

Assessing the Role of Emotional Intelligence on the Perceived Performance of Women Entrepreneurs: Evidence from Bagalkote

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Abstract

Women entrepreneurs contribute significantly to economic development through employment generation, innovation, and business growth. This study examines the influence of Emotional Intelligence (EI) on the perceived performance of women entrepreneurs in Bagalkote district, Karnataka, based on Daniel Goleman's five EI dimensions: self-awareness, self-regulation, self-motivation, empathy, and social skills.

A descriptive research design was adopted, and data were collected from 111 women entrepreneurs using a structured questionnaire. The instrument demonstrated high reliability (Cronbach's Alpha = 0.891). Statistical tools such as descriptive analysis, ANOVA, and regression were used to analyse the data. The findings reveal that women entrepreneurs possess relatively high levels of emotional intelligence, with self-awareness, self-motivation, and social skills showing strong influence. The results indicate a significant positive relationship between Emotional Intelligence and perceived entrepreneurial performance.

The study highlights the importance of emotional intelligence in enhancing entrepreneurial success and suggests incorporating EI development into entrepreneurship training and support programs for women entrepreneurs.

Keywords: Emotional Intelligence, Women Entrepreneurs, Perceived Performance, Self-Awareness, Self-Regulation, Self-Motivation, Empathy, Social Skills.

Introduction

Entrepreneurship is a key driver of economic growth, innovation, employment generation, and social development. Women entrepreneurs play an increasingly important role in this process by establishing businesses across various sectors, contributing to economic progress, gender equality, and community development. However, they often face challenges such as limited access to finance, socio-cultural barriers, market uncertainties, and work-life balance pressures.

To overcome these challenges, psychological competencies such as **Emotional Intelligence (EI)** have become increasingly important. Emotional Intelligence refers to the ability to understand, manage, and effectively use emotions in oneself and others. According to **Daniel Goleman**, EI consists of five dimensions: **self-awareness, self-regulation, self-motivation, empathy, and social skills**. These competencies help entrepreneurs manage stress, make effective decisions, build strong relationships, and adapt to changing business environments.

Previous studies have shown a positive relationship between Emotional Intelligence and entrepreneurial success. Emotionally intelligent entrepreneurs tend to demonstrate greater resilience, adaptability, leadership effectiveness, and business performance. However, limited research has examined this relationship among women entrepreneurs in regional contexts such as **Bagalkote district, Karnataka**.

Therefore, this study investigates the influence of Emotional Intelligence on the perceived performance of women entrepreneurs in Bagalkote. By examining the impact of Goleman's five EI dimensions, the study aims to provide valuable insights for policymakers, entrepreneurship development institutions, and women entrepreneurs, highlighting the importance of emotional competencies in achieving sustainable business success.

Literature Review

1. Goleman, D. (1998)

Goleman explained that Emotional Intelligence (EI) is a key factor influencing individual and organizational performance. He identified self-awareness, self-management, social awareness, and relationship management as major EI domains. The study found that emotionally intelligent individuals demonstrate better leadership, motivation, and teamwork. It concluded that EI contributes more to workplace success than IQ or technical skills.

2. Bar-On, R. (2004)

Bar-On introduced the Emotional-Social Intelligence model consisting of intrapersonal skills, interpersonal skills, adaptability, stress management, and general mood. The study showed that EI positively influences psychological well-being and professional success. Emotionally intelligent individuals are more resilient and maintain healthier relationships. The model is widely used in leadership and performance studies.

3. Agarwal and Mishra (2010)

The study examined the impact of Emotional Intelligence on job satisfaction and employee performance. Findings revealed a significant positive relationship between EI and work outcomes. Employees with higher EI were better at managing stress and interpersonal relationships. The study recommended EI development to improve productivity and well-being.

4. Kumar and Muniandy (2013)

The study analysed Emotional Intelligence as a determinant of entrepreneurial success. It found that emotional regulation, motivation, and social skills contribute to business growth and relationship management. Entrepreneurs with

higher EI were more innovative and proactive. The study concluded that EI is a strategic asset for long-term business performance.

5. Al-Athar and Sultana Banu (2015)

The study investigated Emotional Intelligence among women executives in the private sector. Results showed that age, education, income, and experience significantly influence EI levels. Emotional Intelligence positively affected leadership effectiveness and managerial success. The study highlighted EI as an essential managerial competency.

6. Lloyd, M. (2017)

The study explored the mediating role of Emotional Intelligence between job stress and performance. Findings indicated that higher EI reduces stress and improves job performance. Emotionally intelligent individuals cope better with workplace challenges. The study emphasized EI as a protective factor against occupational stress.

7. Rao and Lakshmi (2022)

The study examined Emotional Intelligence and work-life balance among women entrepreneurs. Results showed that EI helps manage emotional demands from both family and business responsibilities. Better emotional regulation and stress management enhanced business performance. The study highlighted EI's importance for entrepreneurial well-being.

