ABSTRACT
To retain the long term competitive advantages today, it is an integral principle to develop new products and services. Many of the experts and researchers call today’s world as the age of non-continuance. It reflects the fact that former experiences and solutions are no longer effective and new products and services of higher quality and more adaptability to the needs and tastes of customers need to be developed. The only way to respond to this issue is the corporate entrepreneurship. Thereupon those factors which influence the corporate entrepreneurship have to be studied. This research investigates the influence of culture as well as organizational structure as the organizational factors, and emotional intelligence as the individual factor on corporate entrepreneurship. This research is a descriptive one from the purpose point of view, and a survey from the methodology point of view. The primary instrument of data collection here is questionnaire. The population consists of employees of the Telecommunication Authority of North Khorasan (city of Mashhad), Iran. After collection, the research data was analyzed using SPSS statistical software. According to the research results, all the three factors of culture, organizational structure, and emotional intelligence affect the corporate entrepreneurship, of which emotional intelligence and its aspects are the strongest predictors of corporate entrepreneurship in the target population. The organizational culture and organizational structure come next. In conclusion, suggestions are made in order to improvement of corporate entrepreneurship.

Keywords: Organizational structure, Organizational culture, Emotional intelligence, Corporate entrepreneurship

1. Introduction
To retain the long term competitive advantages on organization today, it is an integral principle to develop new products and services. Many of the experts and researchers call today’s world as the age of non-continuance. It reflects the fact that former experiences and solutions are no longer effective and new products and services of higher quality and more adaptability to the needs and tastes of customers need to be developed [1]. Here is where entrepreneurship comes up. According to Malin & Finkle, entrepreneurship is an attitude, a way of thinking, a state of mind, a clever, skillful way of thinking, and a way for opportunities well utilization. The entrepreneurial process has elements, attitude, and behaviors that point to an individual or organization tendency to employ the new opportunities and responsibility for creative changes. This tendency is called the entrepreneurial orientation. Corporate entrepreneurship is to develop competencies and enter organizational opportunities through combination of new resources.

Shamptire, believes corporate entrepreneurship is a word which arises from the inside of the business world and it is the ability to exploit resources in new ways which leads to creation of new products and services in the organizational environment [2]. Corporate entrepreneurship is a tool for organizations to improve the entrepreneurial abilities of the employees and organization success [3].

From the early 1980s, organizations paid much attention to creativity and innovation in order to match themselves to the speed of changes. Since organizations must have innovations to survive, therefore the best way is to encourage creative individuals to become entrepreneurs in the organizational structure and start developing new products and services, guarantying organization survival. Feul (1995) argues that organizations could prepare helpful environments for entrepreneurial activities, because they embody the required contrasts for creative thoughts and actions. Thereupon, corporate entrepreneurship evolves through exchange of ideas in form of a collective action as well as ambiguity management –reconciliation of contrasts. Entrepreneurship could happen when an individual or a group of individuals commence a new economic activity or happen inside an organization. The former kind is called the corporate entrepreneurship. John Tompson states that entrepreneurial
behavior is a pervasive crucial need for all the organizations (public, private, etc.) in all sizes (large, medium, and small).

2. Corporate entrepreneurship model

This research utilizes the Hisrich entrepreneurship model. Hisrich believes the three aspects of risk taking, innovation, and pioneering. This model could also be used as the corporate entrepreneurship model. These three aspects are defined below:

Risk taking: Since 1800, risk taking is one of the most important aspects of entrepreneurship. Chen and Cangahuala consider risk taking as the superior attribute of entrepreneurs.

Innovation: Innovation includes finding a new better way to do things. It means the entrepreneur must have the ability to develop solutions in a new situation.

Pioneering: Pioneering is the act of predicting problems, needs, or future changes.

Evidently, large organizations need to study various factors in order to implement corporate entrepreneurship. Hence, it seems entrepreneurship research must be directed to investigate entrepreneurial orientation and scrutinize the influential factors. This research investigates the influence of culture as well as organizational structure as the organizational factors, and emotional intelligence as the individual factor on corporate entrepreneurship. Below, these factors are reviewed.

2.1. Emotional intelligence

In the present era, all the organizations are impressed by changes in their environment. As this uncertainty influences the organization and its employees, abilities and capabilities are required to react to these changes, and moreover, utilize these changes as a beneficial opportunity for the organization. One of these capabilities could be emotional intelligence. Emotional intelligence is a kind of intelligence which includes recognition of one’s self emotions and employing it to make right decisions in work environment and life as well.

