

*Psychological approach to Entrepreneurial act***Mohamed Gacem^{1*} , Belguidoum Samia²**University Mohamed El Bachir El Ibrahimi of Bordj Bou Arreridj (Algeria)¹, University constantine2 of Abdel Hamid Mehri, laboratory of Communication sociology for research and translation (Algeria)².mohamed.gacem@univ-bba.dz ¹, samia.belguidoum@univ-constantine2.dz ²<https://orcid.org> <https://orcid.org/0000-0001-5179-286X>**ARTICLE INFO**

Received: [12/12/2025]

Accepted: [22/12/2025]

Published: [30/12/2025]

Keywords:*Entrepreneurial act;
Psychological approach;
Emotional intelligence.***Pages: [34–42]****Online access via QR code****ABSTRACT**

The research paper sought to study the psychological factors influencing the formation of the personality traits of the entrepreneur, where the research study dealt with the most important psychological theories explaining entrepreneurship through a chronological reading of the entrepreneurial Act, and provide a theoretical analysis of the most important psychological concepts and theories starting from the classical stage through the theory of personality traits and the theory of the need for achievement and the transition phase such as the theory of learning, the modern stage such as the theory of planned behavior and to the concept of emotional intelligence, where the results showed that there is a development in concepts from the concept of traits to behaviors and processes up to the concept of emotional intelligence.

1. Introduction

Entrepreneurial act is considered a fundamental driver of economic growth and innovation in modern societies. While the economic and administrative aspects of this phenomenon have received significant attention, the psychological approach to entrepreneurial action remains a rich and essential area of research for understanding the deep-seated reasons and motivations behind individuals' behavior in this field. Understanding the intrinsic motivations, personality traits, and cognitive processes that distinguish entrepreneurs is not merely a theoretical addition; it is the foundation for developing effective educational and training programs and fostering a culture of entrepreneurship.

This article aims to explore the psychological dimensions that shape the entrepreneur's personality by analyzing a set of theories and models that explain how individuals decide to start a private project and how they cope with challenges and risks. We will focus specifically on concepts such as the need for achievement, risk-taking propensity, intrinsic motivation, and self-confidence, as well as the role of cognition and emotions in shaping entrepreneurial decisions. Through this approach, we aspire to provide a comprehensive vision that highlights the importance of psychological factors in shaping entrepreneurs' behavior and their impact on the success and sustainability of ventures. In doing so, the article also draws on recent sociological and empirical work on entrepreneurship and motivation, including studies that examine basic needs, hierarchies of motivation, and the

contextual realities of women entrepreneurs in different social environments (Kheiri & Herairia, 2022; Kheiri, Charbi, & Toumi, 2021; Toulal, Kheiri, & Toumi, 2022).

2. Concept Of Entrepreneurship

Entrepreneurship is essentially the act of developing something novel, innovative, and imaginative in order to generate something that may bring value. In contrast, the entrepreneurial process encompasses all functional measures that are required as well as the pursuit of numerous opportunities via the creation of the company. The capacity of risk managers to utilize all available resources—material, intellectual, time, and creativity—to create a business or product that benefits all parties involved is known as entrepreneurship. People with an entrepreneurial spirit are able to adjust to the shifting demands and conditions of the world. A sign of soul entrepreneurship is the encouragement to lead and manage people and resources in a creative and inventive way to achieve positive outcomes. (Priyadi & Mulyad, 2024, p. 122)

3. Concept Of Entrepreneur

The entrepreneur is defined as an individual who assumes risk by purchasing at a fixed price and selling at an uncertain price. During the Industrial Revolution in 1830, Jean Baptiste Say expanded this definition to include the entrepreneur's possession of managerial skills, believing that the entrepreneur is capable of coordinating and combining the factors of production. Later, Joseph Schumpeter (1883–1950) also contributed to the discussion on entrepreneurship by introducing the concept of “new combinations,” which involve changes in products or processes as long as the introduction of new combinations of inputs is underway. Accordingly, Schumpeter described the entrepreneur as an innovator. (Smith & Chimucheka, 2014, p. 161)

4. Concept Of Entrepreneurship

Entrepreneurship is defined as the ability and readiness of a person to create new investment horizons and develop a project based on that, managing it effectively for social benefit or profit. Similarly, Timmons defines entrepreneurship as a complex process that requires decision-making across all aspects of initiating a new line of business in an uncertain environment within a dynamic social and technical context worldwide. (Gacem & Belagra, 2025, p. 23)

5. Emotional Intelligence

Emotional intelligence is a combination of competencies. These skills contribute to a person's ability to manage and monitor his or her own emotions, to correctly gauge the emotional state of others and to influence opinions (Ngah & Salleh, 2015, p. 286).

