

## The Relationship between Cultural, Emotional, Organizational and Social Intelligence With Entrepreneurship Attitudes (Case Study: Managers of Small And Medium Businesses In Iran)

Hojat Allah Moradi Pordanjani<sup>\*1</sup> and Sattar Sadeghi Dehcheshmeh<sup>2</sup>

<sup>1</sup> *Department of Management, College of Management, Shahrekord Branch, Islamic Azad University, Shahrekord, Iran*

<sup>2</sup> *Department of Social Sceinces, Kashan University, Kashan City, Iran*

### Abstract

The present article examines relationship between Cultural Intelligence, Emotional Intelligence, Organizational Intelligence and Social Intelligence with Entrepreneurship Attitudes of Managers of Smalls and Medium Business in Iran. Research design is descriptive and correlational research. Research Population is all of the Managers of Smalls and Medium Business in Iran that among them 1521 manager were selected by different levels and from different provinces of Iran and required data was gathered through five questionnaires. Finally data was analyzed by Correlational and Regression methods. Some of the findings are here: there is statistically significance relationship between different types of Intelligence with Entrepreneurship Attitudes of Managers of Smalls and Medium Business in Iran. 61 percent of change related to Entrepreneurship Attitudes of Managers of Smalls and Medium Business in Iran were explained by variables of Emotional, Social, Cultural and Organizational Intelligence.

**Keywords:** Cultural Intelligence, Emotional Intelligence, Organizational Intelligence and Social Intelligence, Entrepreneurship Attitudes, Managers, Smalls and Medium Business, Iran.

### Introduction

Nowadays science has discovered power and influence of human Intelligence and is exploring position various Intelligence in activities, be behavior and personality of people. In the field of Intelligence the path is from cognitive Intelligence (based on cognition) to social Intelligence (based on social skills) organizational Intelligence (based on analysis of effective performance of organizational knowledge). Cultural Intelligence (based on cultural relationship) and Emotional Intelligence (based on excitement and emotions). Each of the different types of Intelligence tries to analyzed and interpret position of different skills (social, mental organizational abilities and emotions) in human abilities. (Mokhtari pour, 2005: 14) points to scientific sources that Entrepreneurs have complex behavior's and none of the hypothesis and researches have been able to analyze their behavior completely (kamalian& Fazel, 2010: 133) show evidences that personality and Intelligence have an important role in origin of Entrepreneurship in people (Herman and colleagues). It should be clear that each of the Intelligence have how much influence on Entrepreneurship tendencies and behavior's and how much of its influence is expressed. Social Intelligence is related with ability to cope with others, awareness of social problems, and ability to make individual relationship and cooperation with others in Entrepreneurship activities (Taylor, 1990). Coleman (1998) considers five dimensions of social Intelligence as ability to understand position,

humility & tolerance that cause confidence, self-respect and value in others and also confidence, ability to express materials and internal emotion for appreciating other people's experiences. (Goleman, 1990). According to Heidari(2011) social Intelligence solves problems of social life of Entrepreneurs. Especially with management of daily duties or projects for future or project that other people consider are influential. (Heidari, 2010: 125) so we should pay attention to them.

Organizational Intelligence that is gathering all Intelligences which are used to create common view, rebuilding processes and directing organization has a significant role iv analysis of effective performance of organizational knowledge and processing information and solving problems related to business . It is ability that gathers mental power to achieve the aims of the business. According to Albrecht (2003) organizational Intelligence points to creation power, expressing aim of business and feeling of a common arm, tendency to change unity in the organization and using organizational knowledge in a suitable way. Researches confirm this point that there is a positive correlation between different dimensions of organizational Intelligence with Entrepreneurship Attitudes. So that 52 percent of change related to Entrepreneurship tendencies depends on organizational Intelligence (Rahimi & Vazife, 2009).

