

Emotions, skills and intra-entrepreneurship: mapping the field and future research opportunities

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Abstract. *Employability, and especially entrepreneurship and intrapreneurship, is a topic attracting the interest of researchers in recent years. Although knowledge about creating and managing a company is essential (hard skills), the importance of other competencies such as soft skills and emotional intelligence has also been highlighted in recent years. This study analyzes documents related to Emotional Intelligence, Soft Skills, Hard Skills and their relationship with (intra)entrepreneurship. The methodology used was bibliometric analysis, followed by a bibliographic coupling and identification of thematic areas within this field of study. A total of 121 documents were analyzed, following the PRISMA protocol. The results showed an upward trend over the last five years in the production of works in this field, accounting for approximately 75% of the total number of articles found. Seven different sub-themes were identified. The theme with the most significant impact, which generates the most interest among the scientific community, encompasses personal relationships, emotional intelligence, and the positive work climate for a company's growth. Finally, a series of implications and future lines of study are proposed to help develop and consolidate this research field.*

Keywords: Bibliometric analysis, content analysis, Emotional Intelligence, Soft Skills, Hard Skills, entrepreneurship, intrapreneurship

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Introduction

The current pandemic has further increased the crisis in the labor market that has been dragging on for years (Fana et al., 2020). Unemployment, especially youth unemployment, is increasing and reaching critical levels in some territories. Currently, South Africa (32.5%) leads the list, followed by Spain (16.1%) and Greece (15.8%). On the other hand, Japan (2.9%), Poland (3.1%), and the Czech Republic (3.2%) are the three countries with the lowest unemployment rates so far this year (Eurostat, 2021).

This situation promotes entrepreneurial attitudes and skills in young people (Matic et al., 2022) as an alternative to the difficulty of finding a job or employer (Borrayo et al., 2019). It is necessary to possess social and personal skills capable of opening up potential alliances, collaborations, and avenues for expansion (Lheureux & Auzoult, 2017). Entrepreneurship is widely regarded as a relevant concept in the contemporary economy that generates innovation, jobs, and economic growth at the state level (Samad, 2020).

A series of intra- and interpersonal conditions that promote entrepreneurship must converge (González-Serrano, 2019). Several authors agree that entrepreneurship is different from successful entrepreneurs (Hernández et al., 2017; Quinteros and Milagros, 2019; Villarreal, 2018). In the same way, and introducing the purpose of this research, Villarreal (2018), highlights that an entrepreneur will have a higher percentage of success depending on the levels of Emotional Intelligence (EI) that he or she presents. This construct is catalogued as one of the bases of entrepreneurship, a determining factor in this process (Archana and Kumari, 2018; Fakhr-Eldin, 2017; Kanonuhwa et al., 2018; Rodrigues et al., 2019). Authors such as Fernández-Berrocal and Extremera (2009) define EI as the ability to recognize, name, and self-manage the feelings and emotions that arise in a person throughout the day.

Along the same lines, Naufalin et al. (2016) conducted a study in which they presented some of the skills that every entrepreneurial leader should have. These skills are related to social, attitudinal, and temperamental skills. These skills, coined under the name of Soft Skills, can be decisive when taking risks, not being afraid of originality, or having a vision of the future (Sousa, 2018). Soft Skills are the set of interpersonal and social skills that favor personal relationships, enabling an individual to stand out in a group (Robles, 2012). At this point, we can see how the importance of the immediate social environment and personal relationships in a person's entrepreneurial intentions is evident (González-Serrano et al., 2017).

On the other hand, hard skills are demonstrable and evident in the educational curriculum. They are related to the specific skills required for a job (Patacsil and Tablatin, 2017). An entrepreneurial person must have a constant and harmonious development of Soft and Hard Skills since both complements each other, allowing the subject to be competent in entrepreneurship.

In recent years, research similar to the present one has been carried out, such as that proposed by Kitsios et al. (2021), which links the concepts of IE and entrepreneurship by analyzing the most important scientific publications of recent years. Aparicio et al. (2020) offer an analysis of the contributions of various authors to explain the close relationship between entrepreneurship and intrapreneurship. Also, Calero-López and Rodríguez-López (2020) showed that the clear upward trend of the topic followed by this research is evident, as the need to develop transversal competencies in the workplace is studied. At this point, EI, soft skills, and social skills are mentioned as one of the keys to improving employability.

However, until the best of our knowledge, no bibliometric studies have been found that analyse together the role of soft skills, EI and hard skill regarding to (intra)entrepreneurship behaviour. These concepts have been analysed in isolation. Thus, analyzing these concepts together is important, due to the potential they have for improving employability as well as organizational performance today (Allen et al., 2020; Di Fabio et al., 2016; Kitsios et al., 2021; Lafuente et al., 2019). In this way, it is possible to know the interrelationships between them, how they influence intrapreneurial and entrepreneurial behavior, as well as the evolution of this field of study and on which concepts have focused more and less the attention of researchers. This research provides to the scientific and practitioners community with an overview of the situation to be able to contribute concretely to its development, and to take better decisions regarding policies for the development of the intrapreneurial and entrepreneurial behaviour.

Thus, this research aims to develop a bibliometric analysis of the relationship between the constructs mentioned above (Soft/Hard Skills, EI, Entrepreneurship, and Intrapreneurship). Bibliometric analysis helps to situate a field of research within the scientific community while analyzing its evolution and future trend (Calero López & Rodríguez-López, 2020). Focusing on the present study, it is necessary to analyze the elements in demand when looking for a job. Emotions, soft skills, and intentions related to entrepreneurship are aspects on which the current demands of employers are based. The most relevant publications of recent years concerning the proposed topics are brought together. In order to establish a common thread that does not stray from the main objective, a total of four Research Questions (RQ's) are posed.

- RQ1: How have articles relating to Soft/Hard Skills, EI, Entrepreneurship, and Intrapreneurship evolved over time?
- RQ2: Which authors have had the most significant impact on these topics?
- RQ3: Which journals and countries are addressing these topics with the most emphasis?
- RQ4: What sub-themes exist in this field of study, and what future avenues of research can be developed?

