

Emotional intelligence in change management: the key to organizational resilience and flexibility

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Annotation. In today's constantly changing environment, organizations must maintain adaptability and resilience, with the development of emotional intelligence among leaders becoming crucial to achieving these qualities. This study highlights the role of emotional intelligence as a vital resource for enhancing management effectiveness in uncertain conditions, positively impacting employee productivity and team communication. The aim of this work is to examine how emotional intelligence influences organizational resilience to crises and to develop practical recommendations for its integration into management strategies to optimize the work environment and reduce stress levels.

The research methodology is based on a systematic analysis of scholarly literature and empirical studies on emotional intelligence in management. Special focus is placed on components of emotional intelligence such as self-awareness, empathy, social skills, and self-control, as well as their influence on decision-making and stress reduction among employees. This systematic approach provides deeper insights into how emotional intelligence aids leaders in adapting to changing conditions and enhances organizational resilience against external challenges.

The findings confirm that leaders' emotional intelligence is a significant factor in organizational resilience to change, facilitating effective conflict management and maintaining employee motivation. High emotional competence among leaders reduces conflict within teams and fosters employee engagement in collective goals, which is critical for productivity in dynamic settings. The practical value of this study lies in formulating recommendations for leaders on developing emotional competence as a fundamental component of organizational resilience to external changes.

The conclusions emphasize that developing leaders' emotional intelligence enhances management processes, reduces stress levels, and strengthens organizational resilience to crises. Future research prospects involve developing models for integrating emotional intelligence into management practices to improve organizational adaptability in challenging conditions and ensure stable development.

Keywords: emotional competence, organizational adaptability, leadership, team effectiveness, team interaction, management strategies, psychological well-being.

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Емоційний інтелект у менеджменті змін: ключ до стійкості та гнучкості організацій

Анотація. В умовах постійних змін сучасним організаціям необхідно зберігати адаптивність і стійкість, а розвиток емоційного інтелекту серед керівників стає критично важливим для досягнення цих якостей. Дослідження розкриває роль емоційного інтелекту як ключового ресурсу для підвищення ефективності управління в умовах нестабільності, що позитивно впливає на продуктивність працівників та комунікацію в колективі. Метою роботи є дослідити вплив емоційного інтелекту на здатність організацій протистояти кризовим ситуаціям та розробити практичні рекомендації для його інтеграції в управлінські стратегії з метою оптимізації робочого середовища та зменшення рівня стресу.

Методологія дослідження ґрунтується на системному аналізі наукових праць і емпіричних досліджень щодо емоційного інтелекту в управлінні. Особлива увага зосереджена на таких складниках емоційного інтелекту, як самосвідомість, емпатія, соціальні навички та самоконтроль, а також на їх впливі на прийняття рішень і зниження стресу серед співробітників. Системний підхід дозволяє глибше зрозуміти, як емоційний інтелект сприяє адаптації керівників до мінливих умов та підвищенню стійкості організацій до зовнішніх викликів.

Результати підтверджують, що емоційний інтелект керівників є вагомим фактором стійкості організацій до змін, забезпечуючи ефективне управління конфліктами та підтримку мотивації працівників. Високий рівень емоційної компетентності серед керівників дозволяє зменшити конфліктність у колективі та сприяє залученню співробітників до спільних цілей, що є критичним для продуктивності в умовах змін. Практична цінність роботи полягає у формулюванні рекомендацій для керівників щодо розвитку емоційної компетентності як базової складової стійкості організації до зовнішніх змін.

У висновках зазначено, що розвиток емоційного інтелекту керівників сприяє підвищенню ефективності управлінських процесів, зниженню рівня стресу та зміцненню стійкості організації до криз. Перспективи подальших досліджень пов'язані з розробкою моделей інтеграції емоційного інтелекту в управлінські процеси, що сприятиме адаптивності організацій у складних умовах і забезпечить їхній стабільний розвиток.

Ключові слова: емоційна компетентність, організаційна адаптивність, лідерство, ефективність команди, взаємодія в колективі, управлінські стратегії, психологічний добробут.

Introduction

Emotional intelligence in the context of modern management plays a key role in ensuring the adaptability and resilience of organizations to change. Due to the constant turbulence of market conditions, globalization, and the introduction of innovative technologies, leaders face the need for rapid decision-making, particularly in situations of high uncertainty. This requires management personnel not only to possess professional knowledge and skills but also to effectively manage both their own emotions and those of their subordinates. The role of emotional intelligence, which includes self-awareness, empathy, social skills, and emotional self-regulation, becomes critical in building effective communication and maintaining motivation under crisis conditions.