6. Chronology of the Development of the Entrepreneurial Act

Entrepreneurial action is no longer viewed as a purely economic activity; it has become a subject of interest for many disciplines, most notably psychology. Understanding the psychological dimensions that drive individuals toward risk-taking, innovation, and starting their own ventures has created a rich research trajectory that has evolved through different historical stages. This development can be traced through key theories and approaches, each adding a fundamental building block to a deeper understanding of the entrepreneur's personality and behavior.

7. The Classical Stage: Focusing on Personality Traits (1940–1960)

Early psychological studies in the mid-20th century began by searching for the personality traits that distinguished entrepreneurs from other individuals. The prevailing idea at the time was that there was a “profile” for the successful entrepreneur that could be identified. In this context, psychologist David McClelland's theory emerged, focusing on the Need for Achievement as the most important psychological driver. According to

McClelland, entrepreneurs possess a strong need to excel, set ambitious goals, and achieve them through their own efforts. They also prefer tasks that involve moderate risk, where outcomes can be attributed to their abilities rather than to luck. In this stage, traits like risk-taking propensity, self-confidence, and independence were considered key determinants of entrepreneurial behavior.

7-1- Personality Traits Theory

Coon (2004) characterizes personality traits as "enduring characteristics that an individual exhibits in the majority of circumstances." Trait theorists suggest that individuals possess inherent, persistent characteristics or potentials that predispose them to entrepreneurship. The pertinent inquiry you may be contemplating is, "What are the specific traits or innate qualities?" The response is not unequivocal, since we cannot identify specific characteristics. This methodology provides insight into these features or innate talents by finding the attributes linked to the entrepreneur. The features provide insight into these qualities or innate potentials. Explaining personality features entails inferring from behavior. Entrepreneurs are characterized by their opportunity-driven nature, heightened creativity and invention, as well as advanced managerial abilities and business acumen. They exhibit optimism, perceiving the cup as half full rather than half empty, possess emotional resilience and mental vigor, demonstrate a strong work ethic, exhibit intense commitment and perseverance, thrive on a competitive drive to excel and succeed, often express dissatisfaction with the status quo and seek improvement. Entrepreneurs are inherently transformational, lifelong learners who utilize failure as a tool and a springboard for growth. They also think they can effect personal change, are folks of integrity, and are, above all, visionary. The trait model remains unsupported by empirical data. The only method to elucidate or assert its existence is to examine it through the prism of individual traits and actions, ultimately concluding that one has an inherent aptitude for entrepreneurship (Kwabena, 2011, p. 03).

7-2- Theory of Need for Achievement

The need for achievement is a distinct human motivational characteristic defined as the aspiration for success or the attainment of excellence. In McClelland's (1961) "The Achieving Society," the urge for achievement is characterized as a propensity to engage in and persist with endeavors that have a reasonable probability of success or fulfill personal accomplishment. An entrepreneur must possess a strong ambition to establish and grow a firm, sometimes referred to as a "need for achievement." McClelland (1961) posits that a society with a modestly elevated demand for accomplishment would exhibit a correspondingly larger level of entrepreneurial activity. An elevated urge for accomplishment compels a person to set objectives, use requisite skills and talents, and exert effort towards their realization. Literature studies indicate a clear correlation between the desire for accomplishment and entrepreneurial ambition, positing that entrepreneurship serves as a conduit between the need for success and a nation's economic progress.

Furthermore, the Need for Achievement may serve as a significant criterion for differentiating entrepreneurs from non-entrepreneurs. Consequently, it may serve a crucial function in elucidating entrepreneurial activities. (Chatterjee, 2015, p. 105)

Recent empirical work on women's entrepreneurship supports the relevance of achievement motivation alongside other basic needs such as economic security, self-realization, and social recognition. For instance, field studies on women entrepreneurs in Algeria show that while economic need is often the primary driver, psychological needs for self-fulfillment and achievement also occupy a central place in their hierarchy of motivations (Kheiri & Herairia, 2022; Kheiri, Charbi, & Toumi, 2021; Toual, Kheiri, & Toumi, 2022).