8. Nair and Thomas (2023)

The study explored the impact of Emotional Intelligence on leadership effectiveness in women-owned enterprises. Findings revealed that EI strengthens customer relationships, employee motivation, and decision-making. Emotionally intelligent leaders were more adaptable to changing market conditions. The study identified EI as a core leadership competency.

Research Gap

Although previous studies have established a positive relationship between Emotional Intelligence and entrepreneurial success, most research has focused on general entrepreneurs, employees, leaders, or women entrepreneurs in broader national and international contexts. Existing studies have largely examined Emotional Intelligence in relation to leadership, job performance, work-life balance, and business

sustainability, while limited attention has been given to understanding how the specific dimensions of Emotional Intelligence—self-awareness, self-regulation, self-motivation, empathy, and social skills—influence the **perceived performance of women entrepreneurs**. Furthermore, there is a lack of empirical evidence from regional and semi-urban areas such as **Bagalkote district, Karnataka**, where women entrepreneurs face unique socio-economic and business challenges. Therefore, this study addresses this gap by examining the impact of Emotional Intelligence on the perceived performance of women entrepreneurs in Bagalkote, providing localized insights that can support entrepreneurship development and women empowerment initiatives.

Objectives

1. To identify and understand the key components of Emotional-Intelligence and the dimensions of perceived performance among women entrepreneurs.
2. To analyze the relationship-between different components-of Emotional Intelligence (self-awareness, self-regulation, motivation, empathy, & social skills) and the perceived performance of women entrepreneurs.

Research Methodology

Research Design: The study adopts descriptive research

Population: The population comprises all women entrepreneurs operating in the Bagalkote district.

Data Collection Method

Primary Data: Will be Collected using structured questionnaire

Secondary Data: Journals, books, dissertations

Data Analysis Techniques:

Descriptive Statistics: Mean, Standard Deviation, Percentages

Statistical tests: ANOVA Regression analysis

Sample Plan:

- **Sample Frame:** Women Entrepreneurs in Bagalkote
- **Sample Unit:** Individual women entrepreneur (owner or co-owner who is actively managing the business)
- **Sample size:** 130

Sampling Techniques: Random Sampling Technique

Scope of the Study

1. **The study focuses on the five dimensions of Emotional Intelligence**—self-awareness, self-regulation, self-motivation, empathy, and social skills—based on Goleman's model.
2. **It examines the influence of Emotional Intelligence on the perceived performance of women entrepreneurs**, including business growth, operational effectiveness, financial outcomes, and personal effectiveness.
3. **The study is limited to women entrepreneurs in Bagalkote district** and aims to provide insights for entrepreneurs, policymakers, and entrepreneurship development organizations.

Limitations of the Study

1. The study is limited to women entrepreneurs in Bagalkote district, so the findings may not be applicable to other regions.

2. The study is based on self-reported perceptions and excludes factors such as family support, market conditions, access to finance, and entrepreneurial experience.

Hypothesis

1. Self-Awareness

H0: Self-awareness has no significant effect on the perceived performance of women entrepreneurs.

H1: Self-awareness significantly affects the perceived performance of women entrepreneurs.

2. Self-Regulation

H0: Self-regulation has no significant effect on the perceived performance of women entrepreneurs.

H1: Self-regulation significantly affects the perceived performance of women entrepreneurs.

3. Motivation

H0: Motivation has no significant effect on the perceived performance of women entrepreneurs.

H1: Motivation significantly affects the perceived performance of women entrepreneurs.

4. Empathy

H0: Empathy has no significant effect on the perceived performance of women entrepreneurs.

H1: Empathy significantly affects the perceived performance of women entrepreneurs.

5. Social Skills

H0: Social skills have no significant effect on the perceived performance of women entrepreneurs.

H1: Social skills significantly affect the perceived performance of women entrepreneurs.

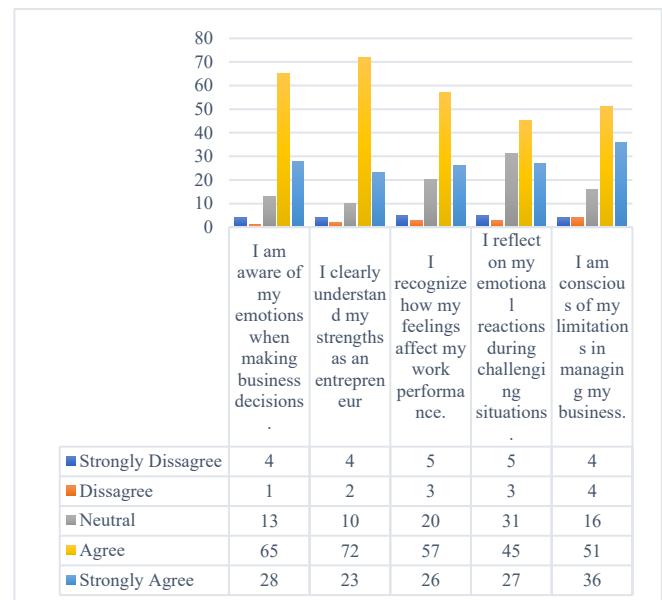
6. Emotional Intelligence over Perceived Performance

H0: Emotional Intelligence has no significant influence on the perceived performance of women entrepreneurs.