From a scientific perspective, the study of emotional intelligence as a factor in managerial effectiveness is associated with significant tasks in the field of leadership and organizational behavior. As attention to the psychological aspects of management increases, emotional intelligence is seen as a significant element that contributes to the development of leadership

qualities, enhances interaction within teams, and aids in conflict management. Practically, managing organizations that constantly adapt to change requires a flexible approach to sustaining employee productivity and well-being. In this context, managers with high levels of emotional intelligence are better able to understand the needs of their teams, find ways to minimize stress factors, and create a supportive environment for making balanced decisions.

Managing in an environment of constant change requires leaders not only to have analytical skills but also to manage emotional reactions to various challenges. Practical tasks faced by organizations include the need to balance innovative transformations with stability, where emotional intelligence becomes an important tool for achieving this balance. This allows not only a reduction in internal team conflict but also enhances the overall effectiveness of decision-making, which is especially relevant under unpredictable conditions.

Research examining the role of emotional intelligence in improving management effectiveness under changing conditions indicates the importance of this aspect in ensuring organizational resilience and adaptability to modern challenges.

For instance, the work of M. Vesolovska and L. Shved emphasizes the importance of resilience strategies through soft skills, particularly emotional intelligence, which helps mitigate the negative effects of the COVID-19 pandemic and enhances workforce development effectiveness [1]. This study highlights the need to integrate emotional intelligence into strategic management processes to enhance organizational resilience during crisis periods. Similar results are presented in the work of O. Sokil et al., where the relationship between well-being indicators and emotional intelligence is examined in the context of sustainable development in Poland and Ukraine, underscoring the critical importance of emotional competence for improving management effectiveness under changing conditions [2].

Additionally, N. Podolchak and colleagues investigate methods for assessing emotional intelligence and its application prospects in public administration in Ukraine, highlighting the importance of this indicator in improving managerial decision-making and supporting organizational resilience during times of change [3]. These works emphasize the importance of emotional intelligence in management, where it acts as a key factor in ensuring organizational resilience and stability.

Furthermore, I. Oliinyk considers the role of emotional intelligence in effective leadership, stressing its importance in building trustful relationships and enhancing communication effectiveness under conditions of constant change [4]. Similarly, L. Yaremenko notes that emotional intelligence is an essential component of a leader's professional competence, impacting management effectiveness in stressful situations, especially during transformational periods [5]. These studies confirm that emotional intelligence is a crucial element in change management, as it helps reduce stress levels and enhances employee adaptability.

Research by Z. Adigüzel and E. Kuloğlu supports these findings, analyzing the impact of emotional intelligence on authentic leadership, which is particularly important for maintaining employee motivation during times of change [6]. In turn, the study by T. Duong et al. points to the direct influence of emotional intelligence on employee performance, emphasizing the importance of individual and external factors for effective change management [7].

These studies are complemented by the work of T. Doan, which underscores that emotional intelligence is a vital factor for project success, especially when combined with transformational leadership and organizational commitment [8]. Finally, the study by H. Al Zoubi and R. Aziz confirms that leaders' emotional intelligence enhances the quality of strategic decisions, particularly through open innovation, which is a crucial element during periods of organizational change [9].

A significant study conducted by M. Sadovyy, M. Sánchez-Gómez, and E. Bresó examines how stress caused by the pandemic can affect work performance through the mitigating role of emotional intelligence. This study emphasizes that a high level of emotional intelligence helps

reduce the negative impact of stress on work efficiency, which is particularly relevant in the context of a global crisis [10].

Thus, studies indicate the need to develop emotional intelligence as a key factor for improving management effectiveness under conditions of change, enhancing organizational adaptability, reducing employee stress, and improving overall resilience to the challenges of the modern market.

Despite the large amount of research, several key questions regarding the role of emotional intelligence in change management require further study. First, it is important to identify the specific mechanisms of emotional intelligence that are most critical for effective decision-making in high-uncertainty situations. This will allow for the creation of targeted programs to develop emotional skills among managers.

Second, there is a need for a detailed analysis of how to integrate emotional intelligence development programs into existing human resources management systems to maximize their effectiveness. This issue remains open, as not all organizations have the same approaches to developing these competencies.