8. The Transition Stage: From Traits to Behaviors and Processes (1970–1980)

Over time, trait theories faced criticism for being insufficient to explain the wide diversity among entrepreneurs. Researchers realized that merely possessing certain traits did not guarantee success, and that entrepreneurial action is a dynamic process influenced by many factors. This shift led to the emergence of theories that focused on behavioral and cognitive processes. Here, studies began to address how entrepreneurs make decisions, how they perceive risks and opportunities, and how they cope with uncertainty. The concept of Self-Efficacy, developed by Albert Bandura, emerged. It refers to an individual's belief in their ability to perform a specific task. This efficacy is a powerful motivator that pushes individuals to start their projects and overcome obstacles. In this stage, the study of Entrepreneurial Intention became central, as it was considered a strong indicator of actual entrepreneurial behavior.

8-1- The Concept of Self-Efficacy (Albert Bandura)

In light of Bandura's (1997) perspective, individuals' belief in their ability to achieve set goals plays a pivotal role in success. Within the context of this study, self-efficacy is a critical component in demonstrating entrepreneurial behaviors; it has been emphasized as essential for entrepreneurs, who typically face difficult circumstances and rely predominantly on confidence in their capacity to deliver regardless of situational complexities.

Individuals with high levels of self-efficacy are characterized by patience and perseverance despite unfavorable environments, and they actively seek ways to overcome obstacles. Paradoxically, some deliberately pursue challenging opportunities, which may stem from a belief that higher risk is associated with the potential for greater returns.

Accordingly, it is unsurprising that self-efficacy is linked to venture creation and business success. Although these contexts are demanding, their realization is associated with self-efficacy as a distinctive trait among entrepreneurs. As noted earlier, individuals who score highly on entrepreneurial self-efficacy (ESE) tend to undertake tasks that the general population is inclined to forgo.

9. The Contemporary Stage: Comprehensive and Interactive Approaches (1990–today)

Recent decades have witnessed an integration of the previous approaches, with a focus on interactive and comprehensive models. The psychological approach is no longer limited to traits or cognitive processes; it now takes into account the role of emotions, social and cultural factors, and the environmental context. Here, theories like the Theory of Planned Behavior emerged, which combines entrepreneurial intention with attitudes toward the action and social norms.

9-1- Theory of Planned Behavior

The Theory of Planned Behavior (TPB) is a theoretical framework that explains entrepreneurial intentions, particularly in the context of entrepreneurship. TPB posits that human actions, particularly in entrepreneurship, are planned and stem from a cognitive process involving intentions. It has been widely used in fields such as social science and marketing to explain behavioral intention and actual behavior. Behavioral intentions involve three determinants: attitude toward the behavior, subjective norm, and perceived behavioral control.

Attitude toward behavior refers to an individual's positive or negative evaluation of entrepreneurial behavior. Variables like innovativeness, risk-taking, and proactiveness align with this determinant, as they embody personal attitudes that shape one's view towards entrepreneurship. Subjective norms, on the other hand, may not consistently predict entrepreneurial intentions, where individual decision-making may be more influenced by personal traits and market dynamics than by social pressures.

Perceived behavioral control highlights the role of self-efficacy and perceived ease or difficulty of performing entrepreneurial activities. Psychological characteristics like visionary thinking, self-efficacy, opportunism, and creativity are fundamental in shaping an individual's perceived control over entrepreneurial endeavors. Further study in different contexts is needed to validate the consistency of these factors and shed light on our understanding of the entrepreneurial process. (Falahat, Sithamparam, Zin, & Ng, 2024, pp. 2-3)

The Theory of Planned Behavior guides the modeling of Entrepreneurial Behavior development in educational settings and learning environments:

- **Framework Basis:** The model emphasizes three key determinants of behavior: attitudes towards specific actions, social norms internalized from the environment, and perceived behavioral control.
- **Behavioral Intention:** The theory suggests that intended behavior influences actual behavior and is influenced by personal and social perceptions of desirability and feasibility.
- **Attitudes and Intentions:** Participants' intentions are shaped by their attitudes and perceptions of the behavior's desirability and their confidence in successfully executing the behavior.
- **Behavioral Prediction:** The model predicts that behavior is a result of intended actions driven by individual attitudes, societal norms, and perceived control over the behavior. Situation-specific factors and actual behavioral control also play crucial roles in behavior outcomes.

