal skill and intrapersonal skills been identified as major factors that contribute to emotional intelligence in service sector.

The study of Rohana and Zarina (2015) examined emotional intelligence and entrepreneurs' innovativeness towards entrepreneurial success in Malaysia. The study employed scales adopted from various authors and revised to fit into this study while the scales of emotional intelligence are taken from Wong and Law emotional intelligence scale comprising of four dimensions. Correlation analyses were used to ascertain the relationship between the variables using Pearson

correlation coefficient. Using sample size of 50 with random sampling technique for selection, findings indicated that there is strong correlation between emotional intelligence and entrepreneurial success, and strong correlation between innovation and emotional intelligence. The results indicated that positive emotional intelligence can increase innovativeness that may lead to entrepreneurial success. Only regulation of emotion in others seems to be the most important dimension whereas other emotional intelligence elements seem to be less relevant to innovativeness and entrepreneurial success. Furthermore there was no difference between male and female entrepreneurs in emotional intelligence and innovativeness but entrepreneurial success. In conclusion, they noted that this finding highlighted the importance of emotional intelligence especially on other elements of emotional intelligence in promoting innovativeness among entrepreneurs.

In another study, Raed (2016) examined the role of emotional intelligence in enhancing organizational effectiveness of information technology managers in Jordan. Using the Wong and Law emotional intelligence scale comprising of the four dimensions of emotional intelligence, a total of 154 questionnaires were used to collect information from the randomly selected respondents, measured on a five point Likert scale. Descriptive analysis was used to describe the characteristics of respondents while multiple regression analysis was employed to test the research hypotheses. Result from this study revealed that there were significant positive impact of management of one's own emotion, awareness of others' emotion and management of others emotion on organizational effectiveness. Also the result revealed that there was no significant difference in the impact of emotional intelligence on organizational effectiveness that could be attributed to gender. On the other hand, results of ANOVA test indicated that there were significant difference in the impact of emotional intelligence on organizational effectiveness in favor of age and experience.

In a similar study, Amy and Whitney (2016) examined emotional intelligence, interpersonal process effectiveness, and entrepreneurial performance in the United States. Using the Wong and Law emotional intelligence scale comprising of the four dimensions of emotional intelligence (self emotional appraisal, others emotional appraisal, regulation of emotion and use of emotion) respondents who were owners involved in the day to day operations with primary responsibility for major decisions in firms fewer than 500 employees were selected, making a total of 431 responses. Descriptive statistics was used to describe the demographics of the respondents as well as analysis of variance. Multiple regressions were used to test the hypotheses. Findings indicated that emotional intelligence has both a direct effect on entrepreneurial performance and an indirect effect on entrepreneurial performance via interpersonal process. The findings also highlights that awareness and regulation of one's own and others emotion inherent in emotional intelligence influences venture performance both directly and through a favorable influence on interpersonal processes that are necessary for effective functioning in the venture. The study results concluded by its contribution to a better understanding of the interplay between cognitive and emotion in entrepreneurship.

## **5.1. Emotional Intelligence and Implications for entrepreneurship performance**

Amy and Whitney (2016) argues that the entrepreneurs emotional intelligence has a two pronged influence on the firm: it influences the internal processes associated with coping with emotions to solve the range of problems in the venture, and it facilitates the prerequisite social processes of the entrepreneur, potentially impacting almost every aspect of the venture. Emotional intelligence enables emotional regulation in addressing uncertainties, which arouse emotion. In turn, this self-regulation should lead to a more balanced, rational approach to the challenges of the venture, including decision making and social interactions, both of which should enhance performance (Amy & Whitney, 2016). Entrepreneurship scholars have noted that entrepreneurs must manage their own emotions while assessing and influencing others' emotions, as this can impact many aspects of the venture and thus performance (Baron, 2013). This is important as entrepreneurship is an inherently emotional process that can impact many aspects of entrepreneurial activity and performance of the venture (Cardon, Foo, Shepherd, and Wiklund 2012). Thus, emotional intelligence assists in building up capacity for entrepreneurial start up and fashioning the path to performance sustainability and success. Corroborating, Amy and Whitney (2016) noted that emotional intelligence is important for venture performance because emotional intelligence influences an individual's propensity to engage in a startup, and influences their tenuous pursuit of the opportunity.