Methods

Data collection

For data collection, a search in the Web of Science (WoS) Core Collection™ was performed. This database was selected because it reports the impact factor (IF), the most common indicator for assessing the quality of journals (Yang and Zhang, 2013). Moreover, the vast majority of bibliometric articles tend to use this database (e.g., Gong et al., 2019; González-Serrano et al., 2020). The search was conducted in the WoS Core Collection™ (1900-2021). The following indexes were included in the search: Science Citation Index Expanded (1900 to present), Social Sciences Citation Index (1956 to present), Arts & Humanities Citation Index (1975 to present, and Emerging Sources Citation Index (2015 to present).

An advanced search was conducted in the thematic field (TS), proposing the following search equation: TS= (((("emotional intelligence") OR ("soft skills") OR ("hard skills")) AND ((entrepreneur*) OR (intrapreneur*))). From this search, 146 documents were obtained. Some filters were introduced on document type, selecting only articles or reviews. Only articles in English or Spanish were selected. In this way, a total of 146 documents were obtained. The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-

Analyses) approach (Moher et al., 2010) was adopted to review and select documents for the literature search. This approach has also been used in other bibliometric studies (González-Serrano et al., 2020; Thananusak, 2019). In the second step, the screening process eliminated ineligible papers ($n = 5$). In the third step, the eligibility check process, the authors checked the relevance of the remaining 141 papers by reading the titles, keywords, and abstracts. If necessary, the full paper was accessed for reading.

The exclusion criteria for the papers were (1) IE, soft and hard skills were not related to intra(entrepreneurship), and (2) IE, soft and hard skills, and intra(entrepreneurship) were treated in isolation. The complete publications were downloaded and assessed for eligibility, considering the two criteria mentioned above. All three authors assessed their eligibility. In case of discrepancies in eligibility, these were resolved by consensus and discussion with the author of the correspondence. After this procedure, 121 papers remained in the final review database (see Figure 1). Finally, these selected articles were downloaded in plain text with data on the year of publication, authors, title, abstract, journal, references, and number of citations.

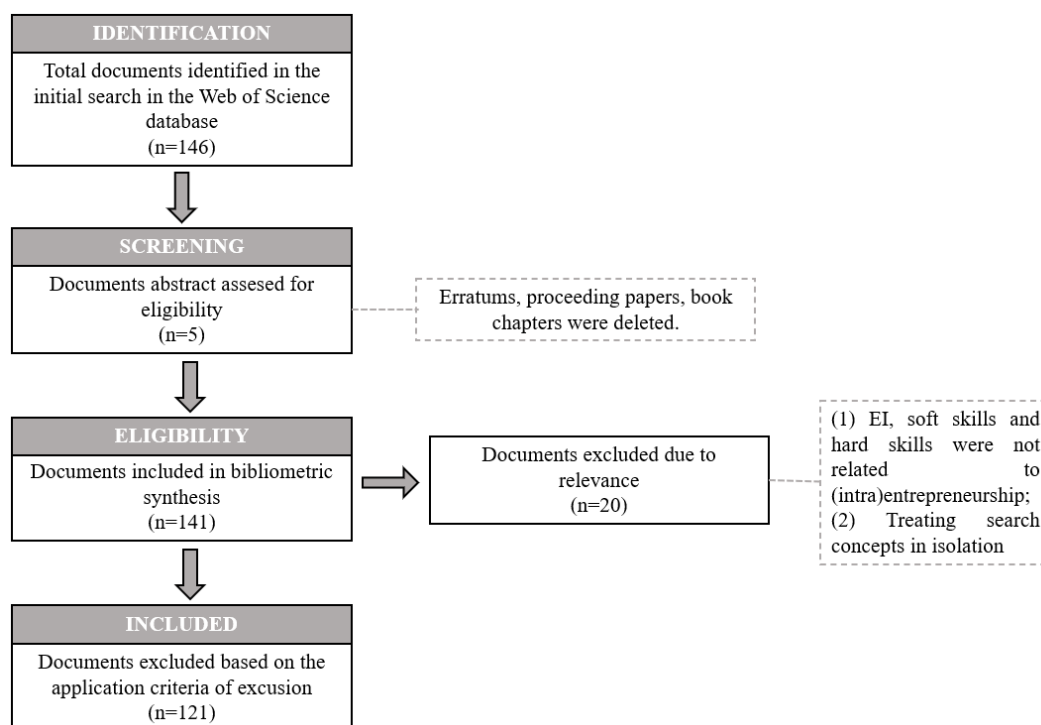


Figure 1. PRISMA protocol

Source: Authors' own research.

Data analysis

The data records were downloaded and checked, and all duplicate records were removed. In addition, missing data in the records (years, authors, countries, institutions, and journals) were filled in, and the authors' names were standardized.

Subsequently, a quantity and quality analysis was carried out. In the first analysis, the productivity of the field of study of Emotional Intelligence, Soft and Hard Skills in intra(entrepreneurship) was analyzed. Published articles were analyzed by years, authors,

journals, and countries (quantitative indicators). We also analyzed the number of articles' citations received by years, authors, journals, and countries (qualitative indicators). Focusing on the qualitative indices, as recommended by Shen et al. (2018), this study analyzed the total global citation score (TGCS) and the total local citation score (TLCS). The first index, the TGCS, is related to the number of times a document included in a search has been cited in the entire WoS Core Collection. The second index, the TLCS, refers to the number of times other documents within the same collection have cited a document included in a collection (the search performed). The statistical program HistCite (version 2010.12.6; HistCite Software LLC, New York) was used to analyze this information.

Finally, a bibliographic coupling analysis was also carried out to detect relevant topics. The bibliographic coupling technique measures the similarity between two articles by identifying the number of references they have in common. Moreover, unlike co-citation analysis, the number of references cited in the articles does not change over time. Therefore, compared to co-occurrence analysis, this analysis is not influenced by the time when it is performed (Bartolacci et al., 2020). For this reason, it is advantageous to use it to perform systematic literature reviews and literature reviews (Caputo et al., 2018).

