



Relationship Between Corporate Entrepreneurship and Emotional Intelligence

KEYWORDS

Corporate Entrepreneurship, Emotional Intelligence.

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ABSTRACT *This paper aims to investigate the relationship between the Corporate Entrepreneurship and Emotional Intelligence. Survey method was undertaken to collect data from 400 middle level managers working in Wheels of India Manufacturing Industries in Chennai. Corporate Entrepreneurship was measured by using Corporate Entrepreneurship Assessment Instrument and the Emotional Intelligence measurement instrument consist of 16 items grouped into 4 dimensions: Self-emotion, Regulation of-emotion, Use of-emotion and Other's of-emotion. Results of this study indicate that the Emotional Intelligence has positive relationship with Corporate Entrepreneurship.*

Introduction

Emotional Intelligence plays an important role in helping the managers and employees to cope with this dynamic change in the business environment. Dalip Singh, (2001) mentioned that application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship with others. The application of emotional intelligence in the organization includes the areas like personnel selection, development of employees, teams and the organization. The organizations must coach their employees in developing their interpersonal skills and coach them to perform effectively on the job with other employees in the organization.(Reuven Bar-On et al, 2007). Corporate Entrepreneurship in organization can help for the facilitation of rapid change and innovation within existing corporations. Within organizations, managers and leaders try to enhance competitive advantages and uniqueness. In this regard, (Kuratko et al. 2005) argue that effective Corporate Entrepreneurship is a necessary step to achieving various organizational goals. Corporate Entrepreneurship Assessment Instrument (CEAI) consists of five dimensions like process Management Support, Work-discretion, Reward/Reinforcement, Time availability and Organizational Boundaries.

The relationship between Corporate Entrepreneurship and Emotional Intelligence is the concerned area for many researchers. Emotional Intelligence is the ability to understand, accept our own feelings and emotions. There are many theories and researchers, which explain this relationship and provide the practices, which are relevant for Emotional Intelligence or Corporate Entrepreneurship. Wong and Law (2002) explains that following Emotional Intelligence leads to the Self-emotion, Regulation-of-emotion, Use-of-emotion and Other's of-emotion. In this study, we have used (Wong and Law, 2002) definition of Emotional Intelligence as a set of interrelated abilities possessed by individuals to deal with emotions. Wong and Law (2002) developed new four dimensions Emotional Intelligence scale which is based on (Mayer and Salovey, 1997) Emotional Intelligence model. Wong and Law (2002) new scale composes of:

Self Emotional Appraisal (SEA): Individual's ability to understand and assessment of their deep emotions and be able to express these emotions naturally.

Regulation of Emotion (ROE): Peoples' ability of people to regulate their emotions, which will enable a more rapid recovery from psychological distress.

Use of Emotion (UOE): Ability of individuals to make use of their emotions by directing them towards constructive activities and personal performance.

Others' Emotional Appraisal (OEA): Ability to perceive and understand the emotions of other people around them.

Entrepreneurship and Corporate Entrepreneurship

Entrepreneurship involves creating new resources or combining existing resources in new ways in order to develop and commercialize new products, move into new markets, and/or service new customers (Morales et al, 2006). Entrepreneurship is an attitude, a way of thinking, and behaving. It is a state of mind; an artful, insightful and innovative mentality rather than business administration. Entrepreneurship is a way of perceiving and exploiting opportunity wherever it may be found (Finkle, 2006).

Emotional Intelligence and Corporate Entrepreneurship

Employees need to enhance their emotional intelligence skills, apart from technical skills, which in turn will enhance their productivity on the job. Management of emotional intelligence by the team members will help in developing interpersonal skills of the team members. Organization's, to be successful, need to develop employee's emotional intelligence skills to work effectively in the organization. (Bob Wall, 2008). Understanding of the entrepreneurial process in organizations is individual differences in emotion-related dispositions. Emerging evidence suggests that personality has a role to play in the origins of entrepreneurship (Hermann et al., 2007). Employees with high trait EI tend to be more adept at regulating their emotions (Wong and Law, 2002) and therefore experience more confidence and control over work environment requirements, which in turn enables them to act entrepreneurially. Mair (2005) has argued and empirically demonstrated that a manager's abil-

ity to monitor his or her own feelings and thoughts has a positive effect on Corporate Entrepreneurship exhibited within an organizational context.

