

## Indoctrination of Entrepreneurial Skills in Management Education with Creativity and Emotional Intelligence

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### Abstract

Since many decades India has endeavored for an evidenced economic turnaround. There has been a shift in GDP growth, new investments and the growth of the services sector. Entrepreneurship seems to be the most practical approach for an economic development in the developing country like India. As entrepreneurship is assuming greater significance in the current economic situation, it has become imperative to encourage youngsters of the country to become entrepreneurs. It is believed that all individuals have entrepreneurial traits and it is the environment that impedes or enhances the orientation towards Entrepreneurship. Thus, creativity and Emotional intelligence plays a major role in developing Entrepreneurial orientation. This paper intends to study the impact of emotional intelligence and creativity upon the entrepreneurial orientation of management students. To achieve this objective the data was collected from 150 students from different B-Schools. Findings showed that MBA students with higher emotional intelligence and creativity are likely to develop many aspects of entrepreneurial orientation and therefore are vital for successful entrepreneurship.

**Key words:** Entrepreneurship, Entrepreneurial orientation, Emotional intelligence, Creativity, Management Education

**Introduction:** Entrepreneurial Orientation is a set of psychological traits, values, attitudes and attributes that are strongly associated with a motivation to engage in entrepreneurial activities. It has become a fundamental concept in the sphere of entrepreneurship and has received a generous amount of conceptual as well as empirical attention. A number of studies have been conducted in this subject, which has led to wide acceptance of the concept and its relevance. Emotional Intelligence is referred to as the capability for organizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in us and in our relationships (Goleman<sup>1</sup>1998). According to him there are 5 components of emotional intelligence and the competencies associated are self- awareness, self- regulation, motivation, empathy and social

skills. Creativity is defined as the production of new ideas, products, or procedures that are potentially useful or practical.

### **Need for study**

In the field of research, in-depth studies have been conducted to establish the cause and effect relationship of entrepreneurship. Various psychological as well as contextual variables have been highlighted in different researches. However, the studies emphasizing the factors influencing orientation and intention of entrepreneurship among management students are few. Further factors like creativity and emotional intelligence and their impact on entrepreneurial orientation also needs to be researched in the Indian context. Thus, an attempt has been made to measure the interrelationship as well as intra relationship among variables of entrepreneurial orientation, emotional intelligence and creativity among the management students.

### **REVIEW OF LITERATURE**

A number of studies have been done to study the influencing factors of Entrepreneurial orientation among individuals. Various factors that are found to be influencing the orientation towards entrepreneurship are the need for achievement (McClelland, 1961)<sup>ii</sup>, internal locus of control (Brockhaus, 1985)<sup>iii</sup>, a tolerance for ambiguity (Schere, 1982)<sup>iv</sup>, creativity (Crant M.J., 1996)<sup>v</sup>, the tendency for taking risks (Brockhaus, 1980)<sup>vi</sup>; and the desire for personal control (Greenberger & Sexton, 1988)<sup>vii</sup>. Some demographic factors include the individual's previous work or career history (Ronstadt, 1988)<sup>viii</sup>, gender (Buttner & Rosen, 1989)<sup>ix</sup>, education level (Storey, 1982)<sup>x</sup>, family background (Matthew & Moser, 1995)<sup>xi</sup>, and ethnicity (Aldrich & Waldinger, 1990)<sup>xii</sup>.