The theoretical framework, based on the theory of planned behavior (TPB), identifies three key determinants of intention:

- Attitude toward the behavior
- Social norm
- Perceived behavioral control

According to TPB, a person's intention to engage in a specific behavior is influenced by these factors. Essentially, the stronger the individual's attitude and social norm towards the behavior, along with a high perceived behavioral control, the more robust their intention to perform that behavior.

The next section will provide a concise overview of these three determinants within the context of entrepreneurship perception and intention among university students, shedding light on how these factors shape readiness towards entrepreneurial activities.

9-1-1- Attitudes towards Entrepreneurial Intentions

The section discusses the concept of attitudes towards entrepreneurial intentions within the Theory of Planned Behavior (TPB), emphasizing the importance of individuals' evaluations or appraisals of entrepreneurial behavior:

- Attitude towards the behavior is a key determinant in TPB, reflecting the degree of favorability or unfavorability that a person associates with a specific behavior.
- A more positive attitude towards entrepreneurial behavior typically correlates with a higher intention to engage in entrepreneurial activities.
- This section highlights how individuals' attitudes towards entrepreneurship play a crucial role in shaping their intentions to pursue entrepreneurial endeavors, indicating a connection between favorable attitudes and stronger entrepreneurial intentions.

9-1-2- Social Norm

In the Theory of Planned Behavior (TPB), the concept of Social Norm serves as the second determinant and focuses on the perceived social pressure influencing entrepreneurial behavior.

Social Norm in TPB is tied to the expectancy-value model of attitude, indicating that it is shaped by a collective set of normative beliefs regarding the expectations from significant referents.

Normative beliefs revolve around the probability of approval or disapproval from key individuals or groups regarding the engagement in specific behaviors.

9-1-3- Perceived Behavioral Control

Perceived Behavioral Control is a crucial aspect of the Theory of Planned Behavior (TPB), focusing on the perceived ease or difficulty of performing a behavior, shaped by past experiences and anticipated obstacles.

10. Emotional Intelligence

The focus has also shifted to the emotional intelligence of entrepreneurs and their ability to understand and manage their own emotions and those of others, which is considered crucial for building relationships with customers and partners and managing a team. Furthermore, research has expanded to include the study of psychological resilience and an entrepreneur's ability to recover from failure and setbacks—an essential psychological skill in the volatile world of business.

10-1- Characteristics of Emotional Intelligence

Emotional intelligence encompasses both interpersonal (the capacity to engage with others) and intrapersonal (the cognitive ability to comprehend oneself) intelligence. It can be considered a collection of social competencies or talents for monitoring and managing one's emotions to govern one's thoughts and actions. Daniel Goleman, an American psychologist, proposed the five factors that define emotional intelligence, thereby popularising the concept worldwide.

10-1-1- Self-Awareness

This entails maintaining a constant awareness of your emotions to regulate them effectively and comprehend their impact on your daily activities. Understanding your emotional state can be highly beneficial as an entrepreneur. Self-aware entrepreneurs possess a profound understanding of themselves and their objectives to generate possibilities.

10-1-2- Self-Regulation

This entails the management of one's emotions and the regulation of one's impulses. Self-regulation elucidates how an individual manages adverse and negative emotions. It elucidates how an individual maintains control and directs emotions toward constructive behavior rather than being dominated by them.

10-1-3- Motivation

This enables the attainment of goals and fosters personal greatness and self-actualization. Entrepreneurs with high motivation are driven by internal forces that sustain their effort, even in the face of difficulties and uncertainty.

10-1-4- Empathy

This elucidates an individual's capacity to recognise and respond to the emotions of others. Individuals with emotional intelligence exhibit empathy and thoughtfulness. They excel in empathising with others and perceiving issues from various viewpoints.

10-1-5- Social Skills

These encompass the capacity to elicit favourable reactions in others through adept diplomacy. They necessitate a human to collaborate with other entities towards shared objectives, building networks and managing relationships effectively.

10-2- Frameworks of Emotional Intelligence

Three primary versions of emotional intelligence exist: the EI Capacity Model, the EI Character (Trait) Model, and the Mixed EI Model.

The Mayer and Salovey (2008) approach is built on abilities; they define emotional intelligence as the capability to recognise emotions, integrate them to increase cognition, comprehend them, and manage them to promote personal growth. This concept is based on the premise that emotions serve as a valuable source of information for interactions within social contexts and relationships. It also underscores that individuals vary in their capacity to interpret emotional information and connect it to overarching cognitive processes.

