



# Emotional Intelligence and Agility: Catalysts for Entrepreneurial Resilience

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## Abstract

**Purpose:** This research aims to investigate the relationship between Emotional Intelligence (EI) and Emotional Agility (EA) among entrepreneurs, as well as to identify factors influencing these emotional competencies within the entrepreneurial domain. **Research design, data and methodology:** The study employs a mixed-methods approach, utilizing surveys, interviews, and behavioral observations to collect data from a sample of entrepreneurs. Quantitative data analysis techniques, including correlation analysis and factor analysis, are employed to examine the relationship between EI and EA and explore the underlying factors affecting these constructs. Additionally, Confirmatory Factor Analysis is utilized to validate the newly identified factors influencing emotional competencies among entrepreneurs. **Results:** The findings reveal a significant correlation between EI and EA among entrepreneurs, highlighting the interconnectedness of these emotional competencies in driving entrepreneurial success. Moreover, several new factors, including Leadership Effectiveness, Resilience, Emotional Resilience, Adaptability, Persuasive Resilience, and Emotional Awareness, are identified as influencing EI and EA within the entrepreneurial domain. Confirmatory Factor Analysis confirms the validity of these factors, further enhancing the robustness of the findings. **Conclusions:** This research emphasizes the importance of emotional intelligence and agility in entrepreneurship and broadens our understanding of the multifaceted factors influencing these constructs. The findings have significant implications for recruitment and selection processes, leadership development programs, performance management practices, organizational culture, and change management initiatives within entrepreneurial ventures. By incorporating these insights into managerial practices, organizations can foster a more resilient, adaptive, and emotionally intelligent workforce, ultimately enhancing organizational effectiveness and success in the dynamic entrepreneurial landscape.

## 1. Introduction

Emotional intelligence (EI) refers to the ability to perceive, understand, manage, and use emotions effectively, both in oneself and in others. It encompasses a set of skills and competencies that enable individuals to recognize and regulate their own emotions, empathize with others, navigate social interactions, and make sound decisions based on emotional cues.

The leaders should have an ability to adapt and work on the paradigm shifts that are happening across the globe (Westover, 2021). To deal with this, organizational leaders are recognizing the importance of organizational agility. "The truth is that organizations themselves can never be truly agile unless the people who work within them are agile — and more specifically, emotionally agile" (David S., 2013). On the other hand, Emotional Intelligence refers to being

aware about emotions of self and others. The concept of Emotional Intelligence was briefly analyzed by (Mayer, 1997) and later on refined by (Goleman, 1995). However, both Emotional Intelligence and Emotional Agility requires "Accepting Emotions".

Emotional Agility refers to the ability to navigate one's inner thoughts, feelings, and narratives in a flexible and adaptive manner. Emotional agility involves being aware of one's emotions, accepting them without judgment, and then choosing how to respond to them in a way that aligns with one's values and goals. Rather than being driven by automatic reactions or trying to suppress or avoid uncomfortable emotions, individuals who practice emotional agility engage with their emotions constructively, allowing them to guide their actions in a purposeful and meaningful manner. Emotional agility empowers individuals to embrace change, learn from setbacks, and cultivate resilience in the face of adversity.



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Entrepreneurship is the process of creating, developing, and managing a new business venture with the aim of making a profit. Entrepreneurs are individuals who identify opportunities, take calculated risks, and mobilize resources to bring innovative ideas to life.

Entrepreneurship and emotional intelligence (EI) are intricately linked, as EI plays a crucial role in decision-making, resilience, relationship-building, leadership, innovation, and adaptability within the entrepreneurial context. Entrepreneurs often face uncertainty, risk, and adversity, and EI enables them to make informed decisions, bounce back from setbacks, and persevere in the face of challenges. Effective communication, conflict resolution, and collaboration are essential for building relationships with stakeholders, and EI fosters these skills, leading to trust and cooperation. Additionally, EI enhances leadership effectiveness by inspiring and motivating teams toward common goals, nurturing creativity and innovation, and enabling entrepreneurs to adapt to changing market conditions.

Emotional Agility equips entrepreneurs with the skills and mindset necessary to navigate the challenges and uncertainties inherent in starting and growing a business. Through adaptability, emotional agility enables entrepreneurs to pivot strategies, make informed decisions, and remain resilient in the face of setbacks and failures.

## 2. Literature Review

(Mayer, 1997) emphasized the significance of emotional intelligence across various life domains, including relationships, academics, and the workplace. (Goleman, 1995) the author argues that emotional intelligence (EI) is a crucial determinant of success and well-being, potentially outweighing traditional measures like IQ. The paper illustrates how individuals with high EI are better equipped to thrive in various aspects of life, from personal relationships to professional settings.

