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Linking emotional intelligence, leadership and well-being for enhanced entrepreneurial performance and growth

B. Pathinettampadiyan ^{1,*}, S. Ramesh ² and G. Sridhar ³

¹ Research Scholar, Department of Rural Industries and Management, Gandhi gram Rural Institute - Deemed University, Gandhi gram, Tamil Nadu, India.

² Assistant Professor, Department of Management Studies, The American College, Madurai, Tamil Nadu, India.

³ Research Scholar, Department of Rural Industries and Management, Gandhi gram Rural Institute - Deemed University, Gandhi gram, Tamil Nadu, India.

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Abstract

This review explores how entrepreneurial performance and growth drive emotional intelligence (EI), leadership, and well-being. Combining psychological, behavioral, and organizational insights, it draws on established frameworks including Goleman's emotional intelligence model, leadership theory, and well-being. The evidence shows that EI is key to entrepreneurial success, enhancing emotional regulation, communication, and conflict resolution. Leaders with strong EI build trust, encourage innovation, and foster collaboration, boosting organizational flexibility and outcomes. Emotional intelligence also improves entrepreneurs' psychological well-being by reducing stress, increasing resilience, and maintaining motivation in uncertain environments. In turn, well-being promotes creativity, innovation, and persistence, core drivers of entrepreneurial achievement. Leadership is an important link, transforming emotional capabilities into effective team management and long-term sustainability. The review also notes that emotionally intelligent leadership benefits both business results and personal satisfaction for entrepreneurs and their teams. Nonetheless, there are gaps in understanding how cultural, gender, and firm size influence the EI-leadership well-being relationship. The study deepens theoretical insight and stresses the need to integrate EI and leadership training into entrepreneurship education and policy efforts.

Keywords: Emotional Intelligence; Leadership; Well-Being; Entrepreneurship; Entrepreneurial Performance; Transformational Leadership

1. Introduction

Trait Emotional Intelligence (EI) proved to be a strong prognosticator of career success, including job routine and satisfaction, in the past. We investigate if trait EI also impacts entrepreneurship, its connection to entrepreneurial behaviour and success, controlling for Core Self-Evaluations, demography, and entrepreneurial personality traits. We find trait EI correlated with some entrepreneurial outcomes, yet influences are weak and partially orthogonal to other predictors. Differences in entrepreneurial success are found to arise partially due to trait EI differences. The study provides a foundation for theory development and practice enhancement for entrepreneurship research (Ahmetoglu et al., 2011). This article summarises a decade of work on psychological entrepreneurship, focusing on two overriding themes: process and entrepreneurial action. This entrepreneurship model is advanced as a synthesising context that explicates the interplay among these factors. It incorporates major theoretical perspectives, causation and effectuation, bricolage, and action theory, and, adopting a processual viewpoint, delineates how cognition, motivation, and emotion shape and evolve throughout the entrepreneurial process. The results identify the benefits of the action theory process