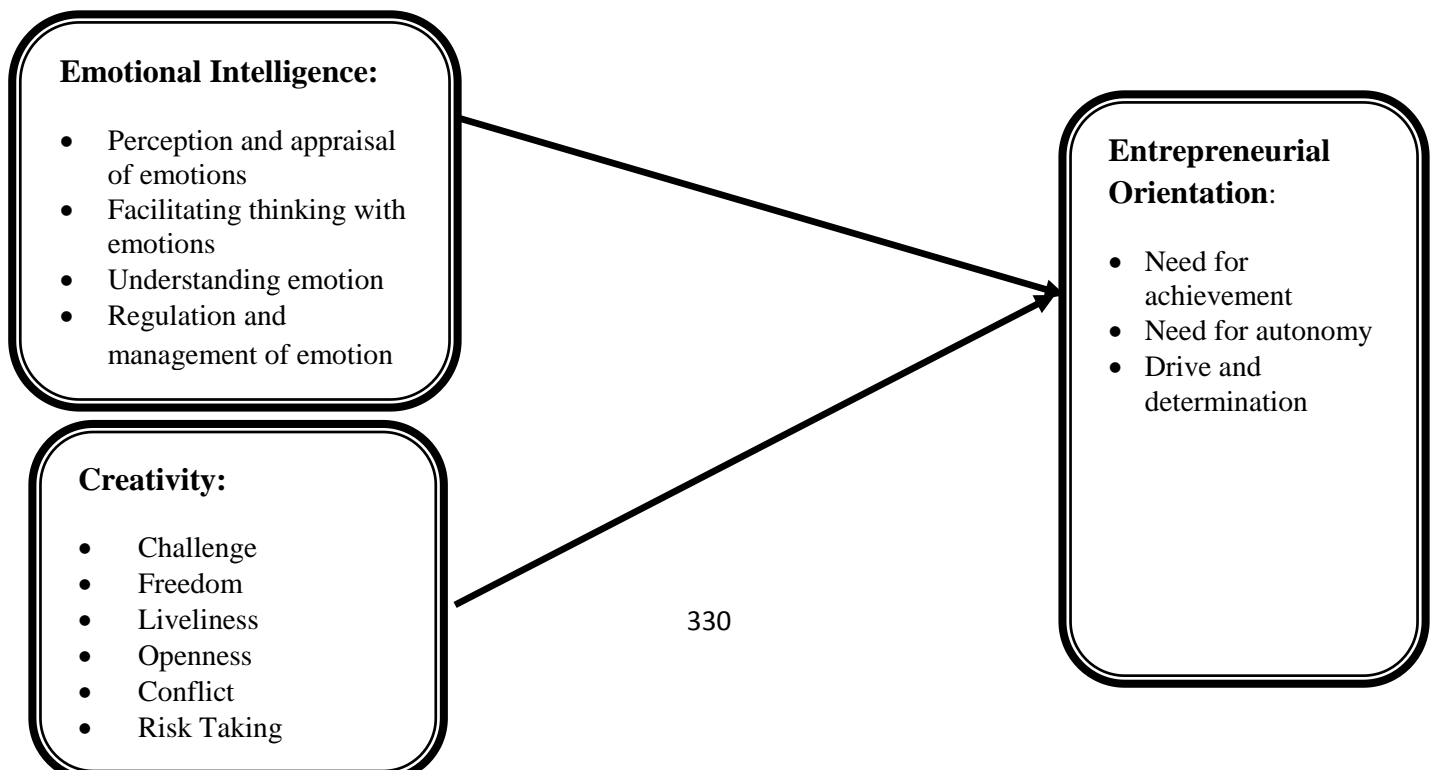
(Mair, 2005)<sup>xiii</sup> in his study found out that a manager's ability to observe his or her own feelings and emotions had a positive effect on entrepreneurial behaviour within an organization. Povilas Zakareviciusl, (2010)<sup>xiv</sup> carried out an empirical study to show the relation between emotional intelligence and entrepreneurship including other factors such as self-image, self-control, social consciousness and administration of relations. It was found that personal characteristics of an individual are extremely important to development of entrepreneurship. Amin Reza Kamalian et al (2011)<sup>xv</sup> in their research showed that out of five emotional intelligence dimensions, empathy and motivation have the significant effect on entrepreneurial orientation than others. Nath and Pradhan (2012)<sup>xvi</sup> in their examination of the relationship between emotional intelligence and entrepreneurial orientation also found a positive correlation among them and in a similar study

Mahmood Ghorbani, (2012)<sup>xvii</sup> also investigated the relationship between emotional intelligence and entrepreneurship. However he reported that only a few components of emotional intelligence had a relationship with entrepreneurship. Farshid Ghasemi et al (2011)<sup>xviii</sup> in a study attempted to explore the relationship between creativity and achievement motivation and the results indicated a meaningful relation between the two variables and that creativity and entrepreneurship were also significantly related. Leonidas A. Zampetakis, (2009)<sup>xix</sup> proposed and tested a theoretical model to understand the relationships among emotional intelligence, creativity, proactivity, and attitudes towards entrepreneurship and entrepreneurial intent. Results provide a strong support for the statement that students' creativity and proactivity mediate the positive effects of Emotional intelligence on attitudes towards entrepreneurship.

