

Developing And Validating An Emotional Intelligence Scale For Women Entrepreneurs In India

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ARTICLE INFO ABSTRACT

Developing the Emotional Intelligence scale related to Entrepreneurs of Indian Population. This scale can be used for analyzing Emotional Intelligence competencies which are essential for entrepreneurial journey. A quantitative research methodology is utilized, drawing on the Emotional Competency Inventory (Goleman et al., 2002) and existing literature on the emotional and entrepreneurial aspects of entrepreneurs to develop a scale. The validity and reliability of this scale are evaluated using SPSS analysis. The scale of 28 items is developed for entrepreneurs' emotional intelligence and validated with Exploratory Factor Analysis and Cronbach's Alpha test which provides a sufficient indication of reliability and validity. Sample of women entrepreneurs are taken into consideration for survey, we recommended for the similar study on male entrepreneurs for the scale generalizability. The study provides a novel perspective on the Emotional Intelligence scale for entrepreneurs. The items of emotional intelligence are majorly taken from entrepreneurial-related literature. This would be helpful for assessing the Emotional Intelligence of entrepreneurs.

Keywords: emotional intelligence, self-awareness, social awareness, self-management, relationship management, women entrepreneurs.

Introduction:

Entrepreneurship is the most exciting field for enthusiastic people dedicated to their own businesses. It involves the management of various aspects of their business, such as procurement, processing, delivery, marketing, selling, and post-selling customer services. However, this is not an easy activity in terms of gender differences in various countries. According to the Global Entrepreneurship Monitor, Indian Women's Entrepreneurial Activity (2020) is 2.6% of the total female adult population (Infographic, n.d.), which accounts for approximately 14% of the total entrepreneurship in India.

This difference between male and female contributions has multiple reasons, such as the Arrangement of Finance for business, Family Role, Education disparity, Cultural Mindset, Patriarchal society, which creates hindrance for women to succeed in their own business; however, 14 % give hope for their expansion in entrepreneurial activity, they must have some competencies, that being in the same environment, they have succeeded in what they want to achieve. This arouses our curiosity, which are those competencies that we need to focus on to build among women who aspire to become entrepreneurs. There are four main clusters of competencies found by Mitchelmore: personal and relationship, Business and Management, Entrepreneurial and Human relations competencies. Very little focus has been given to personal, relationship, and human relationship competencies in research areas for women entrepreneurs (Mitchelmore & Rowley, 2013).

Managing relationships between oneself and others is necessary for balanced behaviour in business management. It concerns analysing and controlling one's own and others' behaviour by modifying one's understanding of the capacity of emotions involved in the situation. This phenomenon is called Emotional Intelligence, which helps in understanding oneself and others' emotions, and reacts intelligently to obtain positive outcomes. Emotional intelligence is an important factor for successful venture creation (Lenka & Agarwal, 2017). There are a number of measurement scales developed for analysing the Emotional Intelligence of Individuals, but in those studies performed on students, nurses, Managers, Employees, staff, etc., we did not find a scale of Emotional Intelligence designed for entrepreneurs. Male and Female emotional capacities undergo very different exposures in societies where male domination exists. Female are assumed to be more

compassionate and nurturing than males. This creates hindrances for them to focus completely on business, unlike their male counterparts. This creates more difficulties in their entrepreneurial path hence we focused our sample on women entrepreneurs.

Literature Review

Women Entrepreneurship

Enterprises owned and run by women are referred to as women entrepreneurs. According to the government of India, women entrepreneurs own more than 51% of shares in an enterprise and provide more than 51% employment to other women from their total employment in their enterprises. In India, women are not laden with the responsibility of achieving great heights in their professional careers; rather, domestic work and family growing nurturing tasks come on her side. This makes career choices even more difficult. Their entrepreneurship journey is based on either financial fulfilment or passion. However, most of the time, it is based on their financial needs. They try every bit of them to get successful in their business; some get the achievement in their earlier phase, and some succeed with their experiences. Entrepreneurs are not only decided by external factors, such as financial necessity and societal pressure; they are more often affected by their inner strength, such as their personality and competencies, such as intellectual and emotional competencies. (Deshpande & Gupta, 2023). It is a developmental process influenced by various episodes in different life stages- childhood, adolescence, marriage, and motherhood—that led to the emergence of entrepreneurship as a career choice (Khatter & Agarwal, 2023).