It is necessary to consider that each cluster is related to color. The darker the color of the cluster, the higher the cluster density. The distance between documents should be considered as an indication of the relationship between documents. The program VOSviewer (version 1.6.8; Nees Jan van Eck and Ludo Waltman, Leiden University, Leiden and Erasmus University, Rotterdam, Netherlands) was used to identify the clusters and generate the map (see Figure 4).

Results

The trend of articles published year after year is upward. The first article was published in 2003. In 2020, when most publications were produced, a total of 30 articles were published; with a notable difference concerning the first year, only 17 years have elapsed. However, there was a turning point in 2017, with publications increasing significantly compared to the previous year. However, the article published in 2004 has more citations than all the articles published in the other years, both individually and collectively (see Figure 2).

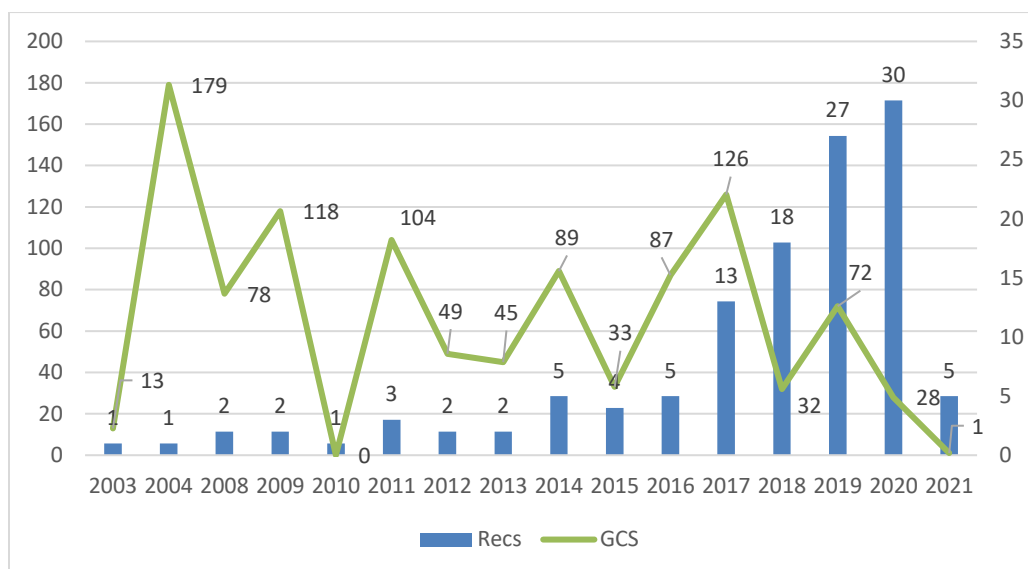


Figure 2. Evolution of the number of publications over the years and the number of global citations of these publications (2003-2021).

Note: Recs- articles published; PY- publication year; TGCS- total global citations

Source: Authors' own research.

Authors

A total of 336 authors have published at least one paper on I.E., Soft/Hard Skills, and entrepreneurship. However, only 3 authors have published more than two papers on it (Di Fabio, Torres-Coronas and Vidal-Blasco), 18 published twice, and 315 only once. The results can be seen in Table 1 below.

Table 1. Authors with the highest number of publications

Autor	Recs	LCS	GCS	GCS/Recs
Di Fabio A	6	0	107	17.83
Torres-Coronas T	3	0	1	0.33
Vidal-Blasco MA	3	0	1	0.33
18 autores	2	-	-	-
315 autores	1	-	-	-

Note: Recs-number of articles; LCS-citations between the authors of this study; GCS-total citations.

Source: Authors' own research.

Furthermore, another critical aspect to analyze is the number of global citations of each author (Table 2). The author who has received the most citations is Shepherd DA (GCS=188). He is followed by Di Fabio A (GCS=107) and Kenny ME (GCS=76).

Table 2. Authors with the highest number of citations

Author	Recs	LCS	GCS	GCS/Recs
Shepherd DA	2	4	188	94
Di Fabio A	6	0	107	17.83
Kenny ME	2	0	76	38

Ahmetoglu G	1	17	70	70
Chamorro-Premuzic T	1	17	70	70
Leutner F	1	17	70	70

Note: Recs-number of articles; LCS-citations between the authors of this study; GCS-total citations.

Source: Authors' own research.

Journals

A total of 96 journals have published articles related to this subject. The journal "Sustainability" (Recs=7) has the most publications on the topic studied. This journal is followed by "Frontiers in Psychology" (Recs=4) and "Education and Training," "International Journal of Entrepreneurial Behavior & Research" and "Journal of Global Entrepreneurship Research" (all with a total of three published articles). This journal is followed by a set of ten journals with two publications each, and then another group of 81 journals with only one publication each (see Table 3).

Table 3. Journals with the highest number of publications

Journals	Recs	LCS	GCS	GCS/Recs
Sustainability	7	0	11	1.57
Frontiers in Psychology	4	0	104	26
Education and Training	3	1	5	1.66
International Journal of Entrepreneurial Behavior & Research	3	2	3	1
Journal of Global Entrepreneurship Research	3	0	44	14.66
10 journals	2	-	-	-
81 journals	1	-	-	-

Note: Recs-number of articles; LCS-citations between the authors of this study; GCS-total citations.

Source: Authors' own research.

Moreover, of all of them, the five journals that have received the most citations for their published articles stand out (see Table 4). In the first place, "Academy of Management Learning & Education" (GCS=179), in second place "Frontiers in Psychology" (GCS=104), and, in third place, "Personality and Individual Differences" (GCS=73).

Table 4. Journals with the highest number of citations

Journals	Recs	LCS	GCS	GCS/Recs
Academy of Management Learning & Education	2	4	179	89.5
Frontiers in Psychology	4	0	104	26
Personality and Individual Differences	2	17	73	36.5
Asia Pacific Education Review	1	0	66	66
European Management Journal	1	9	52	52

Note: Recs-number of articles; LCS-citations between the authors of this study; GCS-total citations.

Source: Authors' own research.

Countries

Researchers from 44 countries have published at least one article related to the topic. The country with the most publications is the USA (23), followed by Spain (15), Italy, Portugal and the UK (11), Australia, Malaysia and China (7) and, in the ninth position, Canada (6) (see Figure 4).

