



## Leadership Psychology: How Effective Leaders Manage Emotions in Organizations

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### ABSTRACT

This research explores how effective leaders manage their emotions in organizations, focusing on practical strategies that can be used in real-life situations. This research will use a literature review approach. The literature used in this research will be taken from various credible academic sources, including scholarly journals, books, and articles from Google Scholar. Keywords such as "leadership psychology," "emotional intelligence," "emotion management," "emotion management in leadership," and "leadership in crises" will be used in the literature collection. Researchers will use literature published within the last 10-15 years to ensure relevance to the modern context, although relevant classic research will also be considered. The literature collected will be selected based on the following main criteria: relevance, credibility, and timeliness. Data analysis using the Miles and Huberman model includes data reduction, presentation, and conclusion. The results of this research found that there are several main strategies that leaders can use to manage their emotions in organizations, namely: mindfulness, self-regulation, use of humor, and reframing. Each of these strategies plays an important role in helping leaders manage emotions positively and constructively.

**Keywords:** , Emotional Intelligence, Leader Emotional Management, Leadership Psychology

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## INTRODUCTION

In the era of globalization and digitalization, organizational leaders are under tremendous pressure to remain competitive and innovative. They are not only responsible for the performance of their teams but also for managing the emotional complexities that arise from group dynamics and environmental changes (Udod et al., 2020). Emotion management is crucial because uncontrolled emotions can disrupt decision-making, communication, and interpersonal relationships in organizations (Mardizal et al., 2023). Emotional intelligence (EQ) is very important for leaders to understand and manage emotions, both in themselves and others. EQ helps leaders handle tensions and conflicts

effectively and build better relationships and a positive work atmosphere (Wiliandari, 2013). Leaders with high EQ tend to be wiser when making decisions, transparent and fair, and able to balance intellectual and emotional intelligence when facing challenges (Hawari, 2006). EQ plays a key role in organizational success by enabling leaders to overcome challenges in a more effective manner (Isnaini, 2020).

Leaders play an important role in an organization. An organization will be successful if it has a leader who has a good vision for the future so that he can respond to changes that occur in the organizational environment (Juliani, 2016). In organizations, a leader is needed who has a leadership spirit so that he can influence other people to work together as a team to achieve the goals they want to achieve (Nurrohim & Anatan, 2009).

In organizations, emotional intelligence is important for leaders to deal with different characters of employees. This requires leaders to have social skills, self-control, self-awareness, self-motivation, and empathy, which is known as emotional intelligence (Setiadi & Tampubolon, 2020). Emotional intelligence helps leaders manage their own emotions and understand the emotions of others, enabling them to effectively manage tension and conflict. With empathy, leaders can adapt communication styles, build better relationships, and tactfully resolve conflicts. Emotional intelligence also motivates and inspires teams, creating a positive and harmonious work environment. This skill ensures that differences in character do not hinder the achievement of organizational goals, but instead strengthen cooperation and productivity (Wiliandari, 2013).

Leaders face a variety of emotional challenges in their roles. These include the stress of high-performance pressure, the need to make difficult decisions that affect many people, and the ability to maintain emotional balance in crises. For example, leaders often need to maintain composure and motivate teams amid stressful situations, such as organizational restructuring or internal conflict. Failure to manage negative emotions such as anger or frustration can lead to irrational decisions, low team morale, and even failure to achieve organizational goals.

Emotional intelligence is the ability to recognize, understand, and regulate one's own emotions, as well as to understand and influence the emotions of others. Leaders with high emotional intelligence tend to be better able to manage stress, communicate more effectively, and build positive working relationships with their team members. This has a direct impact on leadership effectiveness and, ultimately, organizational success.

Although much research has been conducted on emotional intelligence and leadership, there are still gaps in our understanding of how leaders manage their emotions in different organizational contexts. Some studies focus more on the outcomes or effects of emotional intelligence, but few examine the specific processes and strategies leaders use to manage their emotions, especially in stressful situations. In addition, the existing literature tends to lack practical guidance for leaders in applying emotional intelligence theory to daily practice.