Additionally, it is important to study the impact of emotional intelligence on the motivation and productivity of employees from various professional and cultural backgrounds. This aspect can aid in the development of more inclusive and tailored approaches to team management, allowing for the maximization of their potential.

Finally, it is necessary to examine potential risks that may arise from the application of emotional intelligence in management and to identify alternative strategies that may be effective when emotional competence does not yield the expected outcome. Addressing these issues is relevant for a deeper understanding of the role of emotional intelligence in change management and the creation of effective strategies for enhancing organizational resilience in today's dynamic environment.

The purpose of this article is to explore the role of emotional intelligence as a critical factor in effective management under conditions of organizational change. Special attention is given to how emotional intelligence facilitates adaptation and ensures organizational resilience during crisis periods or in conditions of high uncertainty.

Results

Emotional intelligence plays a crucial role in ensuring effective management in times of crisis and uncertainty. Leaders with a high level of emotional intelligence are not only able to control their own emotions but also understand the emotional states of their subordinates, which is key to successful communication and decision-making in high-pressure situations. Emotional intelligence fosters the formation of trusting relationships, enhances the atmosphere within the team, prevents conflicts, and increases the resilience of organizations to stressful influences. Table 1 illustrates how various aspects of emotional intelligence impact management processes during a crisis.

Table 1

Impact of Emotional Intelligence on Management Processes

Aspects of Emotional Intelligence	Impact on management in crisis situations
Self-awareness	Enables the leader to recognize their own emotions and control their influence on decision-making.
Emotional self-regulation	Ensures the leader's ability to remain calm and objective in stressful conditions.
Motivation	Supports maintaining focus on long-term goals even in stressful circumstances.

Empathy	Helps the leader understand the emotional needs of subordinates, creating a favorable environment.
Social skills	Enhances communication effectiveness and reduces conflict levels within the team.

Source: Compiled by the author based on [3, 4, 6]

In practice, these aspects of emotional intelligence are closely related to managerial actions, helping organizations adapt to crisis conditions [10]. For example, self-awareness allows a leader to identify their own emotional reactions and avoid impulsive decisions, which often lead to conflicts during crises. Emotional self-regulation provides the ability to remain calm and objective, which is crucial when a situation requires quick response. Motivation helps the leader maintain a positive attitude and support their team, even when circumstances are challenging or unpredictable.

Empathy enables the leader to understand employees' experiences and support them during periods of heightened stress, which boosts overall team morale. Social skills, as an important component of emotional intelligence, facilitate effective conflict resolution and improve communication among team members, especially in the context of crisis changes.

Figure 1 depicts the stages of the management process and the role of emotional intelligence at each of these stages, as well as its interaction with team dynamics.

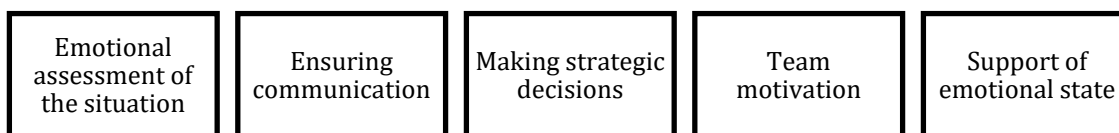


Figure 1. The Relationship Between Emotional Intelligence and Managerial Processes in Crisis Situations

Source: Developed by the author

The diagram illustrates the sequence of managerial actions influenced by emotional intelligence at various stages of a crisis situation. In the first stage, emotional assessment of the situation allows the leader to understand not only the actual conditions of the crisis but also how these conditions impact the emotional state of the team. This provides the basis for decisions on how to ensure effective communication.

The second stage – ensuring communication – involves using emotional intelligence to create open dialogue within the team, where each member can express their concerns and ideas. This increases engagement and trust, which in turn facilitates higher quality strategic decision-making.

The third stage – strategic decision-making. Emotional intelligence enables the leader to consider both rational and emotional factors influencing the overall situation. At this stage, it is essential to maintain a balance between logic and emotions to make well-rounded decisions.

The fourth stage – team motivation. Thanks to emotional intelligence, the leader can promptly detect signs of demotivation and offer individualized approaches to support each employee's engagement. This is particularly crucial during crises, where emotional burnout is a common issue.

