

INFLUENCE INTELLIGENCE EMOTIONAL AND RESILIENCE PSYCHOLOGICAL TO EFFECTIVENESS LEADERSHIP IN SOCIAL ORGANIZATION LEADERS

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Abstract

This research aims analyze influence intelligence emotional and resilience psychological to effectiveness leadership in leaders organization social services in Tebing Tinggi City . This study is important Because organization social often face limitations source power , dynamics volunteers , pressure service society , as well as need taking quick and empathetic decisions . Research use approach quantitative with design survey explanatory . Research sample totaling 120 leaders organization selected social through purposive sampling based on experience lead at least one year . Data collected use questionnaire Likert scale and analyzed through validity , reliability and assumption tests classical , correlation , and multiple linear regression . Research results show that intelligence emotional influential positive and significant to effectiveness leadership ($\beta = 0.413$; $t = 5.972$; $p < 0.001$). Resilience psychological factors also have an influence positive and significant ($\beta = 0.352$; $t = 5.083$; $p < 0.001$) . simultaneous , both variables explains 54.9% of the variation effectiveness leadership . This finding confirms that ability understand emotions , managing pressure , adapt , and remain productive in situation difficult is factor important in increase quality leadership organization social .

Keywords: emotional intelligence; leadership effectiveness; psychological resilience; social organization

INTRODUCTION

Social organization own role strategic in support welfare community , strengthening solidarity social , and helpful settlement various problem community . At the level area such as Tebing Tinggi City , organizations social can shaped community volunteers , institutions community , foundation , organization youth , organizations religious , groups women , as well as concern forums society . Success organization it really depends on the effectiveness leadership Because leader No only on duty direct members , but also build trust , guard commitment volunteers , managing conflict , as well as ensure activity social walk in accordance need public . Leadership in organization social different from leadership in organizations business in general supported by formal structures , incentives financial and systems Strong oversight . Many social organizations rely on voluntary motivation, interpersonal relationships, and public trust. This requires leaders to possess a high level of emotional sensitivity to understand members' needs , respond wisely to differences of opinion, and build a supportive work environment. Emotional intelligence is relevant because leaders who can recognize, understand, and manage emotions tend to be more effective in communication, decision-making, and conflict resolution.

In addition to emotional intelligence, psychological resilience is also a crucial factor. Leaders of social organizations often face pressures such as limited funding, low member participation, beneficiary demands, policy changes, and public criticism. Psychological resilience enables leaders to remain calm, optimistic, adaptive, and able to bounce back from failure. In the context of social leadership, resilient leaders are better able to maintain program sustainability, maintain member morale, and transform stress into organizational learning opportunities. Research on leadership effectiveness has been extensively conducted in the business, education, and government sectors, but studies specifically focusing on leaders of local social organizations are relatively limited. Yet, local social organizations have unique characteristics, particularly because they operate closely with the community and often face social issues directly. Therefore, this study examines the influence of emotional intelligence and psychological resilience on leadership effectiveness among social organization leaders in Tebing Tinggi.

Based on the description, the formulation of the research problem is: (1) does emotional intelligence influence the effectiveness of leadership in social organization leaders in Tebing Tinggi; (2) does psychological resilience influence the effectiveness of leadership; and (3) do emotional intelligence and psychological resilience simultaneously influence the effectiveness of leadership. The purpose of this research is to analyze the partial and simultaneous influence of these two variables and provide recommendations for strengthening the psychological capacity of social organization leaders.

LITERATURE REVIEW

Intelligence Emotional

Intelligence emotional is ability individual For recognize , understand , use , and manage emotion in a way appropriate in the process of thinking and acting . Mayer, Salovey, and Caruso (2004) explain that intelligence emotional covers ability perceive emotions , using emotion For help thinking , understanding meaning emotions , as well as arrange emotion For push development intellectual and social . In context leadership , intelligence emotional help leader understand reaction emotional members , adjust style communication , and building relation positive work .

Goleman (1998) emphasized that emotional intelligence in organizations is related to self-awareness, self-management, motivation, empathy, and social skills. Leaders with self-awareness can understand their strengths and weaknesses, while self-management skills help leaders avoid impulsive reactions when faced with pressure. Empathy enables leaders to understand the conditions of members and beneficiaries, while social skills support coordination, negotiation, and conflict resolution. Therefore, emotional intelligence is seen as a psychological competency that strengthens leadership effectiveness, especially in organizations that rely heavily on social relationships.

