

The role of emotional intelligence in enhancing entrepreneurial performance: A global literature review

B Pathinettampadiyan and H Samuel Thavaraj *

Department of Rural Industries and Management, The Gandhigram Rural Institute – Deemed to be University, Dindigul District, Tamil Nadu, India

International Journal of Science and Research Archive, 2025, 15(03), 1671-1677

Publication history: Received on 16 May 2025; revised on 23 June 2025; accepted on 26 June 2025

Article DOI: <https://doi.org/10.30574/ijrsra.2025.15.3.1928>

Abstract

Entrepreneurial performance is an emergent construct dependent on personal traits, environmental contexts, and psychological skills. Emotional intelligence received considerable attention as a pillar that underpins entrepreneurial performance. This integrative literature review is interested in the complex interaction dynamics between emotional intelligence and entrepreneurial performance in various cultural, economic, and organizational contexts. Drawing on recent empirical studies and theory frameworks, the study synthesizes the mechanisms through which different components of Emotional intelligence in self-awareness, self-regulation, motivation, empathy, and social skills play important roles in shaping decision-making, leadership performance, innovation, resilience, and business growth. Entrepreneurs with high emotional intelligence better manage uncertainty, navigate uncertain markets, construct compressed social networks, and maintain competitiveness in uncertain environments. The review also presents the moderation effects of socio-demographic determinants such as gender, educational attainment, entrepreneurial experience, and cultural background on the EI-performance relationship.

Keywords: Emotional Intelligence; Entrepreneurial Performance; Decision-Making; Leadership; Resilience; Global Entrepreneurship

1. Introduction

Entrepreneurship has become a key driver of economic growth, innovation, and employment in the world's economies. With the world experiencing greater volatility and competition, entrepreneurs' individual and psychological qualities are key to success. (Frederick et al., 2016). While conventional drivers like access to capital, market knowledge, and business acumen remain essential, there is a growing recognition that psychological skills, specifically emotional intelligence, are a key determinant of entrepreneurial success. Emotional intelligence is the capacity to accurately perceive, understand, manage, and use emotions in oneself and others. (Salovey and Mayer, 1990). Its relevance to entrepreneurship has gained traction as researchers have increasingly recognised that entrepreneurs face strategic and financial challenges and tremendous emotional pressures that require resilience, empathy, and adaptive leadership. (Baron, 2008) More contemporary research within diverse socio-economic environments, cultural norms, and levels of education has established that emotional intelligence can enhance some of the most essential entrepreneurial functions like decision-making, team leadership, opportunity recognition, and coping with uncertainty. (Mortan et al., 2014). Despite this growing body of evidence, however, there remains a significant need to synthesise international evidence to capture a complete understanding of how emotional intelligence affects entrepreneurial performance. Different socio-economic contexts, cultural values, and educational levels may condition this relationship in ways yet to be well explained. (Miao et al., 2018). The current review seeks to redress this imbalance by critically synthesising empirical

* Corresponding author: H Samuel Thavaraj; ORCID ID: <https://orcid.org/0000-0002-6294-976X>
Email: samueltthavarajharvey1969@gmail.com

evidence from across a range of global research studies, thus providing an integrated perspective of the diverse role played by emotional intelligence in enhancing entrepreneurial performance (Nghah and Salleh, 2015).

