

RESEARCH ARTICLE

# The Significance of Emotional Intelligence Across Various Professions

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## Abstract

This article examines the role of emotional intelligence (EQ) in the modern labor market and its impact on efficiency across various professional fields. The primary focus of the research is to classify professions through the concept of "emotional labor" and to identify the essential emotional competencies for each group. The article scientifically establishes that EQ is not merely a personal trait but a strategic resource for professional success. Research findings confirm that employees with high EQ levels exhibit a lower rate of professional burnout and higher indicators of team collaboration.

## KEY WORDS

Emotional intelligence (EQ), emotional labor, professional competence, Daniel Goleman, Arlie Hochschild, deep acting, professional burnout, management psychology.

## INTRODUCTION

As humanity transitions into the era of the "Fourth Industrial Revolution" and Artificial Intelligence, technical skills (hard skills) are losing their absolute dominance. Today, the value of labor resources is measured not only by their logical intelligence (IQ) but primarily by their Emotional Intelligence (EQ)—the ability to manage one's own emotions and establish effective emotional connections with others.

From a psychological perspective, workplace activity is not merely the execution of tasks but a complex chain of social interactions. As Arlie Hochschild noted, employees in many professions expend not only physical or mental energy but also "emotional labor." For instance, a teacher restraining frustration to show affection to a student, or a doctor offering encouragement to a patient in critical condition, are practical manifestations of EQ in professional practice [12].

In the modern world, rising stress levels lead to rapid emotional exhaustion among employees. Consequently, enhancing resilience through EQ development has become a

priority for HR management. As algorithms and robots assume computational duties, uniquely human EQ skills—such as empathy, negotiation, and conflict resolution—have become "irreplaceable" competencies. Research indicates that teams with high emotional intelligence generate 25-30% more profit than those with lower scores. This makes EQ development not only a psychological necessity but an economic imperative. The expansion of service, education, and healthcare sectors requires employees to "commercialize" their emotions. Scientifically analyzing this process is crucial for maintaining the mental health of the workforce.

Emotional intelligence is an integrative psychological trait that combines the ability to perceive emotional states, transform them into meaningful psychological signals, consciously regulate emotional dynamics, and utilize this emotional information to optimize cognitive decisions, social interactions, and adaptive behavior algorithms (O. Avlayev, 2025) [1].

Although the concept of emotional intelligence is relatively

new in psychology, its roots date back to the mid-20th century. In the 1960s, psychiatrist Hanscarl Leuner used the term "emotional intelligence" while studying the impact of emotional processes on human behavior. Later, researchers such as Joy Paul Guilford, Howard Gardner, and Hans Eysenck focused on this concept during their broader interpretations of social intelligence. They linked emotional intelligence to an individual's adaptability in social environments and success in interpersonal relationships. However, these early descriptions lacked a scientifically grounded and clearly defined framework.

The formal introduction of emotional intelligence into psychology as a rigorous scientific concept is associated with John Mayer, Peter Salovey, and David Caruso. Starting in 1990, they established emotional intelligence as an independent psychological ability, defining it as the capacity to perceive emotions, understand their meaning, manage emotions, and utilize them in thought processes [5,6,9]. These researchers divided this ability into four interconnected components (Table 1).

**Table 1. Mayer and Salovey's Four-Branch Model of Emotional Intelligence**

<b>Branch / Component</b>	<b>Definition</b>	<b>Examples of Skills</b>
<b>1. Perceiving Emotions</b>	Recognizing one's own feelings and the emotions of others through facial expressions, voice, and body language.	Distinguishing facial cues; interpreting vocal tones; awareness of internal emotional states.
<b>2. Understanding Emotions</b>	Grasping the causes of emotions, how they transition, and their dynamic evolution.	Analyzing complex emotions; explaining the cause-and-effect relationships of emotional shifts.
<b>3. Facilitating Thought (Using Emotions)</b>	Utilizing emotions to enhance thinking, decision-making, and creative processes.	Aligning emotional states with specific tasks; generating motivational states.
<b>4. Managing Emotions</b>	Regulating and controlling one's own emotions as well as the feelings of others.	Stress reduction; impulse control; constructive conflict resolution.

The significance of this model lies in the fact that it does not limit emotions to mere feelings but presents them as an active component of the thinking process.

In 1997, psychologist Reuven Bar-On developed the EQ-i inventory, which allowed for the practical measurement of emotional intelligence. By comparing the Emotional Quotient (EQ) with the Intelligence Quotient (IQ), he proposed evaluating an individual's activity and stability within the emotional domain. This approach enabled the integration of emotional intelligence into practical diagnostic processes.