The most cited country is the USA (GCS=416), the UK (GCS=148) is in second place, followed by Italy (GCS=142) and Malaysia (GCS=88). Furthermore, according to the number of citations based on the number of publications, Greece (GCS/Rec=52) is in the first place, followed by Taiwan (GCS/Rec=27) and Finland (GCS/Rec=21). See Figure 3.

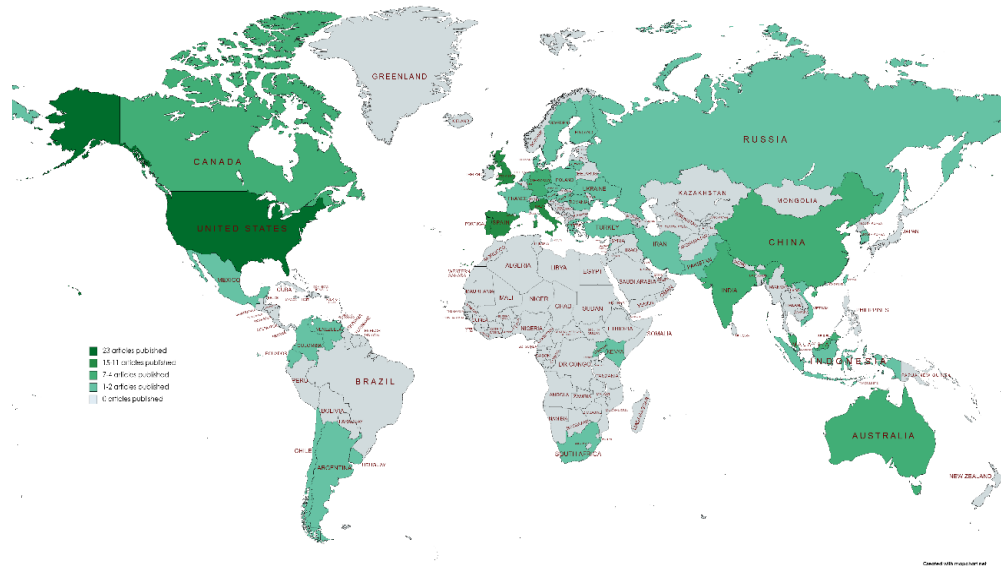


Figure 3. Articles published by country

Source: Authors' own research.

Thematic Analysis

The seven clusters obtained are interrelated, thus corroborating the efficiency of the initial search equation aimed at investigating an amalgam of relatable knowledge, as noted by (Bartolacci et al., 2019) (see Figure 4). The boundaries of the clusters are blurred due to the existence of articles that include topics from different subgroups. The results provide seven distinct but interrelated clusters within this research field: Red Cluster, Green Cluster, Dark Blue Cluster, Yellow Cluster, Purple Cluster, Light Blue Cluster, Orange Cluster.

A total of 121 documents were initially chosen for analysis. However, only 34 documents exceeded the minimum of six citations. This does not mean that those documents that do not exceed this minimum are not valid when studying each thematic cluster. However, it can be affirmed that those selected are the most representative of each cluster and, with this, relevant information will be achieved in each thematic area.

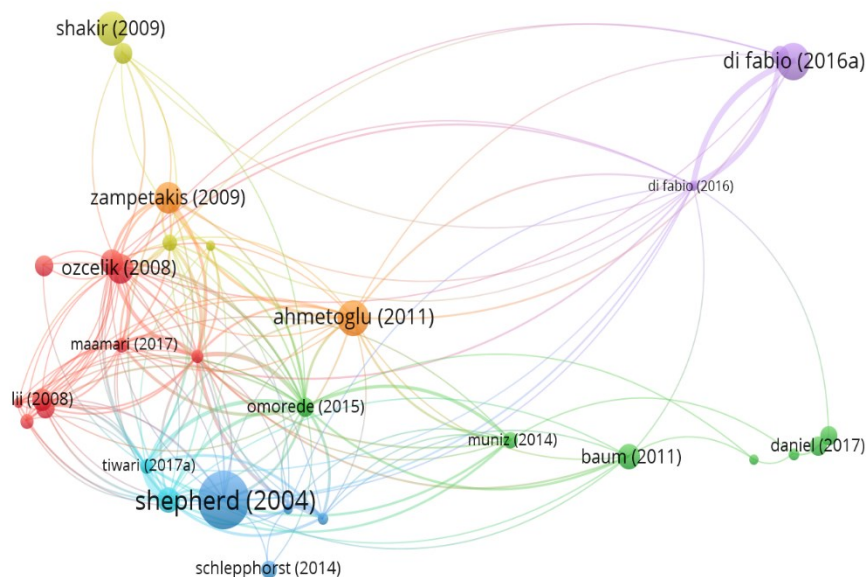


Figure 4. Bibliographic coupling analysis

Source: Authors' own research.

In Table 5, the documents resulting from the bibliographic coupling are arranged according to the cluster they belong to and ordered according to the number of citations of each one in the entire WoS network (GCS).

Table 5. Documents organized into clusters: sub-themes

Authors	Year	GCS	Authors	Year	GCS
Cluster I red (207 Citations, nine papers): Personal Relationships, Emotional Intelligence and positive work climate for company growth					
1. Ozcelik et al.	2008	51	6. Maamari & Majdalani	2017	14
2. Naude et al.	2014	35	7. Yurtsever.	2003	13
3. Lii & Wong	2008	27	8. Ingram et al.	2019	11
4. Griffith & Hoppner	2013	25	9. Farrukh et al.	2020	7
5. Kwaramba et al.	2012	24			
Cluster II green (126 citations, seven papers): Education in soft skills and leadership with an entrepreneurial focus					
1. Baum et al.	2011	34	5. Muniz et al.	2014	16
2. Omorede et al.	2015	21	6. Turner & Mulholland	2017	9
3. Daniel et al.	2017	20	7. Clifton et al.	2015	6
4. Soares et al.	2013	20			
Cluster III dark blue (213 citations, four papers): Personal skills for re-entry after failure or inheriting a company					
1. Shepherd	2004	179	3. Shepherd et al.	2019	9
2. Schlepphorst & Moog	2014	19	4. Lafuente et al.	2019	6
Cluster IV yellow (113 citations, four papers): Soft Skills and their influence on business performance					
1. Shakir	2009	66	3. Rahim	2014	15