2. Theoretical Background of Emotional intelligence and entrepreneurial performance

Emotional intelligence has advanced considerably in psychological and management research, becoming crucial to understanding behaviour and fostering successful interpersonal relationships. (Salovey and Mayer, 1990) The theory was first proposed, defining emotional intelligence as the capacity to recognise one's own emotions and those of others, to differentiate between them, and to use this awareness to guide thinking and behaviour. Their model highlighted four branches of unique components: the perception of emotion, the use of emotion to power cognition, the understanding of emotion, and the regulation of emotion. The concept was popularized, creating a model that associated emotional intelligence with career success and leadership effectiveness. Goleman's model highlighted five essential components: self-awareness, self-regulation, intrinsic motivation, empathy, and social skills, emphasising that emotional abilities are as necessary as intellect to succeed (Goleman and Intelligence, 1995). Prominent view with the Emotional Quotient model, defining EI as a collection of emotional and social skills, abilities, and facilitators that determine how people understand and express their emotions, understand others, interact with others, and manage everyday challenges (Bar-On, 1997). These models, some core aspects always surface: self-awareness, or knowledge of one's feelings and impact; self-regulation, being capable of governing disruptive feelings and impulses; motivation, or the blend of enthusiasm and perseverance; empathy, the ability to note and comprehend other people's feelings; and social skills, relating to the smooth handling of relations. These abilities are the emotional foundation necessary for interpersonal communication, leadership, conflict resolution, and flexibility, all contributing to entrepreneurial success. The entrepreneurial performance is a multifaceted construct that encompasses more than financial performance. Entrepreneurial performance has in the past been addressed through financial performance measures based on profitability, sales growth, market share, and return on investment. (Lumpkin and Dess, 1996). Quantifiable measures remain useful, especially in the inter-industry and inter-regional comparison of companies. However, modern thinking makes possible a broader definition of performance encompassing non-financial measures, given that entrepreneurship encompasses not only the generation of financial returns but also value creation and survival in changing contexts.

Non-monetary indicators of entrepreneurial performance include innovation potential, adversity resilience, and social capital development. (Wiklund and Shepherd, 2003). Innovation, the skill to introduce new products or processes, is essential in maintaining competitiveness and continuing survival for entrepreneurs. Resilience is the ability of an entrepreneur to recover from failure and adapt to changing situations, a skill increasingly prized as central due to the inherent uncertainty of entrepreneurial activity. (Fisher et al., 2016). Additionally, social capital, as the network of relations and social affiliations that provide access to resources and support, also plays a significant role in entrepreneurial success. (Nahapiet and Ghoshal, 1998).

3. Relationships between Emotional Intelligence and Entrepreneurial Performance

3.1. Decision-Making and Problem-Solving

Entrepreneurs operate under conditions of uncertainty, where there must be a balance between analytical and intuitive decision-making. Emotional intelligence develops as an essential element in acquiring these skills by allowing accurate recognition of emotional cues, regulating impulsive reactions, and integrating emotional knowledge into the decision-making process. (Sánchez, 2013). The author declared that entrepreneurs with high emotional intelligence are better able to handle multifaceted decision-making scenarios because they feel less emotional pressure and have more ability to consider alternatives (Sadri, 2012). Intuitive decision-making, which is needed in turbulent markets, is highly supported by emotional awareness, allowing entrepreneurs to use intuition while maintaining rational analysis. (Sinclair and Ashkanasy, 2005).

3.2. Leadership and Team Management

Entrepreneurial venture leadership effectiveness is strongly connected to emotional guidance and interpersonal competence. Emotionally intelligent leaders develop more motivated, cohesive, and resilient teams (Goleman et al., 2013). Emotional regulation, an essential EI component, assists entrepreneurial leaders in remaining calm during crises and developing a trusting team climate. (Walter et al., 2011) Leaders who control emotions and empathise with team members in high-pressure startup environments develop positive organisational climates that improve teamwork and venture performance. (Hmieleski and Ensley, 2007).

3.3. Innovation and Creativity

Creativity and innovation are crucial in differentiating entrepreneurial ventures and driving expansion. Emotional intelligence forms an open mind and an optimistic attitude towards risk-taking and experimentation. Emotional intelligence heightens entrepreneurial alertness and creativity since more emotionally intelligent entrepreneurs are likelier to notice challenges as innovation opportunities.(Zampetakis, Beldekos, et al., 2009). Emotional self-awareness also allows entrepreneurs to overcome the fear of failure, thus promoting an exploratory and innovative business approach. Empathy also promotes a general understanding of customer requirements, which guides the development of innovations that meet market requirements.(Li et al., 2021).

3.4. Resilience and Stress Management

Failures, uncertainty, and high levels of stress characterise the entrepreneurial journey. Emotional intelligence increases entrepreneurs' resilience, enabling them to manage negative emotions, stay motivated, and persevere in adversity. (Baron and Henry, 2010). Entrepreneurs with high emotional regulation and optimism tend to convert failures into positive learning experiences. (Ayala and Manzano, 2014). Emotionally intelligent entrepreneurs manage stakeholder emotions effectively, reducing conflict and sustaining essential business relationships even during turbulent times. Thus, EI is an individual and social resource for stress management and business survival.(Shepherd, 2004).

