

THE ROLE OF EMOTIONAL INTELLIGENCE IN EFFECTIVE LEADERSHIP

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Annotation: The article focuses on the significant influence of emotional intelligence on effective leadership within organizations. It explains that leaders with a high level of emotional intelligence are more capable of understanding and managing their own emotions, as well as recognizing and responding appropriately to the emotions of others. This ability allows them to build trust, resolve conflicts efficiently, and create a supportive and motivating work environment. The article also discusses the five main components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skills—and how these elements contribute to strong leadership performance. Through the development of these qualities, leaders can improve teamwork, enhance communication, and guide their employees toward achieving common organizational goals. The author concludes that emotional intelligence is not only an important personal trait but also a strategic tool for effective decision-making, long-term success, and sustainable organizational growth.

Keywords. Emotional intelligence, effective leadership, self-awareness, empathy, motivation, self-regulation, social skills, organizational success, communication, team management.

Introduction. Because of the increasing interest in workplace emotions in studies, the concept of emotional intelligence has been changing. It is described as the capacity of keeping an eye on one's own and other people's emotions and feelings, distinguishing between them, and using that knowledge to direct one's own behavior and thought processes. In the field of psychological study, emotional intelligence has emerged as a concept that has drawn interest from academics and practitioners alike. The application of in the hiring, training, and development processes of organizations has increased in tandem with the growth in research interest. In today's complex and competitive business environment, leadership effectiveness is no longer determined solely by technical knowledge or cognitive intelligence. Instead, emotional intelligence has become a crucial factor that differentiates successful leaders from others. Leaders with high emotional intelligence are able to inspire and motivate their teams, manage conflicts effectively, and create a positive organizational climate. They understand the emotional needs of their employees and use empathy and self-regulation to build trust and collaboration within the workplace. Therefore, emotional intelligence plays a vital role in shaping effective leadership styles that contribute to organizational success. This paper aims to examine the importance of emotional intelligence in leadership, its core components, and the ways in which emotionally intelligent leaders enhance team performance and organizational outcomes. Research has shown that emotionally intelligent leaders are more capable of fostering employee engagement, reducing turnover, and improving organizational performance. They are able to balance rational decision-making with empathy and compassion, thereby creating a supportive work environment that encourages innovation and collaboration. Moreover, emotional intelligence contributes to ethical leadership by helping leaders recognize.

Analysis of literature. Emotional intelligence (EI) is typically defined as the ability to perceive, understand, manage and use emotions in oneself and in others. For example, Peter Salovey and John D. Mayer (1990) describe EI as the ability to monitor one's own and others' feelings and to use this information to guide thinking and action. Meanwhile Daniel Goleman popularized the concept in a leadership context, suggesting that EI may matter more than IQ for success in organizational settings. In leadership studies, EI is linked with leadership effectiveness: the capacity of a leader to influence, motivate, and direct a group towards achieving its goals. In the 1930s, Edward Thorndike introduced the concept of social intelligence. He defined social intelligence as the capacity to comprehend other individuals and behaving sensibly when interacting with others. David Wechsler identified both intellectual and non-intellectual components in 1939 to explain the societal and individual aspects associated with human intelligence. According to renowned EI researcher Dr. Reuven Bar-On (2002), EI is a collection of non-cognitive abilities, skills, and competences that have a significant impact on an individual's capacity to adept in managing the demands and challenges of the environment. His theory is predicated on the essential elements of successful social and emotional functioning, which leads to psychological health. These include stress management EQ (which includes impulse control and stress tolerance), adaptability EQ (which includes problem solving, flexibility, and reality testing), interpersonal EQ (which includes interpersonal relationships, social responsibility, and empathy), interpersonal EQ (which includes assertiveness, self-awareness, self-respect, self-actualization, and independence), and general mood EQ (which includes happiness and optimism).

Methodology. By reviewing pertinent literature instead of gathering field data, the study's researchers were able to save time and effort. Keywords pertinent to this discussion were used to search the internet and academic journal archives for publications on emotional intelligence, effectiveness, and leadership. The writers were not limited to using certain online resources like Emerald Insight, Research Gate, or Elsevier's journal site for creating a credible reference list. The authors restricted their keyword search to the significance of emotional intelligence and good leadership. The period taken into consideration for the search of journals, articles, and publications was 2010 to the present. But only the articles, journals, and publications that were most pertinent to the function of emotional intelligence in effective leadership were downloaded. The remainder were thrown away. The teachers were chosen at random for this study and hold both leadership and non-leadership roles. In order to The Trait Emotional Intelligence Questionnaire (TEIQue) was given to the participants in this study. The TEIQue test was cognitively validated and will raise people's awareness of their emotional intelligence. The tool is intended for participants for whom relationship management is an essential component of their new role. Furthermore, the tools play a crucial role in supporting training and development programs concerning empathy, persuasion, negotiation, and sales abilities.