Authors	Year	GCS	Authors	Year	GCS
2. Camuffo et al.	2012	25	4. Baluku et al.	2018	7
Cluster V purple (104 citations, three papers): Business and its influence on personal well-being					
1. Di Fabio & Kenny	2016a	75	3. Di Fabio et al.	2016	7
2. Di Fabio et al.	2017	22			
Cluster VI light blue (47 citations, two papers): Emotional Factors in Social Entrepreneurship					
1. Tiwari et al.	2017	35	2. Tiwari et al.	2017a	12
Cluster VII orange (122 citations, and two papers): Emotional Intelligence as a factor for business success					
1. Ahmetoglu et al.	2011	70	2. Zampetakis et al.	2009	52

Note: GCS-global citations; TGCS- total global citations

Source: Authors' own research

Cluster I- red: (207 citations, nine papers): Personal Relationships, Emotional Intelligence and Positive Work Climate for Company Growth

This cluster is the largest, with a total of 9 papers and 207 global citations. The main theme is the influence of personal relationships and emotional intelligence on a company's growth through a good work climate.

The most cited paper was by Ozcelik et al. (2008), with 51 citations. These authors conducted a study in which they analyzed the leadership policies implemented by 229 entrepreneurs in their companies. The results showed that those who practiced such policies more efficiently preserved a positive emotional climate in the company. The second most cited article is from Naude et al. (2014), with 35 citations. They analyzed the social strategies used by various CEOs to strengthen their internal and external social networks. One of the main findings of this study is that EQ drives entrepreneurial style, network consistency, and relationship behaviour. The latter variables influence the performance of an SME. Continuing with the third most cited article, we observe the work offered by Lii and Wong (2008) with 27 citations in which they analyzed the characteristics of (temporary) expatriate workers in terms of personal work relationships, job role, and locus of control. The results highlighted that Emotional Intelligence is one of the most influential variables when adapting to a different environment and with different people.

Cluster II- green (126 citations, seven papers): Education in soft skills and leadership with a focus on entrepreneurship

Next, the green cluster is composed of seven papers that have been cited a total of 126 times. These papers address the importance of entrepreneurship-oriented programs based on soft skills and leadership for new entrepreneurs or students.

The most cited paper in this cluster is the paper offered by Baum et al. (2011), with 34 citations in which a thorough investigation of psychological and cognitive theories was conducted to develop a model of practical intelligence. The primary purpose was to find out the correlation between this model of practical intelligence, discussed above, and entrepreneurial growth/expansion intention. After conducting interviews with managers and entrepreneurs, it was found that practical intelligence influenced the growth intentions that these subjects had for their company. The higher the practical intelligence, the higher the intention to expand and grow. The second most cited article is by Omoredede et al. (2015),

with 21 citations. In it, numerous psychological, cognitive, emotional, and attitudinal theories and studies are studied in a theoretical review. All of them are related to entrepreneurship and its possible impact on the business world. The article concludes by outlining new lines of research for future research and promotes the existence of more studies of the same type. The third most cited article with 20 citations is the one proposed by Daniel et al. (2017), which explains a new "Learning to be" teaching program based on entrepreneurial, social, and attitudinal skills for tourism students. The authors advocate the importance and necessity of this program as the sector is very competitive, and new tourism graduates do not have the number of skills needed to stand out and carve a niche for themselves in this field.

Cluster III - dark blue (213 citations, four papers): Personal skills for re-entrepreneurship after failure or inheriting a company

In third place, we observe the dark blue cluster with a total of four papers in it, all of them cited 213 times. In this case, the documents deal with issues related to returning to entrepreneurship after a previous failure or the skills that a future heir to a family business should have.

The paper with the most significant impact is Shepherd (2004), which defends a theory explaining the role of emotions in understanding and learning from failure. This author explains the importance of relativizing negative experiences to be able to overcome them on future occasions. This is immediately related to entrepreneurship. It is argued that entrepreneurship education should include pedagogies focused on emotional control for its students. The second most cited paper is presented by Schleppehorst & Moog (2014). This paper investigates the (soft/hard) skills that a business heir should have for the company not to fail. The research shows a tendency to prefer an entrepreneur heir with Soft Skills rather than Hard Skills. The third of the most cited works is the one proposed by Shepherd et al. (2019), which discusses the importance of business studies in which social skills and social awareness are worked on when embarking on entrepreneurship. Reference is made to social entrepreneurship, i.e., the type of entrepreneurship aimed at meeting or satisfying social needs.

Cluster IV - yellow (113 citations, four papers): Soft Skills and their influence on business performance

The yellow cluster, in fourth place, consists of a total of four papers that have been cited 113 times. The papers study the role of soft skills and other personal skills and their influence on business performance.

The most cited paper in this cluster is by Shakir (2009), which has 66 citations. In it, a company's human capital is analyzed through seven Soft Skills divided into communication skills, critical thinking and problem solving, teamwork, entrepreneurial skills, ethics, professional morale, and leadership. All of these are assessed, and their influence on the company's performance is evaluated. The main objective is to propose that the seven Soft Skills studied (teamwork, communication skills, critical thinking and problem solving, professional ethics and morals, leadership, entrepreneurial skills, and lifelong learning) should be included in university curricula. Secondly, there is the article designed by Camuffo et al. (2012) cited 25 times. This research studies the relationship that an entrepreneur's set of intra- and interpersonal competencies may have with the performance of his or her

company. The results show that a set of functional, emotional, and transversal competencies most directly affect business performance (Self-Control, Information Gathering/Assimilation, Vision, Planning, Empathy, Negotiation, Organisational Awareness, and Leadership). Next, the article published by Rahim (2014), with 15 citations, analyses interpersonal relationships and entrepreneurial creativity. This is done through two concepts: social intelligence (SI) and creative performance (CR). SI is defined as the ability to detect social contexts that are potentially important for their own or their company's benefit. The results showed that SI levels influence an entrepreneur's ability to innovate and create new business avenues as the company grows.