With limited sources of finance and family support, their level of consciousness and general and Emotional Intelligence help them to continue or even succeed in their business. Psychological variables such as self-efficacy and Emotional Intelligence are the main factors that increase entrepreneurship among women (Delcampo and Costa, 2023). According to Eldin (2017), Emotional Intelligence is practical and crucial to women's Entrepreneurship and Leadership qualities in the 21st century. (Ph.D., Hong Duc University, No. 565 Quang Trung, Dong Ve, Thanh Hoa, Vietnam, 2023). It enables women entrepreneurs to build strong interpersonal skills, provide substantial confidence, and increase resilience to tautness. Swaying between challenges, risks, and difficulties, their prudent utilization of emotions results in sound decision making (Bemice & Jebaseelan, 2017).

There is a considerable disparity between male and female entrepreneurs in terms of competencies related to Emotional Intelligence (Kumari et al., 2018), and males are more emotionally intelligent than females (Ahmad, Bangash, 2009). In contrast, Senathiraja and Gunasekera (2019) found that female entrepreneurs have a high level of emotional intelligence.

For the development of more women entrepreneurs in India, we need to understand the Emotional Intelligence level of women entrepreneurs, and it is important to measure these competencies based on their Entrepreneurial Journey.

Emotional Intelligence:

Emotions are an inherent aspect of human existence, surfacing involuntarily in various situations. However, through practice, individuals can learn to control their emotions, leading to more rational and reasoned responses, especially in work-related contexts (Broughton, 2017). Emotional Intelligence (EI) is a set of capabilities enabling individuals, particularly leaders, to leverage their emotions for informed decision-making, impulse regulation, mood and feeling management, as well as fostering positive thinking and outlook (Alhamami, 2016). The understanding, control, and facilitation of emotions collectively constitute the process of Emotional Intelligence. The roots of this concept can be traced back to Charles Darwin's exploration of "the expressions of emotions in Men and animals," highlighting the significant role emotions play in everyday life (Alhamami, 2016). While the term Emotional Intelligence was first coined in a German article by Leuner in 1966, its development gained momentum in 1990 with a clear definition provided by Mayer and Salovey. Daniel Goleman further popularized the concept in 1995 with his book "Emotional Intelligence – why it can matter more than IQ." Post-1990, the concept of Emotional Intelligence has witnessed significant advancements in theory, definitions, and measurement scales. Three primary domains of Emotional Intelligence have emerged based on different presumptions about emotions: Ability-Based Emotional Intelligence (Mayer & Salovey, 1990), Trait Emotional Intelligence (Petrides and Ahmad, 2022), and Mixed Emotional Intelligence (Daniel Goleman & Richard Boyatzis, 2000). The present study adapts the ECI version 2.0 Goleman and Boyatzis (2002) Model of Emotional Intelligence, focusing on dimensions such as Self-Awareness, Self-Management, Social Awareness, and Relationship Management. This model, initially developed for nursing staff, managers, and clerical staff, serves as the foundation for our endeavor to create a self-reported measure of Emotional Intelligence tailored for research on Women Entrepreneurs, emphasizing its relevance to social adjustments, personal growth, and continuous learning in the entrepreneurial context.

Entrepreneurial Orientation

Entrepreneurial orientation pertains to the abilities or aptitudes required for engaging in entrepreneurial activities. Covin and Slevin (1989) define organizational entrepreneurial orientation as the inclination of an

organization to respond to internal and external challenges, changes, and competition in an entrepreneurial manner (Covin & Bouncken, 2020). In 1991, Covin and Slevin introduced a unidimensional conceptual model that sees entrepreneurship as a strong commitment to risk-taking, proactiveness, and innovation. The roots of the entrepreneurial orientation concept can be traced back to Mintzberg's work in 1983, where he discusses a firm's entrepreneurial nature based on its engagement in product-market innovation, willingness to undertake somewhat risky ventures, and ability to be proactive in innovation, outpacing competitors (Miller, 1983). Covin and Slevin built on Miller's work by examining how the environment influences an organization's strategic management practices.