Baron (2013) emphasizes that an entrepreneur must have the ability to be aware of and manage others emotions to persuade potential investors and partners to support their ventures, ultimately gaining access to these critical resources and capabilities necessary for sustainability. Social interaction is also dependent upon self-regulation and impulse control (Erin, 2012). Self-regulation and impulse control includes managing personal goals developing strategies to attain those goals and handling the obstacles that arise during the process, including ones emotional reaction (Matthews, Zeidner, and Roberts, 2002). Interpersonally, emotional intelligence influences the social interactions and range of social skills that are important for entrepreneurs' success (Baron & Markman, 2003).

Intrapersonal and interpersonal dimensions work jointly to influence venture functioning and outcomes, as effectively operating a venture entails both understanding and managing one's self, but also necessitates awareness of others to effectively manage social web (Amy & Whitney, 2016). Leadership is prominent in this process, as effective leaders need to understand their emotions and those of others, and regulate their emotions to modulate perceptions of the work environment and solve complex social problems (Wong & Law, 2002). Because entrepreneurs bear the ultimate authority and responsibility in their ventures, their leadership behaviors is particularly important to the functioning of their firms; as the intrapersonal dimension of leadership is also inherently social, making emotional awareness and regulation are important in the tone and caliber of the interactions to influence people (Amy & Whitney, 2016).

It will not be out of place to argue that the influence of emotional intelligence on both the intrapersonal and interpersonal demands on the venture suggests that emotional intelligence enhances the self-regulation of emotion, limits the either too much positive or negative emotion that may be deleterious for the task of managing the venture, thereby favourably influencing the performance of the venture. Several studies have revealed that entrepreneurial activity is a vital component of national economic growth and development (Kim, Aldrich, and Keister 2006; Ofobruku and Ezeah, In press). However, the entrepreneurial success of these individuals has since been linked, in part to cognitive abilities and social skills (Baron & Markman, 2003). Some of these skills include accurately perceiving others, making good first impression and persuading or influencing others in interpersonal interactions. Some authors have argued that emotional intelligence can be an important factor in the prediction of entrepreneurial outcome/performance (Chell, 2008).

## **6. Conclusion and Recommendations**

From the discussion and analyses of the themes and adjoining issues in this study, the notion of emotional intelligence has consistently shown to be positively associated with difference in performance. If emotional intelligence research is to be validated, empirical evidence must be present across a multitude of occupations where emotional intelligence distinguishes between high and low performance and predicts business failures or success. The several studies reviewed in this investigation have provided theoretical and empirical evidence on the relationship between emotional intelligence and performance. Research on the role of emotional intelligence in workplace performance has emerged in the literature from areas such as leadership, education, interpersonal relationships, job satisfaction, positive organizational attitudes and behaviors, teamwork and groups, negotiations, problem solving and decision making.

Successful entrepreneurial activity is important for a healthy economy, and can be a major source of economic growth. While the notion of emotional intelligence has been around for quite some time, researchers for the past several decades continue to seek the factors that underlie entrepreneurial performance. Drawing on the general theory of entrepreneurship proposed by Schumpeter this study has shown that emotional intelligences could enhance on entrepreneurial performance. Entrepreneurs do not merely work for companies they are part of the firm, investing a great deal of time and energy into seeing the venture through to guidance, in making the decisions to operate on a daily basis, and in overall commitment to the organization. An entrepreneur's intense commitment means they may also experience more powerful emotions in connection with the activities required by the venture.

### **6.1 Recommendations**

Based on the findings and the conclusions of the study, makes the following recommendations that are relevant.

1. Organisations should be resolute in observing the culture of establishing the sound emotional intelligence of their employees. This will enable the organisation to achieve sustainability in business achievement of her objectives.
2. The organisation should create an enabling environment for the improvement of cognitive ability; this will improve swift achievement of departmental goals.
3. Employees general self-efficacy will enable the organisation to achieve progress in employees continuously meeting deadlines
4. Employees self-management in the organisation will guarantee sustainable improvement in employees' commitment

## **6.2 Implications for future research**

Several consensuses exist in the literature which has shown that emotional intelligence is positively associated with work performance. Nonetheless, a gap exists in the literature with regard to studying this relationship that emotional intelligence dimensions need to ascertain the extent of relationship that emotional intelligence dimensions have with entrepreneurial performance using Wong and Law emotional intelligence scale of 16 items of four for each of the four dimensions of emotional intelligence (self-emotional appraisal, others emotional appraisal, use of emotion and regulation of emotion) on entrepreneurial performance (financial entrepreneurial firm performance, relative entrepreneurial firm performance, and personal entrepreneurial performance), as well as the influence of demographic variables of (age, sex, qualification and experience) on the relationship between emotional intelligence and entrepreneurial performance.

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