Daniel Goleman defines emotional intelligence: emotional intelligence is to recognize our own emotions and feelings as well as those of others, in order to exploit them for having effective relationship [4].

According to Goleman, emotional intelligence consists of a multidimensional structure which includes five parts:

Self-awareness: Identification of those emotions which we feel, and know their reasons. Self awareness is one’s being aware of their mental state as well as their thoughts on that state.

Self-regulation: Management or control of emotions, controlling feelings in a desired way and diagnosing their origin, as well as finding ways to manage or control fears, emotions, outrages and the like, and the ability to modify and manage emotions by one’s self. Said otherwise, the skill of choosing among emotions which enables person to move away from negative emotions to positive productive emotions [5].

Self motivation: Navigating and redirecting one’s affections and emotions toward goals, emotional continence and postponing as well as obstructing one’s desires; the ability to use emotions in order to do positive actions and serious continuance to realize goals even in case of facing major problems and particular situations[6].

Empathy: The ability to feel sympathy to others’ feelings and recognize their point of view. It is the ability to identify and manage emotional states with awareness of others’ feelings, needs, and interests and in other words it is to enter the area of others’ feelings.

Social skills: The ability to recognize and one’s empathy for others’ feelings, communicate, deep listening and asking important questions, cooperation, coaching, and speaking are regarded as the parts of this skill.

Former research implicate that personal characteristics play a crucial role in basics of entrepreneurship. Employees with high emotional intelligence tend to adapt more to modify their emotions and control work environment requirements. This enables them to do entrepreneurial actions. Hence, more orientation of employees to do entrepreneurial actions leads to development of new products and services. This way, not only the organization survival is guaranteed, but new opportunities are also prepared for organization to develop.

2.2. Organizational structure

As said earlier, managers of organizations today must keep an eye on environmental changes. One of the subjects on which managers must concentrate is the organizational structure. They must consistently adapt their
organizational structure with the environmental situation and apply the required modifications [7]. Research implicates that employees recognize themselves as committed to the organization and apply their whole power to make the organization progress, when there is a platform prepared. What prepares the background is the organizational structure and the organizational structure could influence entrepreneurship.

2.3. Organizational culture

One of the factors apparently affecting the corporate entrepreneurship is the organizational culture. The organizational culture is introduced as a fundamental factor in organization formation and has a major effect on the organizational structure, organization’s internal and external environment, technology and the employees, and most importantly, productivity and organization strategy [8]. Given the fact that coming to an agreement on the existing beliefs of the organization influences organization’s goal achievement, therefore alignment of the individual and group goals as well as having environmental problems in the way of innovation influence entrepreneurship development.

Even though there have been some researches on corporate entrepreneurship, but reviewing the literature, no research was found in which the relationship between emotional intelligence, organizational structure, and organizational culture is simultaneously studied. Thus, in this research emotional intelligence, organizational structure, and organizational culture are studied as the factors that either strengthen or weaken the employees’ inclination to entrepreneurship.

This research is therefore looking for following goals:
The primary goal is to study the role of organizational culture, organizational structure, and emotional intelligence on corporate entrepreneurship of the employees of Telecommunication Authority of North Khorasan (city of Mashhad), Iran.
The secondary goals of this research are:
1. Study and prioritization of the role of organizational culture, aspects of organizational structure, as well as emotional intelligence in the employees’ corporate entrepreneurship
2. Study and prioritization of the role of organizational culture, aspects of organizational structure, as well as emotional intelligence on the aspects of corporate entrepreneurship

To achieve the research goals, following questions are raised:
1. Is there a relationship between organizational culture and employees’ corporate entrepreneurship?
2. Is there a relationship between aspects of organizational structure (complexity, formality, centralization) and employees’ corporate entrepreneurship?
3. Is there a relationship between aspects of emotional intelligence and employees’ corporate entrepreneurship?
4. Is there a relationship between emotional intelligence and employees’ risk taking aspect?
5. Is there a relationship between aspects of emotional intelligence and employees’ innovation aspect?
6. Amongst organizational culture, organizational structure, and emotional intelligence, which is a better predictor of corporate entrepreneurship?

3. Literature review

Neghabi and Bahadadi (2011) studied the relationship between emotional intelligence and entrepreneurial behavior of the employees of one of the Iranian universities of medical science. According to results, the emotional intelligence components including self emotional evaluation, emotional evaluation of others, emotion application, and emotion regulation have a significant relationship with entrepreneurial behaviors. According to regression results of this research, the emotional intelligence has the most effect on employees’ entrepreneurship behavior among all the three aspects [9].