3.5. Networking and Building Social Capital

Social capital and networking determine entrepreneurial success, offering access to opportunities, information, and resources. Emotional intelligence enables creating and sustaining trust-based business relationships through empathizing, listening actively, and effective communication. (Cross et al., 2005). By leveraging their emotional capabilities, socially adept entrepreneurs accrue more social capital, promoting the growth potential of their ventures. (Baron and Markman, 2000). Emotionally intelligent entrepreneurs better deal with complex stakeholder relationships by strategically forming alliances necessary for expansion and survival in competitive markets(Brundin et al., 2008).

4. Global Perspectives: Cross-Cultural and Contextual Differences

4.1. EI and Entrepreneurship in Developed vs. Developing Countries

The influence of emotional intelligence (EI) in entrepreneurship exhibits considerable variation between developed and developing nations, attributable to disparities in socio-economic conditions, institutional frameworks, and the broader entrepreneurial ecosystems. In advanced economies, entrepreneurs typically benefit from access to structured financial systems, stable political climates, and well-defined legal infrastructures. Consequently, emotional intelligence within these contexts is inclined to augment leadership capabilities, decision-making processes, and networking proficiencies, thereby assisting entrepreneurs in effectively navigating the challenges posed by competition and innovation.(Baron, 2008). In Germany and the United States, entrepreneurs use EI to promote creativity, cope with stress, and build teams in competitive contexts. (Cherniss et al., 1998).

Entrepreneurs in emerging economies have limited resources, institutional weaknesses, and political risks. In such a setting, emotional intelligence is a leading determinant of resilience, stress management, and relationships despite more volatile conditions. (Ayala and Manzano, 2014). The emotional resilience is a leading success factor in emerging markets, where entrepreneurs face rapidly changing markets, uneven infrastructure support, and unpredictable regulatory settings. Emotional intelligence empowers entrepreneurs in such a setting with the competencies to deal with such challenges effectively, quickly adapt, and build trust networks, which are key to business survival and development(Prasad and Kose, 2011). Cultural context significantly influences the manifestation and expression of emotional intelligence in business. Several dimensions of culture, including individualism versus collectivism, power distance, and ambiguity avoidance, are posited to significantly influence emotional management in business environments(Gunkel et al., 2014). In distinctive cultures such as the United States and Australia, entrepreneurs are inclined towards assertiveness, self-expression, and independent decision-making, which are aligned with traits including self-awareness and self-regulation. (Goleman and Intelligence, 1995). In individualistic cultures, high emotional intelligence is essential in operating in competitive markets and excelling in team leadership, as it enhances communication, innovation, and personal leadership.

In socialist cultures such as Japan and China, the attention is on maintaining group cohesion, displaying emotional restraint, and forging consensus. Entrepreneurs in these cultural systems are likely to prioritise empathy, social sensitivity, and the formation of interpersonal relationships as essential aspects of emotional intelligence.(Matsumoto

and Yoo, 2006). High levels of emotional intelligence in these environments increase an entrepreneur's ability to sustain team cohesion, solve emotional conflicts, and establish trust between diverse stakeholders.(Rhee and White, 2007). In these systems, the skill to manage their emotions and to understand other people's emotions is significant for effective relationship management and conflict resolution. cultural norms and values significantly contribute to identifying the emotional skills crucial to entrepreneurial success(Gudykunst, 2004).

4.2. Geographical Disciplines: Asia, Africa, Latin America, and Europe

Regional studies of emotional intelligence and entrepreneurship demonstrate how EI drives entrepreneurial success globally. In Asia, China, and India, it is observed that emotional intelligence provides risk-taking skills and resilience to entrepreneurs, particularly in uncertain and competitive business situations.(Zampetakis, Kafetsios, et al., 2009). Such entrepreneurs utilise emotional regulation in managing business failure trauma and social skills in networking in environments with limited resources. Similarly, in Southeast Asia, EI helps entrepreneurs manage cultural sensitivities during business negotiations, where interpersonal skills ensure success.(Ng and Feldman, 2010).