Cultural diversity is other important matter that Entrepreneurs face with it (Moradi, 2010). They should be able to manage pressures of cultural

shock and problems resulting from cultural contradictions in business environment (Thomas & Ink son, 1990). The factor that can help Entrepreneurs to manage these contradictions is cultural Intelligence. Livermore (2010) considers cultural Intelligence as feeling or emotion of people in understanding position improving mental framework, understanding intercultural experiences and ability to manage individual relationships (Livermore, 1990). Naeiji and Abbasalizadeh (2010) showed in a research that there is a statistically significant relationship between all the dimensions of cultural Intelligence with dimensions of Entrepreneurship behaviors of managers. And finally Emotional Intelligence which is lost loop in Entrepreneurship can help manager's ability to express emotions, beliefs and clear thoughts and defending constructive skills, understanding potential abilities, directing thoughts and conducts and free from social tendencies, knowing and helping others and tolerance against events, positions of excitement without active and positive confrontation with pressure (Goleman, 1990). Emotional Intelligence influence on activities, ideas, understanding, and Entrepreneurship behaviors by two key processes. First Emotional Intelligence is measure of emotional influence and people who have high level of self-evaluation can high tolerance against environmental pressures so they are skillful in evaluation and adjustment of excitement and emotions towards more skillful people (Nikolaou and Tsaousis, 1990). Second is

that Emotional Intelligence is an understanding process and people with these abilities are creative and pioneer in affairs so makes Entrepreneurship behaviors easy (Zampetakis et al. 1990)

Kamalian and Fazel, 2010: 127). Kamalian et al (2011) found that among dimensions of Emotional Intelligence dimensions of motivation and coordination have the most significant influence on Entrepreneurship tendencies (Kamalian et al 1990), Bahadorian showed that all dimensions of Emotional Intelligence have a positive and significant influence on Entrepreneurship activities of managers (Bahadorian, 1990).

As we observe all the various types of Intelligence are related to activities, tendencies and Entrepreneurship behaviors and influence on them. Despite the importance of this matter none of the researches can express relationship between social Intelligence organization and cultural and Emotional managers of Small and Medium Businesses with their Entrepreneurship Attitudes. In this article we try to present influence of each Intelligence on Entrepreneurship Attitudes of managers in Small and Medium Businesses.

### Conceptual Model

Considering theoretical framework and background of study, the present study uses the following model to express relationship between social Intelligence organizational, cultural and Emotional with Entrepreneurship Attitudes of Managers.

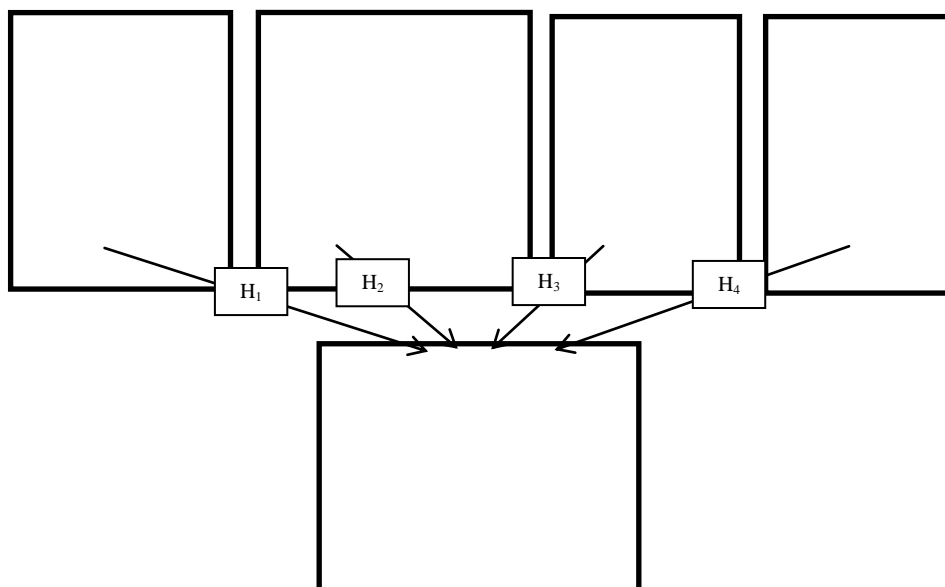


Figure1. Conceptual model of Research

### Hypotheses

According to Conceptual Model in this article four hypotheses are tested:

1. There is a significant relationship between Emotional Intelligence of Managers of Small and

Medium Businesses with Their Entrepreneurship Attitudes.

