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## Emotional intelligence and its impact on the effectiveness of decision-making under time constraints

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**Abstract.** The aim of the study was to determine the patterns of influence of the level of emotional intelligence development on the quality and speed of decision-making in situations with time constraints. To achieve this aim, the methods of systems analysis, generalisation of scientific approaches to the study of emotional intelligence, logical-theoretical modelling of the decision-making process under time constraints, and elements of quantitative analysis for structuring the obtained results were used. The results of the study showed that the ability to recognise and manage one's own emotions increases the accuracy of decision-making within limited time frames. The analysis of scientific works also demonstrated that emotional intelligence plays an important role in maintaining the stability of cognitive processes under increased informational and time pressure. It was found that a low level of emotional intelligence is associated with increased impulsivity, cognitive overload, reduced accuracy in risk assessment, and difficulties in making structured decisions. The analysis showed that the development of emotional resilience and the capacity for self-regulation contributes to more effective forecasting of the possible consequences of alternative actions, optimal allocation of attentional resources, and a reduction in the impact of stress and overload on the quality of decisions made. Moreover, the integration of cognitive and emotional components of emotional intelligence ensures adaptability in complex and dynamic conditions, increasing both the accuracy and speed of choice even under limited time. Such a comprehensive approach made it possible to consider emotional intelligence as a multi-level regulatory mechanism that forms a stable foundation for effective decision-making across various fields of professional activity. The practical value of the study lies in the possibility of applying the obtained results to improve training programmes for the development of emotional competence, to prepare specialists for work under stressful conditions, and to optimise decision-making processes in the fields of education, management, medicine, entrepreneurship, and other activity contexts in which time constraints are a constant factor

**Keywords:** cognitive stability; emotional self-regulation; decision accuracy; stress load; adaptive strategies; decision-making

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## INTRODUCTION

During the period 2020-2025, which was characterised by increasing dynamism in social, economic and professional environments, the problem of decision-making under time constraints became particularly relevant. The acceleration of the pace of life, the intensification of work processes, the growth of cognitive load and

increased uncertainty required individuals to be able to quickly assess situations and make effective decisions within a limited time frame. Researchers consider emotional intelligence (hereinafter referred to as EI) to be one of the important psychological factors that determined the quality of such decisions.



Scientists argue that decision-making under time constraints remains a critical issue in various professional fields. Thus, R. Hasson Marques *et al.* (2024) noted that a high level of emotional competence among managers significantly improves strategic thinking in rapidly changing and uncertain situations. Similar conclusions were reached by I. Rafiq *et al.* (2022) in the medical field: employees with developed EI demonstrated lower stress levels and made more accurate decisions during intense workloads. These results are consistent with the findings of Z. Guo & Q. Wang (2025), who showed that time pressure leads to a narrowing of the cognitive field and an increased risk of errors, but high EI partially compensates for these effects. J. Samu *et al.* (2025), in a systematic review of studies of safe and risky environments, further emphasised that emotional intelligence is a psychological buffer, mitigating the effects of stress and cognitive overload.

Analysis of scientific findings has revealed common patterns and specificities of EI's influence on decision-making. The works of D. Tkachenko (2025) show that individual characteristics of emotional and cognitive regulation affect the speed of psychological resource recovery, which directly determines the effectiveness of decisions in stressful situations. M. Smorshchok (2025) emphasised the role of emotional processes in maintaining adaptive behaviour and mental stability, which also indirectly affects the quality of professional decisions.

Additionally, empirical studies demonstrate the specificity of EI's influence in various fields of activity. A. Ayed (2025) showed that medical workers in neonatal wards with high EI levels made more accurate and informed clinical decisions when time was limited. N. Rodrigues & C. Matos (2024) noted the positive impact of managers' EI on the quality of project decisions in multitasking conditions, and S. Munir *et al.* (2025) demonstrated that the development of emotional competence in educational organisations increases the effectiveness of management decisions in stressful situations. Despite a significant number of scientific studies, the mechanisms of emotional intelligence's influence on decision-making processes in situations of acute time constraints remained insufficiently researched. Most of the available studies focused on specific professional groups or examined emotional intelligence outside the context of time constraints, which created the need for a comprehensive theoretical generalisation of this issue.

The aim of the article was to investigate the influence of emotional intelligence on the effectiveness of decision-making under time constraints, taking into account theoretical concepts and the results of empirical studies published in 2020-2025. To achieve this aim, the following objectives were formulated: (1) to generalise scientific approaches to understanding emotional intelligence and decision-making mechanisms; (2) to analyse the results of studies on the relationship between EI and behaviour under time pressure; (3) to identify the main emotional and cognitive factors that influenced the quality of decisions. The scientific novelty of the work lies in the

systematisation of research conducted in 2020-2025 and the conceptual generalisation of the role of emotional intelligence in decision-making situations under time pressure, as well as in the identification of emotional characteristics that performed a protective or moderating function in relation to stress and cognitive overload.