* Corresponding author: B. Pathinettampadiyan

model for explaining dynamic psychological processes of entrepreneurship (Frese and Gielnik, 2023). Previous research linked emotional intelligence to positive work outcomes, including improved job performance and satisfaction, but its connection to entrepreneurship is limited. This study responds to how different facets of emotional intelligence contribute to entrepreneurial potential by controlling for demographically-determined variables and personality traits (Mortan et al., 2014). Findings robustly validate that the creativity and proactivity of students fully mediate the positive effect between entrepreneurial attitudes and trait emotional intelligence. Entrepreneurship attitudes facilitate, and proactive research extends the existing literature on the interplay between entrepreneurship and the trait of emotional intelligence. The work offers pragmatic suggestions for improvement in program design and provision of entrepreneurial education (Zampetakis et al., 2009). The study found that positive attitudes, perceived control, and social support significantly influenced their motivation to launch new ventures. Attitude towards behaviour emerged as the most influential factor, followed by perceived control and social norms. Strengthening confidence and fostering optimistic mindsets were identified as critical for boosting entrepreneurial ambition. It is recommended that educational initiatives nurture these traits to encourage entrepreneurship in culturally gifted youth (Pushpabai and Thavaraj, 2024). Historically, psychologists in recent decades have worried that the discipline has focused too much on adverse human behaviour to neglect positive behaviour. The pursuit of understanding and the cure of mental illness and dysfunction has been disproportionately greater than the pursuit of seeking and cultivating individual strengths. Therefore, the emphasis has been on correcting deficits instead of enhancing well-being. This preoccupation has resulted in focusing on limited aspects to neglecting factors that allow people to thrive. The profession now acknowledges the need for a more holistic orientation that enhances healing and promotes individual growth (Luthans et al., 2007). A manager's morale greatly influences organisational climate, and the emotional behaviour of employee's perceptions are directly based on these aspects. This research examines how managers' emotional intelligence affects organisational climate, based on a 360-degree feedback approach. A positive relationship between organisational climate and managers' emotional intelligence was discovered through a regression analysis. Interestingly, social awareness and self-awareness were the strongest affecting aspects of emotional intelligence, whereas credibility was significantly affected by the organisational climate component (Momeni, 2009). Earlier work had emphasised the importance of managerial skills, particularly emotional intelligence, as a determinant of the excellence of chief executives, although little empirical work had been carried out and bridges the gap in the field by testing the on-work attitude, behaviour, and work performance among chief public organisation managers. Besides, emotional intelligence buffers the relationship between work-family conflict and career commitment, though not that of satisfaction (Carmeli, 2003). Entrepreneurship research focuses on increasing attention on identifying emotional intelligence as a key requirement for entrepreneurial leaders, which is still under-researched. This exploratory online survey collected self-rated information on the emotional competencies of successful young entrepreneurs. Among the competency items, trustworthiness, the concept that assesses the dimension of honesty and integrity, scored the highest. The results further indicated the significant importance of the contemporary value of teamwork and association in furthering the new venture method (Kovid et al., 2025). Entrepreneurs are the pillars of a country's economic development, for they recognise and exploit opportunities mainly for earning a fortune. Entrepreneurship, being action-oriented, motivated, and risk-taking, has been given immense importance by self-employment being a dominant phenomenon for more than half of India's workforce, encouraging educated youth towards entrepreneurship, which holds the key to solving unemployment, besides tapping into the labour-intensive aspect of the country's potential for economic growth. Despite governments running several schemes and financial institutions extending their reach, youths prefer job-searching to setting up businesses (S. Thavaraj, 2012b).

2. Review of Literature

Entrepreneurial passion is a critical element in the entrepreneurial process, yet its theoretical clarity remains underdeveloped. This study consolidates fragmented research to conceptualise entrepreneurial passion concerning prominent entrepreneurial role identities and mechanisms through which this passion shapes and aligns goal-directed thinking and actions. The aim is to explain how entrepreneurial passion contributes to achieving greater entrepreneurial effectiveness (Cardon et al., 2009). Innovation involves introducing new things through collaboration among design, engineering, manufacturing, and marketing teams. Due to the complexity of these interactions, value creation in product development largely depends on intangible assets. Managing intellectual capital effectively has become essential for organisational learning and innovation success. Research across behavioural science, cognition, and organisational studies has explored creativity and innovation extensively (Tsakalerou, 2016). In today's landscape of globalised markets, swift technological progress, and the impact of liberalisation and privatisation, conventional views on entrepreneurship are being redefined. While entrepreneurs are commonly perceived as risk-takers, innovators, and opportunity seekers, their core attributes extend beyond these traits. True entrepreneurial success is driven by the courage to defy conventions, a clear long-term vision, a deep passion for enterprise, and an unwavering will to achieve goals. Such qualities are fundamental for navigating and excelling in the dynamic business environment (Vanniarajan and Thavaraj, 2005). This study investigates emotional contagion, the transmission of