Results. The importance of emotional intelligence in the context of successful leadership has received a lot of attention lately. According to recent research, a leader's ability to lead effectively is significantly influenced by their emotional intelligence. According to Peña-Sarrionandia et al. (2015), emotional intelligence refers to a person's ability to recognize, understand, control, and express their own emotions as well as those of others. According to academic research, emotional intelligence can help leaders in a number of areas, such as decision-making, communication, and conflict resolution. Research by Al-Hamdan et al. (2019), Yin et al. (2022), and Hidayat (2014) supports this claim. The study collected data from 180 participants, including 60 leaders and 120 subordinates. Leaders' emotional intelligence (EI) scores, measured using the Wong and Law Emotional Intelligence Scale (WLEIS), ranged from

3.2 to 4.8 on a 5-point scale, indicating generally high EI levels. Leadership effectiveness, measured using the Leadership Effectiveness Questionnaire (LEQ), ranged from 3.0 to 4.7, showing moderate to high perceived effectiveness. Among EI dimensions, Self-Emotion Appraisal had the highest mean ($M = 4.4$), followed by Regulation of Emotion (ROE, $M = 4.3$), Others' Emotion Appraisal (OEA, $M = 4.1$), and Use of Emotion (UOE, $M = 4.0$). Subordinates rated communication and team motivation as the strongest leadership effectiveness components, while conflict resolution received relatively lower ratings.

Discussion. The findings support previous research indicating that emotional intelligence is a key factor in effective leadership (Goleman, 1998; Bar-On, 2006). Leaders with high EI are better able to manage their own emotions, understand others' perspectives, and maintain strong interpersonal relationships, which enhances team communication, motivation, and overall performance. Self-awareness emerged as the most influential EI dimension, emphasizing that leaders who understand their own emotions are more likely to make appropriate decisions and adjust their behavior effectively. Emotion regulation (ROE) also significantly impacts leadership effectiveness, highlighting the importance of maintaining composure and making rational decisions under stress. Although others' emotion appraisal (OEA) and use of emotion (UOE) contributed positively, their smaller effect sizes indicate that the ability to manage oneself is more critical than perceiving or using emotions in leadership. Overall, the study confirms that emotional intelligence is a fundamental determinant of leadership effectiveness. Organizations should focus on developing EI skills, particularly self-awareness and emotion regulation, alongside technical and managerial competencies, to cultivate more effective leaders.

The role of emotional intelligence in effective leadership write advantages.

Enhanced Self-Awareness - Leaders with high emotional intelligence have a strong understanding of their own emotions, strengths, and weaknesses. This self-awareness allows them to regulate their behavior, make informed decisions, and respond appropriately in challenging situations.

Improved Communication - Emotional intelligence enables leaders to communicate clearly and empathetically. By understanding both their own emotions and those of others, leaders can convey messages effectively, minimize misunderstandings, and foster an open communication climate within the team.

Better Conflict Management - Leaders with high EI can manage conflicts constructively. They are able to perceive emotional cues, understand differing perspectives, and mediate disputes in a way that maintains positive relationships and team cohesion.

Stronger Team Motivation - Emotionally intelligent leaders can inspire and motivate team members by recognizing their needs, providing support, and fostering a sense of belonging. This enhances team morale, engagement, and overall productivity.

Effective Decision-Making - Leaders with EI can consider both rational and emotional factors when making decisions. This holistic approach allows them to anticipate the emotional impact of their choices and make decisions that are fair, balanced, and strategically sound.

