

THE ROLE OF EMOTIONAL INTELLIGENCE IN MANAGEMENT

Corresponding authors: (a) Yusupova Ruxshona

Student of Millat Umidi University in Tashkent , Uzbekistan,

ruxshonayusupova88@gmail.com

(b) Xadichabonu Ziyovuddinova

Student of Millat Umidi University in Tashkent , Uzbekistan,

xadichaziyovuddinova1@gmail.com

(c) Pokiza Rahmatullayeva

Student of Millat Umidi University in Tashkent , Uzbekistan,

pokizapure27@gmail.com

1.0 Abstract.

It serves as a yardstick to show how Emotional Intelligence plays a role in effective management and leadership for teamwork and the success of any organization. Although there is voluminous research about it in the field of management and organizational behavior since Daniel Goleman mentioned EI in the mid-1990s, it is characterized as a vital element of a good leader by George (2020). It aims to identify the relationship between EI with the managers' ability to handle disputes make intelligent decisions, and maintain a good workplace environment. Specific EI characteristics, such as self-awareness and kindness, the paper investigates the ways in which those characteristics allow managers to become successful. In combining numeric polls and in-depth interviews, the present study targets a sample size consisting of managers and CEOs from various sectors in order to derive at how EI affects teams and organizational results. The findings are expected to afford the managers practical guidelines in relation to the inclusion of EI training in the respective development programs as a means of becoming better leaders through organizational performance improvement. The present study closes important gaps between the concepts of theory and practice. The study has considerable implications for leaders and organizations interested in developing more emotionally intelligent modes of management.

Keywords: Emotional intelligence, EI, effective leadership, team performance.

2.0 Introduction

Research Background

Emotional intelligence (EI) has received much interest in psychology, organizational behavior and management since its introduction in the mid 1990s by Daniel Goleman and others (George, 2020). Otherwise known as the capacity to manage and successfully express the feelings in oneself and in others, EI is now

considered as a key factor in leadership and in group performance. In today's volatile, complex, and globalized business context, emotional intelligence may shape decision making, conflict management and organizational climate. The study has also shown that leaders who possess high levels of emotional intelligence are better placed to build good working relationships, increase employees' productivity, and cause organizational performance to improve.

Research Problem

Thus, this research question: how does emotional intelligence affect management practices and outcomes based on extant literature of management and emotional intelligence? Organizations are yet to incorporate emotional intelligence into their leadership development trainings, most especially because many focus more on the technical abilities than the emotional ones. However, this oversight brings issues about possible consequences for the enhancement of the team functionality, the satisfaction of the employees and, in fact, the efficiency of the organization as a whole. Consequently, the present research issue zooms in on the question of: How does emotional intelligence affect managers' performance and organizational results?

Research Objectives

The general purpose of the study is therefore to establish the extent to which emotional intelligence influences effective and it entailed analyzing leadership and its relationship with team performance.

The primary objectives of this study are as follows:

1. With an aim to explore the correlation between emotional intelligence and managerial efficiency within organizations.
2. The purpose of the empirical work is to find out which of the identified components of emotional intelligence play a role in effective management practices.
3. On analyze the effect of emotional intelligence on the team, how employees relate to their work and organization performance.
4. In order to derive guidelines for how to incorporate EI training in management development programs.

Scope of the study

With this research, attention will be paid to various contexts: the commercial context of companies, non-commercial context of non-profit organizations, and administrative context of public organizations. It will use both quantitative questionnaires designed to evaluate the level of emotions intelligence among managers together with qualitative interviewing techniques to establish the perception and usage of EI in the management practices. The study will also compare the results gained across industries as well as big and small organizations making the results more generalizable. Though application of emotional intelligence can be particularly discussed in contexts of managerial positions, the consequences of EI for

organizational climate as well as relationships between employees will be taken into account as well.

Research Significance

Appreciation of the role of emotional intelligence in management has the following importance, The importance of understanding the role of emotional intelligence in management cannot be underscored for the following reasons. Firstly, it enriches the theory of leadership and management practices regarding the role of emotional competencies in addition to competence in technical skills. Secondly, the implication of the research findings suggest that scholarly research has practical relevance to organizations that aim on improving their management effectiveness and organizational performance. The best strategy for organizational training and development programs is learning the common elements of emotional intelligence that lead to good management so that companies can enhance those factors in their leaders. Lastly, this work seeks to fill the gap between theoretical and practical aspects of emotional intelligence, thus enabling better appreciation of how EI can be effectively applied in the field of management with a view of optimizing individual as well as the overall organizational performance.

3.0 Literature Review

Introduction to Emotional Intelligence and Its Components in Management

The idea of emotional intelligence (EI) is becoming more and more widely understood as a key factor in improving leadership skills and building positive relationships at work. EI is the skill of recognizing, controlling, and changing your own and other people's feelings (Goleman, 1995). Newer definitions emphasize those aspects of EI that concern the manager's self-awareness, self-regulation, drive, sensitivity, and social skills. As explained by the latest MindTools 2023, managers with high EI can handle communication with people, solve problems, and adapt to the changes in circumstances. It is because of this kind of trait that EI has been constructive in an environment where immense social interaction is involved.