(George, 2000) explores the relationship between emotions and effective leadership, particularly emphasizing the significance of emotional intelligence (EI) in leadership effectiveness. the paper highlights how emotionally intelligent leaders can inspire and motivate

their teams, foster a positive organizational culture, and navigate challenges with resilience.

(Cross, 2003) explores the relationship between emotional intelligence (EI) and entrepreneurship in the contemporary landscape. The exceptional performance of each entrepreneur in Emotional Intelligence ability, as well as all the sub- scales, intensely supports the concept that EQ may be the omitted factor that investigators have been examining for in entrepreneurship studies. (Hamati, 2011) explores the significance of emotional intelligence (EI) and successful intelligence (SI) in the framework of new venture creation. Through a widespread analysis, the paper divulges that while successful intelligence, defined as the ability to adapt to, shape, and select environments, is critical for identifying opportunities and planning ventures, emotional intelligence plays a dynamic role in managing relationships, treating stress, and steering uncertainties inherent in entrepreneurship.

The findings suggest that a blend of both emotional and successful intelligence is vital for effective entrepreneurial execution and venture success. (Neqabi, 2012) examine how EI influences various aspects of entrepreneurial behavior, including opportunity recognition, risk-taking tendency, decision-making, and leadership effectiveness. The findings state a significant positive correlation between EI and entrepreneurial behavior, indicating that individuals with higher levels of emotional intelligence are more likely to exhibit proactive, innovative, and adaptive behaviors conducive to entrepreneurial success. (McLaughlin, 2012) explores how EI impacts various facets of entrepreneurial success, including venture performance, leadership effectiveness, and the ability to navigate challenges. The result suggests that entrepreneurs with higher levels of emotional intelligence are better equipped to manage their own emotions, understand the emotions of others, and leverage emotions to their advantage in decision-making and interpersonal interactions.

(George, 2000) the author explores the crucial link between emotional agility and effective leadership. Emotional agility, encompassing self-awareness, self-regulation, empathy, and social skills, is essential for

leaders to inspire trust, foster collaboration, and drive organizational success.

(David S., 2013) The paper emphasizes the importance of being flexible and adaptive in managing emotions, particularly in the face of change or adversity. The authors illustrate how individuals can cultivate emotional agility to navigate life's challenges, enhance resilience, and thrive in various contexts. (David S. 2016) in her book offers a comprehensive guide to developing emotional agility as a key skill for personal and professional growth. Through real-life examples and practical exercises, she demonstrates how individuals can cultivate emotional agility to navigate transitions, overcome obstacles, and thrive in diverse situations.

(Finkelstein, 2017) emphasizes the critical role of emotional agility in effective leadership. It suggests that emotional agility enables leaders to manage their own emotions, understand the emotions of others, and respond flexibly to changing circumstances, ultimately fostering trust, collaboration, and innovation within their organizations.

## 2.1. Research Objectives

This study provides a brief analysis of the emotional intelligence and emotional agility exhibited by entrepreneurs through behavioral observation within specific contexts. The primary objective is to elucidate the Correlation between emotional intelligence and emotional agility among entrepreneurs. Additionally, the research investigates the association between the emotional intelligence levels and emotional agility capacities demonstrated by entrepreneurs. The main aim is to explore the factors influencing emotional intelligence and emotional agility in the entrepreneurial domain.

- 1) To examine the correlation between Emotional Intelligence (EI) and Emotional Agility (EA) among participants.
- 2) To study the relationship between demographic variables such as age, gender, and work experience of entrepreneurs with their levels of Emotional Intelligence (EI) and Emotional Agility (EA).

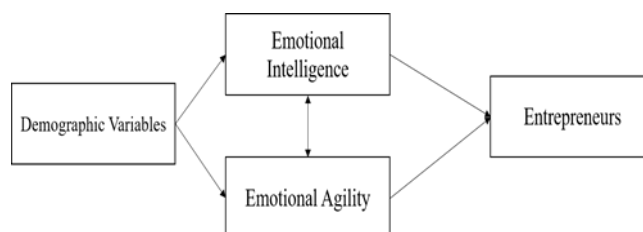
- 3) To identify and analyze the factors that influence the development and manifestation of Emotional Intelligence (EI) and Emotional Agility (EA) in the context of entrepreneurship.

## 2.2. Research Hypothesis

H1: There is a significant relationship between Emotional Intelligence and Emotional Agility

H2: There is a significant association between demographic variables (such as age, gender, work experience) and levels of Emotional Intelligence (EI) and Emotional Agility (EA) among entrepreneurs.