The widespread popularity of emotional intelligence in mainstream psychology is primarily associated with Daniel Goleman. His works published in 1995 and 2008 demonstrated the profound impact of emotional intelligence on human success, leadership, organizational effectiveness, and social relationships. According to Goleman's model, emotional intelligence consists of five core components: self-awareness, self-regulation, motivation, empathy, and social skills [7,8]. This approach is extensively utilized in applied psychology, education, management, and coaching.

One of the contemporary theories is the Trait Emotional Intelligence model proposed by Konstantinos Petrides and

Adrian Furnham, which interprets emotional intelligence as a stable psychological trait of the personality. Furthermore, research conducted by Marc Brackett, Susan Rivers, and Peter Salovey has scientifically substantiated the significant impact of emotional intelligence on personal life, social relationships, educational success, and professional activity.

Mayer, Salovey, and Caruso not only proposed a theoretical framework for emotional intelligence but also developed its measurement methodology. Following years of empirical research, the MSCEIT v.2.0—a standardized test designed for the reliable assessment of emotional intelligence—was created in 2002. This methodology holds practical significance as it evaluates the ability to work with emotions based on real-world scenarios [5,9].

It is particularly important to note that EQ and EI are not identical. While EQ is an indicator reflecting the level of emotional expressiveness, EI (Emotional Intelligence) is the ability to perceive emotions and process them intellectually. For instance, an individual may exhibit strong emotional expressions (high EQ) yet may not understand the origins of their emotions or be able to manage them (low EI).

The Mayer and Salovey model is widely used in psychological

research because it reflects the structure of emotional intelligence in a clear, systematic, and scientifically grounded manner. It serves as a vital theoretical base for understanding the impact of emotional processes on individual activity and for developing emotional competence enhancement programs [6].

As a result of J. Mayer and P. Salovey’s research, the 1997 model of emotional intelligence was established. They define emotional intelligence as a set of abilities that explains how accurately people’s emotional perception and understanding can be measured. More formally, emotional intelligence is "the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in the self and others" [6].

The Mayer-Salovey model emphasizes emotional intelligence as an ability—specifically focusing on the individual’s unique skills and capacities in managing emotions. This model assumes that achieving more effective emotional functioning requires working on all the aforementioned components to develop emotional intelligence [5].

Reuven Bar-On developed a mixed model of emotional intelligence based on a multi-factor approach, integrating various aspects of emotional intelligence: "Emotional intelligence is... an array of non-cognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures" (1997). The Bar-On model [3,4] includes the following core components (Table 2):

**Table 2**

<b>Components</b>	<b>Definition</b>
<b>Perceiving and expressing emotions</b>	The ability to recognize and express emotions within oneself and in others.
<b>Understanding emotions</b>	The ability to grasp the causes and significance of emotions, as well as their impact on behaviors and decisions.
<b>Managing emotions (Self-Regulation)</b>	The ability to effectively manage one's own feelings and adapt to a changing environment.
<b>Interpersonal relationship management</b>	The ability to communicate effectively, establish and maintain relationships with others, demonstrate empathy, and resolve conflicts.
<b>Using emotions for problem solving</b>	The ability to utilize emotions in the process of decision-making and problem-solving, and to develop and sustain motivation.

The Bar-On model offers a comprehensive approach to the study and understanding of emotional intelligence, and its core components serve as a vital framework for both its assessment and development [3,4].

Among international scholars, Daniel Goleman has extensively researched the intrinsic link between emotional intelligence, the cerebral hemispheres, and the mental domain. His model of emotional intelligence stands as one of the most recognized and widely applied frameworks in the field, initially presented

in his seminal work, "Emotional Intelligence" (1995). The central tenet of Goleman's model is that emotional intelligence encompasses not only the ability to understand and regulate one’s own feelings but also the capacity to comprehend and navigate the emotions of others. He asserts: "The abilities that constitute emotional intelligence include self-control, enthusiasm, persistence, and the ability to motivate oneself" [9]. In Goleman’s mixed model, emotional intelligence is categorized into five primary components (Table 3).