## MATERIALS AND METHODS

The methodological basis of the study consisted of general scientific methods and methods of logical-structural analysis, synthesis and comparison, which allowed for a comprehensive analysis of the influence of EI on decision-making processes under time constraints. The work used methods of theoretical analysis and synthesis to systematise scientific approaches to the interpretation of EI, in particular its cognitive, emotional and behavioural components, which became the methodological basis for constructing the author's model. The method of comparative analysis of theoretical and empirical studies was used to identify common and distinctive provisions in the works of foreign and Ukrainian researchers who studied the role of emotional intelligence, time pressure and stress factors in the decision-making process (Rafiq *et al.*, 2022; Liu *et al.*, 2023; Hasson Marques *et al.*, 2024).

An important element of the study was the application of logical-theoretical modelling, which was used to construct an integrative logical-theoretical model of the influence of EI on the effectiveness of decision-making under time pressure. Within this approach, EI was considered as a multi-level regulatory mechanism that combines emotional, cognitive, and behavioural components in the decision-making process. The model was built based on a generalisation of the results of modern theoretical and empirical studies and allowed to identify the main links between EI components and the quality of decisions in time-constrained situations. To detail these relationships, the study used logical-structural methods of classification and typology, which made it possible to identify the main mechanisms of emotional intelligence's influence on the decision-making process. In particular, regulatory, cognitive and socio-perceptual mechanisms were classified, and the conditions under which time pressure most significantly affects the quality of choice were typologised. The selection of emotional, cognitive and behavioural components for inclusion in the model was based on the principle of theoretical representativeness and repeatability of results in contemporary studies from 2020 to 2025. The model included those components that, in various conceptual approaches (ability-based, trait-based, and integrative (mixed)), were systematically associated with the quality and speed of decision-making under time pressure.

Emotional components (emotional awareness, regulation, and stress resistance) were selected based on their proven role in reducing the negative effects of stress and cognitive distortions in time-deficit situations (Rafiq *et al.*, 2022; Ayed, 2025; Guo & Wang, 2025). Cognitive components (selective attention, cognitive flexibility, risk

assessment) were identified as important based on studies demonstrating their sensitivity to time pressure and direct impact on choice accuracy (Liu *et al.*, 2023; Samu *et al.*, 2025). Behavioural components (impulse control, adaptive action strategies) were included in the model as an external manifestation of the integration of emotional and cognitive processes in real-life decision-making conditions. The interrelationships between the components were determined through integrative analysis of empirical data, which allowed to establish stable links between the level of emotional intelligence development, the nature of cognitive processes, and behavioural choice strategies under time constraints. This approach ensured the logical consistency of the model and its compliance with modern theoretical ideas about the multilevel nature of emotional intelligence. This made it possible to systematise heterogeneous scientific data and present it in a structured and logically ordered form.

The identification of typical conditions of heightened sensitivity to time pressure was based on a systematic analysis of empirical studies from 2020 to 2025, in which time constraints were considered as an independent or moderating variable in the decision-making process and their impact on the quality of choice was assessed. The criteria for identifying such conditions were: (1) the stability of the negative impact of time pressure on decision accuracy; (2) the repeatability of effects in different professional contexts; (3) the presence of described psychological mechanisms through which time constraints changed the cognitive and emotional dynamics of choice. On this basis, typical conditions of increased sensitivity to time pressure were identified, including high stress levels, multitasking, information uncertainty, emotional tension, the need for quick responses, and situations of increased responsibility and risk. Their classification was based on the nature of the dominant load (emotional, cognitive, or social) and the specifics of the disturbances that arise in the process of decision-making under time constraints.

The study was based on a systematic analysis of scientific publications from 2020-2025 devoted to the issues of EI, time pressure and decision-making. The literature search was conducted in the international scientometric databases Scopus, Web of Science, PubMed, PsycINFO, as well as in the open scientific repositories Google Scholar and ResearchGate. The sources were selected based on the following criteria: scientific novelty and relevance; relevance to the research topic; publication in peer-reviewed scientific journals; presence of a clearly defined methodology; representativeness of results for various professional fields (medicine, security, management, sports, behavioural economics). This approach ensured the reliability and theoretical validity of the generalisations and conclusions made. In addition, the work used integrative analysis based on psychological, cognitive and behavioural approaches, which made it possible to combine psychological, cognitive, managerial and behavioural approaches to the study of decision-making. This made it possible to extrapolate

the identified patterns to various professional contexts and identify universal mechanisms of the compensatory role of EI in conditions of time deficit. The results were structured using tables and a logical-theoretical model reflecting the relationship between EI components, cognitive processes and the effectiveness of decision-making under time pressure. These methodological approaches ensured the logical consistency of theoretical propositions, the validity of generalisations, and the reproducibility of the scientific results obtained within the chosen research model.

