

THE ROLE OF EMOTIONAL INTELLIGENCE IN EFFECTIVE MANAGEMENT

Dr. Éva Beke^{0000-0002-8116-0422*}

¹ Donát Bánki Faculty of Mechanical and Safety Engineering, Óbuda University, Hungary, Faculty of Business and Management, John von Neumann University, Hungary
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Abstract

Emotional intelligence is crucial in management because it enhances interpersonal relationships, team collaboration, decision-making, and leadership effectiveness. It refers to the ability to understand and manage one's own emotions and those of others. In management, emotional intelligence helps leaders navigate complex social interactions, foster a positive work environment, and handle conflicts more effectively. The author reviewed Scopus articles about the topic between 2011 and 2024 and used Bibliometric analysis to structure the retrieved data.

1 Introduction

Today, the emergence of a different aspect of intelligence, artificial, (AI) intelligence quotient (IQ) and emotional intelligence (EI) are making headlines in many ways. The latter is believed to be a major factor associated with effective managerial leadership and has been discussed in this study. In the present scenario, it is identified to be more desirable for managers than traditional intelligence. It is the ability to feel and have control over emotions. This differentiates the maximum number of successful managers from other employees in the same field with similar competencies. A good manager and leader is one with emotional intelligence. It is the ability to understand one's own and other people's emotions and react accordingly. Such people act as assets to the organization. They excel in managing and communicating with others. They have a natural talent for effective communication and positively involving other team members to grow, perform, and develop good relations with friends and colleagues.

A person might possess high intelligence, good technical skills, and job proficiency, but this might not be enough to handle people effectively. Emotional intelligence is crucial in the field of effective management. It supports organizational change in this fast-developing environment. Management cannot be successful if the manager cannot identify employees with high emotional intelligence. It means possessing a set of skills like teamwork, the ability to provide great customer service, motivation, acknowledgment, and understanding. It also refers to the ability to understand and manage one's reactions, as well as the different views and opinions of others. In management, emotional intelligence helps leaders navigate complex social interactions, foster a positive work environment, and handle conflict more effectively.

1.1 Definition of Emotional Intelligence – literature review

Definitions of EI have diverse historical origins, contemporary appearances, constitutive elements, applications, and effects.

According to Salovey and Mayer [1] [2] [3], who first introduced the concept in 1990, emotional intelligence is "the subset of social intelligence that involves the ability to monitor one's own and

* Corresponding author.
E-mail address: beke.eva@nje.hu

others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions." This foundational definition emphasizes both emotional awareness and the practical application of emotional information in decision-making.

In recent research, Sistad [4], a key proponent of emotional intelligence, expanded on this, defining EI as the "ability to recognize our feelings and those of others, to motivate ourselves, and to manage emotions well in ourselves and our relationships." He also categorized Emotional Intelligence into five key components: self-awareness, self-regulation, motivation, empathy, and social skills, all of which are critical for leadership and personal success. Bar-On [5] in his book drew up conceptual models and reliable and valid methods for assessing emotional intelligence. His book plays a crucial role in leadership and interpersonal effectiveness in organizational settings. Miao, C et al. [6] reinforce the importance of emotional intelligence as the ability to perceive, understand, and regulate emotions to achieve higher levels of workplace performance and leadership. Görgens-Ekermans, G., & Roux, C. [7] highlighted as the ability to manage personal and interpersonal emotional experiences to improve employee engagement and reduce burnout in high-stress work environments. Steelman [8] defined as the capability to handle interpersonal relationships judiciously and empathetically, crucial for conflict resolution and leadership in organizational environments. Rezvani et al. [9] described Emotional intelligence as a critical factor in effective teamwork and collaboration, helping individuals understand and manage emotional dynamics in group settings, which enhances project success. Milroy [10] defined Emotional Intelligence as the capability to handle interpersonal relationships judiciously and empathetically, crucial for conflict resolution and leadership in organizational environments. O'Boyle [11] described Emotional Intelligence as the capacity to manage one's own emotions and influence others' emotions in leadership settings, enhancing organizational outcomes and employee satisfaction.

2 Data and Method

The author retrieved 3221 Scopus articles published between 2011 and 2024 using the keywords "emotional and intelligence and management". The data were analyzed using the Vosviewer application and a simple statistical analysis. Vosviewer is a powerful tool for bibliometric analysis and visualizing academic research trends. It is useful for creating and interpreting co-authorship, citation, and keyword co-occurrence networks. It excels at generating clear, interactive visualizations of large bibliometric datasets, making it easier to identify patterns, trends, and relationships within academic literature. VOSviewer automatically detects clusters in the data, allowing users to identify thematic groupings and research areas, which is particularly helpful for mapping research fields and discovering emerging trends. It also offers text mining functionality for constructing co-occurrence networks based on terms extracted from scientific documents, broadening its scope beyond purely bibliometric data.