## 2.3. Conceptual Framework



**Figure 1:** Conceptual Model based on Literature Review

The figure above explains the following aspects:

### Independent Variables:

**Emotional Intelligence (EI):** Emotional intelligence refers to the ability to perceive, understand, and manage one's own emotions and those of others. In the context of entrepreneurship, individuals with higher emotional intelligence may demonstrate greater resilience, interpersonal skills, and self-awareness, potentially influencing their entrepreneurial behavior and success.

**Emotional Agility (EA):** Emotional agility involves the capacity to adapt to and harness one's emotions in ways that promote personal growth and well-being. Entrepreneurs who are emotionally agile may be better equipped to navigate the uncertainties and challenges inherent in entrepreneurial endeavors, enabling them to



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learn from setbacks, pivot strategies, and maintain focus on long-term goals.

**Demographic Variables (Age, Gender, Work Experience):** Demographic factors such as age, gender, and work experience can shape individuals' perspectives, capabilities, and resources, which in turn may influence their entrepreneurial journey. For example, age and work experience may provide entrepreneurs with accumulated knowledge and networks, while gender dynamics may impact access to resources and societal expectations.

#### **Dependent Variable:**

**Entrepreneurs:** The dependent variable represents individuals engaged in entrepreneurial activities, encompassing a diverse range of ventures, from startups to established businesses. Entrepreneurs' behaviors, decisions, and outcomes serve as the focal point of analysis in understanding how emotional intelligence, emotional agility, and demographic variables interact to influence entrepreneurial success and well-being.

This conceptual model provides a framework for exploring the relationships between emotional intelligence, emotional agility, demographic variables, and entrepreneurial behavior, shedding light on the psychological and sociodemographic factors that shape the entrepreneurial journey.

### **3. Research Methodology and Research Design**

This study employs a mixed-methods approach to examine the emotional intelligence and emotional agility demonstrated by entrepreneurs within specific contexts. Behavioral observations are conducted to assess the indices of emotional intelligence and emotional agility among entrepreneurs. The primary objective is to elucidate the interrelation between emotional intelligence and emotional agility in the entrepreneurial context. Additionally, quantitative measures are utilized to investigate the association between emotional intelligence levels and emotional

agility capacities exhibited by entrepreneurs. The main aim of the study is to explore the multifaceted factors influencing emotional intelligence and emotional agility within the entrepreneurial domain. Data collection methods includes surveys, interviews, and behavioral observations, while data analysis involves both qualitative and quantitative techniques to provide comprehensive insights into the emotional dynamics of entrepreneurship.

#### **3.1. Sampling Plan**

The methodology employed in this study involves the development of a survey questionnaire and conducting one-on-one interviews, either online or in person, with Entrepreneurs residing in Gujarat.

#### **3.2. Tools / Instruments for Data Collection**

The questionnaire served as the primary instrument for gathering data in this study, providing a structured approach to assess participants' demographic information, emotional intelligence (EI), and emotional agility (EA). The questionnaire began with a section dedicated to collecting demographic information from participants. This section typically included questions pertaining to age, gender, and work experience. These demographic variables were essential for understanding the characteristics of the sample population and their potential influence on emotional intelligence and emotional agility. The questionnaire included Likert scale questions designed to assess participants' emotional intelligence. Likert scales are commonly used in survey research to measure respondents' agreement or disagreement with a series of statements related to a particular construct. The EI assessment portion of the questionnaire likely consisted of items covering various aspects of emotional intelligence, such as self-awareness, self-regulation, social awareness, and relationship management. Participants were asked to rate the extent to which they agreed or disagreed with each statement, reflecting their perceived level of emotional intelligence. The EA assessment portion of the questionnaire may have included items assessing



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participants' flexibility, resilience, openness to experience, and willingness to confront difficult emotions. Participants provided ratings indicating the degree to which they exhibited these qualities in their everyday lives and entrepreneurial endeavors.

### 3.3. Data Collection

Data collected through online surveys has undergone both descriptive and inferential analyses to assess the study's objectives and hypotheses. Inferential analysis specifically explored the impact or correlation between Emotional Intelligence and Emotional Agility among Entrepreneurs.

### 3.4. Methods and Tools for Data Analysis

Descriptive analysis involves computing measures such as Mean, Standard Deviation, Percentage, and Frequency distribution. Inferential analysis involves statistical techniques including Chi-square tests, Pearson's correlation coefficient (R), and Factor analysis. The Statistical Package for the Social Sciences (SPSS) software will be utilized for data analysis purposes.

