THE LEADER'S EMOTIONAL INTELLIGENCE AND THE EFFECTIVENESS OF GROUP MANAGEMENT

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Abstract. This thesis examines the role of a leader's emotional intelligence in the effective organisation and management of group activities. It analyses the psychological characteristics of emotional intelligence in shaping interpersonal relationships among group members, resolving conflicts, and promoting teamwork. Furthermore, the relationship between emotional intelligence and effective leadership is discussed on the basis of scientific research.

Keywords: leadership, emotional intelligence, group activity, management effectiveness, emotional competence, interpersonal relationships, teamwork.

Introduction

In contemporary psychology, the study of leadership places particular emphasis not only on leaders' professional knowledge and managerial abilities but also on their emotional characteristics. This is because the effectiveness of group activities is determined not only by the appropriate distribution of tasks or the establishment of specific goals, but also by the quality of relationships among group members, mutual trust, emotional stability, and the level of cooperation. From this perspective, a leader's emotional intelligence represents one of the important psychological factors influencing the group management process.

Main Body

The concept of emotional intelligence was theoretically developed by P. Salovey and J. Mayer. In their approach, emotional intelligence is understood as a set of abilities associated with perceiving emotions, using emotions to facilitate thinking, understanding emotional states, and regulating emotions. This approach provides a

theoretical foundation for explaining the emotional and psychological competencies required of leaders when working with groups.

D. Goleman also emphasised the importance of emotional competencies in professional performance and leadership. In his framework, self-awareness, self-regulation, empathy, and the effective management of social relationships are regarded as important aspects of leadership. These characteristics may enable leaders to take group members' moods and needs into account, maintain balance during communication, and make rational decisions in challenging situations.

A leader's emotional intelligence is primarily reflected in the development of the group's psychological climate. A leader who can regulate their own emotions, listen to others' opinions, and respect different perspectives may create favourable conditions for open communication and cooperation among group members. Conversely, difficulties in regulating emotional reactions may contribute to escalating conflicts, mutual misunderstandings, and reduced coordination within the group.

Empirical studies conducted on this subject have also investigated the relationship between emotional intelligence and leadership effectiveness. In a study involving 41 senior executives, D. Rosete and J. Ciarrochi (2005) identified a positive relationship between emotional intelligence and leadership effectiveness. The authors examined the contribution of emotional intelligence to leadership effectiveness alongside personality traits and cognitive abilities.

Furthermore, I. Coronado-Maldonado and M.-D. Benítez-Márquez (2023) conducted a review covering 104 scientific articles and reviews published between 1998 and 2022. Their analysis synthesised research on the relationships among emotional intelligence, leadership, and teamwork. The authors demonstrated that the connections between leaders' emotional competencies, group members' attitudes, and team performance outcomes constitute an important area of research in the literature they examined.

Conclusion

The analysis of the theoretical perspectives and scientific studies discussed above indicates that a leader's emotional intelligence is an important psychological factor in understanding the effectiveness of group management. The ability to recognise and regulate one's own emotions, understand the emotional states of group members, demonstrate empathy, and communicate effectively plays a significant role in promoting teamwork and resolving conflicts constructively.

From the perspective of investigating leadership styles and their influence on group activities, examining emotional intelligence as an independent psychological factor can broaden the theoretical framework of a dissertation. Future empirical research could investigate the relationships among leaders' emotional intelligence, their predominant leadership styles, and indicators of group performance effectiveness by using appropriate psychodiagnostic instruments.

References

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