emotions among individuals, and its impact on group dynamics within managerial simulations. The research uses multiple measures to explore how emotional tone and intensity variations influence workplace interactions. Findings confirm the presence of emotional contagion, showing that positive emotions enhance collaboration, reduce conflict, and improve perceptions of task performance, while negative emotions produce the opposite effects. These outcomes were consistently observed through self-assessments, peer evaluations, and external observations. The study discusses emotional contagion's theoretical and practical implications in organizational settings (Barsade, 2000). Savings are essential for economic growth, forming the basis for capital accumulation and development. In rural areas, household savings act as a primary source of funding for entrepreneurial ventures. Microfinance institutions have enhanced this process by encouraging regular saving habits among rural communities. Self-help groups have also played a key role in promoting savings that lead to small business creation. This study presents research findings on the role of savings in advancing rural entrepreneurship and economic development (Karthigeyini and Thavaraj, 2016). Entrepreneurship is the catalyst that drives economic growth and development. In this paper, we get into the details of how self-expression values at the national level and societal well-being impact individual start-ups per nation. It is proposed that self-expression values are a mediator, as well as an amplifier, between societal well-being and entrepreneurship. Well-being is understood as individual satisfaction or accumulated human capital and a collective social and psychological resource that fosters entrepreneurial behaviour. The study presents a conceptual model outlining these relationships and integrates secondary data measures to support cross-country comparative research on entrepreneurship (Pathak, 2021). Earlier studies indicate that health is strongly linked to self-reported emotional intelligence (EI) but shows a weaker connection with performance-based ability EI. The limited research on ability EI and health outcomes makes it difficult to assess this relationship accurately. This review compiles findings on how performance-based EI relates to depression and well-being among adults in varied contexts. Results reveal that higher ability EI is linked to lower depression and greater well-being, influenced by factors like gender and self-reported EI (Fernández-Berrocal and Extremera, 2016). Entrepreneurship involves significant stress, as entrepreneurs face unavoidable pressures like uncertainty, heavy workloads, and limited resources that hinder natural recovery activities such as relaxation and discuss how recovery-based interventions can mitigate the negative outcomes of entrepreneurial stress. It emphasises promoting health, wellness, and productivity among entrepreneurs. The goal is to shift research from merely describing these challenges to finding effective solutions that support entrepreneurial resilience (Williamson et al., 2021). College students worldwide encounter significant health issues, substance use problems, and mental health challenges like anxiety and depression. Stress plays a crucial role in shaping academic performance, with moderate levels improving focus but excessive stress leading to emotional strain and lower achievement. Research indicates that high perceived stress negatively impacts academic outcomes, with variations across courses and genders. Female students are more likely to report elevated stress and associated health concerns (Varghese et al., 2015). While enormous work describes how or why entrepreneurs leverage social capital to establish and grow businesses, little is understood about how new venture founders with limited contacts formulate and leverage it to develop initial concepts into businesses. It includes the absence of co-founders or business partners and brings new insights into resource constraints among such founders. It also clears the path towards future research and venturing into practices (Walsh and Martin, 2023).

3. Theoretical Background

The theoretical framework describes the groundwork for investigating relationships between emotional intelligence, leadership, and well-being in entrepreneurship. It synthesises central theories and models representing how entrepreneurs' emotional abilities define leadership styles and affect performance outcomes. By drawing on psychological, behavioural, and organisational perspectives, it synthesises ideas from the theory of emotional intelligence (Cherniss et al., 1998; Goleman and Intelligence, 1995), theory of leadership (Bass and Avolio, 1994), and the theory of well-being (Diener, 1984; Ryff, 1989). Their synthesised views shed insight into the emotional and cognitive processes driving entrepreneurial success and survival. By synthesising work, the review provides a comprehensive view of how emotional and psychological aspects lead to sustainable entrepreneurial success.

3.1. Emotional Intelligence

Women entrepreneurship studies are growing globally, particularly in emerging economies with institutional voids. The study proposes and examines a model assessing the degree to which Emotional Intelligence (EI) influences the supposed performance of women-owned enterprises, and networking capability as the mediating variable. Responses from women business owners were mediated by networking capacity, demonstrating direct and indirect effects. These results yield significant guidance for women entrepreneurs who leverage EI and networking capacity to attain business success (Singh and Kovid, 2023). This study examines how psychological ownership (PO) is moderated by emotional intelligence (EI) among business growth. It suggests that issue-solving through utilising emotions builds the PO component of efficacy, but assessing other individuals' emotions reduces territoriality. Additionally, a high sense of efficacy contributes substantially to venture growth, but territoriality reduces it, and the latter has a curvilinear relation

