

THE IMPACT OF EMOTIONAL INTELLIGENCE ON INTERPERSONAL RELATIONSHIPS AND PROFESSIONAL DEVELOPMENT AMONG MILITARY PERSONNEL

Botirov Nodir Normuminovich

**First Deputy Head of the Department of the National Guard for
Khorezm Region**

E-mail address: nod.bot.0708@gmail.com

Abstract: This thesis highlights the crucial role of emotional intelligence (EI) in modern military service. It shows that military success depends not only on IQ but largely on EI, which influences stress management, leadership, teamwork, and professional growth. Key EI models by Salovey and Mayer, Goleman, and Bar-On are reviewed, along with international military programs from the USA, Israel, and the UK that improve emotional resilience and decision-making. The study recommends incorporating EI training into Uzbekistan's military education to enhance overall effectiveness.

Keywords: emotional intelligence, military service, psychological resilience, stress management, leadership, interpersonal relationships, emotional competence, military training, communication skills, professional development.

Аннотация: Данный тезис подчеркивает важную роль эмоционального интеллекта (ЭИ) в современной военной службе. В ней показано, что успех в военной сфере зависит не только от IQ, но в значительной степени от ЭИ, который влияет на управление стрессом, лидерство, командную работу и профессиональное развитие. Рассмотрены ключевые модели ЭИ, разработанные Саловейем и Майером, Гоулманом и Бар-Оном, а также международные военные программы США, Израиля и Великобритании, направленные на повышение эмоциональной устойчивости и улучшение принятия решений. В работе рекомендуется внедрять тренинги по развитию ЭИ в систему военного образования Узбекистана для повышения общей эффективности.

Ключевые слова: эмоциональный интеллект, военная служба, психологическая устойчивость, управление стрессом, лидерство,

МЕЖЛИЧНОСТНЫЕ ОТНОШЕНИЯ, ЭМОЦИОНАЛЬНАЯ КОМПЕТЕНТНОСТЬ, ВОЕННАЯ ПОДГОТОВКА, КОММУНИКАТИВНЫЕ НАВЫКИ, ПРОФЕССИОНАЛЬНОЕ РАЗВИТИЕ.

Annotatsiya: Ushbu tezis zamonaviy harbiy xizmatda emotsional intellektning (EI) muhim rolini yoritadi. Harbiy muvaffaqiyat faqat intellektual darajaga (IQ) emas, balki ko‘p jihatdan stressni boshqarish, rahbarlik, jamoaviy hamkorlik va kasbiy rivojlanishga ta’sir qiluvchi EIga bog‘liq ekanligi ko‘rsatilgan. Salovey va Mayer, Goulman hamda Bar-Onning EI modellari tahlil qilingan, shuningdek AQSh, Isroil va Britaniya kabi davlatlarda qo‘llanilayotgan harbiy dasturlar emotsional barqarorlik va qaror qabul qilish qobiliyatlarini oshiradiganligi ta’kidlangan. O‘rganish O‘zbekiston harbiy ta’limiga EI ni rivojlantirish bo‘yicha treninglarni kiritishni tavsiya qiladi, bu umumiy samaradorlikni oshirishga xizmat qiladi.

Kalit so‘zlar: emotsional intellekt, harbiy xizmat, psixologik barqarorlik, stressni boshqarish, rahbarlik, shaxslararo munosabatlar, emotsional salohiyat, harbiy tayyorgarlik, muloqot ko‘nikmalari, kasbiy rivojlanish.

Modern military service demands psychological resilience, effective communication, teamwork, and quick decision-making skills. These qualities are closely linked not only to a person’s intellectual level (IQ) but also to their emotional intelligence (EI) [1]. Emotional intelligence is a crucial factor in military personnel’s interpersonal relationships, stress management, leadership abilities, and professional development [2].

The concept of emotional intelligence (EI) has been studied and defined differently by various researchers. This term refers to a person’s emotional abilities, their attitude towards social relationships, and how they act in connection with emotional states [2].

One of the first researchers to scientifically establish the concept of EI was Peter Salovey and John Mayer. They define EI as a person’s ability to understand their own emotions, effectively use them, recognize others’ emotional states, and manage both oneself and relationships [2].

Their model includes four main abilities:

Perceiving emotions – the ability to accurately identify one’s own and others’ emotional states.

Using emotions – the ability to use emotional information in thinking and problem-solving.

Understanding emotions – correctly assessing the causes and potential consequences of emotional states.

Managing emotions – the ability to regulate one’s own emotions and control negative feelings [2].

These four aspects demonstrate the connection between cognitive and emotional processes in EI.

Daniel Goleman, a researcher who applied Salovey and Mayer’s theoretical foundations in practice, describes EI not only as understanding emotions but also as crucial for communication and leadership within a team. According to Goleman’s studies, intellectual quotient (IQ) influences leadership success by 20%, while emotional intelligence accounts for 80%. This perspective encourages considering EI as the primary factor for success [1][8].

