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EMOTIONAL LEADERSHIP IN THE SYSTEM OF MANAGERIAL ACTIVITIES OF A MANAGER

Formulation of the problem. The phenomenon of emotional leadership can be considered an immanent component of life in the XXI century. It is associated with many processes that are realized through the concept of emotional intelligence and leadership. In modern management theory, it occupies one of the priority places and this logically makes sense, because a manager who has the qualities of an emotional leader has much better chances to succeed than a manager who focuses only on intellectual abilities and personal qualities.

The purpose of the article is to assess the predictor structure of emotional leadership, its main categories and importance in the activities of the leader and manager in today's world.

Analysis of recent studies and publications. Assessing the degree of development of the problem of emotional leadership in the managerial activities of a manager, it can be stated that this issue has been widely covered in recent decades in the works of foreign researchers (D. Goleman [2], O. Huzar [3], J. Craig [7], D. Caruso [5], etc.) and domestic scientists (Yu. Belikova [1], S. Kozlovska [6], H. Rekun [9], N. Tokareva [12], etc.). In these studies, the phenomenon of emotional leadership is considered through the prism of various components (intelligence, emotions, leadership, social intelligence, self-determination, social mobility, etc.).

Presentation of the main research material. The phenomenon of "emotional leadership" was defined and spread relatively recently – in the late twentieth century.

It is based on two psychological categories: 1) emotional intelligence; 2) leadership. Note that these categories are closely related, because the realities of the XXI century are such that the life of an effective leader is associated with the realization of three components of life: a) self-improvement of personality; b) social mobility; c) emotional intelligence.

The combination of these components can be described by a simple formula: $SP \text{ (self-improvement of personality)} = SM \text{ (social mobility)} + EI \text{ (emotional intelligence)}$.

It turns out that the balance in the relations between society and one's own emotions is a determinant of self-improvement of a leader. At first glance, it sounds logical, but with a more thorough analysis you can see that there is a lack of an important link – the tool. Then there arises the question of the factor that activates the process of interaction of an individual with society. Behavior is the main factor of such activation.

The refined formula will have the following look: $PS \text{ (personality self-improvement)} = SM \text{ (social mobility)} + EI \text{ (emotional intelligence)} \times B \text{ (behavior)}$.

It is important to note that behavior itself is not self-sufficient. It is, in fact, a derivative function of personality and external factors that overlap with the reaction in accordance with the emotional background of a person in a particular life situation.

It turns out that $B \text{ (behavior)} = P \text{ (personality)} + EF \text{ (external factors)} \times EI \text{ (emotional intelligence)}$.

As a result of such considerations, a kind of regression model is formed, where the effectiveness of a leader's interaction with society depends on personal factors related to the level of self-awareness, self-control, empathy and social skills.

In essence, the above suggest an understanding of the nature of one's emotions, as well as an awareness of one's strengths and weaknesses, values and motives. People with a strong level of self-awareness tend to be good leaders, they are realists and winners. Such leaders do not overburden themselves with unnecessary self-

criticism, but also do not cultivate unrealistic expectations. As a rule, they are sincere with themselves. Moreover, they are sincere with others in relation to themselves.

The leaders, endowed with developed self-awareness, leaders are quite well aware of their own values and purposes. They know where they are heading and why. Such leaders listen to what positively affects their emotional state. These qualities of the leaders, endowed with a high level of self-awareness, allow them to act with the confidence and sincerity needed to evoke a lively response and respect from people. Two points are important here: 1) understanding the priority tasks; 2) intuitive guesses.

The second component of emotional intelligence, self-control, is crucial to an effective leader. It is a source of energy that is needed by all leaders who strive for efficiency and success. If a manager does not understand his own feelings, he is not able to control them. This means that it is important to understand and correctly interpret one's own emotional moods and feelings. In addition, one needs to learn to use them correctly. The problem is that negative emotional outbursts are often dominant over positive ones, because they have a brighter psychological coloring. It is in this case that self-control will play a key role.

Those leaders who know how to control themselves radiate cheerfulness, optimism and inspiration, which in turn sets others up in a positive way. At the same time, leaders who easily get angry, panic or otherwise allow their negative emotions to get out of control, are not able to inspire and set their subordinates up in a positive way, which is often necessary for a productive solution of a particular problem.

In addition to self-awareness and self-control, an effective leader needs social sensitivity (empathy). Empathy is a necessary component of leadership, which is based on emotional intelligence. Another component is the leader's ability to express his feelings in such a way that it affects others in positively. The leader's mood is transmitted to others only if he (she) expresses his (her) feelings confidently, because in this case the emotions will be sincere, based on true values. Social sensitivity – and especially empathy – plays a key role in achieving a leader's primary goal of creating a positive resonance.

Another component of emotional intelligence is relationship management. This skill is manifested in the ability to direct other people's emotions in the course that is wanted by the leader. Managing relationships with others is not just a matter of friendliness. More precisely, this component can be defined as a positive impact that has a specific purpose – to set people up to move in the right direction. Otherwise, there may occur negative mental states that are close to stressful and frustrating [8].

This explains the fact that leaders with developed social skills are usually able to cause resonance in a wide range of people. They are well able to find common ground with the interlocutor and achieve mutual understanding. Emotional leaders skillfully arouse interest in the common cause. Thanks to them, people feel the meaning in the actions they perform.

Thus, emotional intelligence for a leader is a crucial characteristic of an effective manager. The leader is responsible for psychological comfort, for living without internal and external conflicts. This is a kind of logical sequence: 1) understanding of one's own behavior and own reactions to external factors; 2) acceptance of one's emotions; emotion management at the level of respect for one's own desires and aspirations [4]. In essence, emotional intelligence is the understanding of one's own and others' emotions, the ability to constructively express them, understand and interpret the feelings and experiences of others.

Managers with developed emotional intelligence quite easily build a system of social relations and establish the main aspects of their lives: they are more successful in all sorts of activities, adapt quickly to changing conditions of societies, are more competitive in leadership positions, they are happy with their lives, harmonious and happy.

Conclusions and prospects for further exploration. Therefore, quality results are necessary for a leader to succeed. And this is where, in the process of implementing the action aimed at achieving the result, emotions enter the equation. An effective leader must have a developed emotional intelligence that will give him advantages in managerial processes at all levels. The better the leader understands him(her)self and his (her) emotions, the better his (her) decisions and results will be.

This is caused by a simple pattern. The quality of thinking determines the quality of choices and decisions. The quality of decisions, in turn, determines the quality of actions. The quality of actions determines the quality of results, and the quality of results determines almost everything that happens in a person's life.

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