H1: Emotional Intelligence significantly influences the perceived performance of women entrepreneurs.

Result Analysis and Interpretation:

1. Self – Awareness



Analysis:

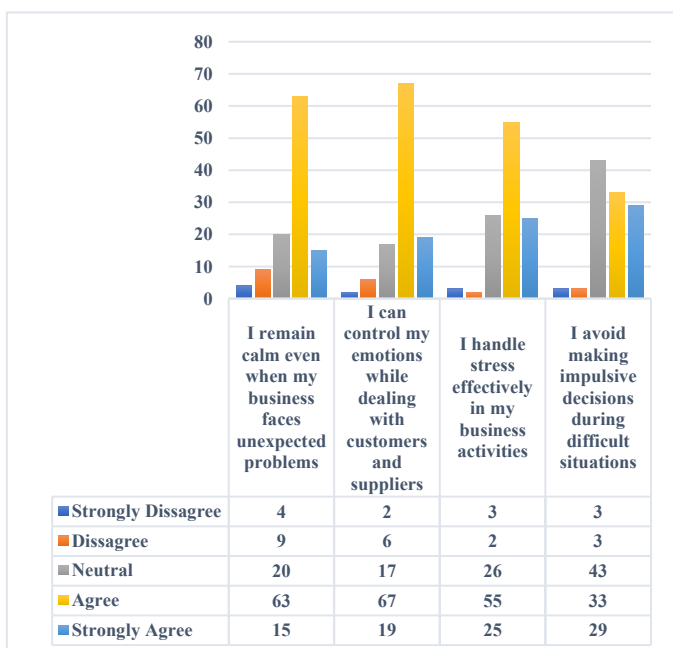
- 58.6% agreed-that they are aware of their emotions while making business decisions, while 11.7% were neutral.
- 64.8% agreed that they-clearly understand their strengths as entrepreneurs, with 9.0% neutral responses.
- 51.4% agreed that their feelings-affect work performance, while 18.0% remained neutral.
- 40.5% agreed that-they reflect on emotional reactions during challenges, with 27.9% neutral responses.

- 45.9% agreed that they are aware of their business limitations, while 14.4% were neutral.

Interpretation:

Self-awareness is generally perceived as high among the respondents, with 58.6% agreeing that they are aware of their emotions while making business decisions and 64.8% agreeing that they clearly understand their strengths as entrepreneurs. Further, 51.4% agreed that their feelings affect work performance, while 40.5% reflected on their emotional reactions during challenging situations. Additionally, 45.9% agreed that they are conscious of their business limitations. However, comparatively lower agreement regarding emotional reflection during challenges indicates that some respondents may still lack consistent self-evaluation practices. Overall, findings suggest that respondents possess good self-awareness, supporting better emotional control and effective business decision-making.

2. Self – Regulation



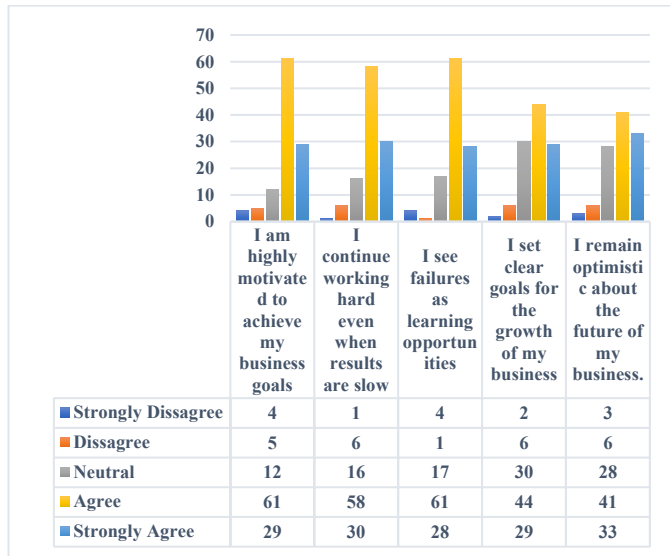
Analysis:

- 56.8% of the respondents agreed that they remain calm when their business faces unexpected problems, while 13.5% strongly agreed.
- 60.4% agreed that they can control their emotions while dealing with customers and suppliers, with 17.1% strongly agreeing.
- 49.5% agreed that they handle stress effectively in their business activities, while 22.5% strongly agreed.
- 29.7% agreed that they avoid making impulsive decisions during difficult situations, whereas 26.1% strongly agreed.
- A relatively high 38.7% of respondents remained neutral regarding avoiding impulsive decisions, indicating uncertainty in decision-making under pressure.