## **RESEARCH METHODOLOGY**

This research will use a literature review approach. A literature review is a research method that involves collecting, analyzing, and synthesizing existing literature to understand and examine a particular topic.

This research aims to explore how effective leaders manage their emotions in organizations, with a focus on practical strategies that can be used in real-life situations.

The literature used in this research will be drawn from various credible academic sources, including scholarly journals, books, and articles from Google Scholar. Keywords such as "leadership psychology," "emotional intelligence," "emotion management," "emotion management in leadership," and "leadership in crises" will be used in the literature collection. Researchers will use literature published within the last 10-15 years to ensure relevance to the modern context, although relevant classic research will also be considered. The literature collected will be selected based on the following main criteria: relevance, credibility, and timeliness. Data analysis using the Miles and Huberman model includes data reduction, data presentation, and conclusion.

## **RESULT AND DISCUSSION**

Effective leadership involves not only the ability to lead and manage a team but also requires high adaptability to different situations and challenges that arise. According to (Pambudy & Handayati, 2022), the ability to adapt to different situations is a crucial aspect of appropriate leadership. This means that leaders must be able to adapt their approach to changing contexts. Emotional intelligence plays an important role in this ability. Leaders with high emotional intelligence can identify and understand their own emotions as well as the emotions of others. This ability allows them to respond more effectively and sensitively to changing situations. Therefore, to understand the dynamics of effective leadership, it is important to understand the concept of emotional intelligence and how its application affects the role of leaders in organizations.

The relationship between emotional intelligence and leadership is an important debate. A leader with high emotional intelligence can create a harmonious work environment, manage stress effectively, and motivate the team to achieve common goals. The ability to understand and respond to other people's emotions also helps build strong and productive relationships. Leaders also need strategies to manage their own emotions and to help their teams cope with emotional challenges. This strategy includes ways to maintain emotional balance and resolve conflict. In the following discussion, we will discuss emotional intelligence, emotional intelligence and leadership, and strategies for leaders to manage emotions. More details will be discussed in the following discussion:

### **1. Emotional Intelligence**

Emotional Intelligence more popularly known as Emotional Quotient was popularized in 1990 by Peter Salovey of Harvard University and John Meyer of the University of New Hampshire. Apart from that, Howes and Herald stated that a person becomes smarter when he uses his emotions. This is because human emotions are in the realm of feelings and are hidden, and if other people acknowledge, and

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respect, then emotional intelligence will help provide a more comprehensive understanding and deeper recognition of oneself and others (Howes & Herald, 1999).

According to Goleman (1999), cognitive intelligence or IQ contributes only 20% to a person's success, while the remaining 80% depends on other factors, including emotional intelligence. (Dharmawan, 2013) also emphasized that cognitive intelligence only increases performance by 20%, while the other 80% is influenced by other forms of intelligence such as emotional intelligence. Emotionally intelligent people can manage their emotions well, motivate themselves, respond to their own and others' emotions with empathy, be flexible in uncertain situations, and use common sense to think positively.

Emotional intelligence can influence a person's motivation to achieve goals. When someone can understand their emotions and those of others, they can more easily identify what motivates them and how to achieve those goals effectively. Emotional intelligence can also help someone manage stress and pressure so that they can maintain their motivation over a longer period (Sari & Finthariasari, 2022).

Emotional intelligence is a person's ability to understand their own emotions and the emotions of others, to motivate themselves and try to establish good relationships with other people in certain situations and circumstances, to be able to distinguish between these two things, and then use this knowledge to direct their thoughts and actions (Firdaus et al., 2019).

Individuals with good emotional intelligence are usually able to handle pressure and challenges well, build healthy interpersonal relationships, and effectively lead and influence others. Emotional intelligence is also considered a skill that can be learned and improved through practice and experience. In an organizational context, emotional intelligence is increasingly recognized as a key factor in the success of individuals and organizations as a whole.

Emotional intelligence can be built from several existing aspects. (Goleman 1999) presents five dimensions that can be built through emotional intelligence, namely :

a. Self-awareness

A person's ability to feel emotions and their effects, and to use them to make their own decisions and set their realistic standards. to recognize and understand personal feelings, motivations, and goals. Self-awareness also includes the ability to recognize one's strengths and weaknesses and to understand how one's feelings and behavior affect others.