African research illustrates the use of emotional intelligence to overcome the challenges of operating in informal economies. Entrepreneurs rely heavily on emotional intelligence to cope with uncertainty and establish relationships in economies with weak formal institutions like Nigeria and Kenya. In this context, empathy and emotional control appear to be essential to being in a place to maintain long-term business relationships in an environment where business interactions are likely to be based on trust instead of formal contracts(Zoogah, 2008).

Latin America is not left behind, where entrepreneurs from countries like Argentina and Brazil employ emotional intelligence (EI) in dealing with political instability, economic volatility, and limited access to formal resources. Emotional intelligence assists entrepreneurs in such countries to deal with rapidly changing markets and stress efficiently(Sánchez, 2013). EI assists entrepreneurs in surviving harsh conditions in such countries, staying afloat amidst social adversity and financial crises, and maintaining effective business relationships. Research indicates that emotional intelligence is linked to increased European innovation and social entrepreneurship. Netherlands indicated that socially responsible entrepreneurs with high EI were most likely to implement sustainable business models and work for social purposes(Schreuders et al., 2015). Similarly, research in Scandinavia and the United Kingdom indicates that EI is critical in facilitating innovation and allows entrepreneurs to network with investors and stakeholders (Mikolajczak et al., 2007). Highly emotionally intelligent European entrepreneurs are well-positioned to deal with complicated regulatory conditions and facilitate innovation in diversified markets.

5. Factors influencing the emotional intelligence and entrepreneurial performance relationship

5.1. Gender

The theory of gender constructs is central in understanding the dynamic between emotional intelligence and entrepreneurial performance. Empirical evidence suggests that male and female entrepreneurs can present different levels of emotional competencies, which, in turn, affect their business performance in varying ways. Women entrepreneurs are prone to being good at emotional intelligence, especially regarding empathy and social skills, which are critical for building relationships and gaining customers.(Mandell and Pherwani, 2003). Maintained that women are more emotionally aware and regulated, especially in leadership situations, where aspects such as group dynamics, management, and collaboration are vital to success(Cherniss et al., 1998). Gender norms and existing gender expectations prevalent in different societies also influence the outcome of gender on emotional intelligence and entrepreneurial success. In highly patriarchal societies, entrepreneurial women are most likely to encounter additional barriers when they use emotional intelligence due to dominant gender discrimination.(St-Onge, 2013). In egalitarian gender-based societies, women entrepreneurs can leverage their emotional capacities to effectively lead employees, form networks, and enhance business performance.(Baron, 2008). In this way, the influence of gender in bridging the impact of EI with entrepreneurial performance varies significantly across different societies.

5.2. Entrepreneurship Experience and Education Background

The entrepreneurial training and educational history are effective moderators of emotional intelligence and entrepreneurial performance. Entrepreneurship education provides individuals with theory-driven knowledge and practice-driven skills necessary for the effective use of emotional intelligence in work settings(Mikolajczak et al., 2007). The research illustrates that formal entrepreneurship training greatly enhances key emotional intelligence skills, such as leadership, stress management, and decision-making abilities, directly impacting entrepreneurial performance. Especially, formally trained entrepreneurs score high in emotional regulation when experiencing high stress levels, thus leading to favourable business growth and innovation outcomes(Baron, 2008). The experiential learning with authentic

entrepreneurial engagement is crucial in developing emotional intelligence. Those with long experience building and running businesses will likely have higher emotional intelligence, especially in emotional regulation, resilience, and interpersonal relations (Ayala and Manzano, 2014). This is supported by the empirical evidence that experienced entrepreneurs have better emotion regulation, overcome adversity, and build trust-based relationships with stakeholders (Hmieleski and Ensley, 2007). In addition, experiential learning helps entrepreneurs develop a deeper understanding of market processes, thus enhancing their ability to make emotionally intelligent choices in dynamic environments (Zampetakis, Kafetsios, et al., 2009). Formal education and experience are critical in influencing the relationship between EI and performance.

