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EMOTIONAL INTELLIGENCE AND SUSTAINABILITY OF LIVESTOCK BUSINESSES IN ANAMBRA STATE

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Abstract

The study investigated the influence of emotional intelligence on sustainability of livestock businesses in Anambra State. The dimensions of emotional intelligence such as self-awareness, self-regulation, motivation, empathy and relationship management were examined in relation to sustainability of livestock business in Anambra State. Survey research design was adopted and 100 owners of livestock farms in Anambra State were purposively selected for the study. Questionnaire was used as the instrument of data collection and multiple regression technique was used as the estimation technique. The study found that self-awareness, self-regulation, motivation, empathy and relationship management have significant influence on sustainability of livestock business in Anambra State. The study recommends that training and development should be provided to the owners of livestock business for effective understanding of the emotions of others and how to relate to them that is cultivating good rapport with publics of the organization.

Key Words: Entrepreneurship, Emotional Intelligence, Sustainability, Livestock Business

INTRODUCTION

The field of entrepreneurship embodies an increasingly dynamic productive force in the economy and resides at the vanguard of adaptation and the growth of new markets. The entrepreneurial business contributes considerably to the growth of the economy and prosperity in advanced countries (Oriarewo, Ofobruku & Tor, 2019). Individuals are seeking entrepreneurial careers at an astronomically high rate, notwithstanding the managerial, personal and financial challenges linked to entrepreneurial careers (Zimmerer, Scarborough & Wilson, 2017). From an individual's viewpoint, starting a novel firm is often developed as part of the entrepreneur's own life tactic to earn a living. For many individuals, self-employment represents an escape from life in traditional organizational bureaucracies and an opportunity to produce more significant, more reliable personal wealth (Walker & Webster, 2017). Self-employment offers an avenue for independence, flexibility, profits, and distinctive recognition. Thus, flourishing entrepreneurship today is about how well entrepreneurs manage themselves and relates with others. Entrepreneurs in today's society must have the capability to be flexible and adapt to a continuously altering business environment.

The success of entrepreneurial business and its survival have been linked, in part, to cognitive capabilities and social skills of the entrepreneur. Some of these skills include correctly observing others, making good initial impressions, and influencing others in interpersonal relations (Bahadori, 2012). Emotional intelligence (EI) includes cognitive and social skills. It is defined as the ability of an individual to identify, understand and regulate ones owns emotions as well as the emotions of others. Thus, these skills and abilities are very important to success of entrepreneurial businesses, and very little research in entrepreneurship has explored the role of emotional intelligence on business sustainability.

The concept of emotional intelligence (EI) has attracted scholarly attention from both practitioners and researchers alike. Practitioners have become conscious of the fact

that workers can no longer be seen as biological and physical machine capable of leaving their norms, attitudes and feelings at home when they go to work. The concept of emotional intelligence has become very important in entrepreneurial business because it is very important to business outcomes like productivity, performance, efficiency, sales, revenues, quality of service and customer loyalty. Emotional intelligence has implications for entrepreneurial situations and social interactions such as negotiation, acquiring and retaining customers, recognizing and utilizing opportunities, obtaining and organizing resources, providing leadership and managing stress. Entrepreneurs with high emotional Intelligence have the propensity to shows high levels of self-confidence, achievement orientation, trustworthiness, change catalyst, service orientation, collaboration and teamwork (Ofobruku & Ezeah, 2019). The obligation for competitiveness and success places more requests for superior entrepreneurial performance to meet the needs of customers, the pressure to deliver, and at the same time discover and utilize opportunities. Thus, emotional intelligence is an essential manifestation of entrepreneurial performance (Bharwaney, Baron & Mackinlay, 2011).