The model proposes four fundamental types of emotional abilities:

- Emotional perception: the individual's ability to recognize one's own emotions and to understand emotions expressed through facial cues, vocal tones, and images.
- Emotional use: the ability to harness emotions in the service of other cognitive activities.
- Emotional understanding: the ability to discern the nuances among existing emotions and how different emotions intersect and interact with one another.
- Emotional management: the ability to regulate one's own emotions and modulate the emotions of others.

Situational emotional intensity refers to the extent to which the characteristics of a situation evoke affective responses; it strengthens the relationships between leader attributes and leader emotional management.

The model based on EI traits/characteristics was introduced by Petrides and colleagues in 2009. This model departs from the ability-based conception, proposing instead that individuals possess a set of emotional perceptions and traits that are integral to their personalities. These attributes are not measured strictly in an ability-based experimental sense, but are assessed independently as personality traits. Implicit in this approach is the assumption that respondents are capable of accurately describing their own characteristics. (Ristovska & Blazheska, 2021, p. 175)

10-3- Emotional Intelligence of Entrepreneurs

Emotional intelligence is defined as a set of individual social abilities and skills that enable a person to detect emotions in oneself and others, distinguish among them, and deploy them in ways that regulate thinking and behavior. It is a form of social intelligence that helps to: (1) recognize one's own feelings and emotions and those of others, and (2) manage emotions at the individual level and within relationships. Unlike traditional cognitive intelligence, emotional intelligence can be developed through training and accumulated experience.

This study adopts the tripartite model of emotional intelligence proposed by which divides EI into three principal components:

- Appraisal and expression of emotion in oneself and in others: This includes awareness of emotions expressed verbally and nonverbally, and represents the accurate ability to appraise and express emotions, as well as to recognize others' emotional responses and respond to them empathically. It has been emphasized that a minimum threshold of competence in these skills is necessary for social effectiveness, as it allows the individual to respond appropriately to one's own feelings and to select socially adaptive behaviors in order to respond effectively to others.
- Regulation of emotions in oneself and in others: This refers to the ability to adapt and reinforce one's own mood states and those of others in ways that serve the attainment of specific goals (Zhou & Bojica, 2017, p. 343).
- Utilization of emotional intelligence: This encompasses flexibility in planning, creativity in thinking,

motivation, and the ability to redirect attention. Flexible planning and creative thinking reflect the ability to harness positive mood for future planning, prepare for upcoming opportunities, and integrate and recall relevant information. Redirecting attention through mood refers to leveraging emotional processes to refocus attention on the most important stimuli in the environment. Motivational emotion denotes the ability to use moods to sustain persistence on challenging tasks.

Although a number of studies suggest that emotional intelligence accounts for a substantial share of individual differences in occupational and academic performance, its role in entrepreneurship has not been sufficiently examined, and the bulk of available work remains exploratory. The literature indicates that emotional intelligence may contribute meaningfully to entrepreneurs' capacity to mobilize resources, given its association with the skill of managing social interactions with others, which can empower entrepreneurs in negotiations with resource owners and facilitate resource mobilization. Empirical findings show that individuals with high EI tend to develop "win-win" solutions during negotiations. More recent work suggests that entrepreneurs' emotional intelligence may explain venture performance in multiple ways: interpersonal emotional skills are directly linked to performance, whereas both intrapersonal and interpersonal emotional skills are indirectly linked to performance through the interpersonal processes that occur within the firm's core activities.

Accordingly, EI abilities acquire particular importance for entrepreneurs, because their social interactions with investors, customers, (prospective) employees, suppliers, and partners constitute the core of their activities. Those who excel at managing these interactions may secure a competitive advantage. (Zhou & Bojica, 2017, p. 344)

In line with this perspective, recent research on women entrepreneurs highlights how emotional and social competencies interact with basic needs and motivations in shaping entrepreneurial behavior. Studies that dismantle basic needs and motivations among women entrepreneurs show that psychological factors—such as self-realization, the need for achievement, and the desire for independence—combine with economic and social needs in complex, context-dependent hierarchies. These findings enrich the psychological understanding of entrepreneurship by illustrating how motivational structures are embedded in specific cultural and social environments (Kheiri & Herairia, 2022; Kheiri, Charbi, & Toumi, 2021; Toulal, Kheiri, & Toumi, 2022).