2. There is a significant relationship between Organizational Intelligence of Managers of Small

and Medium Businesses with Their Entrepreneurship Attitudes.

3. There is a significant relationship between Cultural Intelligence of Managers of Small and Medium Businesses with Their Entrepreneurship Attitudes.

4. There is a significant relationship between Social Intelligence of Managers of Small and Medium Businesses with Their Entrepreneurship Attitudes.

5. Emotional Intelligence, Organizational Intelligence, Cultural Intelligence and Social Intelligence There have significant influence on Entrepreneurship Attitudes.

### Methodology

The present study tries to improve knowledge about "Entrepreneurship" which is applied and its aim is to offer a model to express relationship between Emotional, social, cultural, Organizational Intelligence with Entrepreneurship tendencies of managers in Small and Medium Businesses which is descriptive. Because analyzes present situation to express relationship between Emotional, social, cultural, Organizational Intelligence of managers of Small and Medium Businesses about their Entrepreneurship tendencies so it is correlational. Statistical population is all the Managers of Small and Medium Businesses in Iran 1521 managers were selected by Gergcy and Morgan (1970) and stratified sampling from provinces of Tehran, Esfahan, Shiraz, Mashhad, Tabriz, Hamadan, Yazd, Kermanshah and Shahrekord.

In order to gather required data questionnaire of Emotional Intelligence (Goleman, 1995), social Intelligence (Goleman, 1998), Cultural Intelligence (Livermore, 2010), organizational Intelligence (Albrecht, 2003) & Entrepreneurship Attitudes (Ahmadpour Daryani, 2009) were used. Questions of questionnaire were compiled according to aims of research. Managers should determine their own view by 5 scales, Very much (5), and very little (1). Reliability of related question for Emotional Intelligence, social Intelligence, organizational Intelligence and Entrepreneurship Attitudes were

0/94, 0/89, 0/91, 0/93, and 0/87 which is acceptable according to present sources.

### Findings

For data Regression Analysis, Correlation and Path Analysis were used. Prediction of Entrepreneurship Attitudes according to various Intelligences and model of path analysis of Entrepreneurship Attitudes of Managers of Small and Medium Businesses are mentioned here.

#### Hypothesis 1: Relationship between Emotional Intelligence with Entrepreneurship Attitudes.

In testing this hypothesis we tried to test relationship between Emotional Intelligence of managers with their Entrepreneurship Attitudes. Results showed that there is a significant relationship between Emotional Intelligence with their Entrepreneurship Attitudes. Correlation Coefficient (0/75) and significance level (0/000) show a significant relationship between two variables Emotional Intelligence and Entrepreneurship Attitudes at level of 0/01 and 0/05. Therefore this Hypothesis that there is a relationship between Emotional Intelligence of managers of Small and Medium Business with their Entrepreneurship Attitudes is accepted. We can conclude that there is statistically significant relationship between Emotional Intelligence and Entrepreneurship Attitudes. Results of table 1 show among dimensions of Emotional Intelligence Autonomous and relational skills are related with Entrepreneurship Attitudes of Managers of Small and Medium Businesses and Stress Tolerance have the least relationship. Results showed that There is a significant relationship at level of 0/01 & 0/05 between variables of Self – Expression, Self – Improvement, Autonomous, Relational Skills and Stress Tolerance of Managers in Small and Medium Businesses with Their Entrepreneurship Attitudes and from components of Emotional Intelligence, Autonomous and Relational Skills Have are most relationship with Entrepreneurial Attitudes. Table 1 show results of 1 hypothesis.