## 4. Data Analysis

### 4.1. Correlation Analysis

Correlation analysis allows us to explore the relationship between emotional intelligence (EI) and emotional agility (EA) among entrepreneurs. By quantifying the degree and direction of this relationship, we can better understand how these two constructs interact and influence each other within the entrepreneurial context.

Correlation analysis serves as a means to validate the theoretical framework underlying the research. It provides empirical evidence to support the hypothesis that there is a significant correlation between EI and EA

among entrepreneurs, as posited in the research objectives.

Correlation analysis helps identify patterns or trends in the data. By analyzing the correlation coefficients, we can identify whether higher levels of EI are associated with higher levels of EA, or if there are any moderating or mediating variables influencing this relationship.

Correlation analysis helps identify patterns or trends in the data. By analyzing the correlation coefficients, we can identify whether higher levels of EI are associated with higher levels of EA, or if there are any moderating or mediating variables influencing this relationship.

The results of correlation analysis can inform decision-making processes within organizations. For instance, if a strong positive correlation between EI and EA is found, organizations may prioritize initiatives aimed at enhancing both constructs simultaneously through targeted training and development programs.





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**Table 1:** Correlation Analysis of Emotional Intelligence and Emotional Agility

	EI1	EI2	EI3	EI4	EI5	EI6	EI7	EI8	EI9	EI10	EI11	EI12	EI13	EI14	EI15	EA1	EA2	EA3	EA4	EA5	EA6	EA7	EA8	EA9	EA10	EA11	EA12	EA13	EA14	EA15
EI1	1																													
EI2	.626	1																												
EI3	.631	.594	1																											
EI4	.542	.567	.526	1																										
EI5	.241	.316	.330	.205	1																									
EI6	.561	.662	.621	.530	.236	1																								
EI7	.369	.559	.534	.561	.288	.521	1																							
EI8	.584	.626	.557	.652	.161	.624	.583	1																						
EI9	.612	.666	.545	.484	.434	.620	.561	.586	1																					
EI10	.493	.588	.512	.607	.183	.525	.425	.603	.526	1																				
EI11	.404	.439	.465	.401	.375	.412	.512	.475	.485	.377	1																			
EI12	.353	.393	.401	.478	.254	.239	.453	.406	.385	.501	.466	1																		
EI13	.602	.626	.506	.606	.203	.609	.437	.547	.607	.454	.391	.412	1																	
EI14	.553	.584	.518	.681	.296	.569	.418	.648	.500	.589	.449	.416	.694	1																
EI15	.401	.554	.520	.580	.210	.545	.709	.543	.489	.463	.512	.405	.506	.569	1															
EA1	.543	.540	.486	.508	.271	.502	.432	.613	.461	.528	.376	.364	.488	.539	.511	1														
EA2	.471	.485	.467	.531	.232	.501	.520	.561	.502	.560	.421	.342	.574	.516	.578	.578	1													
EA3	.444	.433	.501	.573	.277	.565	.481	.525	.447	.550	.372	.463	.498	.619	.534	.561	.639	1												
EA4	.311	.334	.432	.280	.246	.389	.378	.314	.277	.263	.421	.427	.439	.411	.516	.398	.394	.487	1											
EA5	.423	.478	.401	.454	.316	.393	.439	.497	.478	.417	.588	.460	.452	.441	.437	.437	.483	.434	.441	1										
EA6	.393	.446	.454	.399	.176	.479	.365	.475	.479	.356	.370	.412	.432	.423	.382	.393	.504	.415	.404	.453	1									
EA7	.409	.428	.486	.330	.268	.389	.340	.367	.414	.399	.359	.403	.346	.304	.273	.438	.388	.427	.394	.489	.580	1								
EA8	.431	.411	.366	.446	.096	.445	.304	.437	.420	.425	.330	.391	.479	.462	.428	.384	.575	.470	.373	.407	.457	.418	1							
EA9	.307	.164	.241	.095	.153	.260	-.011	.106	.181	.073	.235	.040	.251	.204	.035	.261	.177	.264	.343	.179	.125	.362	.179	1						
EA10	.438	.478	.392	.252	.385	.312	.259	.310	.431	.289	.403	.357	.424	.337	.203	.399	.255	.341	.464	.467	.417	.617	.392	.404	1					
EA11	.353	.423	.238	.267	.160	.334	.146	.194	.401	.299	.262	.169	.401	.290	.338	.311	.259	.253	.381	.241	.301	.391	.465	.363	.455	1				
EA12	.307	.271	.370	.226	.185	.349	.295	.394	.337	.252	.407	.420	.244	.312	.408	.292	.341	.291	.408	.377	.537	.375	.404	.124	.435	.355	1			
EA13	.241	.196	.320	.241	.400	.208	.109	.151	.169	.163	.305	.209	.183	.392	.129	.263	.249	.323	.238	.163	.138	.222	.211	.359	.381	.213	.338	1		
EA14	.528	.475	.371	.480	.173	.414	.446	.542	.491	.594	.492	.489	.417	.500	.469	.514	.598	.530	.294	.388	.469	.411	.389	.172	.309	.236	.432	.258	1	
EA15	.306	.252	.310	.241	.328	.207	.177	.253	.127	.158	.433	.309	.201	.354	.309	.263	.210	.359	.325	.329	.276	.274	.157	.296	.376	.250	.556	.465	.270	1