Additionally, emotional intelligence is helpful in evaluating most business owners and workers capability to cope with dynamic changes in the business environment (Rafiz, Naseer & Ali, 2011). Self-awareness, self-control, self-confidence, ability to converse and influence, integrity, commitment, and capability to initiate and acknowledge changes are proficiencies that are in high demand in the contemporary business environment. These proficiencies are the characteristics of emotional intelligence and play a significant role in managing team relationships to create an enabling environment for innovation and creativity for improved performance. Nevertheless, the emotional intelligence of entrepreneurship much more than having a pleasant personality, requires a resilient stable and mental emotion for an entrepreneur to be competitive (Farh, Seo & Tesluk, 2012). In reality, emotional Intelligence upsets all facet of human lives; professional and personal relationship with others (Mahmood, Samaneh & Afetseh, 2012). Likewise, entrepreneurs

that are unable to fully utilise EI would diminish entrepreneurs' opportunity to innovate and, by extension, experience declining business performance and poor sustainability (Farh *et al*., 2012).

Observations from Nigeria's business environment have shown that most businesses are faced with challenges which border on performance and sustainability. Oriarewo, Ofobruku and Tor (2019) reported that entrepreneurs' performance in most organisations in Nigeria is below the industry average and this has become worrisome. Why are some entrepreneurial ventures more successful than others? Virtually every entrepreneurial business begins with hopes of huge success, but roughly almost half of them fail within the first 12 months. A breakdown of these shocking statistics shows that only one-third of these firms survive at least two years, but less than half of the surviving businesses make it to the four-year mark (Ofobruku & Ezeah, 2019). The challenging world of entrepreneurship demands strong emotional intelligence for entrepreneurs to withstand the challenges they face every day from the stakeholders, their customers, employees, government, agencies, and suppliers. Based on the foregoing, the study investigated the influence of emotional intelligence on sustainability of livestock business in Anambra North Senatorial Zone. In this study, the dimensions of emotional intelligence such as self-awareness, self-regulation, motivation, empathy and relationship management were examined in relation to sustainability of livestock business in Anambra North Senatorial Zone.

REVIEW OF RELATED LITERATURE

Emotional Intelligence

Emotional intelligence is the capability to identify and communicate emotion, incorporate emotion in thought, appreciate and reason with emotion, and control emotion in self and others (Mayer, Salovey & Caruso, 2008). Wong and Law (2002) see emotional intelligence as a set of interconnected capabilities possessed by individuals to deal with

emotions. It is linked to the aptitude to comprehend oneself and others, communicating with other people and adapting oneself with his surrounding environment (Mahmood, Samaneh & Afetseh, 2012). Thus, it relates to the capability to comprehend the surrounding emotion of one and others individuals in the business environment, and utilizing the information to fashion reasoning and action that will enhance enterprise or individual performance.

Emotional intelligence refers to a person's ability to discern, control, and process his emotions of him. The psychological quality required for one to be considered emotionally intelligent include how well they regulate their feelings and thoughts, how they can identify and understand the feelings of others, and how they can effectively adapt their reactions to change (Barreiro & Treglown, 2020). Different psychological theories tend to explain how emotions affect human behavior. Thus, understanding people's emotional perceptions is important because it helps predict how individuals will behave, think and react in diverse situations or environments (Reeve, 2018).

Rohana and Zarina (2015) view emotional intelligence as a set skills which are 'correct appraisal and expression of emotion in oneself and in others, the efficient regulation of emotion in self and others, and the use of feelings to motivate, plan, and achieve in one's life'. Pirvu (2020) noted that it relate to the capability to recognize and express feelings, emotional adjustment and using emotions as self-motivation and a means to motivate others. Emotional intelligence abilities are chiefly prominent to entrepreneurs because of their need to manage social relations with other individuals. Social interactions include presenting to investors, gaining and maintaining customers, negotiating, selecting, and handling employees, partners and suppliers.

Emotional intelligence skills include developing self-awareness, managing emotions and conflict situations, responding appropriately to different events including stress management and handling organizational pressures, using various techniques to manage time effectively, and enhancing decision-making and problem-solving (Por et al.,

2011). Emotional intelligence competency includes understanding human nature, recognizing the significance of culture and diversity, empathy, motivation, goal setting, communication skill, relationship building, teamwork, and working with people. Communication skills enable leaders to communicate effectively to avoid conflicts. In summary, strengthening the emotional intelligence can support us in attaining optimal results and maintaining healthy relationships with others.