Table1. Relationship between Emotional Intelligence with Entrepreneurship Attitudes

Prediction Variable	Criterion Variable	Coefficient	Significance	Conclusion
Emotional Intelligence	Entrepreneurship Attitudes	/75	0/000	Accept
Self – Expression	Entrepreneurship Attitudes	/52	0/000	Accept
Self – Improvement	Entrepreneurship Attitudes	/53	0/000	Accept
Autonomous	Entrepreneurship Attitudes	/55	0/000	Accept
Relational Skills	Entrepreneurship Attitudes	/55	0/000	Accept
Stress Tolerance	Entrepreneurship Attitudes	/35	0/000	Accept



### Hypothesis 2: Relationship between Organizational Intelligence with Entrepreneurship Attitudes.

In testing this hypothesis we tried to measure relationship between Organizational Intelligence of Managers with Entrepreneurship Attitudes. Results showed that there is a significant relationship between Organizational Intelligence with Entrepreneurship Attitudes. Correlation Coefficient (0/63) and significance level (/000) show significant relationship between two variables Organizational Intelligence and Entrepreneurship Attitudes at level of 0/01 and 0/05. Therefore this hypothesis that there is a relationship between Organizational Intelligence of Managers with Entrepreneurship Attitudes is accepted. We can conclude that there is statistically significant relationship between Organizational Intelligence

with their Entrepreneurship Attitudes. Result of table 2 shows that among dimensions of Organizational Intelligence, Tendency to Change dimension has maximum relationship with Entrepreneurship Attitudes of Managers in Small and Medium Businesses and Application of Knowledge has the least relationship, Results showed that There is a significant relationship between two variables of Strategic Vision, Common Destiny, Tendency to Change dimension, Coordination, Application of Knowledge, Sprit and Pressure of Performance of Managers in Small and Medium Businesses with their Entrepreneurship Attitudes from components of Organizational Intelligence, Tendency to Change component has most relationship with Entrepreneurial Attitudes. Table 2 show results of 2 hypotheses.

Table2. Relationship between Organizational Intelligence with Entrepreneurship Attitudes

Prediction Variable	Criterion Variable	Coefficient	Significance	Conclusion
Organizational Intelligence	Entrepreneurship Attitudes	0/63	0/000	Accept
Strategic Vision	Entrepreneurship Attitudes	0/38	0/000	Accept
Common Destiny	Entrepreneurship Attitudes	0/30	0/000	Accept
Tendency to Change	Entrepreneurship Attitudes	0/55	0/000	Accept
Coordination	Entrepreneurship Attitudes	0/44	0/000	Accept
Application of Knowledge	Entrepreneurship Attitudes	0/13	0/000	Accept
Sprit	Entrepreneurship Attitudes	0/31	0/000	Accept
Pressure of Performance	Entrepreneurship Attitudes	0/39	0/000	Accept

### Hypothesis 3: Relationship between Cultural Intelligence with Entrepreneurship Attitudes.

In testing this hypothesis we tried to measure relationship between Cultural Intelligence of Managers with Entrepreneurship Attitudes. Results showed that there is a significant relationship between Cultural Intelligence with Entrepreneurship Attitudes. Correlation Coefficient (0/69) and significance level (/000) show significant relationship between two variables Cultural Intelligence and Entrepreneurship Attitudes at level of 0/01 and 0/05. Therefore this hypothesis that there is a relationship between Cultural Intelligence of Managers with Entrepreneurship Attitudes is accepted. We can

conclude that there is statistically significant relationship between Cultural Intelligence with their Entrepreneurship Attitudes. Result of table 3 shows that among dimensions of Cultural Intelligence, Behavioral and Cognitive dimensions have maximum relationship with Entrepreneurship Attitudes of Managers in Small and Medium Businesses and Metacognition has the least relationship, Results showed that There is a significant relationship between two variables of Motivational, Cognitive, Metacognitive and Behavioral of Managers in Small and Medium Businesses with their Entrepreneurship Attitudes from components of Cultural Intelligence, Behavioral component has most relationship with

Entrepreneurial Attitudes. Table 3 show results of 3 hypotheses.