Cluster V- purple (104 citations, three papers): The business world and its influence on personal well-being

This cluster consists of three papers that have been cited 104 times. The theme that unifies these three papers analyses the impact that becoming an entrepreneur can have on the personal facet of the entrepreneur.

Within this cluster, the paper that has received the highest number of citations (75) is Di Fabio and Kenny (2016). This paper empirically tests the theoretical model Positive Self, and Relational Management (PS&RM) applied to the entrepreneurial world. Reference is made to intrapreneurship as a factor of critical study about this theory. The PS&RM model was empirically tested with the constructs Positive Life Management, Positive Self, and Positive Relationship Management, thus providing a framework for future work and promoting decent work and life-promoting initiatives. In the second place is the article by Di Fabio et al. (2017), with 22 citations. This paper establishes a relationship between Intrapreneurial Self-Capital, hedonic well-being, and eudaimonic well-being, whose results show that the first construct is fundamental in achieving the second and the third. Intrapreneurial Self-Capital is explained as a set of personal resources and skills to face challenges, changes, transitions, or unforeseen events through creative and innovative solutions typical of the business world. The third and final paper by Di Fabio et al. (2016) evaluates the psychometric properties of a new way of measuring the constructs of entrepreneurship, leadership, and professionalism through the HELP-Q questionnaire. It is concluded that the HELP-Q is a concise, brief, and comprehensible instrument that is entirely valid to be administered to a specific sample.

Cluster VI - light blue (47 citations, two papers): Emotional Factors in Social Entrepreneurship

The sixth cluster consists of two papers by Tiwari, as the lead author with 47 citations. Both papers follow a similar line, as they study the variables (highlighting Emotional Intelligence) that influence social or sustainable entrepreneurship.

The most cited article (35 citations) in this cluster is the one designed by Tiwari et al. (2017), which investigates the levels of Emotional Intelligence, creativity, and the attitude toward becoming a social entrepreneur. The study concludes that the first two constructs are positively correlated with social entrepreneurship intention. The second article in this cluster by Tiwari et al. (2017a) has been cited 12 times. This paper continues in line with the previous one by investigating social entrepreneurship intention through the theory of planned behavior. Creativity and EI show positive correlations with social entrepreneurship intention and serve as precursors of social entrepreneurship.

Cluster VII- orange (122 citations, two papers): Emotional Intelligence as a factor for business success

This last cluster brings together two papers with a total of 122 citations. In a more concrete way, these articles analyze the implication of Emotional Intelligence in good business performance and success.

The most relevant article with 70 citations is offered by Ahmetoglu et al. (2011). The authors analyze the implication of Emotional Intelligence (EI) in business success. The main objective is to find out whether EI can help predict future success in the business world. The results show that the analysis of EI can serve as a predictor of success in isolated cases when talking about a company. To predict overall success, another set of variables that complement each other and EI must be investigated. Secondly, Zampetakis et al. (2009), cited 52 times, explains the factors influencing entrepreneurial behavior within an organization. The results showed that both personal factors (gender, age, tenure, EI) and contextual factors influence whether or not a person has entrepreneurial and proactive behavior within a company.

Finally, a diagram (see Figure 5) is presented which graphically summarises the main findings in this field of study and the positive relationships between hard skills, soft skills, and emotional intelligence regarding intra-entrepreneurship.

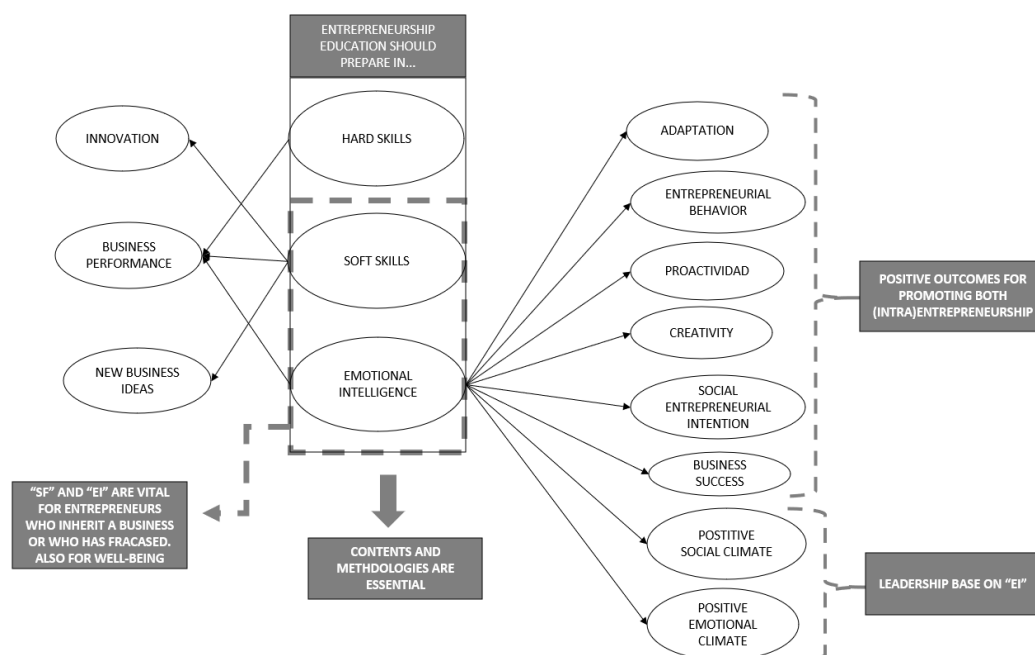


Figure 5. Diagram summarizing the main findings of the different sub-themes of this research field.