The fifth stage – maintaining the emotional state. This is an ongoing process that the leader undertakes throughout the crisis period. It involves providing psychological comfort and supporting the team, which not only reduces stress but also enhances the organization's overall resilience to change.

Emotional intelligence is a critical factor in establishing effective communication, conflict management, and employee motivation, especially under the uncertainty that accompanies modern organizational processes [9]. In conditions of constant change and high market turbulence, the ability of individuals to manage their own and others' emotions becomes essential for effective teamwork and leadership. Emotional intelligence encompasses several components: self-awareness, self-regulation, motivation, empathy, and social skills. These elements help not only in reducing stress within the team but also in maintaining high levels of engagement and productivity.

Communication, conflict management, and motivation support are three key aspects dependent on the level of emotional intelligence within the organization. Emotionally intelligent employees are better equipped to handle complex emotional situations, fostering a more open and productive environment where conflicts do not escalate into prolonged issues, and motivation is sustained even in the most challenging conditions. Table 2 summarizes the impact of emotional intelligence on various aspects of organizational activities.

Table 2

Impact of Emotional Intelligence on Various Aspects of Organizational Activity

Aspect	Manifestation of Emotional Intelligence	Impact on the organization
Communication	Recognition of emotions in the interlocutor, empathy	Improved mutual understanding, reduced tension, fewer errors
Conflict Management	Constructive conflict resolution through emotional control	Effective conflict resolution, prevention of escalation
Motivation Support	Ability to inspire, understanding employees' emotional needs	Sustained employee engagement, increased productivity
Adaptation to Change	Flexible response to emotional challenges, openness to new experiences	Quick adaptation to changes, enhanced resilience under uncertainty
Stress Reduction	Self-regulation, emotional resilience	Maintenance of psychological health, reduction of anxiety in the team
Leadership and Management	Leaders with high emotional intelligence	Increased trust in leaders, creation of an open corporate culture
Team Interaction	Social skills, teamwork ability	Improved collaboration, strengthened interpersonal relationships
Support for Innovative Thinking	Emotional support for creative processes	Increased creativity and innovation within the team

Source: Developed by the author

In the process of implementing innovative solutions in companies where radical changes in the business model or technological platform are taking place, leaders with high emotional intelligence demonstrate the ability to manage not only technological but also emotional reactions of employees. Changes may cause stress and resistance due to fear of the unknown. In such cases, the emotional competence of leaders helps identify hidden fears, address team anxiety, organize open discussions of innovations, and reinforce a sense of security among employees, positively affecting the speed of adaptation to new conditions.

Another example relates to conflict management within transnational teams, where participants have diverse cultural backgrounds, values, and expectations. Emotionally intelligent leaders can not only resolve conflicts but also consider cultural diversity in emotional expression and decision-making. Such leaders use cross-cultural communication techniques to build trust in teams where differences in interpreting emotional cues may exist. For instance, in some cultures, emotional expressions may be restrained, while in others, they are more open, which can lead to misunderstandings. In these cases, the ability of a leader to adjust their approach based on each employee's cultural characteristics fosters productive collaboration.

Emotional intelligence also influences motivation support in research teams, where a high level of intellectual strain can lead to professional burnout. Leaders with emotional competence are able to timely identify signs of emotional exhaustion and create an environment for emotional support, which helps maintain intellectual activity and increase research efficiency. For example, they may implement measures to improve working conditions, organize reflective sessions or group support, where researchers can share their emotional experiences, thus reducing stress levels and restoring motivation. These examples underscore the complexity and multidimensional nature of practical applications of emotional intelligence, especially in conditions of uncertainty and stressful situations. It is not merely about managing individual emotions, but rather an integrated process of supporting emotional health on both individual and team levels, contributing to the achievement of the organization's strategic goals.

Emotional intelligence is one of the most important factors influencing organizational resilience to change, particularly in processes of adapting to new market conditions. In the current environment of constant turbulence and rapid technological change, companies face the need to quickly restructure their activities, respond to external challenges, and transform business processes (Table 3). This creates significant pressure on employees, alters familiar work models, and may lead to considerable stress, which affects their productivity and motivation.