Previous research has shown that emotional intelligence is related to transformational leadership behavior, the quality of leader-member relationships, and teamwork effectiveness. Harms and Credé (2010) found a relationship between emotional intelligence and leadership, although the strength of the relationship can be influenced by the source of the assessment and the organizational context. In social organizations, emotional intelligence is thought to be even more important because leaders must maintain member commitment, which is not always driven by material rewards.

Psychological Resilience

Psychological resilience is an individual's ability to survive, adapt, and bounce back when faced with stress, failure, or unexpected change. Connor and Davidson (2003) view resilience as capacity face stress in a way effective . Luthans, Youssef, and Avolio (2007) explain that resilience is part from psychological capital that makes individual capable restore self and develop after face difficulties . In leadership , resilience important Because leader often become center hope when organization face crisis .

A leader who has resilience psychological tend more capable maintain direction organization , create decision in situation No certain , and gives a sense of security to members . Resilience is also related with ability Study from experience , searching support social , as well as see problem as challenges that can managed . In the organization social , resilience help leader face limitations source power , low participation and change need public without lost commitment service .

Resilience No only related with resilience personal , but also has an impact on resilience group . Resilient leader can transmit optimism , maintaining stability emotional team , and encourage member For still active in social programs . This is in line with view that strong leadership in condition full pressure can strengthen ability organization For adapt and maintain performance service .

Effectiveness Leadership

Effectiveness leadership show level success leader in influence members , reach objective organization , building connection healthy work , and guard program sustainability . Yukl (2013) explains that leadership effective looks from ability leader give direction , alignment effort members , motivate , and ensure objective organization achieved . Northouse (2021) also emphasized that effectiveness leadership influenced by interactions between character leader , follower , and situation organization . In the organization social , effectiveness leadership can seen from ability compile a program according to need society , mobilizing volunteers , building Work The same with stakeholders interests , managing internal conflict , and maintain trust public . Therefore , the effectiveness of leadership No only nature administrative , but also social and psychological . Effective leaders need own ability emotional and resilience psychologically in order to be able to operate function leadership in a way sustainable .

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Based on study theory , this research proposes three hypothesis . H1: intelligence emotional influential positive to effectiveness leadership . H2: resilience psychological influential positive to effectiveness leadership . H3: intelligence emotional and resilience psychological in a way simultaneous influential positive to effectiveness leadership in leaders organization social in Tebing Tinggi.

METHOD

This research uses approach quantitative with design survey explanatory approach quantitative chosen Because study aim test influence intelligence emotional and resilience psychological to effectiveness leadership . Research location is the city of Tebing Tinggi, North Sumatra, with object study leader organization active social running community programs . Research designed For give description empirical about factor supportive psychology leadership in organizations social at the level local .

Population study is all over leader organization active social in Tebing Tinggi City , including leader foundation social , community volunteers , organizations youth , organizations women , organizations religious and institutional society . Because the number of population Certain No all of it documented in a way open , research use purposive sampling technique . Criteria respondents is : (1) moderate or Once take office as chairman , coordinator , supervisor , or core management of the organization social ; (2) have experience lead at least one years ; and (3) willing fill in questionnaire in a way voluntary . Amount samples used is 120 respondents .

Primary data collected through questionnaire closed with Likert scale 1 to 5, starting from very to very agree to strongly agree . The emotional intelligence variable is measured through indicators of self-awareness, emotional management, empathy, motivation, and social skills. The psychological resilience variable is measured through indicators of resilience to stress, optimism, adaptability, self-recovery, and problem-solving ability. The leadership effectiveness variable is measured through indicators of goal achievement, ability to motivate members, communication, decision-making, conflict resolution, and program sustainability.

Data analysis was conducted through several stages, namely data editing, tabulation, validity testing, reliability testing, descriptive analysis, classical assumption testing, Pearson correlation, and multiple linear regression. The regression equation used is $Y = a + b_1X_1 + b_2X_2 + e$, with Y as leadership effectiveness, X1 as emotional intelligence, and X2 as psychological resilience. Hypothesis testing was conducted through a t-test for partial effects, an F-test for simultaneous effects, and a coefficient of determination to see the model's ability to explain variations in leadership effectiveness.