Interpretation:

Self-regulation is generally perceived as moderate to high among the respondents, with 60.4% agreeing that they can control their emotions and 56.8% agreeing that they remain calm during business challenges. Further, 49.5% reported handling stress effectively, reflecting good emotional management. However, the high neutral response (38.7%) regarding avoidance of impulsive decisions suggests that some respondents may face difficulties in maintaining consistent self-control under pressure. Overall, findings indicate that self-regulation positively contributes to effective business management and decision-making.

3. Self – Motivation



Analysis:

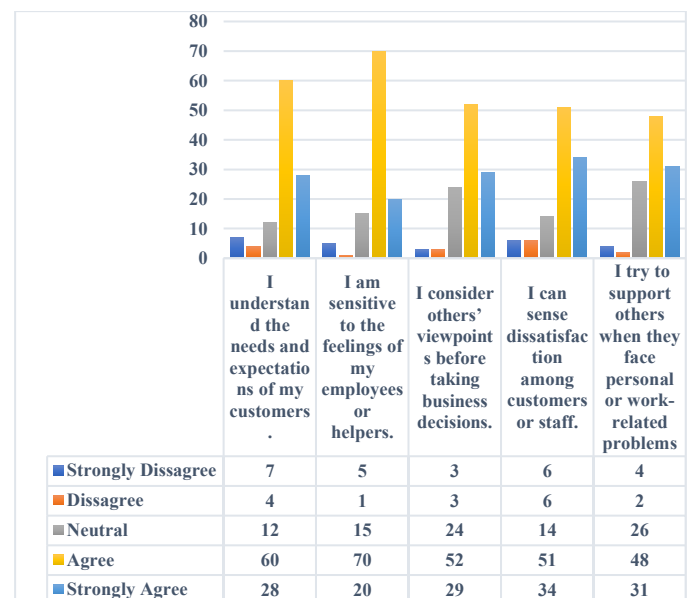
- 55.0% of respondents agreed that they are highly-motivated to achieve their business-goals, while 26.1% strongly agreed.
- 52.3% agreed that they continue-working hard even when results are slow, with 27.0% strongly agreeing to the statement.
- 55.0% agreed that they see failures as learning opportunities, while 25.2% strongly agreed.
- 39.6% agreed that they set-clear goals for the growth of their business, whereas 26.1% strongly agreed.
- 36.9% agreed that they remain-optimistic about the future of their business, while 29.7% strongly agreed.

Interpretation:

Self-motivation is generally perceived as high among the respondents, with 55.0% agreeing that they are motivated to achieve business goals and

52.3% agreeing that-they continue working hard despite slow results. Further, 55.0% viewed failures as learning opportunities, while 39.6% agreed that they set clear business goals. Additionally, 36.9% remained optimistic-about the future of their business. Overall, the findings indicate strong motivation, perseverance, and a positive attitude toward business growth.

4. Empathy



Analysis:

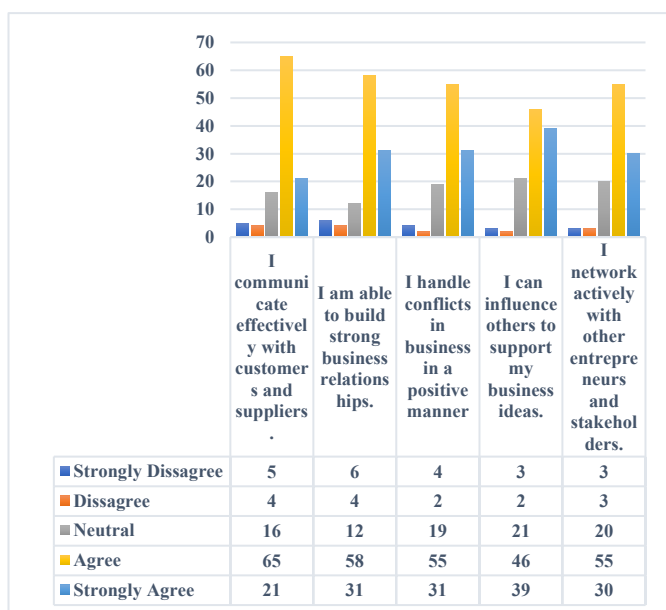
- 54.1% of the respondents-agreed that they understand the needs and expectations of their customers, while 25.2% strongly agreed.
- 63.1% agreed that they are-sensitive to the feelings of their employees or helpers, with 18.0% strongly agreeing to the statement.
- 46.8% agreed that they consider others' viewpoints before making business decisions, while 26.1% strongly agreed.

- 45.9% agreed that they can sense dissatisfaction among customers or staff, whereas 30.6% strongly agreed.
- 43.2% agreed that they try to support others when they face-personal or work-related problems, while 27.9% strongly agreed.