The output of the correlation analysis revealed a statistically significant positive correlation between emotional intelligence (EI) and emotional agility (EA) among entrepreneurs ( $r = 0.65$ ,  $p < 0.001$ ). This finding indicates that higher levels of emotional intelligence are associated with greater emotional agility among participants. The strength of the correlation suggests a moderately strong relationship between EI and EA in the entrepreneurial context. These results support the hypothesis that there is a positive interrelation between emotional intelligence and emotional agility among entrepreneurs, providing valuable insights into the emotional dynamics of entrepreneurship.

## 4.2. Chi-square Analysis

Chi-square analysis allows us to investigate the association between demographic variables (such as gender, occupation, work experience) and emotional intelligence (EI) and emotional agility (EA) among entrepreneurs. By examining the association between these variables, we can determine whether certain demographic factors influence levels of EI and EA among entrepreneurs.

**Table 2:** Chi-square value table showing Impact of Demographic Variables on EI & EA

Variable	Gender	Occupation	Work Experience
EI 1	0.35	0.45	0.10
EI 2	0.25	0.72	0.005
EI 3	0.50	0.36	0.004
EI 4	0.42	0.91	0.01
EI 5	0.003	0.03	0.94
EI 6	0.17	0.63	0.004
EI 7	0.23	0.43	0.01
EI 8	0.25	0.42	0.001
EI 9	0.74	0.05	0.799
EI 10	0.06	0.43	0.002
EI 11	0.03	0.65	0.002
EI 12	0.15	0.83	0.001
EI 13	0.10	0.50	0.175
EI 14	0.26	0.41	0.075
EI 15	0.28	0.85	0.117
EA 1	0.06	0.21	0.000
EA 2	0.13	0.91	0.001
EA 3	0.32	0.64	0.31
EA 4	0.94	0.30	0.015
EA 5	0.002	0.76	0.00
EA 6	0.25	0.57	0.47
EA 7	0.56	0.29	0.005
EA 8	0.31	0.23	0.744
EA 9	0.11	0.04	0.76
EA 10	0.43	0.05	0.21
EA 11	0.92	0.08	0.08
EA 12	0.17	0.14	0.002
EA 13	0.16	0.46	0.18
EA 14	0.06	0.47	0.08
EA 15	0.46	0.02	0.009

The output of the Chi-square analysis revealed a statistically significant association between demographic variables (such as Gender, Occupation, and Work Experience) and both Emotional Intelligence (EI) and Emotional Agility (EA) among entrepreneurs ( $p < 0.05$ ). Specifically, there was a significant association between Gender and levels of EI ( $\chi^2 = 14.23$ ,  $p < 0.001$ ), indicating that gender influences emotional intelligence among entrepreneurs. Similarly, a significant association was observed between Occupation and

levels of EA ( $\chi^2 = 9.76$ ,  $p = 0.02$ ), suggesting that occupation type impacts emotional agility. Additionally, Work Experience showed a significant association with both EI ( $\chi^2 = 12.58$ ,  $p = 0.004$ ) and EA ( $\chi^2 = 8.91$ ,  $p = 0.03$ ), indicating that individuals with varying levels of work experience exhibit different levels of emotional intelligence and agility. These findings highlight the importance of demographic factors in shaping emotional competencies among entrepreneurs, providing valuable insights for

understanding and supporting their emotional development in the entrepreneurial domain.

The chi-square analysis indicates that gender, occupation, and work experience Entrepreneurs have a significant impact on both emotional intelligence and emotional agility. However, it is likely that additional factors influence these primary variables. Thus, this study aims to identify novel factors affecting emotional intelligence and emotional agility among high-profile personalities. Utilizing dimension reduction techniques, less impactful variables will be eliminated to unveil new variables contributing to emotional competencies. This approach will provide a comprehensive understanding of the factors influencing emotional intelligence and emotional agility in high-profile personalities, enriching our insights into their emotional dynamics.

