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EMOTIONAL INTELLIGENCE AS A KEY FACTOR IN EFFECTIVE MANAGEMENT

У публікації розглянуто роль емоційного інтелекту в системі ефективного менеджменту. Було проаналізовано наукові джерела та дослідження з метою визначення основних компонентів емоційного інтелекту та їхнього впливу на процес прийняття рішень, командну взаємодію та лідерську ефективність. Особливу увагу приділено таким складовим, як самоусвідомлення, саморегуляція, мотивація, емпатія та соціальні навички.

Ключові слова: емоційний інтелект, менеджмент, лідерство, самоусвідомлення, саморегуляція, мотивація, емпатія, ефективність управління.

The publication examines the role of emotional intelligence in the system of effective management. Scientific sources and research papers were analyzed to identify the main components of emotional intelligence and their influence on decision-making, team interaction, and leadership effectiveness. Special attention is paid to such elements as self-awareness, self-regulation, motivation, empathy, and social skills.

Keywords: emotional intelligence, management, leadership, self-awareness, self-regulation, motivation, empathy, managerial effectiveness.

Management is a complex and dynamic field that requires a wide range of knowledge, competencies, and interpersonal abilities. A manager must possess strong technical and professional skills; however, internal qualities are equally significant for achieving sustainable success. In today's competitive and rapidly changing business environment, technical expertise alone is not sufficient. A professional working in a management environment should demonstrate strong communication skills, adaptability, and a high level of emotional intelligence [1, 3]. These qualities allow managers to respond effectively to challenges, lead diverse teams, and maintain a productive organizational climate.

Emotional intelligence is widely recognized as a crucial determinant of effective management, as it enables managers to build strong professional relationships, resolve conflicts constructively, and enhance the overall quality of work performance [2, 5]. It contributes not only to individual leadership success but also to the long-term development of the organization. Emotional intelligence consists of several key components that must be considered: self-awareness, self-regulation, motivation, empathy, and social skills [1, 4, 8]. Each of these elements plays a significant role in shaping managerial behavior and influencing team dynamics.

Self-awareness allows managers to analyze their own emotions, behavior, feelings, and thoughts, which helps prevent impulsive decisions and emotional reactions in stressful situations [6, 8]. A self-aware manager understands personal strengths and weaknesses and is able to reflect critically on their actions. This awareness creates a foundation for continuous self-development and

professional growth. Self-regulation refers to the ability to control one's emotions and reactions, avoid communication conflicts, maintain trust within a professional team, and make balanced and rational decisions even under pressure [1, 4]. Managers who demonstrate self-regulation create a stable and psychologically safe work environment where employees feel respected and valued.

Motivation acts as a driving force in the managerial process. It inspires individuals to generate innovative ideas, pursue strategic goals, and remain persistent despite obstacles [3, 5]. Intrinsic motivation, in particular, helps managers maintain enthusiasm and commitment, which positively influences team morale. Empathy is another essential component of emotional intelligence. It allows managers to understand employees' perspectives, recognize their emotional states, and respond appropriately to their needs [2, 7]. Through empathy, leaders build trust, strengthen collaboration, and reduce workplace conflicts. Social skills and diplomatic qualities further enhance a manager's ability to negotiate, communicate effectively, and maintain productive professional relationships. These competencies are powerful strengths that help managers achieve organizational objectives and build successful careers.

In the modern business environment, emotional intelligence is not merely a complementary skill but a strategic managerial competency that directly influences decision-making quality, team cohesion, employee engagement, and long-term organizational success [1, 2]. Organizations increasingly value leaders who are capable of managing not only processes and resources but also emotions and interpersonal dynamics. Effective communication, constructive feedback, and conflict resolution largely depend on a manager's emotional awareness and regulation.

Furthermore, emotional intelligence serves as the foundation of transformational leadership, enabling managers to inspire, influence, and guide employees through organizational change [2, 6]. Transformational leaders motivate their teams by creating a shared vision, fostering innovation, and encouraging personal development. In times of uncertainty and rapid change, emotionally intelligent leaders are better equipped to maintain stability and promote resilience within their teams.

In conclusion, emotional intelligence plays a vital role in modern management. It strengthens communication, improves decision-making processes, enhances team collaboration, and supports sustainable organizational growth. Therefore, the development of emotional intelligence should be considered a strategic priority for managers who aim to achieve long-term professional effectiveness and organizational success.

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