To avoid any biases in the data only the following documents were counted in the research as Table 1 and Figure 1 show.

Table 1. Title of the Table (edited by the author)

<i>Document Type</i>	<i>Number</i>
Article	2264
Conference paper	374
Book chapter	218
Review	197
Book	66
Conference review	65
Editorial	37

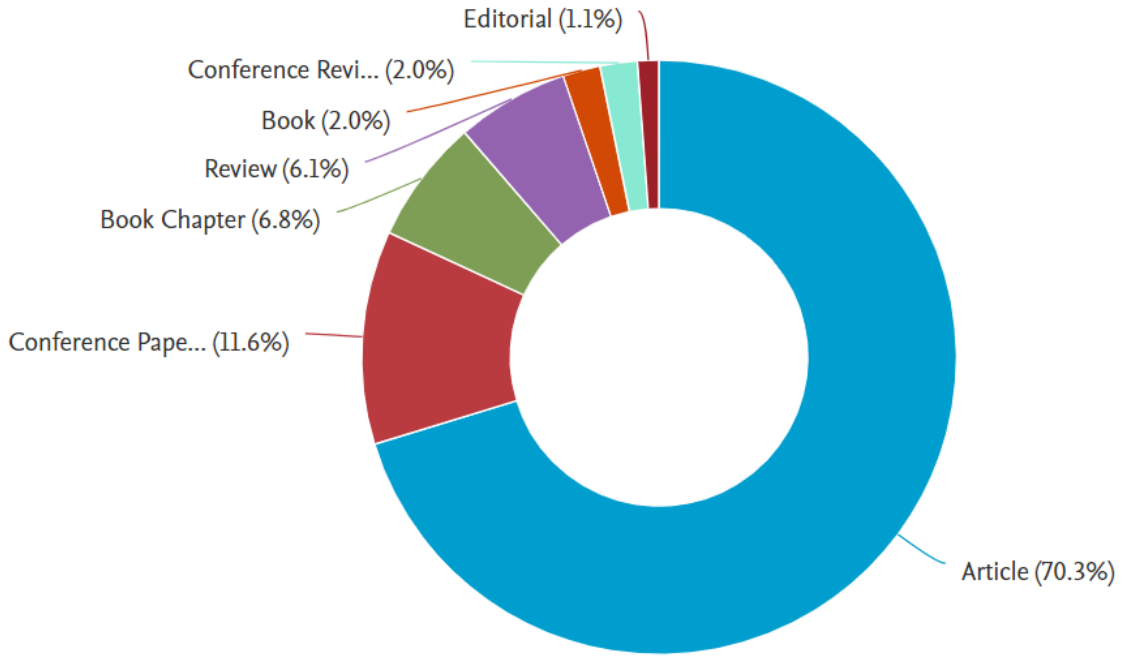


Figure 1. Documents by type (edited by Scopus)

Figure 2. shows the distribution of documents by year. The growing number of documents indicates the importance of research on the topic. The research on emotional intelligence has increased and reached its peak in 2023. In 2024 there is a slight decrease however as the year is not over at the time of the retrieved data, publications on the topic might even out in 2023.

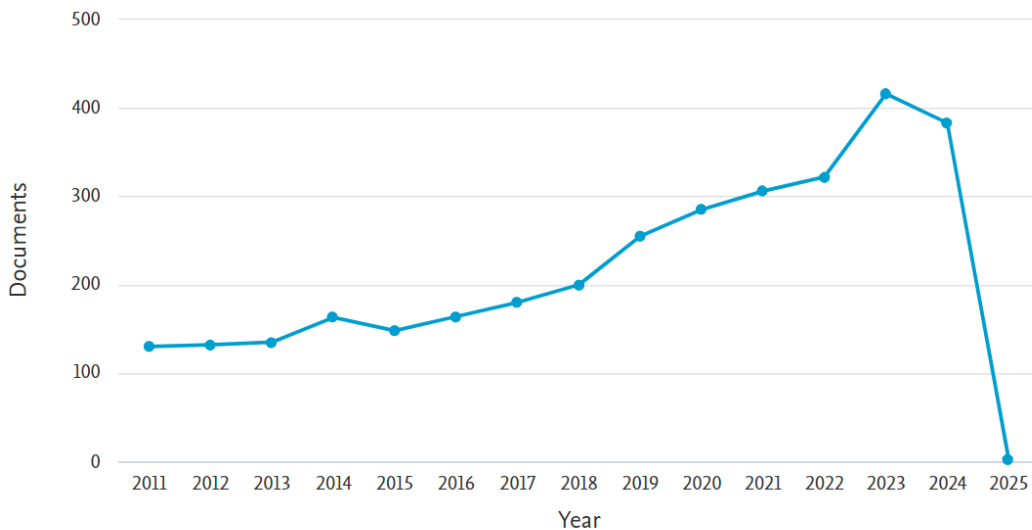


Figure 2 Documents' distributions by year (edited by Scopus)