5.3. Socioeconomic and Cultural Context

Socioeconomic and cultural conditions are key drivers of the position of emotional intelligence in entrepreneurship. Deficiencies in institutional support, regulatory constraints, and social norms can facilitate or hamper the development of emotional intelligence, which influences entrepreneurial performance. In institutional environments of firm support and well-established regulatory systems, emotional intelligence helps entrepreneurs navigate complex business environments, build effective teams, and develop innovative solutions (Cherniss et al., 1998). In environments of weak regulatory systems or constrained resources, as in the case of most developing countries, emotional intelligence is crucial in allowing entrepreneurs to manage uncertainty, adjust to new markets, and attain good human relations without contractual arrangements. (Ayala and Manzano, 2014) The significance of emotional intelligence in conditions of scarcity, i.e., stress management, resilience building, and strategic decision making in situations of uncertainty. Social norms of leadership and entrepreneurship may also impact the expression and use of emotional intelligence. In collectivist cultures where harmony and interpersonal relations are paramount, interpersonal skills like empathy and social awareness are emphasised more, while in individual cultures, self-regulation and leadership skills are accorded priority. (Hofstede, 2011)

6. Conclusion

Emotional intelligence is dynamic in shaping entrepreneurial performance in diverse global settings. It complements essential competencies such as decision-making, leadership, innovation, and networking, which are crucial in effectively dealing with the complex and often unpredictable entrepreneurship environment. Emotional intelligence and entrepreneurial performance are moderated by socio-demographic factors such as gender, education, experience, and cultural environment, dictating differentiated intervention. Highly emotionally intelligent entrepreneurs show greater ability to manage uncertainty, relationship management, and adapt to shifting market conditions. This consideration is of high importance in resource-scarce and informal economies. As the global entrepreneurial model continues to shift, considering the multifaceted impact of emotional intelligence on performance will be vital in driving sustainable, innovative, and resilient businesses in different regions and cultures.

References

- [1] Ayala, J.-C., and Manzano, G. (2014). The resilience of the entrepreneur. Influence on the success of the business. A longitudinal analysis. *Journal of Economic Psychology*, 42, 126–135.
- [2] Bar-On, R. (1997). *Bar-On emotional quotient inventory* (Vol. 40). Multi-health systems New York.
- [3] Baron, R. A. (2008). The role of affect in the entrepreneurial process. *Academy of Management Review*, 33(2), 328–340.
- [4] Baron, R. A., and Henry, R. A. (2010). How entrepreneurs acquire the capacity to excel: Insights from research on expert performance. *Strategic Entrepreneurship Journal*, 4(1), 49–65.
- [5] Baron, R. A., and Markman, G. D. (2000). Beyond social capital: How social skills can enhance entrepreneurs' success. *Academy of Management Perspectives*, 14(1), 106–116.
- [6] Brundin, E., Patzelt, H., and Shepherd, D. A. (2008). Managers' emotional displays and employees' willingness to act entrepreneurially. *Journal of Business Venturing*, 23(2), 221–243.
- [7] Cherniss, C., Goleman, D., Emmerling, R., Cowan, K., and Adler, M. (1998). *Bringing emotional intelligence to the workplace*. New Brunswick, NJ: Consortium for Research on Emotional Intelligence in Organizations, Rutgers University, 1–34.
- [8] Cross, R., Liedtka, J., and Weiss, L. (2005). A practical guide to social networks. *Harvard Business Review*, 83(3), 124–132.