Moshabaki et al. (2012) studied the relationship between emotional intelligence components and entrepreneurship among the students of Islamic Azad University of Mazandaran. Results implicate a positive significant relationship between all the four components of emotional intelligence (interpersonal relationships, realism, stress tolerance, and optimism) with entrepreneurship [10].

Kamalian and Fazel (2011) investigated the relationship between emotional intelligence and entrepreneurship of the students of the University of Sistan and Baluchestan. Results reveal that there is a positive correlation between emotional intelligence and entrepreneurship. The student’s emotional intelligence was also found to be different
by their level of entrepreneurship, as the better entrepreneurship level they had, the higher emotional intelligent they were [11].

Kordnaeej et al (2009) surveyed the relationship between the aspects of organizational structure with entrepreneurial culture. According to their findings, there is a significant relationship between the ten aspects of culture and the entrepreneurial organizational structure (except for risk taking) [12].

Bujica (2012) studied the affective factors on corporate entrepreneurship. The beliefs and values of the organization i.e. the culture was eventually introduced as one of the crucial factors in prediction of corporate entrepreneurship [13].

Clarysse et al (2011) studied the effect of employees’ individual characteristics on corporate entrepreneurship. They claim the emotional intelligence as well as psychological positive forces as decisive factors job self-efficacy and corporate entrepreneurship [14].

Considering the modifying effect of the correct organizational structure, Green et al (2008) investigated the relationship between strategic reactions and entrepreneurial orientation. According to their research, companies having organizational structure theoretically aligned with their managerial style indicate a positive significant relationship between their entrepreneurial tendencies and strategic reactions [15].

4. Methodology

From the method and data collection instrument perspective, the present research is a descriptive study of the survey kind. From the purpose point of view, it is regarded as an applied research which tends to remove a particular problem for the society. The research statistical population is formed by all the employees of the Telecommunication Authority of North Khorasan (city of Mashhad), Iran which are a number of 114 by the time of research. Out of this number, there were 85 people chosen as the statistical sample, according to the Morgan table. Thereupon, 85 questionnaires were distributed between the employees, of which 77 were returned and are regarded as the basis for hypothesis test. The data of this research were collected through distribution of questionnaires. The questionnaire encompasses questions to evaluate the four components of organizational culture, organizational structure, emotional intelligence, and corporate entrepreneurship. The answers are in form of the Likert 5 point scale. Since random sampling is a simple and effective method with trusty results, the sampling was carried out randomly.

The research validity reflects level of compatibility between the questionnaire and the targets to evaluate. Questions were developed after studying the related papers and research works. Subsequently, the questionnaire was given to some experts in the field of research and was confirmed. Research reliability introduces the fact that in similar conditions, how similar results the measurement instrument would generate. There are a number of ways to calculate the reliability coefficient, like split half, Richardson method, Cronbach’s Alpha. This research employs the Cronbach’s Alpha method to determine reliability of the questionnaire. The Cronbach’s Alpha is calculated equal to 91% for the questionnaire of organizational culture, 77% for the questionnaire of organizational structure, 82% for the questionnaire of emotional intelligence, and 86% for the questionnaire of corporate entrepreneurship. These values reflect the internal consistency of the questions. Given that the reliability value is more than 0.7, reliability of the measurement instrument is confirmed.

5. The conceptual framework
The theoretical framework is a conceptual model that is based on the theoretical relationships between some factors which are diagnosed important to the problem. Development of a conceptual framework helps the researcher to study and text some particular relationships in order to improve their cognition of the situation dynamics. Thus, the conceptual framework determines the relationship between different variables (independent, dependent, and moderate), when conjectured to be of influence on the under-study conditions. Figure 1 represents the conceptual model.

6. Discussion

To respond to the research hypotheses, the Spearman test is exploited.

Hypothesis 1: There is a significant relationship between organizational culture and corporate entrepreneurship.

| Tab.1. Correlation coefficient between organizational culture and corporate entrepreneurship |
|---------------------------------------------|-----------------|
| Corporate entrepreneurship                  |                 |
| Organizational culture                      | Spearman’s correlation coefficient |
|                                           | 0.66            |
| Significance level                          | 0.00            |

As seen in table 1, the significance level is less than 0.05. Therefore with a confidence level of 95%, it could be claimed that there is a positive significant relationship between organizational culture and corporate entrepreneurship.