In 1996, Lumpkin and Dess provided a concrete definition of entrepreneurial orientation, describing it as the processes, practices, and decision-making activities leading to new entry and involving the intentions and actions of key players in a dynamic generative process aimed at creating new ventures. They expanded on Miller's three dimensions of entrepreneurial orientation by adding autonomy and competitive aggressiveness. Importantly, they recognized entrepreneurial orientation as a multidimensional concept, indicating that not all dimensions are necessary for a firm to be considered entrepreneurially oriented. The role of individual entrepreneurs and top managers is crucial, as their decisions contribute to the entrepreneurial orientation of the firm. Notably, research had not explored measures of traits and attitudes of individuals (Bolton, 2012).

Bolton and Lane subsequently developed the Individual Entrepreneurial Scale items based on Lumpkin and Dess's original five entrepreneurial orientation variables in 1996. The scale items were adapted from Lumpkin, Coglisier, and Schneider (2009), with modifications such as changing "my firm" to "I" in the scale. Initially designed for students and individuals, Bolton in 2012 validated the Individual Entrepreneurial Orientation Measurement scale with 340 entrepreneurs in Western Kentucky, establishing its reliability and validity as a measure for entrepreneurs.

Methodology:

This research adopts a quantitative research design and utilizes a descriptive method. The Emotional Intelligence scale items were chosen from literature associated with entrepreneurial skills (Appendix-A). The scale underwent content validity assessment by experts, and reliability was evaluated through internal consistency and Cronbach's alpha. To prevent respondent confusion, the scale was constructed using only positive words. Recognizing the challenge of obtaining responses for a lengthy questionnaire, we opted to reduce the scale size while maintaining acceptable reliability levels. A Cronbach's alpha of .70 or higher was deemed sufficient and reliable (Nunnally, 1978). Additionally, we ensured that each item exhibited a minimum item-to-total correlation of .20 for homogeneity within the scale, ensuring that each item measures the same construct.

The survey involved 70 women entrepreneurs from Delhi-NCR who were asked to provide responses on a five-point Likert scale ranging from "Never" to "Consistently." The collected data was then analyzed using SPSS software for exploratory factor analysis. The Emotional Intelligence scale demonstrated a satisfactory level of internal consistency.

Other Measures Used

To assess the concurrent validity of the Emotional Intelligence Scale, we employed the Entrepreneurial Orientation Scale developed by Bolton and Lane in 2012. This scale comprises three dimensions, with each dimension containing three items related to entrepreneurial orientation, specifically focusing on competencies in Risk Taking, Proactiveness, Innovativeness. Participants provided responses using a 5-point scale, ranging from strongly disagree to strongly agree.

Sample collection

We utilized online Google Forms to reach out to our participants through various social media platforms such as LinkedIn, WhatsApp groups of Women Entrepreneurs, Facebook, and Twitter. Our chosen sample area is Delhi NCR, selected for its high likelihood of diverse demographics and a significant population of migrants from other states in India.

Results

Descriptive Analyses:

The women entrepreneurs included in the survey operate in diverse business sectors such as home chef services, bakery, online startups, cosmetic practices, hospitals, manufacturing, academia, retail, and trading. The age range of our sampled participants falls between 30 and 50 years old.

Validity

Validity refers to a scale's capability to measure precisely what it aims to measure, reflecting the alignment between empirical test scores and theoretical relationships within a nomological network (Cattell, 1946; Cronbach & Meehl, 1955). Various types of validity exist, including Predictive Validity, Concurrent Validity, Construct Validity, Content Validity, and Convergent & Divergent Validity. In this study, we have focused on Concurrent Validity, which involves assessing the correlation of the test with a measure that has been previously validated. Additionally, we have considered Content Validity, Correlational Validity, and Factor Validity.

Content Validity

Content validity assesses the degree to which items in a measure are selected from a specific content area or domain, ensuring that the items in the scale are representative and comprehensive (Rubio, 2023). Expert judges in the relevant field rate the questionnaire items, and the scores are used to determine the relevance of items in the scale. Scores are calculated following decision rules outlined by Lichtenstein et al. (1990) and Zaichkowsky (1985, 1994): if at least 80% of judges deem an item somewhat relevant to the construct, the item is retained. With a panel of 5 judges, if 4 out of 5 judges agree on the somewhat relevancy of an item, it is retained. The scale ratings are outlined in Appendix-A, and the number of items retained after the panel judges' scores are tabulated in Table-01. All statements received a relevancy rating by at least 4 panel judges, indicating that all the statements possess content validity concerning Emotional Intelligence.