### Research Objectives

On basis of the literature review and research gap analysis, the following objectives are formulated:

1. To examine the relationship between Emotional Intelligence and Entrepreneurial Orientation of Business School Students.
2. To examine the relationship between Creativity and Entrepreneurial Orientation of Business School Students.
3. To examine the impact of Emotional Intelligence and Creativity of Business School Students on their Entrepreneurial Orientation.
4. To examine the relationship between Demographic Variables and Entrepreneurial Orientation of Business School Students.



**Interview Schedules:**

In this study an attempt was made to investigate the impact of emotional intelligence and creativity upon entrepreneurial orientation among MBA students that are studying in various Business Schools. The dependent variable was Entrepreneurial Orientation and independent variables being Emotional intelligence and creativity.

**Table 1: Table showing the scales used for data collection**

VARIABLE	SCALE
Entrepreneurial Orientation	General Enterprising Tendencies (GET) Test (Caird <sup>xx</sup> 1992)
Emotional Intelligence	Emotional Intelligence Self-Description Inventory (EISDI) (Groves et al <sup>xxi</sup> 2008)
Creativity	Creativity Assessment Inventory (CAI) (Udai Pareek)

**Sampling Technique**

Snowball sampling has been used for data collection for this study. Data was collected from a total of 150 students doing MBA in different Business Schools in India.

**Relationship between Demographic Variables and Entrepreneurial Orientation**

Chi square test had been performed in order to estimate the influence of independent demographic variables on entrepreneurial orientation. It was found that entrepreneurial orientation of business school students varies with respect to gender (Chi-square 9.062, DF=2), educational background (Chi-square 8.144, DF=2), annual family income (Chi-square 24.463, DF=4) and studying entrepreneurship subject as part of the syllabus (Chi-square 9.318, DF=2). This implies that studying entrepreneurship as a subject leads to greater entrepreneurial orientation among the students. The financial resources of the family is also a factor which is considered by those willing to become entrepreneurs. However there is no difference in the entrepreneurial orientation of students due to work experience (Chi-square 3.831, DF=2) and family background. This rules out the commonly held belief that those who have an already established business running in the family are more likely to become entrepreneurs in the future. Thus, entrepreneurial orientation is solely dependent on an individual's characteristics rather than family background.

**Table 2: Table showing chi square values showing relationship between various demographic variables and Entrepreneurial orientation**

Demographic Variable	Chi square Value	Df
Gender	9.062 *	2
Educational Background	8.144 *	2
Family Background	0.222	2
Work Experience	3.831	2
Annual Family Income	24.463 **	4
Entrepreneurship Subject	9.318 *	2

**Relationship between Emotional Intelligence, Creativity and Entrepreneurial Orientation**

Chi square test was applied to find out the relationship between Emotional intelligence, Creativity on one hand and Entrepreneurial orientation on the other. Findings reported a very strong statistical significance with regard to the relationship between Emotional Intelligence and Entrepreneurial Orientation (Chi-square 14.746, DF=4) as well as between Creativity and Entrepreneurial Orientation (Chi-square 10.687, DF=4).

**Table 3: Table showing chi square values showing relationship between Entrepreneurial orientation, Emotional intelligence and Creativity**

Variable	Chi square value	Degrees of freedom
Emotional intelligence	14.746**	4
Creativity	10.687**	4

To conclude, it prevails from the findings of the present study that B-School students with higher emotional intelligence and creativity would be likely to develop many aspects of entrepreneurial orientation studied in this framework. The findings suggest that emotional intelligence and creativity should be nurtured in every educational and training institute to foster effective entrepreneurial behaviour or orientation in the engineering and management students. They need to become job generators instead of job seekers for a better Indian economy. This aim could be achieved by focusing on developing entrepreneurial orientation among the students from the very beginning through improvised curriculum, teaching methods, knowledgeable, experienced and enriched faculty and favourable government policies.

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