Table3. Relationship between Cultural Intelligence with Entrepreneurship Attitudes

Prediction Variable	Criterion Variable	Coefficient	Significance	Conclusion
Cultural Intelligence	Entrepreneurship Attitudes	0/49	0/000	Accept
Motivational	Entrepreneurship Attitudes	0/57	0/000	Accept
Cognition	Entrepreneurship Attitudes	0/60	0/000	Accept
Metacognition	Entrepreneurship Attitudes	0/41	0/000	Accept
Behavioral	Entrepreneurship Attitudes	0/66	0/000	Accept

#### **Hypothesis 4: Relationship between Social Intelligence with Entrepreneurship Attitudes.**

In testing this hypothesis we tried to measure relationship between Social Intelligence of Managers with Entrepreneurship Attitudes. Results showed that there is a significant relationship between Social Intelligence with Entrepreneurship Attitudes. Correlation Coefficient (0/53) and significance level (/000) show significant relationship between two variables Social Intelligence and Entrepreneurship Attitudes at level of 0/01 and 0/05. Therefore this hypothesis that there is a relationship between Social Intelligence of Managers with Entrepreneurship Attitudes is accepted. We can conclude that there is statistically significant relationship between Social Intelligence

with their Entrepreneurship Attitudes. Result of table 4 shows that among dimensions of Social Intelligence, Coordination and Personality dimensions have maximum relationship with Entrepreneurship Attitudes of Managers in Small and Medium Businesses and Clarity has not relationship, Results showed that There is a significant relationship between two variables of Understanding Position, Personality, Confidence and Coordination of Managers in Small and Medium Businesses with their Entrepreneurship Attitudes from components of Social Intelligence, Coordination component has most relationship with Entrepreneurial Attitudes. Table 4 show results of 4 hypotheses.

Table4. Relationship between Social Intelligence with Entrepreneurship Attitudes

Prediction Variable	Criterion Variable	Coefficient	Significance	Conclusion
Social Intelligence	Entrepreneurship Attitudes	0/53	0/000	Accept
Understanding Position	Entrepreneurship Attitudes	0/35	0/000	Accept
Personality	Entrepreneurship Attitudes	0/48	0/000	Accept
Confidence	Entrepreneurship Attitudes	0/43	0/000	Accept
Clarity	Entrepreneurship Attitudes	0/02	0/303	Rejecting
Coordination	Entrepreneurship Attitudes	0/60	0/000	Accept

**Hypothesis 5: Emotional Intelligence, Organizational Intelligence, Cultural Intelligence and Social Intelligence There have significant influence on Entrepreneurship Attitudes.** In table 5 results of Analysis Regression of influence of predictive variables on criterion variable is presented. In table 5 determinative Table5. Regression Coefficients of Variables

coefficient shows that 61% of changes related to Entrepreneurship Attitudes of Managers are explained by Emotional Intelligence, Organizational Intelligence, Cultural Intelligence and Social Intelligence and other changes related to their Entrepreneurship Attitudes are explained by other variables outside this research.