Goleman further explained that the ability to monitor feelings from time to time is important for psychological insight and self-understanding. The inability to recognize true feelings leaves us at the mercy of our emotions. People who have more confidence in their feelings are reliable pilots of their lives because they have a higher sense of will.

b. Self Regulation

The ability to manage emotions and control impulses, including the ability to cope with stress, maintain focus, and make good decisions.

Goleman adds: "The goal of self-control is emotional balance, not emotional suppression; every emotion has value and meaning. A life without passion is like a flat and boring period of neutrality, cut off and isolated from the richness of life itself. But, as Aristotle observed, what is desired is natural emotion, harmony between feelings and the environment. If emotions are too suppressed, boredom and detachment can result; if emotions are not controlled, too extreme and persistent, they become a source of disease.

c. Motivation

Ability to be self-motivated and work with determination, clear goals, and optimism. Self-motivation includes the ability to overcome obstacles and barriers and to view failure as an opportunity to learn and grow.

Ability to be self-motivated. Motivation is related to needs, and as human beings, we strive to meet those needs. When we perform actions to meet these needs, we are "motivated" to do so (Ahmad, 2021). Motivating oneself means being able to give oneself enthusiasm to do something good and useful, and having high hopes and optimism so that one has the enthusiasm to carry out an activity. The characteristics of people who have motivation include; perseverance in facing tasks; tenacity in facing difficulties; preferring to work independently; quickly getting bored with routine tasks; defending their opinion; not easily letting go of things they believe in; enjoying finding and solving problems (Sandi et al., 2021).

d. Empathy (Social awareness)

Recognizing other people's emotions is also known as empathy. According to Goleman, empathy is feeling what other people feel, being able to understand other people's perspectives, cultivating relationships of mutual trust, and harmonizing with different types of people.

People who have empathy are usually preferred by others because they can understand other people's feelings, perspectives, and needs. This ability makes other people feel valued and understood, creating more positive and enjoyable relationships (Insania, 2020).

Empathic people are better able to pick up on hidden social cues that signal what other people need or want. Empathy requires a certain amount of calm and acceptance so that subtle emotional signals from another person can be received and mimicked by one's emotional brain.

In addition, Goleman added that emotions are rarely expressed in words, but much more often through gestures. Thus, one of the keys to understanding other people's feelings is to be able to read nonverbal messages such as tone of voice, movements, facial expressions, and so on.

e. Building Relationships (Social Skills)

According to Goleman, building relationships, or social skills, means managing emotions well when dealing with other people, reading situations and social networks carefully, interacting smoothly, using these skills to influence and lead, to deliberate and resolve disputes, and to collaborate and work in teams.

Goleman explains that: "Relationship skills are social skills that support success in interacting with other people; lack of these skills leads to incompetence in the social world. It is the lack of these skills that causes even the most intelligent people to fail in their relationships because they come across as arrogant, annoying, or heartless. This social skill allows a person to build relationships, move and inspire other people, build close relationships, persuade and influence, and make other people feel comfortable.

2. Emotional Intelligence and Leadership

In a complex and dynamic work environment, leaders need multiple types of intelligence to lead effectively. Cognitive intelligence enables leaders to develop critical thinking and problem-solving skills that are essential for strategic decision-making. Social intelligence enables leaders to interact effectively with others, build harmonious working relationships, and create a collaborative environment. Creative intelligence enables leaders to think outside the box and generate innovative solutions, which is essential for adapting and innovating to meet business challenges. Technological savvy has become critical in the digital age, enabling leaders to effectively use technology and tools to increase efficiency and productivity. Intellectual intelligence helps leaders think logically and analytically to make the right decisions. Spiritual intelligence provides an understanding of ethical and moral values and integrity in leadership actions. Physical intelligence ensures that leaders can maintain health and energy, manage stress, and adapt to changing work conditions. Financial intelligence is necessary for effective financial management, including building investments and income and making wise financial decisions. Successful leaders typically combine this intelligence, enabling them to adapt quickly, inspire teams, and lead organizations to success amidst the changing dynamics of the business environment.