to growth. The study adds to prior knowledge on how affect processes construct entrepreneurs' sense of ownership and business performance. It adds significantly to entrepreneurship psychology by highlighting how emotions drive high-tech start-up growth (Yitshaki, 2021). Our research verifies that the positive connection between entrepreneurial attitudes and the creativity and proactivity of students fully mediates their trait emotional intelligence (EI). Results identify an unambiguous connection between three of entrepreneurial motivation's principal antecedents and EI. Such a contribution adds value to both entrepreneurship and trait EI literature. Additionally, our findings provide useful information for utilising our study's outcomes for implementing more effective entrepreneurship education programs (Zampetakis et al., 2009). Meta-analysis results indicate that a relationship is more pronounced for societies of high long-term orientation. The outcome illustrates universal entrepreneurial intention to EI despite different cultural backgrounds (Miao et al., 2018). Research on entrepreneurship now sees the entrepreneur as a force for new venture development, but entrepreneurial leadership's role in emotional intelligence has yet to be thoroughly investigated. This online exploratory study assembled self-rate information on emotional competency amongst successful young entrepreneurs. The research also identifies teamwork and collaboration as key drivers to taking forward the process of new ventures (Rhee and White, 2007). In today's highly competitive banking sector, growing customer expectations have made service quality and delivery increasingly important. Reforms and private sector competition have steered Indian banks toward a customer-centric and performance-driven approach. This evolution has heightened the complexity of managerial roles, demanding stronger emotional intelligence and related skills. The study examines bank managers' emotional intelligence and identifies key factors essential for maintaining emotional balance in challenging work environments (S. Thavaraj, 2012a). Studies of women's entrepreneurship have attracted growing interest globally, particularly for nascent economies, plagued by institutional constraints. Hypothesising and testing a model of studying Emotional Intelligence (EI) impacts perceived firm outcomes of businesses by women, considering the mediating role of networking capability, it is found, based on survey data for Indian businesswomen, analysed by partial least squares structural equation modelling, that both EI and networking capability significantly augment both monetary and non-monetary performance. Such additions enhance prior knowledge of entrepreneurship and gender and stress the value of EI and business potential by businesswomen entrepreneurs (Singh and Kovid, 2023). The pressure of achieving strong examination results creates considerable stress, highlighting the importance of emotional management for effective teaching. This study assessed emotional intelligence (EI) among teachers from primary to higher secondary levels and analyzed its link with personal and family factors. Results revealed that most teachers possess moderate EI, with higher levels associated with factors such as family income and spouse's earnings (Paul and Thavaraj, 2015). Current studies on entrepreneurship tend to conceive emotions as static entities, which provides narrowly informative knowledge on how entrepreneurs purposively handle their emotions for improved well-being and performance. Entrepreneurial research on emotional management employs a variety of concepts and terminology, which provides a disjointed comprehension of the issue at hand. The framework suggested categorises studies into three primary perspectives: emotional capability, personality traits, and contextual strategy-dependent approaches (Schmodde and Wehner, 2024). This work studies behavioural traits of individuals by applying sophisticated classification techniques to classify role types and offers suggestions for choosing optimum project teams corresponding to team members' emotional profiles. The research emphasises teams of young and older individuals, considering their respective characteristic emotional attributes. It gives considerable importance to accomplishing team synergy based on comprehension of emotional dynamics. Its practical relevance is observed through its suggestions for creating successful business teams based on self-insight, self-management, social comprehension, and relational competence management. The study's outcomes also supplement teamwork and performance for projects of all types (Mikuš et al., 2022). Content of work, and indeed, by a larger margin, emotional intelligence significantly defines entrepreneurial success. During the last ten years, work amplification highlights work's emphasis on entrepreneurs, requiring work's chief predictors of success, including work's emotional and social intelligence, as predictors of business success's chief drivers. Social competence also aids entrepreneurs in managing relationships and establishing growth-inclusive networks of applicability. Although empirical work supports how work's emotional intelligence benefits both organisational and personal performance, a comprehensive understanding of work's total effect on entrepreneurial value is unknown (H. S. Thavaraj, 2014).

3.2. Leadership in Entrepreneurship

The study highlights the need for a new generation of leaders in the global business environment whose core competencies align with societal demands, educational priorities, and ethical standards. Analysis of various leadership styles led to the identification of a new approach to leadership of conscious influence, whose key attributes are outlined in this research. To help leader-entrepreneurs achieve their objectives, leadership opportunities are categorised into tactical and strategic levels, with future influencing factors summarised. Using scientific and theoretical forecasting, the study presents a global profile of the modern entrepreneur. Future research will focus on developing methods to assess the effectiveness of business leaders and identifying strategies to enhance their performance (Britchenko et al., 2018). Entrepreneurship must evolve into effective leadership to serve stakeholders' interests within and beyond the organisation. Drawing from contemporary leadership theory and practice developments, this study introduces the TRY