Source: Authors' own research

Discussion

The results of this literature review provide relevant information on the field of study of soft skills, hard skills, and IE, and their relationship with entrepreneurship and intrapreneurship, showing the different sub-trends within this research. Firstly, regarding RQ1, the findings show that this is a young and growing field of study, which captures the interest of scholars

from all over the world. During 2003-2016 did not experience a high growth, but in the last five years, there has been an increase in publications related to the central theme of this work. Furthermore, it should be noted that from 2017 onward there was a turning point in the number of publications. These data are in line with other bibliometric studies related to entrepreneurship, such as sports entrepreneurship (González-Serrano et al., 2020), sustainable entrepreneurship (Thananusak, 2019), or social entrepreneurship (Rey-Martí et al., 2016).

Secondly, regarding RQ2, the most relevant authors within this field of research (considering the citations number) are Shepher DA, Di Fabio A and Kenny ME. Regarding the most productive authors from this field (considering number of publications) are Di Fabio A, Torres-Coronas T, and Vidal-Blasco MA. However, it seems that these authors are specific to this field of study, as they are not among the most productive or most cited authors in other fields related to entrepreneurship (Kitsios et al.; 2021; Aparicio et al., 2020). Thirdly, concerning RQ 3, the journals are diverse, ranging from multidisciplinary journals (“Sustainability”), to psychology journals (“Frontiers in Psychology”) and educational journals (“Education and Training”). Also, there are some specific entrepreneurship journals with a high number of articles (“International Journal of Entrepreneurial Behavior & Research” and “Journal of Global Entrepreneurship Research”). These findings are in line with those obtained in the bibliometric analysis by Kitsios et al. (2020), which also found that these articles were published in psychology, education, and entrepreneurship journals. Moreover, within the entrepreneurship journals, they found that the “International Journal of Entrepreneurial Behavior & Research” was one of the journals with the highest number of articles published on this topic. Researchers from US institutions have been the ones who have published the highest number of articles and received the highest citations. Researchers from Spanish institutions were also the countries that published the most articles. On the contrary, although it published a smaller number of articles, the UK received a more significant number of citations. Researchers that work in institutions from these countries have also published the most articles in other fields of entrepreneurship (González et al., 2020; Rey-Martí et al., 2016; Thananusak, 2019).

Finally, regarding RQ 4, in terms of the sub-themes of study, the first cluster highlights the importance of generating a positive work climate through EI-based leadership to create a positive work and social climate that fosters the company's growth. This sub-theme is the most developed of the study in terms of the number of publications. It highlights the role of EI-based leadership in fostering personal relationships (Maamari and Majdalani, 2017; Naude et al., 2014) and a positive emotional climate in the company (Ozcelik et al., 2008), with a positive impact on company performance (Griffith and Hoppner, 2013; Maamari and Majdalani, 2017;). Additionally, IE is one of the most influential variables when adapting to a different environment and with different people (Lii and Wong, 2008).

On the other hand, it has been pointed out the role that training with EI-based methodologies can have in helping to generate entrepreneurs at risk of social exclusion (Kwaramba et al., 2012), thus highlighting the relationship between EI with the internal locus of control when it comes to becoming a moral entrepreneur (Yurtsever, 2003). Finally, from the employees' perspective, studies have shown the importance of workers' intra- and interpersonal skills (EI) on entrepreneurial performance (Ingram et al., 2019), as well as the latter and spirituality (Farrukh et al., 2019). Therefore, the importance of EI both for running

a business as an entrepreneur and for generating future entrepreneurs and intrapreneurs is evident.

The second sub-theme highlights the importance of designing programs adapted to entrepreneurship based on soft skills and leadership for students and new entrepreneurs (Turner and Mulholland, 2017), supporting this proposal through various theories related to these concepts (Omoredede et al. 2015). Among the variables to consider when designing such entrepreneurship programs, practical intelligence (Baum et al., 2011), business, social, and attitudinal skills (Daniel et al., 2017), soft skills (Clifton et al. 2015; Soares et al. 2013), and leadership and management skills (Clifton et al., 2015) should be considered. To this end, active methodologies based on reflection, creativity, and group work seem vital. As a result of these findings, programs on entrepreneurship and intrapreneurship should consider introducing soft skills and emotional intelligence content. In addition, more longitudinal research should be advocated to analyze the effect of this training on soft skills and EI in the short and medium-term and see if it succeeds in fostering students' entrepreneurial spirit in different fields.

On the other hand, the third sub-theme points to the need for personal skills to return to entrepreneurship after failure or to inherit a business. It highlights the importance of overcoming negative experiences and learning from them (resilience) to continue entrepreneurship (Lafuente et al., 2019; Shepherd, 2004). In this line, the importance of soft skills over hard skills is highlighted so that a business heir does not fail (Schlepphorst and Moog, 2014). Considering the above findings, the importance of introducing soft skills and social awareness training for entrepreneurs is highlighted (Shepherd et al., 2019). Failure after entrepreneurship or inheriting a family business is not easy to manage. Also, what training and support should the heirs of family businesses receive to manage a business efficiently (EI, soft skills, hard skills, etc.). How could failed entrepreneurs develop their hard skills, soft skills and EI, start future businesses, or what kind of support or training do they need?

The fourth sub-theme explores the relationship between soft skills and their influence on entrepreneurial performance. Soft skills are of vital importance for business performance (Shakir, 2009). These include self-control, information assimilation, vision, empathy, organizational awareness, leadership (Camuffo et al., 2012), social intelligence (Rahim, 2014), psychological capital, and social competence (Baluku et al., 2018). Future studies should delve into the following questions: What kind of soft skills are most needed depending on the specific type of industry; are there industries where EI and soft skills are most needed; what soft skills should employers demand if they want to incorporate intrapreneurs into their businesses; and what soft skills should employers demand if they want to incorporate intrapreneurs into their businesses?

The fifth of the sub-theme emphasizes the skills of entrepreneurs and their influence on personal well-being. Specifically, positive life management and positive relationship management are vital to ensuring future workers' and entrepreneurs' life quality (Di Fabio and Kenny, 2016). In fact, scales have been proposed to help measure these constructs related to entrepreneurship, leadership, and professionalism (Di Fabio et al., 2016). Finally, it should be noted that intra-entrepreneurial self-capital is fundamental to achieve hedonic well-being and eudaimonic well-being (Di Fabio et al., 2017). This cluster is also one of the youngest in terms of year of publication, and highlights the importance of entrepreneurs' well-being (Thananusak, 2019). Future studies should seek to answer the following

questions: How EI can improve the quality of life of entrepreneurs; What soft skills and EI levels do entrepreneurs who achieve hedonic well-being tend to have; what types of EI-based leadership can support the well-being of intrapreneurs; scales EI-based leadership can support the well-being of intrapreneurs (Thananusak, 2019).