Conclusion

In conclusion, the trajectory of psychological theories of entrepreneurial act moved from focusing on "Who is the entrepreneur?" (through traits) to "How does the entrepreneur think and act?" (future research through cognitive and behavioral processes), and finally to "Why and how does an entrepreneur succeed in a specific context?" (through interactive approaches that integrate individual and environmental factors). This evolution reflects a growing understanding of the complexity of the entrepreneurial phenomenon and opens new horizons for future research.

The integration of psychological dimensions—such as the need for achievement, self-efficacy, emotional intelligence, and motivational hierarchies—into broader sociological and contextual analyses offers a more nuanced picture of why individuals choose entrepreneurship, how they sustain their efforts, and under what conditions they are most likely to succeed. Empirical studies on entrepreneurs, particularly women, in different social and cultural contexts provide valuable insights into the interplay between basic needs, achievement motives, and structural constraints, underscoring the importance of combining psychological, social, and institutional perspectives in entrepreneurship research (Kheiri & Herairia, 2022; Kheiri, Charbi, & Toumi, 2021; Toulal, Kheiri, & Toumi, 2022).

References

1. Chatterjee, N. (2015). Key psychological factors as predictors of entrepreneurial success: A conceptual framework. *Academy of Entrepreneurship Journal*, 21(1).
2. Falahat, M., Sithamparam, G. A., Zin, N. M., & Ng, K. M. (2024). Examine the interaction impact of psychological characteristics on individual entrepreneurial orientation and cyberpreneurship intentions. *Journal of Infrastructure, Policy and Development*, 8(4).
3. Gacem, M., & Belagra, Y. N. (2025). Successful international experiences in entrepreneurial education. *Journal of Work and Entrepreneurship Research*, 1(1).
4. Ihensekien, O. A., & Joel, A. C. (2023). Abraham Maslow's hierarchy of needs and Frederick Herzberg's two-factor motivation theories: Implications for organizational performance. *Romanian Economic Journal*, 26(85).
5. Kheiri, N., & Herairia, A. (2022). Women's entrepreneurship: Dismantling basic needs and motivations: A field study on a sample of women entrepreneurs in Djelfa. *Dirassat*, 13(1), 527–541. <https://asjp.cerist.dz/en/article/193314> **【turn7click0】**
6. Kheiri, N., Charbi, M., & Toumi, B. (2021). Introduction to sociology entrepreneurship theorizing: Units of analysis – levels of analysis. *Afak for Sciences*, 6(4), 204–213. <https://asjp.cerist.dz/en/article/162847> **【turn4click0】**
7. Kwabena, S. N. (2011). Entrepreneurship theories and empirical research: A summary review of the literature. *European Journal of Business and Management*, 3(6).
8. Matthew, N. S., Olaniyi, D. O., & Sarhan, M. M. (2020). Emotional intelligence in entrepreneurship. *International Journal of Trend in Research and Development*, 7(2).
9. Ngah, R., & Salleh, Z. (2015). Emotional intelligence and entrepreneurs' innovativeness towards entrepreneurial success: A preliminary study. *American Journal of Economics*, 5(2).
10. Priyadi, H., & Mulyad, A. S. (2024). The concept of entrepreneurship in a business perspective. *Indonesian Journal of Applied and Industrial Sciences (ESA)*, 3(1).
11. Ristovska, N., & Blazheska, D. (2021). The impact of emotional intelligence skills to entrepreneurial business success. *UTMS Journal of Economics*, 12(2).
12. Ristovska, N., & Blazheska, D. (n.d.). The impact of emotional intelligence skills to entrepreneurial business success. *UTMS Journal of Economics*, 12(2).
13. Smith, W., & Chimucheka, T. (2014). Entrepreneurship, economic growth and entrepreneurship theories. *Mediterranean Journal of Social Sciences*, 5(14).
14. Toual, A., Kheiri, N., & Toumi, B. (2022). The reality of women's entrepreneurship practices: An exploratory study – The case of Algeria. *Journal of Human Sciences of the University of Oum El Bouaghi*, 9(3), 35–50. <https://asjp.cerist.dz/en/article/216324> **【turn2fetch0】**
15. Zhou, H., & Bojica, A. M. (2017). The role of emotional intelligence in entrepreneurs' perceptions of success: An exploratory study. *International Review of Entrepreneurship*, 15(3).