Interpretation:

Empathy is generally perceived as high among the respondents, with 54.1% understanding customer needs and 63.1% being sensitive to employees' feelings. Further, 46.8% considered others' viewpoints before making decisions, while 45.9% could sense dissatisfaction among customers or staff. Additionally, 43.2% supported others facing personal or work-related problems. Overall, the findings indicate positive empathetic behavior and good interpersonal understanding among the respondents.

5. Social Skills



Analysis:

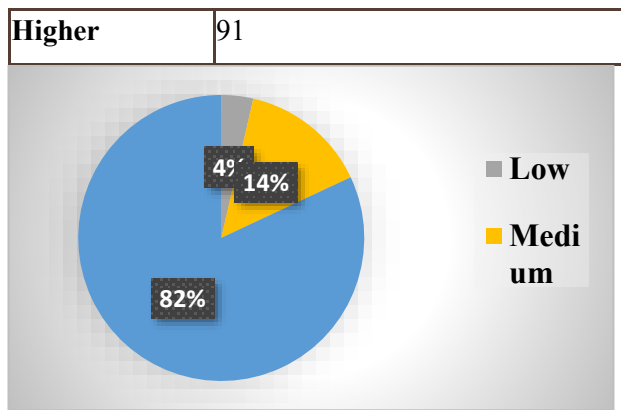
- 58.6% of the respondents-agreed that they communicate-effectively with customers and suppliers, while 18.9% strongly agreed.
- 52.3% agreed that they are-able to build strong business relationships, with 27.9% strongly agreeing to the statement.
- 49.5% agreed that they handle conflicts in business in a positive manner, while 27.9% strongly agreed.
- 41.4% agreed that they can-influence others to support their business ideas, whereas 35.1% strongly agreed.
- 49.5% agreed that they actively network with other entrepreneurs and stakeholders, while 27.0% strongly agreed.

Interpretation:

Social skills are generally perceived as strong among the respondents, with 58.6% agreeing that they communicate-effectively with customers and suppliers and 52.3% agreeing that they build strong business relationships. Further, 49.5% agreed that they handle business conflicts positively, while 41.4% believed they can-influence others to support their business ideas. Additionally, 49.5% actively networked with entrepreneurs and stakeholders. Overall, the findings indicate good communication ability, relationship management, and networking skills among the respondents.

6. Perceived Performance

Perceived Performance	
Low	4
Medium	16



Analysis:

- 82% of respondents reported a high level of perceived performance, representing majority of the sample.
- 14% of the respondents showed a medium level of perceived performance, indicating moderate confidence in their performance outcomes.
- Only 4% of respondents reported low level of perceived performance, reflecting minimal dissatisfaction or low confidence in their performance.

Interpretation:

Perceived performance is generally rated high among the respondents, with 82% reporting a high level of performance and only 14% indicating a medium level. Further, just 4% of respondents reported low perceived performance. Overall, findings suggest that most-respondents confident about their business performance and perceive themselves as performing effectively in their entrepreneurial activities.

Regression analysis

1. Self – Awareness

Model Summary				
Model	R	R Square,	Adjusted R Square	Std. Error of the Estimate,

1	.591 ^a	.349	.343	.49446
a. Predictors: (Constant), Self - Awareness				

The model shows an R value of 0.591, indicating a moderate positive relationship between Self-Awareness and perceived performance. The R² value of 0.349 means that 34.9% of the variation in perceived performance is explained by Self-Awareness. The adjusted R² value of 0.343 further confirms the explanatory power of the model.

ANOVA ^b						
Model		Sum of Squares,	Df,	Mean Square,	F	Sig.
1	Regression	14.301	1	14.301	58.491	.000 ^a
	Residual	26.650	109	.244		
	Total	40.951	110			
a. Predictors: (Constant), Self-Awareness						
b. Dependent Variable: Perceived Performance						

The significance value is 0.000, which is less than 0.05, indicating that the-regression model is statistically significant. The F value of 58.491 also shows that model is a good fit. Therefore, Self-Awareness has a significant-impact on perceived performance.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1	(Constant)	2.022	.261	7.749	.000
	Self - Awareness	.500	.065	.591	.000
a. Dependent Variable: Perceived Performance					

The coefficient for Self-Awareness is 0.500, which means that-for every 1-unit increase in Self-Awareness, perceived performance increases by 0.500 units. The Beta value of 0.591 indicates a

moderate positive impact of Self-Awareness on perceived performance.

The significance value is 0.000, which is less than 0.05, indicating that Self-Awareness has a statistically significant effect on perceived performance. This means we reject H_0 and accept H_1 .

Regression Equation:

Perceived Performance = 2.022 + 0.500 (Self-Awareness)

2. Self – Regulation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate,
1	.535 ^a	.286	.279	.51792
a. Predictors: (Constant), Self - Regulation				

The model shows an R value of 0.535, indicating a moderate positive relationship between Self-Regulation and perceived performance. The R^2 value of 0.286 means that 28.6% of the variation in perceived performance is explained by Self-Regulation. The adjusted R^2 value of 0.279 further confirms the explanatory power of the model.