Table-01 Number of items after Content validation.

Construct	Sub-Variables	No. of items earlier	No of items after content validity
Emotional Intelligence	Self-awareness	12	12
	Self-Management	10	10
	Social Awareness	12	12
	Relationship Management	12	12

Correlation Validity

Correlation validity examines whether variables exhibit correlations with each other, and a high correlation suggests a strong association with the same factor. The presence of correlations among variables is indicated by the Bartlett Test of Sphericity. The Kaiser-Meyer-Olkin (KMO) index assesses the sampling adequacy for variables. In Table-02, the "approximate Chi square statistic" is 1320.488 with 378 degrees of freedom, indicating significance at the 0.05 level. Additionally, the "value of KMO" is substantial, with a value of .731, exceeding the threshold of 0.5. Since the alpha value (0.001) is below the significance value (0.05), a significant relationship exists between variables and the factor.

Table 2 Test of sphericity and sampling adequacy

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy. .731		
Bartlett's Test of Sphericity	Approx. Chi-Square	1320.488
	df	378
	Sig.	<.001

Exploratory Factor Analysis

Factor analysis employs mathematical procedures to simplify interconnected measures and identify patterns within a set of variables (Child, 2006). There are two primary techniques in Factor Analysis: Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). CFA seeks to confirm hypotheses, utilizing path analyses to represent variables and factors, while EFA aims to reveal complex patterns through data exploration and testing predictions (Child, 2006). EFA helps determine the number of factors influencing variables and analyze which variables are correlated. This process is crucial in developing a measurement scale. Two rotation techniques exist in EFA: Orthogonal Rotation, involving uncorrelated factors, and Oblique Rotation, involving correlated factors (Yong & Pearce, 2013). Oblique rotation is employed for the output of rotated factor interpretation, considering that factors in the Emotional Intelligence scale are correlated. Covin & Lee (1992) proposed coefficient level cut-offs for factor loadings: 0.32 for poor, 0.45 for fair, 0.55 for good, 0.63 for very good, and 0.71 for excellent. We adopted the fair level, considering factor loadings above 0.45, as shown in Table-4. Items were rotated for factor loadings in four clusters of Emotional Intelligence of ECI V 2.0: Self-Awareness, Social Awareness, Self-Management, and Relationship Management. Through exploratory factor analysis, we reduced the questionnaire items of emotional intelligence from 46 questions to 28 questions, as shown in Table-3.

Table-3 Number of items before and after EFA.

Coefficient level 0.45	Before Exploratory Factor Analysis	After Exploratory Factor Analysis
Self-awareness	12	7
Self-Management	10	6
Social Awareness	12	8
Relationship Management	12	7
Total Items	46	28

Factor Loadings of Items on four factors of Emotional Intelligence are as per table 4.

Table -4: Extraction Method: Principal Component Analysis.

Rotated Component Matrix ^a				
	Component			
Item No.	Social Awareness	Relationship-Management	Self-Awareness	Self-Management
12	0.771			
17	0.737			
11	0.726			
42	0.688			
3	0.673			
23	0.657			
43	0.619			
46	0.587			
33		0.835		
34		0.771		
1		0.705		
4		0.686		
9		0.678		
2		0.651		
8		0.601		
14			0.833	
27			0.742	
45			0.664	
20			0.657	
13			0.652	
6			0.65	
22			0.563	
18				0.738
7				0.702
25				0.701
5				0.681
10				0.68
35				0.647

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 6 iterations.

Reliability

Reliability refers to the internal consistency of variables representing a factor, assessing whether the items consistently and reproducibly measure the construct (Hair et al., 2009). When employing Exploratory Factor Extraction, Cronbach's Alpha is utilized to evaluate scale reliability, while Confirmatory Factor Analysis employs Composite Reliability for the same purpose (Sausa et al., 2023). In our analysis, we are using Exploratory Factor Analysis to examine scale items and applying Cronbach's alpha to gauge the internal consistency of these items. A Cronbach's value falling within the range of 0.60-0.70 is considered an acceptable level of reliability (Hulin, Neteneyer, et al., 2001). As presented in Table-5, the Cronbach's alpha value is 0.910, indicating a high reliability and strong internal consistency.