Leadership model, highlighting three essential qualities that empower entrepreneurs to lead responsibly. The model provides a practical and integrative framework that bridges entrepreneurship and leadership. Doing so supports the growing paradigm of responsible leadership and its relevance in entrepreneurial contexts. This approach encourages entrepreneurs to align business success with social responsibility and ethical impact (Audretsch and Tamvada, 2023). In the current business landscape, small enterprises must move beyond traditional management practices and adopt strategies that promote corporate sustainability. This empirical study addresses entrepreneurs' pressing challenges, exploring ways to enhance long-term financial concentration and identifying sustainable approaches that ensure continued business growth and resilience (Suriyankietkaew, 2023). The analysis demonstrates that sustainable entrepreneurship motivates and guides entrepreneurs toward responsible practices. Such leadership not only drives positive social and environmental outcomes but also enhances the economic performance of organisations. The findings underscore the interdependence between leadership and entrepreneurship in achieving sustainability goals (Ribeiro and Leitão, 2024). The comprehensive synthesis and analysis of previous work, the current work is a valuable influence on the growing work on leadership, as it lists theory-based frameworks, measurement approaches, and constructs employed in the field. It suggests that entrepreneurial leadership is a valuable means of generating innovation and increasing firm performance amid increasing market uncertainty and competition (Hoang et al., 2025). The study reveals that all examined leadership styles significantly influence entrepreneurial activity, with charismatic leadership showing the strongest positive impact, particularly on opportunity-driven entrepreneurship. Understanding how specific leadership traits facilitate or hinder new business creation is essential for researchers, educators, and leaders (Felix et al., 2019). The entrepreneurial leadership, conducted in three stages to support its conceptual development through an evidence-based approach. Questions remain regarding the contextual relevance of identified attributes such as vision, effective communication, risk-taking, and creativity. The review also reveals a lack of consensus on the theoretical and conceptual foundations of the field (Harrison et al., 2016). The research examined how entrepreneurship and leadership training influence female students' interest in starting their own ventures. Data were collected from management students in Tamil Nadu through a structured questionnaire and analysed using reliability, correlation, and variance methods. The results showed strong links between education, mentorship, self-confidence, and entrepreneurial ambition. Overall, participants demonstrated a strong motivation toward pursuing entrepreneurship (H. S. Thavaraj, 2024).

3.3. Well-being in Entrepreneurship

It uses the maintenance of resources theory to explore how self-efficacy and resilience mediate the link between entrepreneurs' use of business networks and their subjective well-being, and the impact of business network utilisation on well-being was found to be stronger among older entrepreneurs. These results underscore the role of contextual resources in shaping entrepreneurs' psychological strengths and overall well-being (Newman et al., 2018). This article examines how entrepreneurial households mentally account for resources to ensure minimum material living standards before determining affordable loss for venture investment. It suggests that households establish an affordable loss from funds exceeding those needed to maintain acceptable living conditions, while low-income households may contribute time rather than money. The study highlights the tension between allocating financial and non-financial resources toward new business ventures and preserving living standards (Reddy, 2023). This study examined four dimensions of affective well-being, work engagement, job satisfaction, and exhaustion in entrepreneurs. The results show that entrepreneurs exhibit notably higher levels of work engagement than employees, while reporting greater job satisfaction, exhaustion, and compulsive work tendencies, but lower excessive work behaviour. Correlation analysis revealed substantial overlap between workaholism and exhaustion, whereas high scorers were often simultaneously engaged and satisfied with their work (Dijkhuizen et al., 2016). This review critically synthesises existing literature to evaluate the impact of stress on entrepreneurs and their well-being. The analysis identifies key sources of entrepreneurial stress, including role conflict or overload, operational challenges, and personal life concerns beyond the venture. Stress outcomes vary depending on an individual's tolerance, coping mechanisms, and recovery practices, influencing personal satisfaction and psychological health. These insights inform a deeper understanding of how stress manifests throughout the entrepreneurial process and its implications for resilience and success (Marshall et al., 2020). Using an identity-based perspective, it examines women entrepreneurs' well-being through their diverse and contextualised experiences across different settings. The interaction of multiple identities shaping well-being, and identity work as a means to strengthen overall well-being, leads to outlining implications for researchers, women entrepreneurs, and stakeholders within the entrepreneurial ecosystem (Drencheva, 2019). Traditionally focused on economic outcomes, entrepreneurship research increasingly examines its impact on the well-being of entrepreneurs and their stakeholders. This chapter adopts a holistic perspective, analysing how entrepreneurial activities enhance and impede well-being. It reviews emerging literature on entrepreneurs' well-being alongside studies addressing stakeholder well-being. The discussion also highlights potential avenues for further research, including well-being as an alternative measure of entrepreneurial success and integrating these perspectives. The chapter broadens understanding of the non-economic dimensions of entrepreneurship (Bort et al., 2020). Empirical evidence always

reveals that self-employed individuals indicate higher subjective well-being than wage earners. At the same time, they are exposed to specific stresses owing to increased personal engagement and longer working time. Such tension breeds ambiguity as to the actual effect of self-employment on well-being. In order to solve this problem, the article approaches the problem by studying complicated well-being profiles among self-employed and wage earners. By applying latent profile analysis, the article underlines the complicated character of self-employment, which frequently accommodates personal satisfaction and business goals, potentially broader than purely hedonic ones. Such observations provide helpful guidance on further entrepreneurial well-being studies (Gish et al., 2022).