Model	Correlation Coefficient	R Squared	B	Beta	t	Significance	Conclusion
(Constant)	/708	/609	16/745		12/304	0/000	It has Effect
Emotional Intelligence			/629	/695	14/415	0/000	It has Effect
Organizational Intelligence			/361	/262	10/752	0/000	It has Effect
Cultural Intelligence			/299	/236	7/069	0/000	It has Effect
Social Intelligence			/143	/108	3/996	0/000	It has Effect

By considering significance column relationship of four variables with Entrepreneurship Attitudes are significant, Results shows that among variables Emotional Intelligence, Organizational, Cultural and Social have the most significant influence on Entrepreneurship Attitudes of Managers in Small and Medium Businesses. It is necessary to mention that results of table 5 shows the most significant correlation is for Emotional Intelligence influence (0/75), Cultural Intelligence (0/69), Organizational Intelligence (0/63) and Social Intelligence (0/53). So regression of Beta coefficient is like this equation.

$$Y (E) = 0/66 (Emotional Intelligence) + 0/262(Organizational Intelligence) + 0/236 (Cultural Intelligence) + 0/108 (Social Intelligence).$$

In order to Path Analyze and modeling after examinations about Entrepreneurship Attitudes in Small and Medium Businesses of Iran and statistical analysis, correlation and regression models we designed a model to measure direct and indirect influence of each of the Intelligence on Entrepreneurship Attitudes Managers in Small and Medium Businesses.

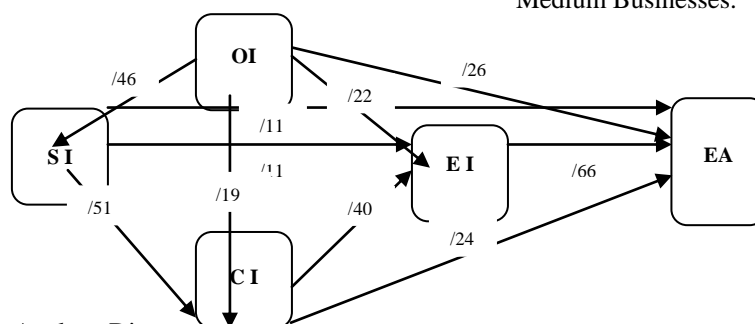


Figure2. Path Analyze Diagram

- Emotional Intelligence and its dimensions have direct influence on Entrepreneurship Attitudes Managers in Small and Medium Businesses of Iran.
- Cultural Intelligence directly affects Entrepreneurship Attitudes Managers in Small and Medium Businesses of Iran up to 0/24. While indirectly is effective up to 0/26. In general cultural Intelligence of Managers of Small and Medium Businesses are influential up to 50% on Entrepreneurship Attitudes.
- Organizational Intelligence directly influences Entrepreneurship Attitudes of Managers of Small and Medium Businesses up to 0/26. While indirectly Emotional, Cultural and Social Intelligence is influential up to 37%. In general Organizational Intelligence of Managers of Small and Medium Businesses influence Entrepreneurship Attitudes up to 0/63.

- Social Intelligence of Managers of Small and Medium Businesses influence Entrepreneurship Attitudes up to 0/46.
- One of the criteria for effectiveness of models of Path Analysis is R-squared that can examine suitability of model. R-squared shows that presented model is compatible with data or not? And how expresses variances of Entrepreneurship Attitudes? Naturally the higher the R Squared expressive power of model is higher and it can express more. As results of table 5 shows 61 percent of changes related to Entrepreneurship Attitudes of Managers in Small and Medium Businesses are explained by Emotional, Organizational, Cultural and Social Intelligence and other changes are related to their Entrepreneurship Attitudes are explained by Emotional, Organizational, Cultural and Social Intelligence

and other changes are related to their Entrepreneurship Attitudes outside this research. Because R Squared is higher than 0/50 this shows in evident so in the present model.