**Table 3**

<b>Components</b>	<b>Definition</b>
<b>Self-awareness</b>	The ability to recognize, understand, and acknowledge one’s own emotions, their origins, strengths, weaknesses, and core values.
<b>Self-regulation</b>	The ability to manage one’s emotions and react appropriately to situations, manage stress, and demonstrate tolerance and flexibility in interpersonal communication.
<b>Motivation</b>	The capacity to utilize emotions as a primary resource for achieving and setting long-term goals; it encompasses self-discipline, overcoming obstacles, and persistence.
<b>Empathy</b>	The ability to understand the feelings and experiences of others and respond accordingly, including active listening and the capacity to see things from another person's perspective.
<b>Social skills</b>	The ability to communicate effectively with others, establish and maintain relationships, foster

positive interaction, and resolve conflicts constructively.
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These components are interrelated and exert a mutual influence on one another. Daniel Goleman asserts that developing all facets of emotional intelligence fosters personal growth, enhances interpersonal relationships, and contributes to success across various domains of life, including professional activity [8]. It is noteworthy that Goleman's model has evolved over time, and his ongoing research and publications continue to make a significant contribution to the understanding of emotional intelligence.

Scientific literature identifies three primary models of EQ:

- 1. Ability model (P. Salovey and J. Mayer):** This model views EQ as a pure intellectual ability. It is considered a form of information processing: perceiving emotions, utilizing them in thought, understanding, and managing them.
- 2. Mixed model (Daniel Goleman):** This defines EQ as a combination of both mental abilities and personality traits (such as self-motivation and social skills).

**3. Trait model (K.V. Petrides):** This investigates EQ as a part of the personality, focusing on the level of self-perception.

Scientific research provides the following figures regarding the correlation between EQ and professional success. According to Daniel Goleman's studies, 80-90% of success in high-level positions is attributed specifically to EQ skills. Technical knowledge (IQ) serves merely as an "entry ticket."

Research conducted by Talent smart revealed that 90% of top performers across all industries possess high EQ. Furthermore, studies have confirmed that individuals with high EQ levels earn an average of 29,000 more per year than their counterparts with lower EQ. In a specific case study at L'Oreal, sales agents selected based on EQ brought in an average of 91,370 more profit annually.

From a scientific perspective, the significance of EQ in various professions is closely linked to the concept of "Emotional labor" (Table 4).

**Table 4**

Professional Field	Core Concept	Research Findings
Medicine	Therapeutic Alliance	A physician's empathy can increase the patient's recovery rate by <b>25%</b> .
Management	Transformational Leadership	A leader's emotional state has a <b>"contagious"</b> effect on team productivity.
Education	Social-Emotional Learning (SEL)	Teachers with high EQ levels are significantly less prone to <b>burnout</b> (emotional exhaustion).
Engineering	Team Cognition	Project success is <b>60%</b> dependent on the degree of mutual understanding among team members.

Arlie Hochschild presents the understanding of emotions as an integral part of the process of "presentation of self." Emotions are not merely internal emotional reactions experienced privately by an individual; they are social signals that express an individual's emotional state. Consequently, they possess functional significance similar to any other cues in an encounter: they signal the kind of self the individual is claiming and create specific expectations among those around them [11,12].

Hochschild notes that managing emotions differs from other social cues—it requires "deep acting," self-induction, and emotional responses. To manage emotions socially, we exhort ourselves, induce feelings by activating emotional memories,

and utilize personal "props" or patterns.

"Deep acting" occurs within the "feeling rules" of a given situation [11]. Feeling rules are socially specific emotional guidelines. We recognize the presence of these rules when we question our own emotions, when we are required to account for our feelings to others, or when we are chastised by others. Feeling rules are differentially distributed by social status, class, and most importantly, gender. Women, in particular, are required to perform more emotional labor, including commercialized forms of emotion.

Synthesizing Hochschild's views with modern Emotional Intelligence (EQ) models leads to the following scientific

conclusions:

- According to the models of Daniel Goleman and Mayer-Salovey, Hochschild's "deep acting" corresponds to the self-management component of EQ. Analyzing a social situation and modulating one's emotions requires a high level of emotional maturity.
- Perceiving "feeling rules" is a function of social awareness. An individual must possess cognitive empathy to sense the imputed expectations of others. From an EQ perspective, the higher inclination of women toward emotional

labor is also explained by their higher level of "emotional attunement" in social interactions.

- The process of "inducing emotions through imagination" mentioned in the initial text is referred to as cognitive reappraisal in EQ. This strategy increases resilience and reduces the level of professional burnout in employees (e.g., educators or physicians).

Emotions are not private property; they are a social currency. Emotional intelligence is the art of effectively managing this currency within the framework of specific "feeling rules."