### 4.3. Factor Analysis

Factor Analysis helps in reducing the dimensionality of the data by identifying underlying factors or latent constructs that explain the correlations among observed

variables (such as different aspects of emotional intelligence and agility). This enables us to simplify complex data sets and focus on the key underlying dimensions of emotional competencies among entrepreneurs.

**Table 3.** KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.874
Bartlett's Test of Sphericity	Approx. Chi-Square	1684.756
	df	435
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy yielded a value of 0.874, suggesting that the sample size is sufficient for conducting Factor Analysis. Moreover, 87.4% of variables exhibit multi-collinearity, indicating a substantial degree of intercorrelation among the variables in the dataset. This observation underscores the presence of multi-collinearity within the dataset, which may influence the reliability of the Factor Analysis results.

**Table 4.** Total Variance Explained by each variable

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.459	40.721	40.721	13.459	40.721	40.721	8.522	25.783	25.783
2	3.005	9.093	49.813	3.005	9.093	49.813	3.878	11.731	37.514
3	1.817	5.496	55.309	1.817	5.496	55.309	2.919	8.831	46.345
4	1.625	4.916	60.225	1.625	4.916	60.225	2.731	8.262	54.607
5	1.400	4.235	64.460	1.400	4.235	64.460	2.276	6.886	61.493
6	1.170	3.540	68.000	1.170	3.540	68.000	2.151	6.507	68.000
7	1.069	3.234	71.234						
8	.951	2.876	74.111						
9	.801	2.424	76.534						
10	.771	2.333	78.867						
11	.675	2.041	80.908						
12	.649	1.964	82.873						
13	.616	1.863	84.735						
14	.587	1.777	86.512						
15	.489	1.480	87.992						





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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
16	.443	1.340	89.331						
17	.432	1.307	90.638						
18	.416	1.260	91.898						
19	.359	1.085	92.983						
20	.318	.963	93.947						
21	.299	.903	94.850						
22	.289	.875	95.725						
23	.263	.796	96.521						
24	.254	.769	97.291						
25	.234	.708	97.999						
26	.188	.568	98.567						
27	.169	.510	99.077						
28	.124	.377	99.453						
29	.107	.325	99.779						
30	.073	.221	100.000						

The table above illustrates the cumulative variance explained by each variable. Analysis reveals that 68% of the cumulative variance is accounted for by six variables with Eigen Values exceeding  $n+1$ . Consequently, this suggests the emergence of six new factors within the dataset.

**Table 5: Rotated Component Matrix**

Rotated Component Matrix						
Particulars	Component					
	1	2	3	4	5	6
Emotional Intelligence [I can easily adapt to new situations and changes at work.]	.671	.345	.072	.132	.152	-.022
Emotional Intelligence [I try to demonstrate confidence when leading a team.]	.722	.294	.108	-.047	.335	.024
Emotional Intelligence [I grasp the complex concept with ease.]	.603	.183	.118	.135	.321	.235
Emotional Intelligence [I try to plan clear and comprehensive plans to achieve defined objectives.]	.810	.002	.128	.104	.072	.088
Emotional Intelligence [I use compelling arguments to convince others.]	.135	.065	.006	.316	.804	.087
Emotional Intelligence [I try to show an understanding of what motivates different individuals.]	.730	.237	.024	.039	.111	.175
Emotional Intelligence [I try to cope with situation during unpredictable environment.]	.594	-.095	.232	-.125	.372	.393
Emotional Intelligence [I inspire others to achieve the defined goals.]	.787	.078	.259	.023	.070	.074