Goleman (1998) postulated mixed model of emotional intelligence which focuses on a broad range of competencies which drive entrepreneurial performance and sustainability. This model of emotional intelligence combines mental capability with personality features such as optimism and well-being. The dimensions of entrepreneurial emotional intelligence are self–awareness, self–regulation, empathy, motivation, and relationship management (Aziz, Mahadi & Ariffin, 2019).

Self–awareness: Self–awareness occurs when the entrepreneurs know what he is feeling, and uses it to guide decision-making, having a pragmatic evaluation of his abilities and a well-established sense of self-confidence.

- **Self-regulation:** This entails managing the individual emotions to make easy rather than impede with the task at hand; having meticulous and withholding satisfaction, to pursue goals; recovering well from emotional suffering.
- **Motivation:** This facet of emotional intelligence involves utilizing accessible deepest preferences to guide the individual toward desired results, to help in taking idea and striving. To improve, and carry on in the face of frustration and setbacks.
- **Empathy:** This is associated to understanding other people feeling, taking cognizance of their viewpoint, and harnessing rapport and attunement with a broad diversity of people.
- **Relationship management:** It is evident in handling emotions in relationships well and perfectly reading social networks and situations, cooperate smoothly, and utilizing

these skills to influence and lead, bargain and resolve disputes, for teamwork and cooperation. These dimensions of EI are critical for transformational leadership.

Sustainability of Livestock Business

Sustainability has become the word of the moment and is increasingly advocated in different facets of human endeavors. Sustainability according to Martin and Schouten (2012) is "the capability of a system to maintain or renew itself continually. Organisation for Economic Cooperation and Development (OECD) conceptualize sustainability as connecting the social, economic and environmental goals of society in an objective way and about the costs of contemporary activities which meet the challenge of sustainable development and require that the procedure through which decisions are arrive at is informed by the full range of probable consequences, and is responsible to the public. Business activities involve natural resource usage and waste management. From a sustainable standpoint, it is necessary that firms, more than mere resource users, encourage an effective consumption and substitution of resources (Rex & Baumann, 2017). Colbert and Kurucz (2017) identify the colloquial definition of sustainability as being to "keep the business going", whilst another regularly used term in this context refers to the "future-proofing" of organisations. Boudreau and Ramstad (2005), refer to sustainability as achieving success today without compromising the needs of the future.

The livestock sector is a pillar of the global food system and a contributor to poverty reduction, food security and agricultural development. According to the FAO (2022), livestock contributes 40% of the global value of agricultural output and supports the livelihoods and food and nutrition security of almost 1.3 billion people. At the same time, there is wide scope to improve livestock sector practices so that they are more sustainable, more equitable, and pose less risk to animal and human health. Livestock play a major role in sustainable food systems—for example, manure is a critical source of natural fertilizer, while livestock used as draft animals can help boost productivity in

regions where there is low mechanization. Livestock are important assets for vulnerable communities (Capone, El Bilali, Debs, Cardone & Driouech, 2014).

Globally, around 500 million pastoralists rely on livestock herding for food, income, and as a store of wealth, collateral or safety net in times of need (Jochemsen, 2012). Locally, livestock production systems have the potential to contribute to the preservation of biodiversity and to carbon sequestration in soils and biomass. In harsh environments, such as mountains and dry lands, livestock is often the only way to sustainably convert natural resources into food, fiber, and work power for local communities. Increasing incomes, changing diets, and population growth have led to increased demand and made the livestock sector one of the fastest growing agricultural sub-sectors in middle- and low-income countries. This represents a major opportunity for smallholders, agribusiness, and job creators throughout the livestock supply chain (Thompson & Nardone, 1999).