Hypothesis 2: There is a significant relationship between organizational structure and corporate entrepreneurship.

| Tab.2. Correlation coefficient between organizational structure and corporate entrepreneurship |
|---------------------------------------------|-----------------|
| Corporate entrepreneurship                  |                 |
| Organizational structure                    | Spearman’s correlation coefficient |
|                                           | -0.49           |
| Significance level                          | 0.00            |

As seen in table 2, the significance level is less than 0.05. Therefore with a confidence level of 95%, it could be claimed that there is a negative significant relationship between organizational structure and corporate entrepreneurship.

To investigate the aspects of organizational structure on corporate entrepreneurship the multiple regression analysis is employed.
Tab.3. Results of multiple regression for aspects of organizational structure on corporate entrepreneurship

<table>
<thead>
<tr>
<th>Corporate entrepreneurship</th>
<th>Standardized impact factor (β)</th>
<th>Significance value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complexity</td>
<td>0.114</td>
<td>0.22</td>
</tr>
<tr>
<td>Formality</td>
<td>0.321</td>
<td>0.00</td>
</tr>
<tr>
<td>Centralization</td>
<td>0.173</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Findings of table 3 demonstrate that all the three aspects of organizational structure impact corporate entrepreneurship. Among these aspects based on the concluded standardized impact factor (β), formality has the most effect on corporate entrepreneurship. Centralization and complexity come next.

Hypothesis 3: There is a significant relationship between emotional intelligence and corporate entrepreneurship. As seen in table 4, the significance level is less than 0.05. Therefore with a confidence level of 95%, it could be claimed that there is a significant relationship between emotional intelligence and corporate entrepreneurship.

Tab.4. Correlation coefficient between emotional intelligence and corporate entrepreneurship

<table>
<thead>
<tr>
<th>Organizational structure</th>
<th>Spearman’s correlation coefficient</th>
<th>0.48</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Significance level</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Tab.5. Correlation coefficient between aspects of emotional intelligence and corporate entrepreneurship

<table>
<thead>
<tr>
<th>Empathy</th>
<th>Self awareness</th>
<th>Self regulation</th>
<th>Self motivation</th>
<th>Social skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>0.595</td>
<td>0.326</td>
<td>0.254</td>
<td>0.381</td>
</tr>
<tr>
<td>Sig</td>
<td>0.00</td>
<td>0.00</td>
<td>0.001</td>
<td>0.006</td>
</tr>
</tbody>
</table>

For investigation of causal relationship between aspects of emotional intelligence and corporate entrepreneurship, the step by step multiple regression analysis is employed. As table 6 reveals, the two variables empathy and self motivation meet the requirements to enter the final equation of regression analysis in order to explain variations in corporate entrepreneurship level as the predictor variables (criterion variables). According to results, the intensity of relationship between empathy and corporate entrepreneurship is 0.418 which with entrance of self motivation rises to 0.455. Entrance of other variables however does not have any impact in raising correlation coefficient, and they are therefore eliminated from the final equation. In the first step, a coefficient of determination equal to 0.399 between the variables empathy and corporate entrepreneurship implicates that a 39.9% of variations in entrepreneurship level are explained by empathy. In the second step, the coefficient of determination equal to 0.431 between the criterion variable (corporate entrepreneurship) and the predictor variable (empathy and self motivation) reveals that a 43.1% of variations in entrepreneurship level are explained by empathy and self motivation.

Tab.6. Results of multiple regression for aspects emotional intelligence and corporate entrepreneurship

<table>
<thead>
<tr>
<th>Variable</th>
<th>Sig</th>
<th>F</th>
<th>t</th>
<th>R</th>
<th>R²</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empathy</td>
<td>0.00</td>
<td>44.112</td>
<td>6.970</td>
<td>0.418</td>
<td>0.399</td>
<td>0.645</td>
</tr>
<tr>
<td>Second</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empathy</td>
<td>0.00</td>
<td>27.132</td>
<td>5.534</td>
<td>0.451</td>
<td>0.431</td>
<td>0.563</td>
</tr>
<tr>
<td>Self motivation</td>
<td>0.028</td>
<td>221</td>
<td></td>
<td></td>
<td></td>
<td>0.219</td>
</tr>
</tbody>
</table>