The combination and optimization of these different intelligences is considered crucial for leaders in their efforts to achieve organizational goals. However, in addition to the various types of intelligence mentioned above, leaders also need to be supported by emotional intelligence. Emotional intelligence, which includes the ability to recognize, understand, and manage one's own emotions and the emotions of others, serves as a foundation that integrates and strengthens various other types of intelligence.



Emotional intelligence plays an important role in effectively shaping social skills and is the main key to successful leadership. A leader with good emotional intelligence can improve team performance throughout the organization. This intelligence helps leaders interact better and more efficiently with others.

Without emotional intelligence, a person will not be able to optimize the use of their cognitive abilities according to their true potential (Drigas et al., 2021). Leaders with high emotional intelligence can better understand and assess other people's emotions, allowing them to respond flexibly to social change. They are also better able to build mutually supportive relationships. In addition, emotional intelligence helps leaders better manage team members' emotions and make the right decisions in different work situations (Thoha & Mubah, 2023).

Good emotional management is important not only for individual success but also for organizational success. When emotional intelligence is used properly, leaders can create a positive and productive work environment where employees feel valued and motivated to perform better (Rauf et al., 2019). This is because leaders who can manage their emotions are better able to lead:

a. Making wise decisions

Uncontrolled emotions can interfere with a leader's ability to think clearly and make rational decisions. By managing emotions effectively, leaders can maintain calm, focus, and balance, allowing them to make wiser and more appropriate decisions in a variety of situations.

b. Building a Strong Team

Leaders who can manage emotions well are better able to build strong and harmonious relationships with their teams. By creating a positive and supportive work environment, these leaders can boost the morale and motivation of team members, encourage better collaboration, and motivate them to work together to achieve common goals effectively and efficiently.

c. Overcoming Stress and Pressure

Leadership often involves stressful situations and complex challenges. With the ability to manage emotions, leaders can more effectively manage stress, maintain composure, and make wise decisions. In addition, they can take care of their well-being and provide necessary support to their teams, creating a healthy and productive work environment.

d. Developing Self and Others

Leaders who can manage their emotions well not only improve personal performance but also serve as inspirational role models for others around them. By demonstrating calmness, patience, and emotional balance in a variety of situations, this leader sets a clear example of the importance of managing emotions to achieve success. In addition, effective leaders can help their team members develop their emotional management skills through mentoring and coaching. They can teach practical techniques for managing stress, increasing empathy, and building better communication. In this way,

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the leader not only strengthens the team emotionally but also creates a more harmonious and productive work environment in which each individual can thrive.

### 3. Emotion Management Strategy by Leaders

A leader needs to have qualities such as being wise, intelligent, competent, and responsible, as well as behaving with ethics and paying attention to the ethical values that apply in the organization (Drigas et al., 2023). In a leadership journey full of challenges, managing emotions is not only about maintaining personal composure but also about creating a harmonious and productive work environment. Effective leaders understand the importance of managing their own emotions and how this affects their teams. Several key strategies can be used to achieve this goal: mindfulness, self-regulation, the use of humor, and reframing. Each of these strategies plays an important role in helping leaders manage emotions positively and constructively.

#### a. Mindfulness

In research by (Menezes et al., 2013), shows that mindfulness has been shown to reduce negative emotions and anxiety. Overall, mindfulness is not only a technique for managing personal emotions but also an important tool for effective leadership, helping leaders to face challenges calmly and create a productive and harmonious work culture.

Mindfulness is about how a person can see, feel, know, and love what is focused on in the present moment, and also facilitates a greater centralization of the focus of consciousness. This approach involves focusing attention on the here and now with a non-judgmental attitude (Anggraeni, 2021).

Mindfulness therapy assumes that there are more positive things in an individual than negative things. Meditation provides an opportunity to practice these assumptions in a supportive environment. Awareness of the here and now through observation of bodily sensations, thoughts, and emotions is the foundation of this therapy because it is only in the present that a person can learn, grow, and change. This concept or view then becomes a set of techniques in mindfulness therapy.