Table-5 Reliability test for the Emotional Intelligence Scale
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.910	.913	28

Concurrent validity

Concurrent validity assesses the degree to which a new measurement or assessment tool corresponds with an established measure evaluating the same construct simultaneously. It involves comparing a new test or procedure against a benchmark considered as the gold standard for accuracy (Shuttleworth, 2022). The focus is on the accuracy of a test's ability to predict performance on another measure taken concurrently (Mislevy &

Rupp, 2022). To address this, we obtained scores from respondents on Entrepreneurial Orientation and examined the correlation between the Emotional Intelligence of women entrepreneurs and their entrepreneurial orientation. The Entrepreneurial Orientation scale is sourced from the Individual Entrepreneurial Orientation scale (Bolton & Lane, 2012). Pearson's Correlation coefficient is employed to depict the linear relationship between the sub-variables of Emotional Intelligence and the Entrepreneurial Orientation variable. A coefficient value exceeding 0.5 indicates a strong and positive relationship, while a value between 0.3-0.5 indicates a moderate and positive relationship among the variables (Turney, 2023).

The findings align with existing literature suggesting that entrepreneurs possess social awareness and adeptly manage their social skills (Roxana, 2013; Amy Ingram, 2019). Moreover, the results indicate that social awareness and relationship management exhibit a higher correlation than self-management and self-awareness, respectively. Importantly, all variables demonstrate a moderate to strong positive correlation with entrepreneurial orientation.

Table-6 : Coefficient value of Emotional Intelligence Sub Variables with Entrepreneurial Orientation (EO).

Pearson Correlations	Self-Management	Self-Awareness	Relationship Management	Social Awareness
Entrepreneurial Orientation	.662**	.682**	.675**	.675**

Conclusion

The current questionnaire represents a modest attempt to offer measures of Emotional Intelligence tailored for entrepreneurs. This measure is applicable to entrepreneurs in an Indian context, as confirmed by validation with an Indian sample. The results demonstrate positive outcomes regarding correlational validity and reliability. Through Exploratory Factor Analysis, we successfully reduced the scale's items from 46 to 28, considering a coefficient level of 0.45 for factor loadings. The final scale after EFA is in Appendix-B. The selection of items is grounded in the literature on the entrepreneurial aspects related to the general and emotional intelligence of entrepreneurs. Given the substantial diversity in the population of Delhi NCR, our sample focused on women entrepreneurs from this region, rendering this scale well-suited for entrepreneurs in India.

Limitations

This scale is derived from self-reported data, and we suggest that future research consider employing three-sixty-degree feedback to evaluate the Emotional Intelligence of entrepreneurs. Given the limited sample size in this study, it is advisable to conduct further validity studies with larger samples. The participants in this study were exclusively women entrepreneurs; thus, subsequent research could explore male entrepreneurs to enhance the generalizability of this scale for entrepreneurs in India.

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Payal Singh Author ¹	Dr. Preeti Malhotra Author ²
Conceptualization and Methodology, Formal Analysis, investigation, Resources, Writing	Conceptualization and Methodologies, Writing – Review and editing, Supervision

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Appendix-A

Items for the Emotional Intelligence scale were crafted based on the literature associated with entrepreneurs.

Number of Panel judges on relevancy of items related to construct.

	Questions	No. of expert Judges agree relevancy of item
Item1	Nurture long-term relationship with suppliers and partners	4
Item2	Foster trust and mutual respect in my business relationships.	4
Item3	Good at solving problems and helping people work together	5
Item4	Are transparent and honest in your dealings with business partners	5
Item5	Maintain a healthy balance between work and personal life	5
Item6	Aware of how stress impacts your emotional state as an entrepreneur	5
Item7	Adapt quickly to changes in the business environment	4
Item8	Skilled at resolving conflicts among team members or stakeholders.	4