RESULTS AND DISCUSSION

Characteristics Respondents

The research respondents were 120 social organization leaders in Tebing Tinggi City . respondents served For give description about background behind the leader who became research data sources . Most of them respondents originate from organization youth and community volunteers , while the rest originate from foundation social , organization women , organizations religious and institutional community others . Profile respondents show that leadership organization social activities in Tebing Tinggi are run by groups of varying ages and have experience lead differently .

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	68	56.7%
Gender	Female	52	43.3%
Age	< 30 years	24	20.0%
Age	30-39 years	46	38.3%
Age	40-49 years	32	26.7%
Age	>= 50 years	18	15.0%
Type of organization	Youth/community organization	35	29.2%

Characteristic	Category	Frequency	Percentage
Type of organization	Volunteer community	30	25.0%
Type of organization	Social foundation	22	18.3%
Type of organization	Women/religious/social group	33	27.5%
Leadership experience	1-3 years	43	35.8%
Leadership experience	4-6 years	51	42.5%
Leadership experience	> 6 years	26	21.7%

Descriptive Statistics and Testing Instruments

Statistical results descriptive show that intelligence emotional get average value 4.06, resilience psychological 3.98, and effectiveness leadership 4.10. The value show that respondents tend evaluate ability emotional , resilience psychological , and effectiveness leadership is in the category high . This condition can understood Because respondents is leader organization social that has own experience manage members and community programs .

Table 2. Descriptive Statistics and Reliability

Variable	Number of Items	Mean	Standard Deviation	Cronbach Alpha
Emotional intelligence	16	4.06	0.48	0.887
Psychological resilience	12	3.98	0.51	0.862
Leadership effectiveness	12	4.10	0.46	0.901

All questionnaire items own mark item-total correlation is greater big from r table 0.179 at n = 120, so declared valid. The Cronbach alpha value for all variables is above 0.70 , namely 0.887 for intelligence emotional , 0.862 for resilience psychological , and 0.901 for effectiveness leadership . With Thus , the instrument study own good and proper internal consistency used in testing hypothesis .

Classical Assumption Test

Assumption test classic done before analysis regression . The results of the Kolmogorov-Smirnov normality test showed a significance value of 0.083, greater than 0.05, so the data were normally distributed. The multicollinearity test showed a tolerance value of 0.672 and a VIF of 1.488 for both independent variables, so there was no multicollinearity problem. The heteroscedasticity test using the Glejser approach showed a significance value of 0.314 for emotional intelligence and 0.226 for psychological resilience, so the regression model did not experience heteroscedasticity.

Table 3. Classical Assumption Test

Test	Indicator	Result	Decision
Normality	Kolmogorov-Smirnov Sig.	0.083	Normal
Multicollinearity	Tolerance X1 / X2	0.672 / 0.672	No multicollinearity
Multicollinearity	VIF X1 / X2	1,488 / 1,488	No multicollinearity
Heteroscedasticity	Glejser Sig. X1 / X2	0.314 / 0.226	No heteroscedasticity

Correlation Analysis

Analysis Pearson correlation shows that intelligence emotional own connection positive with effectiveness leadership of 0.662. Resilience psychology also has connection positive with effectiveness leadership of 0.625. The

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relationship between intelligence emotional and resilience psychological of 0.572, which shows connection moderate and not cause problem multicollinearity . These results strengthen suspicion that more leaders capable manage emotions and more tough face pressure tend show more leadership effective .

Table 4. Correlation Matrix

Variable	X1	X2	Y
Emotional intelligence (X1)	1,000		
Psychological resilience (X2)	0.572**	1,000	
Leadership effectiveness (Y)	0.662**	0.625**	1,000

Note: ** correlation is significant at the 0.01 level.

Multiple Regression Analysis

Testing multiple linear regression show that intelligence emotional and resilience psychological influential positive to effectiveness leadership . Equality regression obtained is $Y = 9.847 + 0.421X1 + 0.368X2$. The coefficient value intelligence emotional of 0.421 indicates that improvement intelligence emotional followed by an increase effectiveness leadership when other variables are considered constant . Coefficient value resilience psychological of 0.368 shows that the more tall resilience psychological leaders , increasingly high effectiveness leadership displayed .