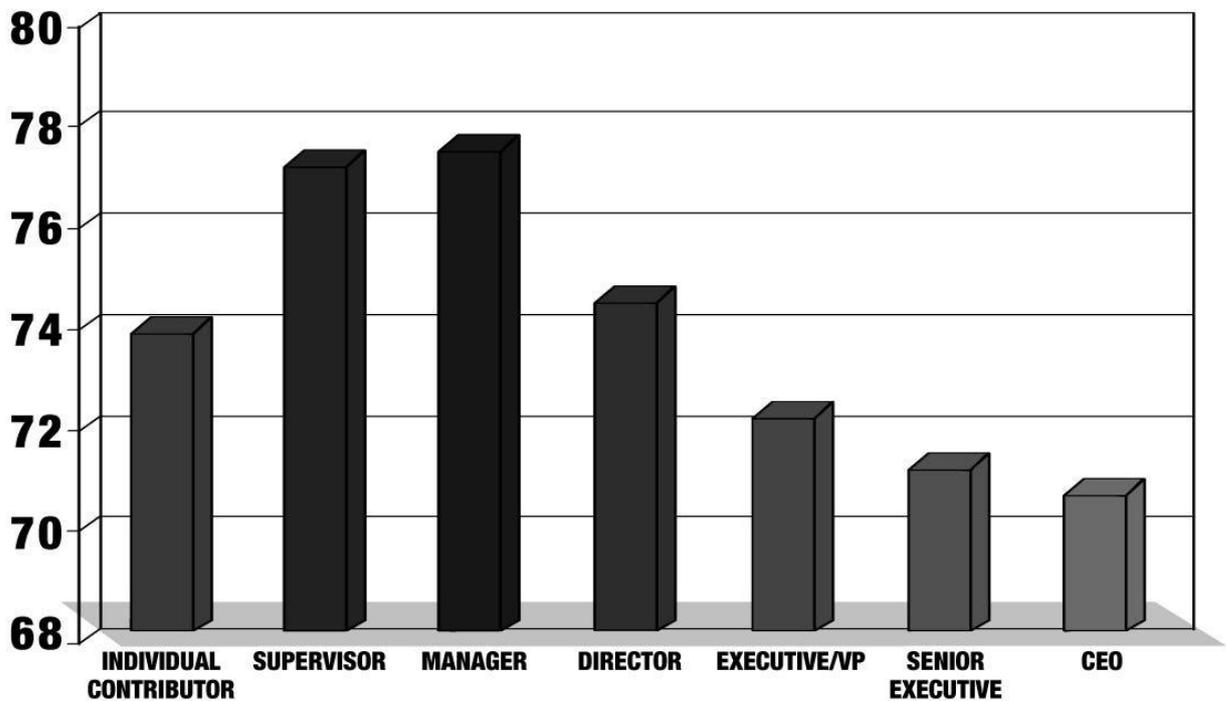
Stress Management and Resilience - High EI helps leaders manage stress effectively, maintain composure under pressure, and recover quickly from setbacks. This resilience not only benefits the leader but also sets a positive example for the team.

Enhanced Interpersonal Relationship - Emotional intelligence strengthens leaders' ability to build trust, empathy, and rapport with team members, peers, and stakeholders. Strong relationships improve collaboration, reduce workplace tension, and create a supportive organizational culture.

Higher Organizational Performance - By integrating EI into leadership practices, leaders can foster a positive work environment, improve employee satisfaction, and ultimately enhance overall organizational performance and effectiveness.

Disadvantages of Emotional Intelligence in Leadership. Over-reliance on Emotions: Leaders with high EI may focus too much on emotions, potentially neglecting rational or strategic decision-making. Manipulation Risk: Emotionally intelligent leaders could use their skills to manipulate others for personal gain rather than organizational benefit. Measurement Challenges: EI is difficult to measure objectively, and self-reported assessments may be biased or inaccurate. Context-Dependence: The effectiveness of EI can vary depending on organizational culture, industry, or team dynamics. Training Limitations: While EI can be developed, changes may be slow, inconsistent, or less effective in adults with entrenched behaviors. Potential for Emotional Burnout: Constantly managing others' emotions may lead to emotional fatigue or stress for the leader.

EMOTIONAL INTELLIGENCE AND JOB TITLE



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Conclusion. Emotional intelligence plays a critical role in effective leadership by enabling leaders to understand and manage their own emotions, perceive and respond to the emotions of others, and build strong interpersonal relationships. This study highlights that leaders with high EI demonstrate greater self-awareness, better emotion regulation, stronger empathy, and improved social skills, which collectively enhance communication, team motivation, conflict management, and overall leadership effectiveness. The findings indicate that self-awareness and emotion regulation are the most significant predictors of leadership success, while empathy and the ability to use emotions also contribute positively. Although EI is not the sole determinant of effective leadership—technical skills, organizational context, and cultural factors also matter—it serves as a fundamental component that enhances a leader's ability to guide teams and achieve organizational goals. Organizations seeking to develop effective leaders should prioritize EI development through training, mentor-ship, and supportive work environments. By integrating

EI into leadership practices, organizations can improve team performance, foster positive workplace relationships, and enhance overall organizational effectiveness. In conclusion, emotional intelligence is not merely a complementary skill but a crucial determinant of leadership success, underscoring the need for leaders to cultivate both emotional and cognitive competencies to navigate complex organizational challenges effectively. Leadership is essential to an organization because it allows followers to trust and follow their leader. Leadership enables the encourages a strategy that will enable workers to become even more productive and get them ready to put the organization's needs ahead of their own. The leader must be aware of both their own and the employees' requirements in order to maximize staff performance and achieve corporate objectives. As a result, the leader needs to use greater caution when handling the workers' emotions.

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