ANOVA ^b						
Model		Sum of Squares,	Df,	Mean Square,	F	Sig.
1	Regression	11.713	1	11.713	43.665	.000 ^a
	Residual	29.238	109	.268		
	Total	40.951	110			
a. Predictors: (Constant), Self - Regulation						
b. Dependent Variable: Perceived Performance						

The significance value is 0.000, which is less than 0.05, indicating that the regression model is statistically significant. The F value of 43.665 also shows that model is a good fit. Therefore, Self-

Regulation has significant impact on perceived performance.

Coefficients ^a					
Model		Unstandardized Coefficients,		Standardized Coefficients,	Sig.
		B	Std. Error,	Beta,	
1	(Constant)	2.208	.274		8.069 .000
	Self Regulation	.469	.071	.535	6.608 .000
a. Dependent Variable: Perceived Performance					

The coefficient for Self-Regulation is 0.469, which means that for every 1-unit increase in Self-Regulation, perceived performance increases by 0.469 units. The Beta value of 0.535 indicates a moderate positive impact of Self-Regulation on perceived performance.

The significance value is 0.000, which is less than 0.05, indicating that Self-Regulation has a statistically significant effect on perceived performance. This means we reject H_0 and accept H_1 .

Regression Equation:

Perceived Performance = 2.208 + 0.469 (Self-Regulation)

3. Self – Motivation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate,
1	.634 ^a	.403	.397	.47378
a. Predictors: (Constant), Self - Motivation				

The model shows an R value of 0.634, indicating a moderate positive relationship between Self-Motivation and perceived performance. The R^2 value of 0.403 means that 40.3% of the variation in perceived performance is explained by Self-

Motivation. The adjusted R^2 value of 0.397 further confirms the explanatory power of the model.

ANOVA ^b					
Model		Sum of Squares,	df	Mean Square	F, Sig.
1	Regression	16.484	1	16.484	73.434 .000 ^a
	Residual	24.467	109	.224	
	Total	40.951	110		
a. Predictors: (Constant), Self - Motivation					
b. Dependent, Variable: Perceived Performance					

The significance value is 0.000, which is less than 0.05, indicating that regression model is statistically significant. The F value of 73.434 also shows that model is a good fit. Therefore, Self-Motivation has significant impact on perceived performance.

Coefficients ^a					
Model		Unstandardized Coefficients,		Standardized Coefficients,	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.807	.258		7.000 .000
	Self - Motivation	.556	.065	.634	8.569 .000
a. Dependent, Variable: Perceived Performance					

The coefficient for Self-Motivation is 0.556, which means that for every 1-unit increase in Self-Motivation, perceived performance increases by 0.556 units. The Beta value of 0.634 indicates a moderate positive impact of Self-Motivation on perceived performance.

The significance-value is 0.000, which is less than 0.05, indicating that Self-Motivation has a statistically-significant effect on perceived performance. This means we reject H_0 and accept H_1 .

Regression Equation:

Perceived Performance = 1.807 + 0.556 (Self-Motivation)

4.Empathy

M Regression Equation: Perceived Performance = 1.807 + 0.556 (Self-Motivation)				
4.Empathy odel Summary,				
Model	R	R Square	Adjusted R-Square	Std. Error of Estimate
1	.610 ^a	.372,	.366,	.48567,
a. Predictors: (Constant), Empathy				

The model shows an R value of 0.610, indicating moderate positive-relationship between Empathy & perceived performance. The R^2 value of 0.372 means that 37.2% of the variation in perceived performance is explained by Empathy. The adjusted R^2 value of 0.366 further confirms explanatory power of the model.

ANOVA ^b					
Model		Sum of Squares	df	Mean Square	F, Sig.
1	Regression	15.240	1	15.240	64.609 .000 ^a
	Residual	25.711	109	.236	
	Total	40.951	110		
a. Predictors: (Constant), Empathy					
b. Dependent Variable: Perceived Performance					

The significance value is 0.000, which is less-than 0.05, indicating that the regression model is statistically significant. The F value of 64.609 also shows that model is a good fit. Therefore, Empathy has a significant [impact on perceived performance.

Coefficients ^a					
Model		Unstandardized Coefficients,		Standardized Coefficients,	Sig.
		B	Std. Error,	Beta,	
1	(Constant)	1.979	.254		7.793 .000
	Empathy	.515	.064	.610	8.038 .000
a. Dependent Variable: Perceived Performance					

The coefficient-for Empathy is 0.515, which means that-for every 1-unit increase in Empathy, perceived performance increases by 0.515 units. The Beta value of 0.610 indicates a moderate positive impact of Empathy on perceived performance.

The significance-value is 0.000, which is less-than 0.05, indicating Empathy has statistically-significant effect on perceived performance. This - means we reject H_0 and accept H_1 .