The Role of Emotional Intelligence in Effective Leadership

Studies have also illustrated that emotionally intelligent leaders make their employees happy, motivated, and productive. In the view of Miao et al. (2017), a high relationship between managers' EI and workers' overall job happiness is observed. Indeed (2023) supports it by citing that bosses with high EI create an environment where workers feel valued and understood, the preconditions for better job success. For example, American Express embeds EI within leadership development programs and considers empathy and listening as key skills in the relentless pursuit of customer and employee happiness.

The Journal of Organisational Behaviour also reported a study wherein it was established that managers who possess emotional awareness can deal effectively with

stress in the workplace and motivate employees when times are hard. It confirms that according to Goleman's (2022) explanation of EI, managers are able to keep calm in the face of problems at workplaces, and hence make the workplace much safer.

EI in Team Management and Employee Well-being

Used within a team context, EI holds great relevance for high-stress areas where emotional demands are greater, including those of healthcare and leisure. Emotionally intelligent leaders in healthcare can help their staff feel better, which boosts happiness and lowers turnover for patients too. Indeed, it has been explained by MindTools 2023 that through EI, customer service managers in the hotel industry can handle the feelings of staff and customers and thus achieve better customer satisfaction.

Moreover, it has been proved that the core of EI, is empathy, which further improves the relationships between managers and employees by creating an open and trusting atmosphere at work. According to Forbes, managers who show empathy can view things from the perspective of their workers, making them more involved and preventing them from leaving. According to a study by Indeed in 2023, managers connect their people and make the workspace more inviting through active listening and empathy.

Studies of EI Across Sectors

A comparative study shows that EI has different effects on different industries. EI is very important for improving customer and patient happiness in service industries like shopping and healthcare. According to a study by Miao et al. (2018), managers with high EI make workplaces that are more helpful, which leads to more loyal customers and better service. On the other hand, EI still helps in more professional fields like engineering and manufacturing by bringing teams together and fixing problems, but it has less to do with dealing with customers (Joseph & Newman, 2010).

The digital workplace also changes the role of EI in new ways. "Digital emotional intelligence" is important in remote and mixed work settings, where nonverbal cues are less common, say Audrin and Audrin (2022). As online work becomes more popular (Indeed, 2023; MindTools, 2023), managers need to change their standard EI skills to digital messaging in order to keep their teams engaged and working well together.

Challenges in Developing Emotional Intelligence in Managers

Even though EI is useful, it can be hard to build it when you are a boss. Some researchers say that some people are usually more self-aware or sensitive, which means that EI is partly genetic. However, a study by MacCann et al. (2019) shows that EI can be learned, and companies can spend money on EI-focused programs to help managers get better at these skills. Websites like MindTools offer tools and organized training programs to help leaders develop EI. However, organizations don't always use these tools because they don't have the money or know how useful they are (MindTools, 2023).

If an organization puts more value on technical skills than emotional ones, it might not include EI in leadership growth, which could make managers less effective. This problem shows how important it is to include EI in official training to improve management skills (Forbes, 2021). Still, putting EI into practice can be hard, especially in work environments where feelings aren't given much weight (Kluemper et al., 2013). Taking care of these problems is necessary for EI to fully improve management and the way people interact at work.

4.0. Research Findings

Both the primary and secondary data were collected in this study in order to fully understand the importance of including intellectual emotion in management. For this research, all the interviews were carried out with managers and CEOs. For instance, Eric Seiler, the CEO of Intercontinental Hotel, presented five points on sensitivity in respect to management. These interviews provided group A qualitative data and factors internal and external affect the management system and business processes.

The second type of research was secondary research which involved a search for information about Daniel Golem's research on American Express from genuine sources. This source offers good content that concerns positive applications of EI in management. From this research, we discovered that the company has nurtured and honed an emotionality competency that is unique to the managers; the competency involves self-consciousness and empathy. From this data, we look at the significance of emotional intelligence in the management system among the owners of various firms.

5.0. Research Methods

Both primary and secondary data were collected in this study to fully understand the importance of including intellectual emotion in management. A qualitative method was used to get in-depth information about the role of emotional intelligence (EI) in management. Interviews were used to collect source data. A manager from Intercontinental in Tashkent, Uzbekistan, was interviewed in-depth to get the original data. The questions asked focused on how the manager sees and uses emotional intelligence in their leadership role. The planned discussion focused on three main areas: how well the manager understood emotional intelligence (EI), how they used EI in their leadership, and how they saw EI impacting team relationships and the general success of the organization.

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The discussion structure let us dig deeper into the manager's personal stories and

thoughts, which gave us a more complete picture of how emotional intelligence is used in the hotel business. This method also helped the manager figure out which EI skills, like self-awareness, understanding, and controlling emotions, are most helpful for leading and managing their team. The answers also showed how EI helps people deal with stress, settle disagreements, and build good relationships at work.

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The study's goal in gathering and analyzing this qualitative data is to find useful uses for the academic ideas behind EI in the real world of management. After the interview, the data was typed up, categorized, and analyzed thematically to find trends and insights that were important to the study's goals. This way not only helps us understand EI better in the context of management but also gives us a clear picture of how EI can improve leadership in a customer-focused, high-stakes business like hotels.