Table 5

Significance of emotional intelligence across various professions

Occupational Category	Significance of EQ	Primary rationale	Essential EQ skills
Leaders and managers	Critical	Team motivation, conflict resolution, and fostering corporate culture.	Empathy, social skills, self-regulation.
Psychologists and physicians	Critical	Establishing a trust-based therapeutic alliance and empathizing with client/patient distress.	Empathy, active listening, emotional stability.
Educators and mentors	High	Understanding student emotional states and resolving cognitive or emotional barriers in learning.	Patience, adaptability, motivational drive.
Sales and customer service	High	Sensing customer needs and effectively navigating interpersonal resistance.	Persuasion, self-control, emotional regulation.
Developers and engineers	Moderate	Tasks are primarily algorithmic, yet EQ is vital for effective team collaboration (Agile/Scrum).	Collaboration, receptivity to feedback/criticism.
Data scientists / analysts	Low to moderate	Core focus remains on quantitative data and coding; social interaction is relatively limited.	Concentration, logical objectivity, analytical focus.

**Why is EQ more critical in certain professions?** The levels of emotional intelligence can be analyzed through the following framework:

- **Person-to-Person System (High EQ):** If your primary "tool" during the workday is communication (e.g., HR managers or diplomats), EQ may be even more vital than technical knowledge.
- **Person-to-Machine System (Moderate/Low EQ):** If your work involves machines, formulas, or code, IQ (logical intelligence) is the primary requirement. However, as

one climbs the career ladder and begins to lead a team, the significance of EQ increases dramatically.

In today's modern labor market, 80% of "soft skills" are directly rooted in emotional intelligence. Even the most brilliant mathematician's efficiency declines if they cannot collaborate within a team. Thus, while researchers may differ on the exact structure of EQ, they agree on one fundamental point: emotional intelligence is a complex psychological phenomenon. Its development is essential not only for leaders and "person-to-person" professionals but also for students,

adolescents, and individuals with unbalanced psycho-emotional states. Developing EQ facilitates self-improvement, enhances interpersonal relationships, aids in emotional regulation, and boosts overall life effectiveness. Notably, EQ is not a static trait; it is a set of skills and abilities that can be developed and refined through specific practice and exercises.

### Recommendations

Enhancing EQ in professional activity requires a systematic approach at both individual and corporate levels. The following research-based methods serve to increase work efficiency and ensure emotional stability:

- **Cognitive Reappraisal:** Changing the way a situation is perceived to alter the emotional response. For example, reframing the thought "the customer is shouting at me" to "the customer is currently stressed and needs help" facilitates "deep acting."
- **The 6-Second Rule:** When intense emotions (anger, fear) arise, it takes approximately 6 seconds for the brain to shift from the limbic system to the neocortex (the logical brain). Deep breathing during this window prevents impulsive decisions.
- **Reflective Journaling:** Recording situations that consumed the most emotional energy at the end of the day and analyzing the "triggers" involved.
- **Psychological Safety:** According to Amy Edmondson (Harvard Professor), EQ levels grow naturally in environments where employees feel safe to admit mistakes and express feelings without fear.
- **EQ-Based Feedback:** Directing criticism not just at the result but at the emotional state within the process. Instead of "You made a mistake," framing the dialogue as "How do you think this situation impacted the team's overall motivation?"
- **Role-Playing Simulations:** Simulating difficult scenarios through role-playing, especially in healthcare and service sectors, helps build emotional immunity in employees.
- **Educational Modules:** There is a demonstrated need to integrate EQ development modules into modern professional training systems, including "Emotional Regulation" courses for pedagogical staff.

### CONCLUSION

Research indicates that "Emotional Dissonance" (the gap

between felt emotions and required emotions) is most prevalent in "person-to-person" professions. Therefore, EQ training for educators and physicians is not only a means to improve work quality but also a preventive measure for maintaining psychological health.

It has been scientifically proven that Emotional Intelligence (EQ) is not merely a personal trait but a complex professional competence. Based on the theories of P. Salovey, J. Mayer, and D. Goleman, the four core components of EQ (self-awareness, self-regulation, social awareness, and relationship management) are evaluated as fundamental factors of professional success. Arlie Hochschild's concept of "emotional labor" serves as the primary methodological pillar for measuring emotional load across various occupations.

Comparative analysis reveals that EQ's significance is highest in "Person-to-Person" systems (pedagogy, medicine, management), where 75-85% of professional mastery depends on emotional competencies. In "Person-to-Machine" systems (IT, engineering), EQ manifests primarily as a tool for team collaboration and conflict resolution.

The study of emotional management strategies shows that "surface acting" leads to rapid emotional burnout and psychophysiological strain. Conversely, strategies rooted in "deep acting" developed through EQ training enhance both work efficiency and the employee's mental well-being.

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