Amid the stress that often accompanies leadership positions, mindfulness becomes an important tool to increase leadership effectiveness. According to Erford (2016), there are four techniques in mindfulness therapy, namely visual imagery, deep breathing, progressive muscle relaxation training (PMRT), and self-talk.

##### 1) Visual Imagery

This technique involves imagining calming and positive images or scenes to distract the mind from stress or anxiety. Clients are asked to imagine a place or situation that they find particularly relaxing, such as a beautiful beach, a peaceful park, or a green forest. They are asked to visualize every detail, including colors, sounds, and smells, so that they can experience the experience as if they were there.



A leader facing a stressful or conflictual situation can take a few minutes to sit quietly and visualize a place where they feel peaceful and relaxed. For example, imagining a walk on the beach at sunset can help them calm their mind and gain a clearer perspective before making important decisions.

2) Deep Breath

This technique involves taking deep, slow breaths to calm the mind and body. The client is taught to inhale slowly and deeply through the nose, hold the breath for a moment, and then exhale slowly through the mouth. Focus is placed on each inhale and exhale, helping the client to stay in the moment.

When faced with pressure or the need to speak in front of many people, leaders can use deep breathing techniques to calm themselves. For example, before an important meeting, leaders can take a few deep breaths to reduce stress levels and improve focus so they can speak more calmly and clearly.

3) Progressive Muscle Relaxation Training (PMRT)

This technique involves the gradual tension and relaxation of specific muscle groups to reduce physical and mental tension.

The client is asked to tense a particular muscle group (e.g. hand or leg muscles) for a few seconds and then slowly release it, feeling the difference between tension and relaxation. This process is repeated in various muscle groups throughout the body.

After a busy day at work, executives can take time to do PMRT. By tensing and relaxing the body's muscles, leaders can release the tension that has built up during the workday and feel more relaxed and refreshed to face the next challenge.

4) Self-Talk

This technique involves positive internal dialogue to help change negative or stressful thought patterns into more positive and constructive ones.

Clients are asked to pay attention to and recognize negative thoughts as they arise. They are then taught to replace them with positive affirmations or more supportive phrases. For example, replacing "I can't do this" with "I will do the best I can."

Leaders often face criticism and pressure that can undermine their confidence. By using self-talk, leaders can turn negative thoughts into positive ones. For example, when faced with criticism, they can say to themselves, "I will learn from each piece of feedback and continue to improve," thereby building a more positive and resilient mindset.

b. Self-regulation

In the dynamic and challenging world of leadership, self-regulation is a key skill for success. Self-regulation is the ability to generate and monitor one's thoughts, feelings, and behaviors to achieve a goal. In the context of leadership, this skill is very important because leaders are often faced with situations that require good emotional management, especially in stressful situations. Leaders who can manage their emotions well can inspire teams,

make wiser decisions, and create a positive work environment (Aini & Dianto, 2021).

According to Goleman (1999), aspects of the ability to manage emotions include: 1) the ability to control oneself, 2) demonstrating a trustworthy nature, 3) having a serious attitude, 4) having the ability to adapt, and 5) demonstrating the ability to innovate.

Therefore, managing emotions is a process that individuals must go through to regulate their emotions so that they do not become excessive so that the emotions they feel can have a positive impact on the individual's life.

When leaders face a crisis or internal conflict, emotions such as anger, frustration, or fear can easily overwhelm them. However, self-regulation allows leaders to manage these emotions productively, respond rationally and constructively, and avoid impulsive reactions that can make problems worse. Self-regulation techniques include self-reflection, in which leaders think about their feelings and their impact on decisions, and setting time limits for responding to emotional situations.

Self-regulation skills also contribute to consistency and resilience in leadership. Leaders who are skilled at self-regulation can maintain their values and principles even in the face of negative emotions. This helps build trust and creates stability within the team.

For example, when a leader receives bad news about a team's performance, self-regulation skills allow them to acknowledge anger, engage in relaxation techniques such as deep breathing, and respond constructively to the situation. They can organize meetings to openly discuss problems, brainstorm solutions, and provide constructive feedback without emotionally draining the team.

c. Use of Humor

Humor has many benefits in promoting mental health, including managing leaders' emotions. In the face of high work pressure, leaders often experience stress, which can affect their performance and health. Using humor as a tool to manage emotions can be an effective solution (Syadiyah, 2021).