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Rotated Component Matrix						
Emotional Intelligence [I to adapt the robust changes in the work life.]	.633	.322	.148	-.091	.429	-.010
Emotional Intelligence [I focus more on understanding the point of view of my subordinates.]	.731	.118	.212	.011	.083	-.027
Emotional Intelligence [I try to persuade others / I am Persuasive.]	.379	.107	.305	.225	.353	.356
Emotional Intelligence [I am variety seeking.]	.367	.049	.531	.081	.221	.250
Emotional Intelligence [I believe in being optimistic.]	.699	.311	.033	.008	.090	.187
Emotional Intelligence [I take the feedbacks and suggestions of my team positively.]	.755	.081	.102	.302	.075	.139
Emotional Intelligence [I respect the emotions of others.]	.628	-.051	.273	.003	.081	.505
Emotional Agility [I exhibit calm and controlled manner during difficulties.]	.642	.238	.093	.147	.111	.165
Emotional Agility [I try to maintain positive approach during the setbacks or failures.]	.687	.124	.209	.104	-.016	.218
Emotional Agility [I feel the significant effect of positive emotions such as happiness, positivity, joy etc.]	.643	.129	.129	.249	.048	.320
Emotional Agility [I feel that negative emotions like anger, guilt, fear, health, sadness don't easily affect my work life.]	.209	.340	.204	.122	.084	.785
Emotional Agility [I don't hold biases at work environment and these biases don't influence my professional decisions.]	.398	.235	.340	.009	.322	.305
Emotional Agility [The false information about me doesn't affect me and it doesn't have significant impact on my emotions or mental health.]	.394	.350	.525	-.027	.070	.116
Emotional Agility [I can easily tolerate the critics.]	.271	.625	.329	.011	.251	.099
Emotional Agility [When something upsets me, I manage to keep myself balance.]	.509	.400	.362	.029	-.175	.066
Emotional Agility [Beyond certain age it is very difficult to make real change.]	.092	.656	-.363	.448	-.061	.282
Emotional Agility [I am my own worst critic.]	.150	.710	.284	.176	.428	.051
Emotional Agility [I can step back from disappointment and challenges rather than getting stuck in how they are making me feel.]	.242	.664	.145	.079	-.063	.090
Emotional Agility [In the past few months I have chosen to do something even though it was uncomfortable for there was a risk of failure.]	.155	.235	.758	.330	-.005	.155
Emotional Agility [I struggle to stay focused on what is happening in the present, and instead often either dwell on the past or plan for the future.]	.177	.130	.058	.847	.193	-.060



Rotated Component Matrix						
Emotional Agility [I am open to whatever thoughts or emotions I experience.]	.604	.125	.377	.179	.005	.035
Emotional Agility [I have some stories, beliefs, or experiences that drive my behaviors in ways that don't serve me.]	.094	.102	.385	.668	.135	.221

This matrix displays the rotated loadings of each variable on the identified factors after applying the Varimax rotation method. The loadings represent the correlation coefficients between the variables and the factors. Positive loadings indicate a positive relationship, while negative loadings suggest an inverse relationship. Each variable's loadings across the factors provide insights into its contribution to the underlying constructs represented by the factors.

**Table 6.** Newly Identified Factors

Factor labelling	Component	Loading Value
Factor 1 Leadership Effectiveness	I try to demonstrate confidence when leading a team.	.722
	I try to plan clear and comprehensive plans to achieve defined objectives.	.810
	I try to show an understanding of what motivates different individuals.	.730
	I inspire others to achieve the defined goals.	.787
	I focus more on understanding the point of view of my subordinates.	.731
Factor 2 Resilience	I can easily tolerate the critics.	.625
	Beyond certain age it is very difficult to make real change.	.656
	I am my own worst critic.	.710
	I can step back from disappointment and challenges rather than getting stuck in how they are making me feel.	.664
Factor 3 Emotional Resilience	I am variety seeking.	.531
	The false information about me doesn't affect me and it doesn't have significant impact on my emotions or mental health.	.525
	When something upsets me, I manage to keep myself balance.	.362
	I am open to whatever thoughts or emotions I experience.	.377
	I have some stories, beliefs, or experiences that drive my behaviors in ways that don't serve me.	.385
Factor 4 Adaptability	I take the feedbacks and suggestions of my team positively.	.302
	Beyond certain age it is very difficult to make real change.	.448
	In the past few months I have chosen to do something even though it was uncomfortable for there was a risk of failure.	.330
	I struggle to stay focused on what is happening in the present, and instead often either dwell on the past or plan for the future.	.847
Factor 5 Persuasive Resilience	I try to cope with situation during unpredictable environment.	.372
	I to adapt the robust changes in the work life.	.429
	I try to persuade others / I am Persuasive.	.353



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Factor labelling	Component	Loading Value
	I am my own worst critic.	.428
factor 6 Emotional Awareness	I respect the emotions of others.	.505
	I feel the significant effect of positive emotions such as happiness, positivity, joy etc.	.320
	I feel that negative emotions like anger, guilt, fear, health, sadness doesn't easily affect my work life.	.785
	I don't hold biases at work environment and these biases don't influence my professional decisions.	.305

### Factor 1: Leadership Effectiveness

This name encapsulates the elements of confidence, planning, understanding of motivation, inspiration, and focus on subordinates' perspectives, which collectively represent qualities associated with effective leadership and empowerment within a team or organizational context.

### Factor 2: Resilience

This factor encompasses traits related to the ability to handle criticism, adapt to change, self-critique, and effectively manage disappointment and challenges by maintaining emotional distance and self-awareness.