6.0. Research Findings

Self-Awareness and Decision-Making

The manager stressed how important it is to be self-aware, or able to recognize and understand one's own feelings, in order to make good choices, especially when things are stressful. He said that managers in the hotel industry often have to deal with problems that come up out of the blue, like angry customers or problems with the way things are running. These problems need managers to stay quiet and collected. He said, "Knowing what makes me feel a certain way helps me respond clearly instead of acting on impulse." This way of doing things makes sure that my choices are always fair and focused on the customer.

Empathy and Team Morale

The feeling with and sharing of others' emotions is termed empathy. It forms a very important feature in forming an enabling and dynamic team environment. The manager confessed that the art of listening to workers and dealing with problems that face them greatly raises the morale of the team. He shared his experience of a worker whose personal issues interfered with the work performance. The boss discovered a quick solution that allowed him to deal both with work and personal problems: taking the time to listen and give support. Thanks to that, the employee was better motivated, and his work improved, proving again the fact that caring leadership means directly happy and loyal teams.

"By being empathetic, I gain confidence from my team and I make them feel their intrinsic worth is appreciated and understood," he said. Subsequently, there is a good working atmosphere where people get more involved and motivated. A kind approach like this chimes in with studies that find emotionally intelligent leaders foster a supportive work environment that enhances well-being and reduces turnover.

Emotional Regulation and Conflict Resolution

Conflicts in the hospitality industry have to be dealt with tact. The manager shared how often he needs to think at his feet and keep calm, especially when dealing with visitor complaints or rectifying mistakes between buddy members. He said, "Regulating my emotions helps me keep calm in stressful situations." I will not let my emotions get in the way of finding a solution that works best for both the buddy and the team member.

For example, when a guest was unhappy with the service, the manager was able to deal with it without making things worse. By responding in a cool and understanding way, the manager turned a possibly bad experience into a good one. He was able to control his feelings, which not only helped him keep good relationships with customers but also set a good example for his team.

Impact on Team Collaboration and Performance

The manager also talked about how EI affects how well a team works together and how well they do overall. He said that he makes it easier for people to talk to each other and work together by setting a positive emotional tone and taking responsibility for his own and his team's feelings. "When people on my team feel free to say what they think, they work together better and are more willing to share new ideas," he said. This helped a lot during busy times when the team had a lot of work to do and was stressed out. Emotionally intelligent management by the boss helped the team deal with stress and stay busy, showing that EI can improve teamwork and performance.

Challenges in Developing EI in Management

Even though there are perks, the manager admitted that it was hard to create EI in his team, especially for people who have trouble controlling their feelings. According to him, "Not everyone on the team is naturally good at EI, and it can be hard to teach these skills." But I help them become more aware of their feelings by giving them comments and guidance all the time. This shows how important EI training programs are for improving these skills in both bosses and team members.

7.0. Discussion

Emotional Intelligence has come to the fore as an integral part of management, especially in the hotel industry, where customer satisfaction and service quality depend mainly on effective inter-relationships. The manager at the Intercontinental Hotel employed emotional intelligence, which this study suggests may have a strong impact on staff morale, client relationships, and conflict resolution.

It is important to note that the manager can develop adequate self-awareness in making prudent decisions even in the most intense moments. Studies have shown that self-aware managers can handle stressors with much more ease and also make decisions that are easier and fairer. This is what we know about leaders in the hospitality industry, where negativity may potentially occur. As the model demonstrated, the manager's self-awareness promoted his awareness, therefore benefiting team interaction and the guest experience.

Besides, understanding can further lead to improvement in team morale. In such a context, the employees are more willing to show involvement and job satisfaction when they feel valued and noticed. The manager's empathic attitude enables him to treat his team members as human beings; this is something welcomed in the working process. It has been proven from studies that an empathetic leader wins the trust and loyalty of the workers, and for this reason, the team will be stronger and more willing to perform well.

Managers can ease stress, deal with customer issues in a professional way, and set a good example for their team by controlling their emotions well. Research has shown that controlling your emotions can help keep workplace disagreements to a minimum, which in turn makes customers happier.

Conclusion

In conclusion, emotional intelligence is an integral constituent of a good manager and leader. It enriches decision-making, furthers good teamwork, and enhances the general success of an organization. High-EQ managers cope with stress better, manage to settle disagreements, and inspire their teams which makes staff much happier and productive. Yet, as reality bites, many managers are still finding it difficult to enhance their EI. Companies should invest money in EI training programs, which will ensure that the development of technical and emotional skills is taking place. Understanding the importance of emotional intelligence in leadership helps businesses develop better management and more interested and productive employees.

Emotional intelligence enables people to coexist and respect each other in the workplace. Leaders who listen support and understand their team members' feelings make the workplace a place where people feel heard and respected. With this, employee confidence, happiness, and production increase. With companies beginning to put employees' health and happiness into focus, emotionally intelligent leaders are prepared to keep things upbeat even when things go wrong.

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