Table 2 shows the geographical distribution of the documents, listing the first 10 countries or territories of published articles. The United States of America, India, and the United Kingdom lead the way. From the European Union, only Spain and Italy could made to the list amongst Malaysia, Iran, and Canada.

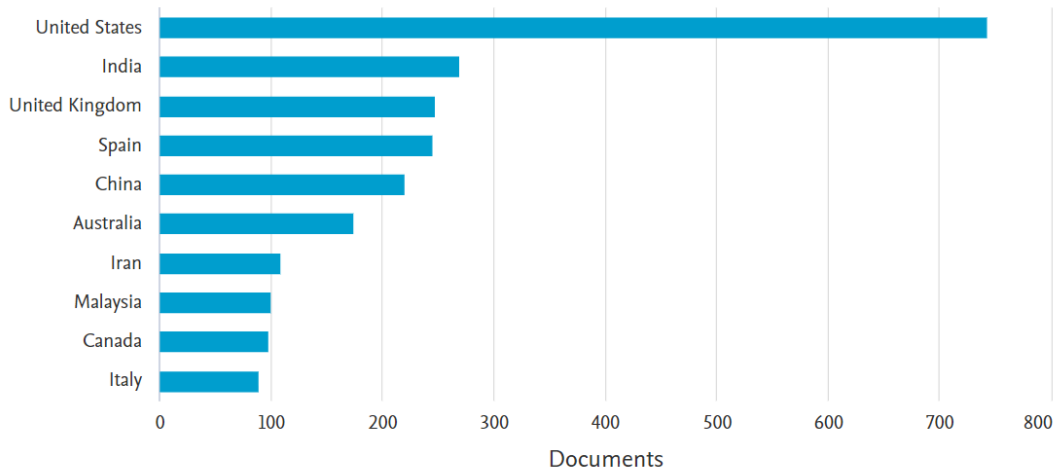


Figure 3 Documents by country or territory (Scopus edited)

3 Results

After the data had been sorted out and decided which types would be used the researcher applied Vosviewer software to see whether there were connections and co-occurrence between the retrieved documents and its abstracts and keywords and how many clusters could be created.