- [9] Fisher, R., Maritz, A., and Lobo, A. (2016). Does individual resilience influence entrepreneurial success?
- [10] Frederick, H., O'Connor, A., and Kuratko, D. F. (2016). *Entrepreneurship: Theory, process, and practice*. Cengage Learning.
- [11] Goleman, D., Boyatzis, R. E., and McKee, A. (2013). *Primal leadership: Unleashing the power of emotional intelligence*. Harvard Business Press.
- [12] Goleman, D., and Intelligence, E. (1995). Why it can matter more than IQ. *Emotional Intelligence*.
- [13] Gudykunst, W. B. (2004). *Bridging differences: Effective intergroup communication*. Sage.
- [14] Gunkel, M., Schlägel, C., and Engle, R. L. (2014). Culture's influence on emotional intelligence: An empirical study of nine countries. *Journal of International Management*, 20(2), 256–274.
- [15] Hmieleski, K. M., and Ensley, M. D. (2007). A contextual examination of new venture performance: Entrepreneur leadership behavior, top management team heterogeneity, and environmental dynamism. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 28(7), 865–889.
- [16] Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 8.
- [17] Li, X., Chang, H., Zhang, Q., Yang, J., Liu, R., and Song, Y. (2021). Relationship between emotional intelligence and job well-being in Chinese clinical nurses: multiple mediating effects of empathy and communication satisfaction. *BMC Nursing*, 20, 1–10.
- [18] Lumpkin, G. T., and Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21(1), 135–172.
- [19] Mandell, B., and Pherwani, S. (2003). Relationship between emotional intelligence and transformational leadership style: A gender comparison. *Journal of Business and Psychology*, 17, 387–404.
- [20] Matsumoto, D., and Yoo, S. H. (2006). Toward a new generation of cross-cultural research. *Perspectives on Psychological Science*, 1(3), 234–250.
- [21] Miao, C., Humphrey, R. H., and Qian, S. (2018). The relationship between emotional intelligence and trait mindfulness: A meta-analytic review. *Personality and Individual Differences*, 135, 101–107.
- [22] Mikolajczak, M., Menil, C., and Luminet, O. (2007). Explaining the protective effect of trait emotional intelligence regarding occupational stress: Exploration of emotional labour processes. *Journal of Research in Personality*, 41(5), 1107–1117.
- [23] Mortan, R. A., Ripoll, P., Carvalho, C., and Bernal, M. C. (2014). Effects of emotional intelligence on entrepreneurial intention and self-efficacy. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 30(3), 97–104.
- [24] Nahapiet, J., and Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review*, 23(2), 242–266.
- [25] Ng, T. W. H., and Feldman, D. C. (2010). The relationships of age with job attitudes: A meta-analysis. *Personnel Psychology*, 63(3), 677–718.
- [26] Ngah, R., and Salleh, Z. (2015). Emotional intelligence and entrepreneurs' innovativeness towards entrepreneurial success: A preliminary study. *American Journal of Economics*, 5(2), 285–290.
- [27] Prasad, E. S., and Kose, A. (2011). *Emerging markets: Resilience and growth amid global turmoil*. Rowman and Littlefield.
- [28] Rhee, K. S., and White, R. J. (2007). The emotional intelligence of entrepreneurs. *Journal of Small Business and Entrepreneurship*, 20(4), 409–425.
- [29] Sadri, G. (2012). Emotional intelligence and leadership development. *Public Personnel Management*, 41(3), 535–548.
- [30] Salovey, P., and Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211.
- [31] Sánchez, J. C. (2013). The impact of an entrepreneurship education program on entrepreneurial competencies and intention. *Journal of Small Business Management*, 51(3), 447–465.

- [32] Schreuders, E. H., Ruco, A., Rabeneck, L., Schoen, R. E., Sung, J. J. Y., Young, G. P., and Kuipers, E. J. (2015). Colorectal cancer screening: a global overview of existing programmes. *Gut*, 64(10), 1637–1649.
- [33] Shepherd, D. A. (2004). Educating entrepreneurship students about emotion and learning from failure. *Academy of Management Learning and Education*, 3(3), 274–287.
- [34] Sinclair, M., and Ashkanasy, N. M. (2005). Intuition: Myth or a decision-making tool? *Management Learning*, 36(3), 353–370.
- [35] St-Onge, M.-P. (2013). The role of sleep duration in the regulation of energy balance: effects on energy intakes and expenditure. *Journal of Clinical Sleep Medicine*, 9(1), 73–80.
- [36] Walter, F., Cole, M. S., and Humphrey, R. H. (2011). Emotional intelligence: Sine qua non of leadership or folderol? *Academy of Management Perspectives*, 25(1), 45–59.
- [37] Wiklund, J., and Shepherd, D. (2003). Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses. *Strategic Management Journal*, 24(13), 1307–1314.
- [38] Zampetakis, L. A., Beldekos, P., and Moustakis, V. S. (2009). “Day-to-day” entrepreneurship within organisations: The role of trait Emotional Intelligence and Perceived Organisational Support. *European Management Journal*, 27(3), 165–175.
- [39] Zampetakis, L. A., Kafetsios, K., Bouranta, N., Dewett, T., and Moustakis, V. S. (2009). On the relationship between emotional intelligence and entrepreneurial attitudes and intentions. *International Journal of Entrepreneurial Behavior and Research*, 15(6), 595–618.
- [40] Zoogah, D. B. (2008). African business research: A review of studies published in the *Journal of African Business* and a framework for enhancing future studies. *Journal of African Business*, 9(1), 219–255.