Table 3

The Impact of Emotional Intelligence on Organizational Resilience to Change

Aspect	Influence of Emotional Intelligence	Description
Adaptation to New Conditions	Increased flexibility and speed of adaptation	Ability to quickly adjust to changes due to emotional resilience and team support
Managing Resistance to Change	Reduction in employee resistance	Emotionally intelligent leaders provide emotional support, reducing fear of change
Motivation Support	Maintaining high motivation levels during transformations	Leaders maintain high motivation levels by understanding employees' emotional needs
Stress Management	Improved collaboration and communication under change	High level of social skills enables more effective interaction and team support
Innovation	Increased creativity and innovation	Emotional support fosters openness to new ideas and enhances innovative thinking

Source: Developed by the author

In today's environment, emotional intelligence allows organizations to implement changes more successfully, reducing resistance and maintaining stability amid uncertainty. For example, in cases of

large-scale digital transformation that requires rapid employee adaptation to new technologies, leaders' emotional intelligence allows them to manage the emotional responses of the team. They provide support at all organizational levels, helping employees not only master new technologies but also maintain motivation for further development.

Stress management is another important aspect of the impact of emotional intelligence. Particularly in conditions of economic instability or unforeseen market changes, employees may feel anxiety about their future and the stability of the company. Leaders with high levels of emotional competence help alleviate this stress by creating an environment of trust and confidence, which supports team cohesion [7, 8].

By developing empathy and social skills, emotionally intelligent leaders can enhance cooperation within teams, which is especially important during periods of organizational change. They skillfully coordinate employee actions, resolve conflicts, and maintain effective communication between departments. This helps maintain productivity and the pace of change implementation even under challenging conditions.

The model for analyzing the impact of emotional intelligence on management effectiveness in changing conditions is essential, as it enables the assessment of how leaders' emotional competencies affect organizational adaptability and success in stressful and uncertain situations. This model is useful for identifying key aspects that help improve team productivity, reduce resistance to change, and maintain employee motivation. It also aids in better understanding how leaders' emotional adaptation can optimize decision-making, regulate behavior in the organizational environment, and enhance the overall resilience of the organization to external challenges. With such tools, it is possible to develop effective change management strategies and increase organizational resilience in dynamic markets.

The model should consider multidimensional aspects that include emotional, cognitive, and behavioral components. Effective change management largely depends on leaders' ability to respond appropriately to employees' emotional states and sustain motivation under stress and uncertainty. To analyze the impact of emotional intelligence on management effectiveness, it is advisable to use a conceptual model based on elements such as cognitive analysis, emotional adaptation, behavioral regulation, and managerial productivity.

From a mathematical perspective, the impact of emotional intelligence (EI) on management effectiveness (M) can be expressed as a function depending on several parameters: the level of emotional competence of the leader (EC), the level of stress in the organization (S), resistance to change (R), and adaptability to change (A). The influence formula can be expressed as follows:

$$M = f(EI, EC, S, R, A) \quad (1)$$

This function suggests that management effectiveness results from the interaction of these parameters, each with a specific coefficient of influence.

To detail this interaction, it is proposed to break it down into separate components.

- Cognitive Analysis.

Emotionally intelligent leaders are more aware of both their own emotions and those of others, enhancing their ability to make effective decisions during changes. Cognitive analysis includes assessing the situation based on emotional perception. Thus, the level of cognitive analysis can be expressed as:

$$CA = \alpha_1 EI + \beta_1 S + \gamma_1 R \quad (2)$$

where (CA) is the level of cognitive analysis, (EI) is emotional intelligence, (S) is the level of stress, and (R) is resistance to change. Parameters α_1 , β_1 , and γ_1 represent the coefficients for each factor's influence on the cognitive process.

- Emotional Adaptation.

This process involves leaders with high emotional intelligence adapting to changes and helping employees do the same. Emotional adaptation depends on the ability to manage both one's own emotions and those of others. Formally, emotional adaptation can be expressed as:

$$EA = \alpha_2 EI + \beta_2 S + \gamma_2 R \quad (3)$$

where (EA) is the level of emotional adaptation, and the parameters α_2 , β_2 , and γ_2 indicate the influence of emotional intelligence, stress, and resistance to change, respectively.

- Behavioral Regulation.

This is the ability of leaders to adjust their behavior based on the emotional situation, facilitating successful change management. Behavioral regulation depends on the level of

emotional competence and the ability to adapt behavior according to changes in the work environment. The formula for behavioral regulation is:

$$BR = \alpha_3 EI + \beta_3 S + \delta_3 A \quad (4)$$

where (BR) is behavioral regulation, (A) is adaptability to change, and the parameters α_3 , β_3 , and δ_3 determine the influence of relevant factors on behavioral response.