Theoretical Framework

The study is anchored on the theory of emotional intelligence propounded by Mayer, Salovey and Caruso (2008). The theory explained emotional intelligence as the ability to monitor one's own and others' feelings and emotions, to discriminate among them and use this information to guide one's thinking and actions. The theory suggests that emotions make cognitive procedures adaptive and individuals can reason about feelings. Emotional intelligence is a product of two key aspects of psychological research; the first area, cognitive and effect how emotional and cognitive process interrelate to improve thinking. Emotions like happiness, fear and anger, as well as state preferences, physical state and mood influence how individuals think and make decision for enhanced performance.

Rather than viewing intelligence strictly as how well an individual engaged in analytical tasks associated with reasoning, memory, judgment, and abstract, thought theorists, and investigators began taking into consideration intelligence in a wider range of

mental capabilities, individual intelligence, including the capability to observe others' mood and feelings (intrapersonal intelligence) and abilities involved in accessing one's feeling of life (intrapersonal intelligence), provided a like-minded backdrop for taking into consideration emotional intelligence as a practical construct. Based on the emotional intelligence theory, the psychological, behavioural and cognitive changes that come with emotional responses are adaptive. These changes prepare us to react to the event that caused the emotion.

The theory also asserts that emotions serve an essential social function, passing on information about other people's intentions, behaviour and thoughts. Certainly, the capability to incorporate emotional information into cognitive activities is indispensable to efficient functioning across the life course. Emotional intelligence is hypothesized to influence the success of employees' interactions with colleagues, conflict and stress management strategies, and largely their job performance. Hence, each capability influences how individuals uses emotions to facilitate thinking or regulate emotions to focus on vital information; and for this reasons, emotional intelligence is hypothesized to associate reasonably with other intelligence.

Empirical Review

Altarawneh (2024) carried a study on the impact of business intelligence on sustainable business entrepreneurship in the Jordanian pharmaceutical industrial companies. Descriptive statistics, Pearson correlation and regression analysis were employed in analyzing the data. The study found that emotional intelligence, competitive intelligence and strategic intelligence have significant impact on sustainable business entrepreneurship in the Jordanian pharmaceutical industrial companies. Nwibe and Ogbuanya (2024) explored the mediating role of self-efficiency on emotional intelligence and entrepreneurial intention among university undergraduates in Nigeria. Covariance-based structural equation modeling was employed in analyzing the data. The study found

that emotional intelligence had a significant positive impact on entrepreneurial intention of the students. Analysis of the mechanism of the impact of emotional intelligence on entrepreneurial intention revealed that perceived competence and perceived control dimensions of self-efficacy belief were significant mediators.

Yulina, Sucihatiningsih, Cahyo, Eko and Eva (2024) examined the mediating role of entrepreneurial career choice and motivation in the relationship between emotional intelligence (self-awareness, emotion management, empathy and social skills) and entrepreneurial action among university students with MSMEs in Semarang, Indonesia. Smart Partial Least Square was employed in analyzing the data. The results indicate that emotional intelligence was positively influence entrepreneurial action. The study also found that both entrepreneurial career choice and motivation significantly mediated this relationship. Oyeku, Adejuwon, Tutuwa and Oyeku (2023) carried out a study to determine whether emotional intelligence will contribute to entrepreneurial success of FIIRO (Federal Institute of Industrial Research Oshodi) technology adoptees in South West Geopolitical Zone Nigeria. Simple regression analysis was employed in analyzing the data. The study found that emotional intelligence has a weak and significant effect on entrepreneurial success FIIRO technology adoptees. Also, self regulation and empathy have weak and significant relationship with entrepreneurial success while self-awareness, internal motivation and skill building have very weak relationship and no significant effect on entrepreneurial success.

Tripathi (2022) carried out a study on emotional intelligence in service organizations for the sustainable development in Indore city's service sector. Regression and correlation are used in analyzing the data. The study found that there is a significant relationship between underlying factors of Emotional Intelligence of employees and sustainability development in service organizations. The study also found that emotional Intelligence have significant impact on sustainability development. Pirvu (2020) studied emotional intelligence as catalyst for sustainability in modern business. Descriptive

statistics and correlation analysis were employed in analysing the data. The study found that emotional intelligence is one of the significant factors in a sustainable business without which unwanted circumstances such as organizational stress and emotional attrition have a better possibility of appearing. Similarly, Olatide and Abiola (2017) investigated emotional intelligence and entrepreneurs' innovativeness on business performance. Descriptive statistics, correlation analysis and regression analysis were employed in analysing the data. The finding of the study indicates that emotional intelligence have a positive and significant relationship with entrepreneurs' innovativeness and business performance. The study also found that entrepreneurs' innovativeness influence the business performance of small and medium-scale enterprises.