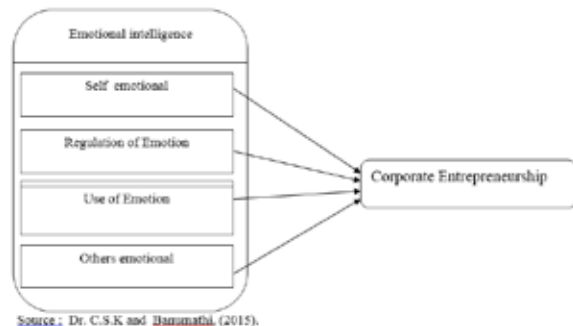
Employees high in self-perceived emotional intelligence may exhibit high tolerance to stress and environmental stressors (Nikolaou and Tsaousis, 2002). Therefore, they are more adept at appraising and regulating their own emotions. For example, employees high in EI exhibit high tolerance to environmental stressors (Tsaousis and Nikolaou, 2005), identifying feelings of frustration and subsequently regulating those emotions to reduce stress, thereby increasing their levels of entrepreneurial behavior. Moreover, an entrepreneurial mindset of employees allows for identification of new, uncertain, and high potential business opportunities which the firm may miss otherwise (McGrath and MacMillan, 2000). Through this study, the researchers concluded that people who tend to restrain from destructive feelings are self-regulatory, they have also high self-confidence. They are capable of recognizing and understanding feeling in order to self-evaluate, and also, they are able to recognize their own feelings. They are creative people who pioneer and take risks, so they have higher tendency for entrepreneurship (Moghaddam et al, 2009).

Objectives of the study

To investigate the relationships between Corporate Entrepreneurship and Emotional Intelligence.

Based on the review of literature we propose the following model.

Figure 1. Conceptual Framework.



Use of Emotion

Source : Dr. C.S.K and Banumathi, (2015).

According to the research conceptual model, we suggested following hypotheses: Main hypothesis: Emotional Intelligence is positively related to the Corporate Entrepreneurship.

Sub hypotheses: 1- Self-emotion is positively related to the Corporate Entrepreneurship.

- 2- Regulation of emotion is positively related to the Corporate Entrepreneurship.
- 3- Use of emotion is positively related to the Corporate Entrepreneurship.
- 4- Other's of emotion is positively related to the Corporate Entrepreneurship.

Research Methodology

This research can be categorized as descriptive research based on the method of obtaining the considered data.

The questionnaire was developed based on existing measurement instrument scales and literature. Corporate Entrepreneurship Assessment Instrument Scale (CEAI) developed by Hornsby Kuratko and Zahra (2002) has 48 items. The first dimension is related to the 19 statements of Management Support, the second dimension is related to the 10 statements of Work Discretion, the third dimension is related to the 6 statements of Rewards Reinforcement, the fourth dimension is related to the 6 statements of Time Availability, and the last dimension is related to the 7 statements of Organizational Boundaries. The questionnaire consists of Five Point Likert-type Scales with Strongly Agree/Agree/Neutral/Disagree/ Strongly Disagree. The data gathering instrument was a questionnaire. For gathering the data of Emotional Intelligence, we have used Wong and Law (2002). Emotional Intelligence measurement instrument which consists of Sixteen questions and measured by five-point Likert-type scale. The statistical sample size of this study was the 400 middle level managers working in Wheels of India Manufacturing Industry in Chennai.

Research Findings

Hypothesis Testing

For testing analyzing the hypothesis, Pearson correlation coefficient have been used.