### Discussion and conclusion

As we mentioned personality and Intelligence have an important role in Entrepreneurship Attitudes of Managers so we should pay attention to the extent of their influence. So research tries to offer a model to express relationship between Emotional Intelligence, Social, cultural and Organizational Intelligence of Managers in Small and Medium Businesses with their Entrepreneurship Attitudes. In order to examine relationship between Emotional Intelligence, Social, Cultural and Organizational Intelligence with Entrepreneurship Attitudes of Managers in Small and Medium Businesses theoretical framework of Goleman (1995), Livermore (2010), Albrcht (2003), Goleman (1998) and Ahmad Pour Dariani(2009) were accepted. Statistical analysis related to relationship between Emotional Intelligence Social, Cultural and Organizational Intelligence with Entrepreneurship Attitudes of Managers in Small and Medium Businesses with correlation coefficient (0/30) and significance level of 0/01 and 0/05 .

Statistical Analysis Showed:

About first hypothesis related to significant relationship between Emotional Intelligence of Managers in Small and Medium Businesses with Entrepreneurship Attitudes results showed that Emotional Intelligence as an effective role to improve Entrepreneurship Attitudes of Managers in Small and Medium Businesses of Iran . Therefore we should pay attention to every characteristic and dimension of it. Results showed that among dimension of Emotional Intelligence self-independence has the highest influence and Stress Tolerance has the least influence on Entrepreneurship Attitudes of Managers in Small and Medium Businesses of this study are consistent with findings of Kamalian & Fazel (2012) and Bahadori (2012) that showed there is a positive correlation between Emotional Intelligence and Entrepreneurship Attitudes.

About second hypothesis results showed that Organizational Intelligence has an effective role to improve Entrepreneurship Attitudes of Managers in Small and Medium Businesses in Iran. So every all dimensions of it are important. Findings have shown that among dimensions of Organizational Intelligence Tendency to Change has the highest influence and Application of Knowledge has the least influence on Entrepreneurship Attitudes of Managers in Small and Medium Businesses. Results of this study are consistent with Satari (2009), Rahimi& Bakhshian (2010) that showed there is a significant relationship between all

dimensions of Entrepreneurship Attitudes of Managers.

About third hypothesis results showed that Cultural Intelligence has effective role to improve Entrepreneurship Attitudes of managers in Small and Medium Businesses. Overcoming Cultural barriers to improve business can be considered as a motivational play for Entrepreneurship Managers. This way manager based on internal motivations and need for Achievement try to remove cultural contradictions in a more effective way. Results showed that among dimension of Cultural Intelligence, Behavioral dimension has the most influence and Meta Cognition has the least influence on Entrepreneurship Attitudes of Managers in Small and Medium Businesses of Iran. These results are consistent with Naiej and Abbas Alizadeh that showed there is a significant relationship between all dimensions of Cultural Intelligence with Entrepreneurship Attitudes.

About fourth hypothesis results showed that Social Intelligence has an effective role to improve Entrepreneurship Attitudes of Managers in Small and Medium Businesses of Iran. Social Intelligence or ability to interact can help managers to encourage and appreciate employees and admire them for their activities and reinforce their performance. Findings showed that among dimensions of Social Intelligence, Coordination has the highest influence on Entrepreneurship Attitudes of Managers in Small and Medium Businesses of Iran. But no significant relationship was found between dimensions of Clarity with Entrepreneurship Attitudes of managers. Results of this study are consistent with Heidari (2011) that showed between all dimensions of Social Intelligence and Entrepreneurship Attitudes of managers there is a significant relationship. Also in the planned model all dimensions of Social Intelligence have a significant relationship with Entrepreneurship Attitudes. Considering relationship between Emotional, Organizational, Cultural and Social Intelligence of Managers with Entrepreneurship Attitudes we can make sailable decision improve Entrepreneurship tendencies of managers in small business in Iran.

It is recommended because of influence of Emotional Intelligence (to explore opportunities), Organizational Intelligence (to analyze effective performance of organizational knowledge), Cultural Intelligence (to manage Cultural contradictions), and Social Intelligence (to manage social skills) on managers, so try to improve these abilities in Managers of Small and Medium Businesses.

### References

- Ahmadpour DarYani, Mohmoud (2009). *Entrepreneurship: Definition, Theories and Patterns*. Tehran: Pardis publication.