Hypothesis 5: There is a relationship between aspects of emotional intelligence and the aspect of risk taking. As seen in table 7, there is a significant relationship between all the aspects of emotional intelligence (except for self awareness) and the risk taking variable. Since the correlation coefficients of all the variables are positive, thereupon it could be said that the direction of changes in these two variables is the same, as well as positive.
According to table 8, results of step by step regression analysis revel the self regulation variable meets the requirements to enter the final equation of regression analysis in order to explain variations in corporate entrepreneurship level as the predictor variables (criterion variables). According to results, the intensity of relationship between self regulation and corporate entrepreneurship is equal to 0.118. Entrance of other variables however does not have any impact in raising correlation coefficient, and they are therefore eliminated from the final equation. In the first step, a coefficient of determination equal to 0.109 between the two variables self regulation and corporate entrepreneurship implicates that a 10.9% of variations in entrepreneurship (risk taking) level are explained by self regulation.

Hypothesis 6: There is a significant relationship between aspects of emotional intelligence and innovation aspect. As seen in table 9, the significance level between all the aspects of emotional intelligence and innovation aspect is less than 0.05. Therefore with a confidence level of 95%, it could be said that there is a significant relationship between these variables and innovation aspect.

As table 10 reveals, the two variables self motivation and self awareness meet the requirements to enter the final equation of regression analysis in order to explain variations in corporate entrepreneurship level as the predictor variables (criterion variables). According to results, the intensity of relationship of self motivation with innovation is 0.244 which with entrance of self awareness rises to 0.327. Entrance of other variables however does not have any impact in raising correlation coefficient, and they are therefore eliminated from the final equation. In the first step, a coefficient of determination equal to 0.233 between the variables self motivation and innovation implicates a 39.9% of variations in innovation level are explained by self motivation. In the second step, the coefficient of determination equal to 0.263 between the criterion variable (innovation) and the predictor variable (self motivation and self awareness) reveals that a 26.3% of (innovation) variations are explained by self motivation and self awareness.

Hypothesis 7: There is a significant relationship between aspects of emotional intelligence and innovation aspect.
As seen in table 11, there is a significant relationship between aspects of emotional intelligence (except for self-regulation and social skill) and pioneering variable.

Table 12. Results of regression for aspects of emotional intelligence and pioneering aspect

<table>
<thead>
<tr>
<th>Step</th>
<th>Variable</th>
<th>Sig</th>
<th>F</th>
<th>t</th>
<th>R</th>
<th>R²</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>Empathy</td>
<td>0.00</td>
<td>75.746</td>
<td>8.595</td>
<td>0.541</td>
<td>0.543</td>
<td>0.664</td>
</tr>
</tbody>
</table>

According to table 12, results of step by step regression analysis reveal the empathy variable meets the requirements to enter the final equation of regression analysis in order to explain variations in corporate pioneering level as the predictor variables. According to results, the intensity of relationship between empathy and pioneering aspect is equal to 0.541. Entrance of other variables however does not have any impact in raising correlation coefficient, and they are therefore eliminated from the final equation. In the first step, a coefficient of determination equal to 0.543 between the two variables empathy and pioneering implicates that a 54.3% of variations in pioneering level are explained by empathy.

To answer the last question of the research and determine the influence level of organizational culture, organizational structure, and emotional intelligence on employees’ corporate entrepreneurship, results of multiple regression analysis indicate the coefficient of multiple correlation is equal to 84%. Moreover, coefficient of determination for predictor variables of corporate entrepreneurship is obtained 621%. That is, 62.1% of dependent variable (corporate entrepreneurship) variance is explained by predictor variables (organizational culture, organizational structure, and emotional intelligence). According to results and based on β factor, emotional intelligence and its aspects are the strongest predictors of corporate entrepreneurship. Organizational culture and organizational structure rank second and third, respectively.

Table 13. Multiple regression test

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>Coefficient of determination</th>
<th>Standardized factor (β)</th>
<th>t statistic</th>
<th>probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate entrepreneurship</td>
<td>Organizational culture</td>
<td>0.621</td>
<td>0.315</td>
<td>18.68</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Organizational structure</td>
<td>0.184</td>
<td>45.12</td>
<td>0.002</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Emotional intelligence</td>
<td>0.463</td>
<td>5.33</td>
<td>0.001</td>
<td></td>
</tr>
</tbody>
</table>

7. Conclusion and suggestions

This section concludes the research considering the results obtained from hypothesis testing, and makes suggestions for every aspect.