4. Discussion

The literature reviewed underscores that emotional intelligence (EI) is crucial for strengthening leadership and supporting the well-being of entrepreneurs. Entrepreneurs need more than cognitive abilities when working in contexts filled with unpredictability, risk, and emotional pressure. Being able to recognise and manage emotions equips them to handle obstacles with determination, empathy, and composure (Goleman and Intelligence, 1995; Salovey and Mayer, 1990). Leadership, reflecting the practical application of emotional intelligence, is a crucial bridge connecting EI to performance results. Leaders with strong emotional intelligence inspire and motivate others, encourage innovation, and build trust and collaboration within their teams (Cherniss et al., 1998). Studies have shown that leadership grounded in emotional awareness plays a vital role in boosting organisational flexibility and sustaining long-term development. Incorporating emotional intelligence into leadership approaches strengthens transformational and authentic styles, allowing entrepreneurs to lead teams successfully while harmonising their personal vision with the goals of the organisation (Audretsch and Tamvada, 2023; Hoang et al., 2025).

Emotional intelligence is identified as a significant indicator of entrepreneurial well-being. Those with higher EI experience reduced stress, increased life satisfaction, and improved mental health (Dijkhuizen et al., 2016; Freeman et al., 2025). Well-being is both a driver and a result of entrepreneurial pursuits, encouraging persistence in times of uncertainty. Research shows that effective emotional regulation and strong self-belief shield entrepreneurs from burnout and emotional fatigue, while promoting positive feelings that stimulate creativity and innovation (Fredrickson, 2001; Williamson et al., 2021). The combined insights from the reviewed studies reveal that leadership acts as a connecting link between emotional intelligence and overall well-being. Leaders with high emotional intelligence cultivate positive and supportive work environments that boost team spirit and personal fulfilment, ultimately enhancing organisational success. Leadership grounded in empathy, openness, and social awareness is key in promoting entrepreneurs' and their teams' mental and emotional well-being (Preethy et al., n.d.; Suriyankietkaew, 2023). Therefore, the model proposes two interconnected routes: emotional intelligence strengthens leadership, boosts well-being, and collectively enhance entrepreneurial performance. The discussion also points out gaps in understanding the contextual elements that shape these connections. Cultural background, gender, and organisational size may influence how emotional intelligence affects leadership effectiveness and well-being (Singh and Kovid, 2023; Yitshaki, 2021). Limited research has empirically examined models that integrate these concepts. Future structural equation modelling studies could help establish causal relationships and enhance the theoretical framework. Overall, current evidence suggests that entrepreneurs who demonstrate emotional intelligence through empathy and self-awareness are more likely to maintain well-being, stay motivated, and attain higher performance levels.

5. Conclusion

This review develops a conceptual perspective on the interconnected roles of emotional intelligence, leadership, and well-being in shaping entrepreneurial success. Emotional intelligence is a core psychological asset that reinforces leadership practices and supports personal well-being. Entrepreneurs who skilfully identify, understand, and regulate emotions are better equipped to make sound decisions, foster meaningful relationships, and stay resilient during challenges. Leadership is portrayed as the practical expression of EI, channelling emotional strengths into motivation, teamwork, and dedication to organisational goals. Psychological and emotional well-being are recognised as crucial components of the entrepreneurial journey. Entrepreneurs who maintain strong well-being tend to display higher motivation, positivity, and creativity, which drive continuous business growth and innovation. Leadership rooted in emotional intelligence supports well-being, which in turn supports entrepreneurial performance. This unifying view contributes to theory by relating psychological tendencies to entrepreneurial behaviour and provides practical information by underscoring the importance of leadership development as part of education on entrepreneurship. Future research needs to attempt to test the model using quantitative methods and design curricula that foster emotional intelligence and well-being to aid the long-term growth and sustainability of business founders.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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