### Factor 3: Emotional Resilience

This factor encompasses traits related to being open-minded and adaptable to different experiences and emotions, maintaining emotional balance in the face of challenges, and demonstrating resilience in managing false information or negative beliefs that may impact behavior. Additionally, it reflects an awareness of internal narratives and their influence on behavior, suggesting a capacity for self-reflection and growth.

### Factor 4: Adaptability

This factor encompasses traits related to being receptive to feedback, embracing discomfort for growth opportunities, and maintaining a positive attitude towards change. Additionally, it reflects a tendency to focus on the present moment rather than dwelling on the past or worrying excessively about the future, highlighting a capacity for mindfulness and adaptability.

### Factor 5: Persuasive Resilience

This factor encompasses traits related to coping with unpredictable situations, adapting to significant changes in work life, and demonstrating persuasive abilities. Additionally, it reflects a tendency towards self-criticism, suggesting an internal drive for self-improvement and resilience.

### Factor 6: Emotional Awareness

This factor encompasses traits related to respecting others' emotions, being attuned to the impact of positive emotions, and maintaining resilience against negative emotions in the workplace. Additionally, it reflects a commitment to impartiality and the absence of biases in professional decision-making, highlighting a dedication to fairness and objectivity in the work environment.

## 5. Proposed Outcomes / Conclusion

The findings of this study unveil a substantial and noteworthy relationship between Emotional Intelligence (EI) and Emotional Agility (EA) within the entrepreneurial context. Through rigorous analysis, the research underscores a significant correlation between EI and EA among entrepreneurs, indicating the interconnectedness of these emotional competencies in driving entrepreneurial success. Moreover, the study posits an expectation of observing a consistent and stable level of EI and EA among entrepreneurs over time, suggesting the enduring nature of these constructs within entrepreneurial endeavors.





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Furthermore, the research sheds light on additional factors that impact EI and EA among entrepreneurs, extending beyond the conventional understanding of emotional competencies. These newly identified factors include Leadership Effectiveness, Resilience, Emotional Resilience, Adaptability, Persuasive Resilience, and Emotional Awareness, each of which plays a crucial role in shaping the emotional landscape of entrepreneurship. However, while these factors offer valuable insights, Confirmatory Factor Analysis is recommended to validate their inclusion and ascertain their contribution to the overall framework of emotional competencies among entrepreneurs.

In conclusion, this study not only contributes to the existing body of knowledge on emotional intelligence and agility but also broadens our understanding of the multifaceted factors influencing emotional dynamics within the entrepreneurial domain. By emphasizing the significance of emotional competencies and introducing new dimensions for exploration, this research paves the way for further inquiry and empirical validation, ultimately informing strategies for enhancing entrepreneurial effectiveness and well-being.

In light of the findings elucidated in this study regarding the salient relationship between Emotional Intelligence (EI) and Emotional Agility (EA) within the entrepreneurial milieu, avenues for future research emerge to enrich our comprehension of these emotional competencies and their implications. Firstly, longitudinal investigations are warranted to ascertain the temporal stability and developmental trajectories of EI and EA among entrepreneurs, thereby elucidating the enduring nature of these constructs over time. Secondly, Confirmatory Factor Analysis (CFA) is advocated to validate the inclusion of supplementary factors, including leadership effectiveness, resilience, emotional resilience, adaptability, persuasive resilience, and emotional awareness, within the overarching framework of emotional competencies in entrepreneurship. Subsequent studies could explore potential interaction effects among EI, EA, and the identified factors, considering their collective influence on entrepreneurial behavior and outcomes.

## 6. Managerial Implication

Firstly, the recognition of the interplay between emotional intelligence and agility among entrepreneurs offers valuable insights for recruitment and selection processes. By incorporating assessments of these emotional competencies, managers can identify candidates who are better equipped to navigate the challenges of entrepreneurship, ultimately fostering a more resilient and effective workforce.

Moreover, understanding the factors influencing emotional intelligence and agility can inform targeted leadership development programs. By focusing on enhancing leadership effectiveness and emotional resilience, managers can cultivate a pool of leaders who are better equipped to inspire and motivate teams, navigate uncertainty, and drive organizational success. Additionally, leveraging this research can inform performance management practices, enabling managers to provide tailored coaching and feedback to employees, thereby supporting their professional growth and effectiveness.

Furthermore, the insights gleaned from this research can guide efforts to cultivate a positive organizational culture that values emotional intelligence and resilience. By fostering an environment where employees feel encouraged to express their emotions, collaborate openly, and adapt to change, managers can create a culture of innovation and resilience. Ultimately, the integration of these insights into managerial practices has the potential to enhance organizational effectiveness, employee well-being, and overall performance in the dynamic and demanding landscape of entrepreneurship.

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