Pearson Correlation Coefficient between factor of Corporate Entrepreneurship

Factor of Corporate Entrepreneurship	Management Support	Work Discretion	Reward Reinforcement	Time Availability	Organizational Boundaries
Management Support	1.000	0.310**	0.338**	0.121*	0.257**
Work Discretion	-	1.000	0.171**	0.207**	0.263**
Reward Reinforcement	-	-	1.000	0.367**	0.557**
Time Availability	-	-	-	1.000	0.395**
Organizational Boundaries	-	-	-	-	1.000

Note : 1.** Correlation is significant at 1% level

2. * Correlation is significant at 5% level

The Correlation Coefficient between Management Support and Work Discretion is 0.310 which indicate 31 percentage positive relationships between Management Support and Work Discretion and is significant at 1% level. Correlation Coefficient between Corporate Entrepreneurship Factors is 0.257 which indicate 25.07 percentage positive relationships between Corporate Entrepreneurship factors and is significant at 1% level. Correlation Coefficient between Reward Reinforcement and Organizational Boundaries is 0.338 which indicate 33.8 percentage positive relation-

ships between Reward Reinforcement and Organizational Boundaries is significant at 1% level. Correlation Coefficient between Corporate Entrepreneurship factor is 0.257 which indicate 25.7 percentage positive relationship between Corporate Entrepreneurship factors and is significant at 1% level.

The Correlation Coefficient between Time Availability and Organizational Boundaries is 0.207 which indicate 20.7 percentage positive relationships between Time Availability and Organizational Boundaries and is significant at 1% level. Correlation Coefficient between Organizational Boundaries is 0.263 which indicate 26.3 percentage positive relationship between Organizational Boundaries and is significant at 1% level.

The Correlation Coefficient between Management Support and Time Availability is 0.121 which indicate 12.1 percentage positive relationships between Management Support and Time Availability and is significant at 5% level. Correlation Coefficient between Corporate Entrepreneurship factor is 0.257 which indicate 25.7 percentage positive relationships between Corporate Entrepreneurship factor and is significant at 5% level.

Pearson Correlation Coefficient between factor of Emotional Intelligence

Factor of Emotional Intelligence	Self-Emotion	Other's Emotion	Use of Emotions	Regulation of Emotion
Self-Emotion	1,000	0.379**	0.541**	0.403**
Other's Emotion	0.379**	1,000	0.455**	0.541**
Use of Emotions	0.541**	0.455**	1,000	0.536**
Regulation of Emotion	0.403**	0.541**	0.536**	1,000

Note : 1. ** Correlation is significant at the 1% level

The Correlation Coefficient between Self Emotion and Others Emotion is 0.379 which indicate 37.9 percentage positive relationships between Self Emotion and Others Emotion is significant at 1% level. Correlation Coefficient between Emotional Intelligence factor is 0.403 which indicate 40.3 percentage positive relationships between Emotional Intelligence factor is significant at 1% level. Correlation Coefficient Use of Emotions and Regulation of Emotion is 0.541 which indicate 54.1 percentage positive relationships between Use of Emotions and Regulation of Emotion factor is 1% level. Correlation Coefficient between Regulation of Emotion and Emotional Intelli-

gence factor is 0.536 which indicate 53.6 percentage positive relationships between Emotional Intelligence factor is significant at 1% level.

Conclusions

The all four dimensions of managers' Emotional Intelligence were positively related to Corporate Entrepreneurship. Furthermore, our analyses demonstrated that there was difference between man and woman's Corporate Entrepreneurship and also differences among managers' were positively significant. Emotional Intelligence of organization's managers can effect on their Corporate Entrepreneurship and therefore they can discover and exploit opportunity better.

Also, we argue that Emotional Intelligence should consider as one of important antecedent of Corporate Entrepreneurship in organization and has to pay more attention. which suggesting that

Emotional Intelligence can effect on Corporate Entrepreneurship. In keeping with effect of self monitoring on Corporate Entrepreneurship. Results demonstrated that self emotional appraisal related to Corporate Entrepreneurship. The study revealed that others' emotional appraisal related significantly to Corporate Entrepreneurship, regulation of emotion as one of dimensions of Emotional Intelligence positively related to Corporate Entrepreneurship and that use of emotion related to managers' Corporate Entrepreneurship. The study shows that all dimensions of Emotional Intelligence correlate with Corporate Entrepreneurship. Moreover, results indicate that there difference between man and woman's Corporate Entrepreneurship differences among managers' positively related to significant.

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