Reuven Bar-On developed the EQ-i (Emotional Quotient Inventory) model to measure and assess emotional intelligence. This method focuses on a comprehensive evaluation of emotional and social competence. Bar-On emphasizes that EI includes not only emotional awareness but also personal resilience, adaptability, social responsibility, and overall psychological well-being [3].

His model comprises the following components:

Interpersonal skills – the ability to work collaboratively and build relationships with others.

Intrapersonal skills – self-awareness and self-regulation.

Stress tolerance – maintaining emotional stability in difficult situations.

Adaptability – quickly adjusting to new conditions and changes.

General mood – optimism and life satisfaction [3].

In Bar-On’s methodology, EI is considered integrally connected to a person’s overall psychological health and quality of life.

These definitions and models indicate that emotional intelligence is a multifaceted psychological structure encompassing much more than just emotional awareness. Its effectiveness manifests in a wide range of areas, from interpersonal relationships to professional success [8].

In the military environment, unexpected threats, the necessity for quick decisions, and physical as well as mental fatigue cause stress. Personnel with a high level of EI are able to control their emotions, maintain self-discipline, and preserve psychological stability in such conditions [4]. This, in turn, enables them to make wise and prompt decisions without errors. For example, the U.S. Army’s “Master Resilience Training” program has shown that developing emotional intelligence enhances stress tolerance and reduces errors in dangerous situations.

Trust, coherence, and effective communication within military teams are fundamental conditions for operational efficiency. Personnel with developed emotional intelligence can demonstrate empathy—understanding others’ emotional states and considering their perspectives [1]. This helps them communicate effectively within the team, approach problems with understanding, and create a positive psychological environment. Mutual respect and support arise within the team, which increases performance [5].

It is natural for disagreements to arise in military teams due to diverse opinions, complex tasks, or personal backgrounds. Personnel with high EI strive to resolve such conflicts without violence or pressure, using communication and listening. They aim to find constructive solutions considering different viewpoints, which contributes to internal stability.

The importance of emotional intelligence in military service is supported not only theoretically but also by scientific research in international practice. Studies conducted in various countries’ military systems show that developing EI is a crucial factor for enhancing personnel’s personal resilience, team harmony, and leadership potential [5] [6][7].

The U.S. Army’s “Master Resilience Training” (MRT) program focuses on improving soldiers’ psychological resilience, stress management, and emotional stability. According to research by Karen Reivich and Martin Seligman, the program’s EI-related training helped personnel not only learn how to overcome personal stress but also improve team relationships. MRT participants developed skills such as empathy, self-regulation, positive thinking, and constructive approaches to problematic situations, which positively affected their military effectiveness and decision-making [4].

Research within the Israel Defense Forces (IDF) indicates that personnel with high emotional intelligence emerge as leaders who can voluntarily influence others. These individuals build trust, respect, and cohesion within their teams. Harari’s study emphasizes that persons with high EI can resolve conflicts through communication, ease psychological pressure, and accurately assess others’ emotional states. This enhances team effectiveness and internal stability [5].

Studies in the British Armed Forces show a direct impact of emotional intelligence on leadership ability. It was found that military leaders need not only technical knowledge and tactical skills but also emotional stability, the ability to build relationships, and emotional management in decision-making [6]. The British Army’s training system includes emotional intelligence components as an integral

part of officer preparation. For example, officer candidates are evaluated on emotional stability, empathy, and effective communication under stress.

These international studies demonstrate that emotional intelligence plays a decisive role in military personnel's personal effectiveness, team relations, leadership ability, and decision-making processes. Countries such as the U.S., Israel, and the UK have incorporated EI as an essential part of military training and implemented education programs based on it. It would be appropriate to apply these experiences in the preparation system of Uzbek military personnel as well.

Emotional intelligence (EI) plays a pivotal role in shaping not only the individual competencies of military personnel but also the overall effectiveness of military operations. In today's rapidly changing and high-pressure defense environments, soldiers are expected to make swift and accurate decisions, work efficiently in diverse teams, and maintain composure under stress. While traditional military training has focused heavily on physical preparedness and technical knowledge, recent research and international experience have shown that cognitive and emotional competencies are equally, if not more, vital to success on and off the battlefield.

EI enables military personnel to better understand and manage their own emotions, accurately interpret the emotions of others, and use this awareness to navigate interpersonal interactions constructively. These abilities contribute to the development of empathy, trust, and cohesion within units—key ingredients for effective teamwork and mission success. Moreover, emotionally intelligent leaders are more likely to inspire, motivate, and guide their teams under challenging circumstances, helping to maintain morale and discipline.

Given these findings, it is essential for Uzbekistan's military institutions to move toward a more holistic training approach. Incorporating emotional intelligence development into military curricula—through practical exercises, psychological workshops, simulations, and reflective learning—can significantly enhance the personal and professional growth of servicemen and women. This integration will not only strengthen leadership and cohesion within units but also foster a more adaptive, mentally resilient, and emotionally aware military force.

In conclusion, emotional intelligence should not be seen as an optional or secondary attribute in military personnel but as a fundamental component of military education and leadership development. A systematic and sustained focus on EI training will better prepare soldiers to meet the psychological and social demands of modern military service and will contribute to a stronger, more capable, and unified national defense force.

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