- Management Productivity

This is the final result of management effectiveness, which depends on the cumulative impact of cognitive analysis, emotional adaptation, and behavioral regulation. Management productivity can be expressed as:

$$M = \alpha_4 CA + \beta_4 EA + \delta_4 BR \quad (5)$$

where (M) represents overall management effectiveness, and the parameters α_4 , β_4 , and δ_4 reflect the influence of cognitive analysis, emotional adaptation, and behavioral regulation on the final outcome.

Thus, the model considers the interaction of emotional intelligence with various management factors that affect effectiveness under changing conditions. In the modern context, where organizations are continuously adapting to new market realities and technological changes, this model allows for accounting for the complex impact of emotional competence on management strategies. Leaders with well-developed emotional intelligence can adapt to changes more effectively, maintain high team productivity, and reduce stress within the group, which in turn enhances overall management process effectiveness.

For example, with values of $EI = 0.75$, $S = 0.60$, $R = 0.40$, and $A = 0.80$, cognitive analysis (0.635), emotional adaptation (0.54), and behavioral regulation (0.72) are calculated. The overall management effectiveness is determined as a function of these parameters and equals 0.6235, indicating the positive impact of emotional intelligence on leaders' ability to adapt to changes and sustain management process effectiveness.

The model demonstrating the impact of emotional intelligence on management effectiveness in changing conditions shows that emotional competencies are essential for successful organizational adaptation to new market conditions. Problems associated with low emotional intelligence levels can lead to team disorganization, reduced motivation, and increased resistance to change. This, in turn, limits the effectiveness of transformational processes. To address these challenges, it is necessary to implement practical approaches aimed at enhancing leaders' emotional competence. Table 5 presents the main issues associated with low emotional intelligence among managers and recommendations for their resolution.

Table 5
Recommendations for Improving Managers' Emotional Competence as a Key Factor in Successful Organizational Transformation

Problem	Recommendation	Expected outcome
Inability to recognize and control emotions	Introduce training in self-awareness and emotional self-regulation	Enhanced ability of leaders to understand their emotions, reducing stress and improving decision-making
Low empathy and limited understanding of subordinates' emotions	Training programs in empathy development and active listening techniques	Improved team interaction, creating an atmosphere of trust and support, reducing resistance to change
Weak team motivation during transformations	Implement coaching programs for developing motivation skills through emotional support	Increased motivation and employee engagement in the change process

High resistance to change due to emotional tension	Develop emotional adaptation skills through group change management practices	Reduced resistance, increased willingness to accept innovations, and acceleration of transformation processes
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Source: Developed by the author

The recommendations presented in the table aim to address key issues related to low emotional intelligence through targeted development programs. The expected outcome is that leaders with more advanced emotional competencies will be better able to recognize their own and others' emotions, reducing stress in the organization, improving team communication, and decreasing resistance to change. This will create a supportive and cooperative atmosphere, which is crucial for successful organizational transformation. It is also essential to note that developing leaders' emotional intelligence will further enhance the organization's overall productivity, as teams will be better motivated and adapted to new conditions.

Conclusions

It has been established that emotional intelligence is a fundamental factor determining management effectiveness in conditions of organizational change and high uncertainty. The proposed model, which integrates cognitive analysis, emotional adaptation, behavioral regulation, and managerial productivity, enables a comprehensive assessment of the impact of leaders' emotional competence on organizations' ability to adapt to new challenges. It has been found that a low level of emotional intelligence leads to team disorganization, increased stress, heightened resistance to change, and decreased productivity. Key issues include the underestimation of the importance of self-awareness and empathy among leaders, as well as insufficient attention to team motivation during transformations.

According to the model, effective management under changing conditions is possible only if managers' emotional competence is developed, enabling them not only to analyze emotional states but also to adjust management decisions in consideration of these states. Recommended measures, such as self-awareness training, empathy development programs, and change management practices, aimed at increasing the level of emotional intelligence, have a positive impact on organizational adaptability to change.

Future research prospects focus on a deeper assessment of the long-term impact of emotional competence on organizational effectiveness, particularly in the context of technological and cultural transformations. Developing new methods for integrating emotional intelligence into strategic change management is also relevant, as this will allow organizations to adapt more quickly to dynamic market conditions and minimize the negative consequences of crisis situations.

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