Results of the first hypothesis determine there is a positive significant relationship between organizational culture and corporate entrepreneurship. Hence, it could be claimed that a desirable culture leads to development of appropriate opportunities and motivate employees. An organization could step forward to an increased corporate entrepreneurship through compromising over existing values and believes as well as coordination and putting individual and organizational goals directed together. Thus, it is proposed to institutionalize a culture in which employees feel safe and have peace of mind so that they are able to prepare themselves to probe new areas, and are encouraged if they behave exploratory.

Results of the second hypothesis implicate that there is a negative significant relationship between organizational structure and corporate entrepreneurship. That is, with increased score of organizational structure, corporate entrepreneurship diminishes. Thereupon, with increasing formality and centralization in organizational structure, corporate entrepreneurship and its aspects (risk taking, innovation, pioneering) fall. Hence, considering environmental changes as well as the organization need for corporate entrepreneurship, an organic structure is recommended, as organizational structure embodies less complexity, formality, and centralization. For this purpose, an organization needs to reduce its formality, as well as standard laws and regulations. Moreover, they need to lessen organizational levels and job titles, and to increase decision making speed, considers decentralization.

Regarding the third hypothesis, there is a positive significant relationship between emotional intelligence and corporate entrepreneurship. Thus, the more the level of employees’ emotional intelligence, the better they behave in work environment, and the more they are able to act entrepreneurial. For this purpose, given the fact emotional intelligence is acquisitive; the organization is suggested to hold training courses, strengthening corporate entrepreneurship.
Considering the fourth hypothesis, a positive significant relationship is approved between emotional intelligence and corporate entrepreneurship. Based on the results of step by step regression among the five aspects of emotional intelligence, the variables of empathy and self-motivation have the most effect on corporate entrepreneurship. It could also be said that employees with higher levels of empathy and self-motivation which order their activities regardless of adversity, despondency, and despair, and motivate themselves in times of despair are more inclined toward entrepreneurship, and are in fact creative, pioneer and risk taking people. 

Regarding the fifth hypothesis, it turns out that there is a positive significant relationship between the aspects of emotional intelligence (except for self-awareness) and the risk taking aspect (emotional intelligence). Moreover, based on the results of regression, 10.9% of variations in corporate entrepreneurship (risk taking) are explained through self-regulation. Hence, the employees with higher levels of self-regulation-namely avoid destructive thoughts-, could be said to be risk taking, trusting their own insight in ambiguous conditions and making decisions. In this area, the organization managers are recommended to recruit people with higher self-regulation for jobs with high risk percentage.

Sixth hypothesis determines that there is a positive significant relationship between all the aspects of emotional intelligence and the innovation aspect (emotional intelligence). Furthermore, based on the regression results, 26.3% of the variance (innovation) could be explained by self-motivation and self-regulation. Therefore it could be said that in order to reach their goals, employees with higher levels of self-motivation and self-regulation, order their activities against adversity and problems and for this purpose, they motivate themselves. They have also high self-confidence and are able to correctly recognize their feelings, innovative, and always prepared to develop new solutions in new situations. Organization managers are suggested that for those jobs which require innovative people, recruit people with high self-motivation and self-regulation.

With respect to the seventh hypothesis, it was determined that there is a significant relationship between all the aspects of emotional intelligence (except for self-regulation and social skill) and the pioneering variable. Moreover, based on the results of regression, 54.3% of the pioneering variance could be explained by empathy. Thereupon, people with high empathy could surpass their rivals and colleagues in grasping opportunities. Hence organizations are recommended to strengthen their employees’ empathy if they are to catch opportunities before their opponents.

To answer the last question of the research, emotional intelligence and its aspects determined to be the strongest predictors of corporate entrepreneurship in the target population. Organizational culture and organizational structure come next. So, in order to increase the spirit of risk taking, innovation, and pioneering and subsequently the corporate entrepreneurship, emotional intelligence is recommended to be one of the criteria which are considered in time of individual’s entrance at the stage of recruitment to the organization. For positions requiring entrepreneur persons, the emotional intelligence and its aspects are also suggested to be the criteria for recruitment of employees. Afterwards, the organizational culture must approve the corporate entrepreneurship. An environment must be provided in which the factors of risk taking, innovation, pioneering, and group work are encouraged and the whole process is also supported by the senior managers. Eventually, it must be considered that the organization structure must match culture. As an example, employees are more likely to be directed and controlled by the organizational culture, rather than the administrative controls.

References