- Albrecht, K. (2003). Organizational Intelligence Survey Preliminary Assessment. *Journal Institute of Management*: 1-7.
- Bahadori, Mohammad Karim (2012). The Effect of Emotional Intelligence on Entrepreneurial Behavior: A Case Study in a Medical Science University. *Asian Journal of Business Management*, N: 4: 81-85.
- Bakhshian, A, Hamidi, F, Ezati, M. (2011). Relationship between Organizational Intelligence and Entrepreneurship among University Educational Managers. *The Journal of Mathematics and Computer Science*. Vol .3 No.4 (2011) 413 – 421.
- Goleman, D. (1995). *Emotional Intelligence*. Bantam Books.
- Golman D (1998). What Makes A Leader? *Harvard Business Review*. N: 76, PP: 63-102.
- Heidari, Parvaneh(2010). *Study on the relationship between social Intelligence with Entrepreneurship behavior of managers in Farsan*. Thesis of Farsan Payam Noor University.
- Hermann, F, Manfred, L, Christian, K (2007). The Significance of Personality in Business Start-up Intentions, Start-up Realization and Business Success. *Entrepreneurship and Regional Development*. N: 3. 227–251.
- Kamalian, Aminreza & Fazel, Amir (2010). Study on the relationship between Emotional Intelligence and Entrepreneurship of students. *Social and Humanities research*. Third year – No 11: 127-146.
- Kamalian, Aminreza, Yaghoubi, Nour-Mohammad, Poori, Mahien (2011). Emotional Intelligence and Corporate Entrepreneurship. *Journal of Basic and Applied Scientific Research*. N: 1: 471-478.
- Kordi, Ali & Aftab Azadi, Mitra (2007). *Study on the relationship between cultural Entrepreneurship and social Entrepreneurship*. Tehran: Strategic research center: 85-134.
- Liebowitz, J., (2005), 'Entrepreneurship: Next Century' University Funding Will Come Mostly From Successful Entrepreneur Alumni. We Should Plan for than Now Management Review. *Journal of Operational Research*. Vole: 84. N: 147: 128-136.
- Livermore, David (2010). *Leading With Cultural Intelligence*. United States of America: American Management Association.
- Mokhtaripour, Marzie (2005).study on the relationship between Emotional Intelligence and leadership theories. *Social and Humanities research*. Sixth. No 21 : 39-56
- Moradi, Pordanjani, Hojatollah(2010). Entrepreneurship Management based on Cultural Intelligence *Tadbir Journal*, No 228.
- Naeij M.J. and Abbasalizadeh M. (2010). *Emotional Intelligence, Cultural Intelligence, Affectivity and Entrepreneurial Behaviors: Evidence from Iran SMEs*. First International Conference on Entrepreneurship (ICE-2010). University of Tehran, Iran.
- Nikolaou I, Tsaousis I (2002). Emotional Intelligence in the Workplace. Exploring its Effects on Occupational Stress and Organizational Commitment. *The International Journal of Organizational Analysis*. 10(4), PP: 327–342.
- Rahimi Gholamreza& Vazife, Ghader (2009). Study of influence of organizational intelligence on Entrepreneurship in agriculture and industry of Moghan. *First national conference of management in Iran*.
- Sattari, Mahdi (2009). Influence of organizational Intelligence on Entrepreneurship Attitudes of organizational in industrial companies of Mazandaran. *First national conference of management in Iran*.
- Taylor, E. H. (1990). The Assessment of Social Intelligence. *Journal of Psychotherapy*. N.27: 445-457.
- Thompson, J.L.(2003). Innovation through People. *Manage Decks*. N: 42: 1082-1094.
- Zampetakis L, Beldekos P, Moustakis, V. (2009). Day-to-day Entrepreneurship With in Organizations: The Role of Trait Emotional Intelligence and Perceived Organizational Support. *European Management Journal*. 27, PP: 165– 175.