Item9	Show appreciation and recognition to those you work with.	5
Item10	Maintain a positive attitude even in challenging situations.	5
Item11	Value diversity and inclusion for business success.	4
Item12	Understand the needs and concerns of my employees or team members	5
Item13	Pay attention to how people feel in your workplace	5
Item14	Aware of your strengths and weaknesses as an entrepreneur	4
Item15	know how your feelings can affect how your team works together	5
Item16	Know when your feelings are changing how you make decisions in business	5
Item17	Pay attention to cultural differences when working with clients or partners.	5
Item18	Handle setbacks and failures with resilience and determination	5
Item19	Aware of the impact your emotions have on your business decisions	5
Item20	Pay attention to how your feelings affect when you deal with others at work.	4
Item21	Can guess how you will feel about different business problems.	5
Item22	Recognize when you need to take a break to manage your emotions effectively	5
Item23	Make positive contributions to your local community through your business.	5
Item24	Often think about how you feel and what you think about your business	4
Item25	Manage stress effectively to maintain productivity	5
Item26	Give tasks to others in a way that helps us get more done	5
Item27	Can accurately identify your emotions in various business situations	5
Item28	Actively seek opportunities for self-improvement.	4
Item29	Regularly set specific and achievable goals for your business.	5
Item30	Are adept at staying focused on important tasks.	5
Item31	Effectively prioritize tasks to meet business objectives.	5
Item32	Can understand how people interact with each other in your business network.	4
Item33	Build strong relationships with your clients and customers.	5
Item34	Listen attentively to the needs and concerns of your business partners	5
Item35	Don't rush into decisions; you think about your choices carefully.	4

Item36	Often ask customers and stakeholders what they think to understand their opinions	5
Item37	Adapt your communication style to suit the preferences of different stakeholders	5
Item38	Collaborate effectively with partners to achieve common goals.	5
Item39	Are proactive in addressing issues that may affect your relationships with stakeholders	5
Item40	Are responsive to the needs and concerns of your business network.	4
Item41	Effectively communicate with stakeholders to maintain positive relationships	5
Item42	Make sure to listen to what others in your business network have to say.	4
Item43	Understand and care about the difficulties your customers face.	4
Item44	Make decisions based on logic rather than emotions.	5
Item45	know that your feelings can affect the choices you make.	5
Item46	Pay attention to how people feel in business situations.	4

Appendix-B

Final Emotional Intelligence – Scale (Post Exploratory Factor Analysis) with Factor Loadings

Questionnaire for Emotional Intelligence

Final Questionnaire

Self-Awareness

Item No.	Please carefully respond to each survey item below. You:	Never	Rarely	Sometimes	Consistently	Don' t know
1	Aware of how stress impacts your emotional state as an entrepreneur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Pay attention to how people feel in your workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Aware of your strengths and weaknesses as an entrepreneur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Pay attention to how your feelings affect when you deal with others at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Recognize when you need to take a break to manage your emotions effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Can accurately identify your emotions in various business situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	know that your feelings can affect the choices you make.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Self-Management

Item No.	Please carefully respond to each survey item below. You:	Never	Rarely	Sometimes	Consistently	Don' t know

1	Maintain a healthy balance between work and personal life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Adapt quickly to changes in the business environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Maintain a positive attitude even in challenging situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Handle setbacks and failures with resilience and determination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Manage stress effectively to maintain productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Don't rush into decisions; you think about your choices carefully.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Social- Awareness

Item No.	Please carefully respond to each survey item below. You:	Never	Rarely	Sometimes	Consistently	Don' t know
1	Good at solving problems and helping people work together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Value diversity and inclusion for business success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Understand the needs and concerns of my employees or team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Pay attention to cultural differences when working with clients or partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Make positive contributions to your local community through your business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Make sure to listen to what others in your business network have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Understand and care about the difficulties your customers face.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	Pay attention to how people feel in business situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Relationship- Management

Item No.	Please carefully respond to each survey item below. You:	Never	Rarely	Sometimes	Consistently	Don' t know
1	Nurture long-term relationship with suppliers and partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Foster trust and mutual respect in my business relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Are transparent and honest in your dealings with business partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Skilled at resolving conflicts among team members or stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Show appreciation and recognition to those you work with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Build strong relationships with your clients and customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Listen attentively to the needs and concerns of your business partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>