Oriarewo, Ofobruku and Tor (2019) studied the implications of emotional intelligence on entrepreneurial performance. The qualitative data were analysed. The findings reveal that faulty emotional intelligence has the result of a poor mixture of competencies; the skills that bequeath on person/s the necessary capability to manage their own emotions and appropriately measure the emotional circumstances of others and influence views towards the accomplishment of the organizational targets. On the other hand, Rohana and Zarina (2015) examined emotional intelligence and entrepreneurs' innovativeness towards entrepreneurial success in Malaysia. Correlation was employed as the analytical technique. Findings indicated that emotional intelligence has a strong correlation with entrepreneurial success. The results indicated that positive emotional intelligence can amplify innovativeness that may lead to entrepreneurial achievement. Only regulation of emotion in others seems to be the most significant aspect whereas other emotional intelligence dimensions seem to be less significant to entrepreneurial success and innovativeness.

The review revealed that entrepreneurial emotional intelligence was a relatively new area in business administration and most of the existing empirical studies were done outside the Nigerian context. Although, there is substantial research effort by different

scholars in examining entrepreneurial emotional intelligence, no recent work covered the influence of entrepreneurial emotional intelligence on the sustainability of livestock firms in Anambra State thereby revealing a knowledge gap that this study intends to fill.

METHODOLOGY

This study adopted a survey research design. The study was carried out in Anambra State. The state comprised of three senatorial zones namely Anambra Central, Anambra North and Anambra South. The area was selected because of the existence of high number of livestock businesses in the area particularly poultry business. The population of the study comprised owners of livestock business in the state. A sample of 100 owners of livestock business was purposively selected for the study. Questionnaire was employed as the instrument of data collection. Multiple regression technique was employed as the estimation technique. The regression model is presented in functional form as:

SLB = f(SA, SR, MT, EP, RM)

Where:

SLB = Sustainability of Livestock Business

SA = Self-Awareness

SR= Self-Regulation

MT = Motivation

EP = Empathy

RM= Relationship Management

The regression model is presented in econometric form as

$SLB = \alpha + \beta_1 SA + \beta_2 SR + \beta_3 MT + \beta_4 EP + \beta_4 RM + ẹ$

Where:

α = Constant Term

β= Beta coefficients

ẹ = Error Term

RESULTS

In this section, the data generated were presented and analyzed. Multiple regression technique was employed to test the influence of independent or explanatory variables on the dependent variables. The result is presented in the tables below.

Table 1 Summary of the Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.614[a]	.577	.561	2.493	1.996

a. Predictors: (Constant), Self-awareness, Self-regulation, Motivation, Empathy, Relationship Management

b. Dependent Variable: Sustainability

Source: SPSS 21.0

Table 1 shows the R^2 value of 0.577 which indicates that 57.7% of the differences in sustainability of livestock business in Anambra state is explained by difference in self-awareness, self-regulation, motivation, empathy and relationship management. This was supported by adjusted R^2 of 0.561. Durbin-Watson statistics of 1.996 in table 1 shows that the model are not autocorrelated and is reliable for future predications.

Table 2 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	590.384	4	147.596	23.751	.000[a]
	Residual	975.665	96	6.214		
	Total	1566.049	100			

a. Predictors: (Constant), Self-awareness, Self-regulation, Motivation, Empathy, Relationship Management

b. Dependent Variable: Sustainability

Source: SPSS 21.0

The f-statistics value of 23.751 in table 2 with f-statistics probability of 0.000 shows that self-awareness, self-regulation, motivation, empathy and relationship management can collectively explain the differences in sustainability of livestock business in Anambra State.