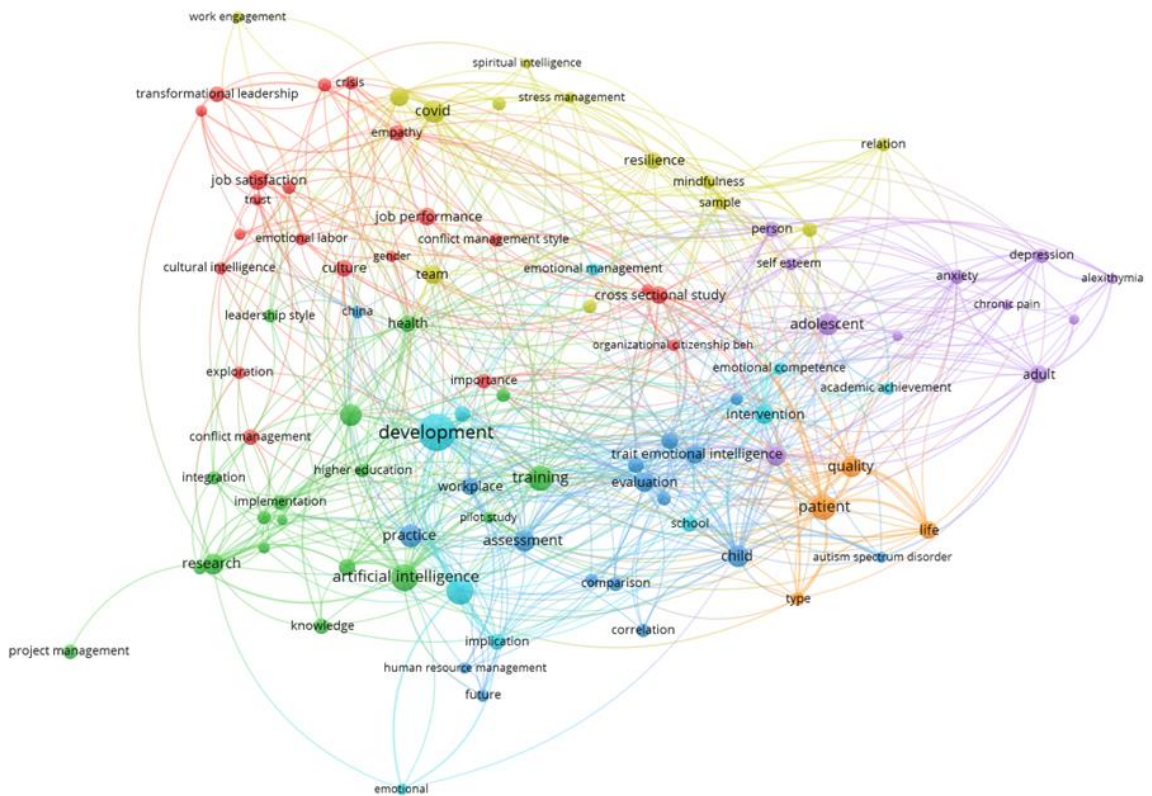


Figure 4 Network visualization (VOSviewer design)

The analysis resulted in a wide range of connections – showing in different colors - between different networks and in six clusters as listed below in Table 3. The clusters are management

dynamics, advancements, evaluation, well-being, psychological causes, and education within the documents' network.

Organizations and educational institutions are focusing on creating environments that not only foster productivity but also ensure well-being. The integration of management dynamics, advancements in technology and psychology, and comprehensive evaluation methods all contribute to a balanced, efficient, and healthy work and learning space. By integrating EI into these areas, organizations and individuals can create more supportive, adaptive, and fulfilling environments, improving performance and well-being across the board.

Table 2 Clusters (edited by the author)

<i>Clusters</i>	<i>Expressions</i>
management dynamics	conflict management, crisis, cross-sectional study, cultural intelligence, culture, emotional labor, empathy, empirical study, exploration, gender, job performance, job satisfaction, organizational citizenship, personality traits, project success, time, transformational leadership, trust
advancements	application, artificial intelligence, higher education, implementation, integration, knowledge management, leadership style, sustainable developments, technology
evaluation	academic performance, assessment, association, correlation, evaluation, future, human resource management, mental health, workplace
well-being	mindfulness, relation, resilience, spiritual intelligence, stress management, team
psychological causes	adolescent, adult, anxiety, chronic pain, depression, intellectual disability, person, self-esteem
education	academic achievement, competency, development, emotional competence, emotional management, implication, intervention, validation

4 Discussion

Emotional Intelligence is distributed in many ways to effective management. Active listening can enhance communication, enabling managers to understand their team members' needs, concerns, and perspectives [12]. By understanding their team members' emotions, managers can respond compassionately and supportably, building stronger relationships [2]. Emotional Intelligence also helps managers express themselves clearly and effectively, avoiding misunderstandings and conflicts [10].

Emotional Intelligence can improve conflict resolution preventing them from escalating further [13]. By understanding the emotions and viewpoints of others, managers can approach disputes with empathy and find mutually beneficial solutions [14]. Emotional Intelligence also equips managers with the skills to mediate arguments effectively, guiding team members toward possible resolution [4] [15]. With emotional intelligence, stronger relationships can be built as it fosters trust and support between managers and their team members, creating a positive and supportive work environment. They can empathize with their employees more easily, building stronger connections and a sense of belonging. Emotional Intelligence promotes collaboration and teamwork, as team members feel valued and supported [16].

Having Emotional Intelligence helps managers understand their own biases and emotions, enabling them to make more objective and rational decisions [17]. Managers can consider the emotional impact of their decisions on their group members, leading to more thoughtful and well-rounded choices [18]. It allows managers to adapt to changing circumstances and make decisions that are aligned with the evolving needs of their team and organization.

5 Recommendation

Emotional Intelligence also contributes to a positive and supportive work environment, where employees feel valued, motivated, and engaged [19]. When managers demonstrate this very important attitude, employees are more satisfied with their jobs and are more likely to remain with

the organization. Furthermore, a positive organizational culture, fostered by emotional intelligence, leads to increased employee productivity and performance [20].

Emotional Intelligence is crucial in both personal and professional settings, especially in leadership and management roles. It involves the ability to recognize, understand, manage, and influence emotions—both in oneself and others. Emotionally intelligent people are more resilient and tend to have better stress management techniques. They are aware of their own mental health needs and can identify and seek support when needed. In teams, those with high EI contribute to a supportive culture, which boosts collective well-being.

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