The sixth sub-theme explores factors influencing social or sustainable entrepreneurship, EI, and creativity have been shown to correlate and positively influence social entrepreneurship intention (Tiwari et al., 2017; Tiwari et al., 2017a). It is one of the youngest clusters in terms of publication years, which may be due to the interest that sustainability and social aspects are causing in recent years (Aparicio et al., 2020; Bartolacci et al., 2019). Moreover, with the 2030 Agenda (United Nations, 2015), understanding the determinants of entrepreneurship is vital. This sub-theme is an emerging and growing area. The following questions could help guide this sub-theme of study: Which types of students have higher EI and can therefore be future social entrepreneurs/intrapreneurs? Which student profiles have higher levels of EI and, therefore, can be potential sustainable entrepreneurs? How can EI be developed through education to promote new types of entrepreneurs indirectly?

In the seventh and last sub-theme, EI has been highlighted as an indicator of entrepreneurial success. Thus, it highlights the potential of EI to predict future success in the business world (Ahmetoglu et al., 2011), and for the development of entrepreneurial and proactive behaviors within firms (Zampetakis et al., 2009). These findings align with Zhou and Bojica (2017) who highlighted that the (self-perceived) ability to regulate other people's emotions is most strongly related to entrepreneurial success. Therefore, it appears that the relative importance of emotional factors in entrepreneurship is much higher than commonly assumed (Allen et al., 2020). In addition, it may be of great importance to compare the emotional intelligence of entrepreneurs and employees in different industries and to find out whether the importance of EI differs by industry.

Theoretical and practical implications

Regarding theoretical implications, this research provides a detailed description of how this emerging field has evolved. These findings may help researchers and practitioners understand how this field has developed and where it stands today. This helps researchers to identify potential gaps in the literature of emerging growing research fields that may help them to identify future lines of research. It shows how IE has been extensively studied in relation to entrepreneurship, and the many positive effects it has on the antecedents of entrepreneurial behavior and organizational performance. However, soft skills have been less studied so far, despite their positive effects on innovation, the generation of new ideas, and organizational performance. Therefore, this research can serve as a roadmap to help researchers to further develop and consolidate this field of study in the future.

Concerning the practical implications of this study, it provides useful information for university teachers to promote the entrepreneurial and intrapreneurial skills of their students and improve their employability. Universities should not only be concerned with developing the more theoretical knowledge of their students (hard skills). They should also develop other less tangible knowledge or skills such as soft-skills and emotional intelligence if they wish to improve the employability of future graduates. Entrepreneurial education is necessary, as well as more practical and innovative methodologies to stimulate soft skills and EI, as well as to be aware of the advantages of adopting an (intra)entrepreneurial behavior.

If future graduates possess high levels of soft skills and EI in addition to the hard skills necessary to obtain their degree, their employability will be improved. On the other hand, as far as company managers are concerned, they should use a leadership based on EI to generate a good working environment and fostering intrapreneurial behavior and company growth. Likewise, having employees with high levels of soft skills and EI can help improve business performance, so employers should also consider these skills when hiring employees. Finally, it is worth noting that specific training programs are needed to develop soft skills and EI in entrepreneurs. They can especially help those entrepreneurs who have inherited a family business or those who may fail in the future to manage their businesses.

Conclusions

The present research shows the state of the field of study on emotional intelligence, soft skills, and hard skills in entrepreneurship and intrapreneurship, showing a division of the different research sub-themes. It is a young and emerging field of study that has been attracting the interest of researchers from all over the world in recent years. However, researchers from US institutions deserve special attention, as they have been the ones who have published the most significant number of articles and received the highest number of citations. Shepherd, D.A. and Di Fabio, A. deserve special attention due to their number of published articles and the impact they have received (number of citations).

As far as the interest of scholars in the field of entrepreneurship and intrapreneurship in recent years is concerned, the focus has been more on soft skills and EI than on hard skills. Studies carried out in recent years have highlighted the importance of the knowledge that is academic and specific to generating successful entrepreneurs. Moreover, when it comes to management, using EI leadership styles is vital to generating a good working environment and fostering intrapreneurship.

The findings of this study highlight the relationship between Soft Skills or EI and intra-entrepreneurship, while Hard Skills are usually dealt with in less depth. This denotes that in this study framework, more importance is being given to the intangible and to what is part of a set of personal or experiential skills than to what is justifiable through physical evidence (studies, knowledge, courses, etc.) (Foerster & Golowko, 2018). The importance gained by soft skills may be due to the changes in the labor market, where the skills demanded by employers are also changing.

Therefore, by identifying these seven existing sub-themes in this field, it contributes to establishing the foundations of this discipline. In addition to identifying and synthesizing the main findings, it contributes to the literature by proposing future lines of study and research questions to aid the development and consolidation of this field of study.

Finally, it is worth highlighting several limitations that any bibliometric analysis usually has. The database used, in this case, WoS may have resulted in some documents not being considered. Thus future studies should replicate this search string using other databases (e.g., Scopus, EBSCO, etc.). In addition, the search string was delimited only to articles or reviews. Thus, future bibliometric analysis could also include other documents such as proceedings papers, book chapters, etc. In addition, the keywords also used to limit the search results, which may also be why some documents were not included, but this is a limitation of all bibliometric analysis (Terán-Yépez et al., 2020). Words that have been indexed in the WoS by the authors and publishers can affect the documents retrieved by the

search string. However, we believe that it is very unlikely, and it would be very scarce to find the documents out of the search, not affecting the sense and the global nature of the findings of this study. Nevertheless, this research can serve as a guide for future researchers who decide to carry out analyses in this field and, in this way, expand the information proposed here by replicating this search with other databases and modifying the search equation.

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