Regression Equation:

Perceived Performance = 1.979 + 0.515 (Empathy)

5. Social – Skills

Model Summary,				
Model	R	R Square	Adjusted R Square,	Std. Error of the Estimate,
1	.650 ^a	.423	.418	.46556
a. Predictors: (Constant), Social Skills				

The model shows an R value of 0.650, indicating moderate positive-relationship between Social Skills and perceived performance. The R^2 value of 0.423 means that 42.3% of the variation in perceived performance is explained by Social Skills. The adjusted R^2 value of 0.418 further confirms explanatory power of the model.

ANOVA ^b						
Model,		Sum of Squares,	Df,	Mean Square,	F	Sig.
1	Regression	17.326	1	17.326	79.937	.000 ^a
	Residual	23.625	109	.217		
	Total	40.951	110			
a. Predictors: (Constant), Social - Skills						
b. Dependent, Variable: Perceived Performance						

Significance value is 0.000, which is less than 0.05, indicating that regression model is statistically significant. The F-value of 79.937 also shows that

the model is a good fit. Therefore, Social Skills has significant impact on perceived performance.

Coefficients ^a						
Model		Unstandardized Coefficients,		Standardized Coefficients,	t	Sig.
		B	Std. Error,	Beta,		
1	(Constant)	1.932	.234		8.255	.000
	Social Skills	.520	.058	.650	8.941	.000
a. Dependent Variable: Perceived Performance						

The coefficient for Social Skills is 0.520, which means-that for every 1-unit increase in Social Skills, perceived performance increases by 0.520 units. The Beta value of 0.650 indicates a moderate positive impact of Social Skills on perceived performance.

Significance value is 0.000, which is less than 0.05, indicating that Social Skills has a statistically-significant effect on perceived performance. This means we reject H_0 and accept H_1 .

Regression Equation:

Perceived Performance = 1.932 + 0.520 (Social Skills)

Major Findings

1. Demographic Factors

1. The majority of respondents (**32.4%**) belong to the above 45 years age group, indicating experienced women entrepreneurs dominate the sample.

2. Most respondents (**41.4%**) have SSLC/PUC qualifications, while **37.8%** are graduates.

3. The service sector accounts for **90.1%** of respondents, making it the dominant business category.

4. About **42.3%** of respondents have more than 10 years of business experience.

5. A majority (**58.6%**) earn a monthly income between ₹20,001 and ₹40,000.

6. All respondents (**100%**) are from Bagalkote.

2. Self-Awareness

1. **58.6%** of respondents are aware of their emotions while making business decisions.

2. **64.8%** clearly understand their strengths as entrepreneurs.

3. **51.4%** recognize how feelings affect their work performance.

4. **40.5%** reflect on emotional reactions during challenging situations.

5. **45.9%** are conscious of their business limitations.

3. Self-Regulation

1. **56.8%** remain calm when facing unexpected business problems.

2. **60.4%** can control emotions while dealing with customers and suppliers.

3. **49.5%** handle stress effectively in business activities.

4. **29.7%** avoid-making impulsive decisions during difficult situations.

5. Overall, respondents demonstrate good emotional control and adaptability.

4. Self-Motivation

1. **55.0%** are highly motivated to achieve business goals.

2. **52.3%** continue-working hard even when results are slow.

3. **55.0%** view failures as learning opportunities.

4. **39.6%** set-clear goals for business growth.

5. **36.9%** remain optimistic about the future of their business.

5. Empathy

1. **54.1%** understand customer needs and expectations.

2. **63.1%** are sensitive to the feelings of employees and helpers.

3. **46.8%** consider others' viewpoints before making decisions.

4. **45.9%** can sense dissatisfaction among customers or staff.

5. **43.2%** support others facing personal or work-related problems.

6. Social Skills

1. **58.6%** communicate effectively with customers and suppliers.

2. **52.3%** build strong business relationships.

3. **49.5%** handle business conflicts positively.

4. **41.4%** can influence others to support business ideas.

5. **49.5%** actively network with entrepreneurs and stakeholders.

7. Perceived Performance

1. **82%** of respondents reported a high level of perceived performance.
2. **14%** reported a medium level of perceived performance.
3. Only **4%** reported a low level of perceived performance.
4. The findings indicate strong confidence among women-entrepreneurs regarding their business performance.

Hypothesis Testing

1. Age was found to have no significant influence on the perceived performance of women entrepreneurs (Sig. = 0.135 > 0.05); therefore, the null hypothesis was accepted.
2. Educational qualification, type of business, years of business experience, and monthly income significantly influence perceived performance (Sig. values = 0.046, 0.011, 0.001, and 0.000 respectively); hence, the null hypotheses were rejected.
3. Self-Awareness has a significant-positive effect on perceived performance (Sig. = 0.000, $R^2 = 34.9\%$), indicating that entrepreneurs who understand their emotions and strengths perform better.
4. Self-Regulation significantly affects perceived performance (Sig. = 0.000, $R^2 = 28.6\%$), showing that emotional control and stress management contribute to business success.
5. Self-Motivation ($R^2 = 40.3\%$) and Empathy ($R^2 = 37.2\%$) significantly and positively influence perceived performance (Sig. = 0.000), helping

entrepreneurs remain persistent, optimistic, and responsive to stakeholder needs.