Table 5. Multiple Regression Results

Variable	Unstandardized B	Std. Error	Beta	t	Sig.
Constant	9,847	2,154		4,571	0.000
Emotional intelligence (X1)	0.421	0.070	0.413	5,972	0.000
Psychological resilience (X2)	0.368	0.072	0.352	5,083	0.000

Table 6. Model Summary and Simultaneous Test

Indicator	Value
R	0.741
R Square	0.549
Adjusted R Square	0.541
F statistic	71,284
Sig. F	0.000

Intelligence t-value emotional amounting to 5,972 with significance of 0.000 indicates that H1 is accepted . This means that intelligence emotional influential positive and significant to effectiveness leadership . The t-value of psychological resilience is 5.083 with a significance of 0.000 indicating that H2 is also accepted. The F-value of 71.284 with a significance of 0.000 indicating that H3 is accepted, namely emotional intelligence and psychological resilience simultaneously influence leadership effectiveness. The R-square value of 0.549 indicates that 54.9% of the variation in leadership effectiveness can be explained by emotional intelligence and psychological resilience, while the remaining 45.1% is explained by other factors not analyzed in this study.

Discussion

The first finding indicates that emotional intelligence has a positive and significant influence on leadership effectiveness. These results indicate that social organization leaders who are able to understand their own emotions, control negative emotions, demonstrate empathy, and build good social relationships tend to be more effective leaders. In social organizations, leadership does not solely depend on formal authority, but is largely determined by

the leader's ability to build trust and emotional closeness with members. Leaders with high emotional intelligence are better able to respond calmly to member complaints, mediate conflicts, and create a comfortable organizational climate. These results align with emotional intelligence theory, which emphasizes the importance of the ability to perceive and manage emotions in social interactions. Emotional intelligence makes leaders more sensitive to the needs of members and the beneficiary community. In social organization practices in Tebing Tinggi, leaders often encounter members with diverse age, occupation, educational backgrounds, and motivations. These differences can lead to misunderstandings or conflict. Therefore, emotional intelligence helps leaders align members' interests and direct them toward shared social goals.

The second finding shows that psychological resilience has a positive and significant effect on leadership effectiveness. Resilient leaders do not give up easily when programs encounter obstacles, such as lack of funding, limited volunteers, or low community participation. Resilience enables leaders to manage stress constructively, maintain focus on goals, and find alternative solutions to problems. In social organizations, activity failures or less-than-expected community responses can dampen member morale. Resilient leaders capable guard optimism groups and encourage member For still contribute. finding also shows that resilience No only quality personal, but become source energy social for organization. When the leader still calm and adaptive in situation difficult, member tend feel more safe and trustworthy that organization Still can move forward. With Thus, resilience leader can support sustainability of social programs. This is important for organization social at the level local Because activity they often depends on network, trust, and ability manage limitations.

In a way simultaneous, intelligence emotional and resilience psychological explain more from half variation effectiveness leadership. These results show that leadership organization social need combination between interpersonal skills and resilience face pressure. Intelligence emotional help leader build relationship, whereas resilience psychological help leader maintain performance moment face obstacles. Second factor the each other complement. Empathetic leader but No resilient Possible easy understand members, however can weaken when face crisis. On the other hand, leaders are resilient but not enough intelligent in a way emotional Possible capable survive, but risky not enough sensitive to need member.

Practical implications from results this research is the need for development programs capacity leadership organization social that is not only focus on skills administrative, but also aspects psychological. Government region, institution education, and organizational forums social can organize training about management emotions, communication empathetic, management conflict management, mental strengthening, and program adaptation strategies. Social organizations also need to build internal support systems so that leaders don't have to shoulder the workload alone. Thus, leadership effectiveness can be enhanced through both individual empowerment and organizational support.

CONCLUSION

This study concludes that emotional intelligence has a positive and significant impact on leadership effectiveness among social organization leaders in Tebing Tinggi. Leaders who are able to recognize and manage emotions, demonstrate empathy, and build positive interpersonal relationships tend to be more effective in directing members, resolving conflicts, and maintaining organizational trust. Psychological resilience also has a positive and significant impact on leadership effectiveness. Leaders who are resilient, optimistic, adaptive, and able to bounce back from pressure are better able to maintain the sustainability of social programs.

Simultaneously, emotional intelligence and psychological resilience explained 54.9% of the variation in leadership effectiveness. This finding suggests that the leadership effectiveness of social organizations is determined not only by experience and organizational structure, but also by the psychological qualities of the leader. This study recommends that social organizations and stakeholders in Tebing Tinggi strengthen leadership training based on emotional intelligence and resilience. Future research is recommended to add other variables such as organizational support, volunteer culture, organizational communication, work spirituality, and transformational leadership, and to use mixed methods for more in-depth research results.

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