Table 3 T-Statistics and Probability Value from the Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.286	2.472		2.138	.034
	Self-awareness	.017	.080	.013	2.209	.001
	Self-regulation	.206	.055	.244	3.711	.000
	Motivation	.064	.074	.058	2.862	.001
	Empathy	.263	.067	.261	3.163	.000
	Relationship Management	.689	.073	.623	9.395	.000

a. Dependent Variable: Sustainability

Source: SPSS 21.0

Self-awareness has a t-statistics of 2.209 and a probability value of 0.001 which is statistically significant. This implies that self-awareness has significant influence on sustainability of livestock business in Anambra State. Self-regulation has t-statistics of 3.711 and a probability value of 0.000 which is statistically significant. This implies that self-regulation has significant influence on sustainability of livestock business in Anambra State. Motivation has a t-statistics of 2/862 and a probability value of 0.001 which is statistically significant. This implies that motivation has significant influence on sustainability of livestock business in Anambra State. Empathy has a t-statistics of 3.163 and a probability value of 0.000 which is statistically significant. This implies that empathy has significant influence on sustainability of livestock business in Anambra State. Relationship management has a t-statistics of 9.395 and a probability value of 0.000 which

is statistically significant. This implies that relationship management has significant influence on sustainability of livestock business in Anambra State.

DISCUSSION OF FINDINGS

The study investigated the influence entrepreneur's emotional intelligence on sustainability of livestock business in Anambra State. The study found that self-awareness has significant influence on sustainability of livestock business. This implies that understanding own thoughts, feelings, and emotions creates opportunity and enhances survival of livestock business. This agrees with the findings of Pirvu (2020) that emotional intelligence is one of the critical factors in a sustainable business. The result also indicates that self-regulation has significant influence on sustainability of livestock business. This shows that regulating interactions with others in the organisation enhance the sustainability of the livestock business. This agrees with the findings of Olatide and Abiola (2017) that that for small and medium-scale entrepreneurs' to thrive and develop emotional intelligence and innovativeness are critical.

The result further indicates that motivation has significant influence on sustainability of livestock business. This implies that been aware of their strengths and how to use them enhances the sustainability of the livestock business. This collaborate the findings of Rohana and Zarina (2015) that strong correlation exists between emotional intelligence and entrepreneurial success. The findings also indicate that empathy has significant influence on sustainability of livestock business. This indicates that effective understanding of the emotions of others and how to relate to them enhances the sustainability of the livestock business. This agrees with the findings of Rangarajan, Jayamale and Lakshii (2014) that entrepreneur's ability to comprehend and assimilate emotional tendencies influences business sustainability. The result further shows that relationship management has significant influence on sustainability of livestock business. This shows that capability to manage social interactions enhances the sustainability of the

livestock business. This agrees with the findings of Pirvu (2020) that emotional intelligence is one of the critical factors in a sustainable business.

CONCLUSION

The study investigated the influence of entrepreneur's emotional intelligence on sustainability of livestock business in Anambra State. The results indicate that the dimensions of entrepreneur's emotional intelligence (self-awareness, self-regulation, motivation, empathy and relationship management) individually and collectively influence sustainability of livestock business. The study concludes that entrepreneurial emotional intelligence influences sustainability of livestock business. This implies that entrepreneurial emotional intelligence is a critical factor for the survival of livestock business.

The study contends that organisations should be resolute in observing the culture of establishing the sound emotional intelligence of their employees especially in relation to the dimension of self-awareness. This will enable the organisation to achieve sustainability in the business as high awareness level of the employees will help to advance the course of the business. The management of livestock business should create an effective motivation system that will help to move and guide the employees toward desired goals. Training and development should be provided to the management and employee of livestock business for effective understanding of the emotions of others and how to relate to them that is cultivating good rapport with publics of the organization. There should be training on how to maintain an effective relationship with the public by handling emotions in relationships well and accurately reading social situations for effective cooperation and teamwork.

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