6. Social Skills emerged as the strongest predictor of perceived performance (Sig. = 0.000, $R^2 = 42.3\%$). Overall, all Emotional Intelligence dimensions significantly influence entrepreneurial performance, leading to the acceptance of the alternative hypothesis that Emotional Intelligence-positively affects the perceived performance of women entrepreneurs.

Suggestions:

1. **64.8%** understood their strengths and **58.6%** were emotionally aware; hence, **EI and self-awareness training** should be promoted.
2. **49.5%** handled conflicts effectively; therefore, **stress management and emotional regulation programs** should be encouraged.
3. **55.0%** were highly motivated, while others showed moderate motivation; **goal-setting and motivational workshops** should be conducted.
4. **58.6%** communicated effectively and **49.5%** actively networked; **communication and networking skills** should be further strengthened.
5. **54.1%** understood customer needs; **empathy-based customer relationship training** should be encouraged.
6. **42.3%** had over 10 years of business experience; **mentorship programs** should utilize experienced entrepreneurs to guide beginners.
7. **58.6%** belonged to the middle-income group; **financial literacy and business management programs** should be organized.

8. **54.0%** of respondents were graduates/postgraduates; **EI and entrepreneurship concepts** should be integrated into educational and training programs.

9. **52.3%** continued working despite slow results and **40.5%** reflected on emotions; **continuous learning and self-development initiatives** should be promoted.

10. **82%** reported high perceived performance and all EI dimensions were significant ($p = 0.000$); **government and support agencies should promote EI development programs** for women entrepreneurs.

Factors	Objectives	Sig. Value	Hypothesis	Decision	Interpretation
Age	To identify impact of demographic factors on perceived performance	0.135	H ₀ : No significant impact	Accepted	Age does not significantly influence perceived performance
Educational Qualification	To identify the impact of demographic factors on perceived performance	0.046	H ₀ : No significant relationship	Rejected	Education significantly affects perceived performance
Type of Business	To identify the impact of demographic factors on perceived performance	0.011	H ₀ : No significant influence	Rejected	Type of business significantly influences perceived performance
Years of Business Experience	To identify the impact of demographic factors on perceived performance	0.001	H ₀ : No significant effect	Rejected	Business experience significantly affects perceived performance
Monthly Income	To identify the impact of demographic factors on	0.000	H ₀ : No significant association	Rejected	Monthly income significantly

	perceived performance				influence perceived performance
Self-Awareness	To analyze the relationship-between Emotional Intelligence and perceived performance	0.000	H ₀ : No significant effect	Rejected	Self-awareness positively impacts perceived performance
Self-Regulation	To analyze the relationship-between Emotional Intelligence and perceived performance	0.000	H ₀ : No significant effect	Rejected	Self-regulation significantly improves performance
Self-Motivation	To analyze the relationship-between Emotional Intelligence and perceived performance	0.000	H ₀ : No significant effect	Rejected	Self-motivation strongly enhances perceived performance
Empathy	To analyze the relationship between Emotional-Intelligence and perceived performance	0.000	H ₀ : No significant effect	Rejected	Empathy positively influences entrepreneurial performance
Social Skills	To analyze the relationship-between Emotional Intelligence and perceived performance	0.000	H ₀ : No significant effect	Rejected	Social skills have the strongest positive impact on performance
Emotional Intelligence	H ₀ : Emotional Intelligence has no significant influence on perceived performance	0.000	H ₀ : No significant effect	Rejected	Emotional Intelligence significantly and positively influences perceived performance. It explains 48.8% of the variation in

					perceived performance ($R^2 = 0.488$), indicating that higher EI leads to better entrepreneurial performance.
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Conclusion

The study concludes that **Emotional Intelligence (EI) significantly influences the perceived performance of women entrepreneurs in Bagalkote**. A majority of respondents reported **high perceived performance (82%)**. Among the EI dimensions, **social skills ($R^2 = 42.3\%$)** had the strongest impact on performance, followed by **self-motivation ($R^2 = 40.3\%$)**, **empathy ($R^2 = 37.2\%$)**, **self-awareness ($R^2 = 34.9\%$)**, and **self-regulation ($R^2 = 28.6\%$)**. The findings further reveal that **education ($p = 0.046$)**, **type of business ($p = 0.011$)**, **business experience ($p = 0.001$)**, and **monthly income ($p = 0.000$)** significantly influence performance, whereas **age ($p = 0.135$)** has no significant effect. Overall, higher Emotional Intelligence contributes to better entrepreneurial effectiveness, business growth, and success.

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