In a leadership world full of challenges and tensions, the use of humor can be an effective tool for managing emotions and creating a positive work environment. Humor is not only entertainment, it also serves as a bridge to connect team members and reduce tension.

Positive humor has a healthy effect on mental health. Currently, many leaders are experiencing burnout due to high work pressure. Therefore, humor can help leaders overcome burnout and better manage their emotions (Rahmawati et al., 2022).

Leaders who use humor in their daily lives can relieve tension and stress. When faced with stressful situations, humor can serve as a tool to distract from the problem at hand and provide a much-needed emotional break. For example, if a leader is feeling pressured by a tight deadline or an important decision, a moment of laughter or a light joke can help relieve the tension. Not only does this help leaders forget about problems for a moment, but it also allows them to gain a fresher and clearer perspective. In a tense meeting, injecting humor can lighten the mood, making everyone feel more relaxed and able to think better. In this way, humor helps leaders maintain calm and emotional balance, which is essential for making wise decisions.

According to Hidayah (2012), a person with a high sense of humor tends to be more cheerful and happy. Humor can serve as an effective coping mechanism to avoid stress and depression, thereby having a positive impact on mental health. In a leadership context, leaders with a high sense of humor can better manage their emotions, create a more positive work environment, and maintain their mental health and that of their teams.

The use of humor in leadership can reduce stress and anxiety in the work environment. When used tactfully, humor helps create a more relaxed atmosphere during important meetings or presentations, which in turn increases team member engagement. Humor also strengthens the relationship between the leader and the team by building closeness and increasing trust. By sharing laughter, leaders show their human side, which makes team members feel more emotionally connected and comfortable. However, humor should be used with caution, taking into account the context and audience. Inappropriate or offensive humor can lead to discomfort or conflict. For example, a manager faced with a major project failure may use light-hearted banter to defuse tension and encourage a positive attitude and collaboration to find a solution.

d. Reframe or Change of Perspective

According to Hermawan (2013: 82), reframing is an attempt to reframe an event by changing the point of view without changing the event itself. Reframing is a technique used to reframe an event from a more positive perspective (Hati et al., 2024). In a leadership context, reframing involves changing the way leaders think about themselves, the challenges they face, and their accomplishments from a different perspective. It helps leaders change unhealthy thought patterns and behaviors to healthier ones, enabling them to better manage emotions and face difficult situations with a more positive and constructive attitude.

In leadership, reframing or changing perspectives is a critical strategy for dealing with challenges and difficulties. Reframing involves looking at a situation or problem from a different perspective to change the meaning or

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interpretation that is perceived as negative. For example, a decline in team performance that was initially perceived as a failure can be viewed as an opportunity for evaluation and improvement.

Reframing helps leaders change their perception of stressful situations more positively. Rather than being overwhelmed by negative emotions such as anger, leaders can view failure as a valuable lesson that provides insight for future improvement. This technique also includes replacing negative terms with more constructive ones and trying to see the situation from the other person's point of view.

For example, harsh criticism from a boss or client can be seen as constructive feedback that helps improve performance, rather than as a personal attack. By practicing reframing, leaders can focus on solutions, reduce stress, and increase leadership effectiveness by seeing opportunities in every difficulty.

## **CONCLUSION**

Emotional intelligence helps leaders manage their own emotions, understand the emotions of others, and manage tension and conflict effectively. Emotional intelligence is important because leaders face many emotional challenges in carrying out their roles. These include the stress of high-performance pressure, the need to make difficult decisions that affect many people, and the ability to maintain emotional balance in crises.

The relationship between emotional intelligence and leadership is an important debate. A leader with high emotional intelligence can create a harmonious work environment, manage stress effectively, and motivate the team to achieve common goals. The ability to understand and respond to other people's emotions also helps build strong and productive relationships.

The results of this research found that there are several key strategies that leaders can use to manage their emotions in organizations: mindfulness, self-regulation, use of humor, and reframing. Each of these strategies plays an important role in helping leaders manage emotions positively and constructively.

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