## RESULTS AND DISCUSSION

### **Theoretical approaches to understanding the role of emotional intelligence in decision-making under time constraints**

Decision-making processes under tight time constraints are characterised by increased cognitive load, growing uncertainty and heightened emotional reactions, which significantly affect the quality of choices. In such situations, the effectiveness of decisions is increasingly determined not only by the level of professional training, but also by the ability of the individual to regulate their own emotional states, maintain cognitive stability, and quickly adapt to changing conditions. In view of this, the analysis of the role of EI as a regulatory mechanism for decision-making under time pressure is of particular scientific importance and requires a thorough theoretical understanding in the context of contemporary research.

In scientific works from 2020-2025, EI was defined as an important personal ability that ensures effective interaction with a dynamic and information-rich environment (Dhiman & Kumar, 2023; Khotynska, 2024). Its importance is particularly evident in situations where decisions must be made quickly, in conditions of uncertainty and increased emotional pressure. It is at such moments that a person's ability to recognise their own emotions and those of others, manage them and use them as a resource to maintain cognitive clarity and rationality is manifested (Smorshchok, 2025; Tkachenko, 2025). Contemporary research from 2020-2025 interprets emotional intelligence within ability-based, trait-based, and integrative (mixed) conceptual approaches, each of which places different emphasis on the roles of emotional and cognitive components in processes of self-regulation and decision-making under time pressure (Hasson Marques *et al.*, 2024; Samu *et al.*, 2025; Queiroz-Ribeiro *et al.*, 2025).

The ability-based approach considers EI as a specific cognitive ability to recognise emotional signals, integrate emotional information into the thinking process, be aware of emotional dynamics and consciously regulate one's own emotional states. This approach emphasises that effective decision-making under time constraints depends significantly on the ability to maintain cognitive clarity and control emotional responses (Liu *et al.*, 2023; Guo & Wang, 2025). The trait-based approach interprets EI as a relatively stable set of personality characteristics manifested in the level of emotional sensitivity, stress

resistance, social confidence, and propensity for self-regulation. Studies in this area have shown that individual differences in emotional stability determine sensitivity to time pressure and a tendency to make impulsive or erroneous decisions (Rafiq *et al.*, 2022; Lama & Brenlla, 2023; Ayed, 2025). Integrative (mixed) models of emotional intelligence combine cognitive, emotional, and behavioural components and view EI as a set of competencies that ensure behavioural adaptability in conditions of stress, uncertainty, and time constraints. Contemporary review and applied studies emphasise that it is the integration of emotional regulation, empathy, and cognitive flexibility that allows for increased accuracy and speed in making managerial, clinical, and risk-oriented decisions (Rodrigues & Matos, 2024; Dwivedy *et al.*, 2025; Salameh-Ayanian *et al.*, 2025).

Along with this, mixed models of EI are widespread, the most famous of which is D. Goleman's model, where EI is presented as a combination of cognitive components with motivational and behavioural characteristics. These components include empathy, adaptability, self-control, social responsibility, and the ability to build effective interactions with others. In these models, EI is viewed not

only as the ability to process emotional information, but as a broader set of competencies that determine the effectiveness of an individual's behaviour under stress and time constraints. Mixed approaches are also based on the ideas of R. Bar-On, who includes emotional awareness, stress resistance, interpersonal sensitivity, and self-regulation in the structure of EI. In the context of decision-making, those elements of EI that directly affect the speed and accuracy of situation assessment play a special role. These are, first of all, the level of emotional awareness, which allows one to quickly recognise both internal experiences and signals from the external environment; the ability to regulate emotional reactions, thereby reducing the impact of stress and cognitive distortions; and the ability to quickly adapt to changes and predict the possible consequences of different courses of action. The combination of these characteristics forms a holistic cognitive-regulatory mechanism that determines the quality of decisions made in conditions of uncertainty and limited time. An analysis of scientific sources published in 2020-2025 revealed several conceptual interpretations of the role of EI in decision-making under time constraints. Table 1 summarises the main findings of studies conducted in 2020-2025.

**Table 1.** Scientific approaches to the study of the influence of emotional intelligence on decision-making under time constraints

Author(s), year	Field of study	Main findings	Relevance to the topic of the article
R. Hasson Marques <i>et al.</i> (2024)	Strategic decisions in management	Emotions and EI shape the quality of decisions in complex conditions; EI acts as a cognitive regulator.	Confirms the role of EI in complex, multifactorial decisions
I. Rafiq <i>et al.</i> (2022)	Stress, time constraints, overload	High EI reduces stress under time pressure and improves the quality of professional decisions.	Shows the compensatory effect of EI in situations of acute time shortage
Z. Guo & Q. Wang (2025)	Sports decisions under time pressure	Time pressure worsens decision accuracy; the ability to achieve emotional stabilisation plays an important role.	Demonstrates the mechanism of emotional regulation in high-speed decision-making
J. Samu <i>et al.</i> (2025)	Security professions, risk	EI influences risk-related decisions in critical situations and improves the accuracy of risk assessment.	Confirms the importance of EI in high-risk environments
A. Ayed (2025)	Clinical decisions under stress	High EI improves clinical decisions under conditions of uncertainty and time constraints.	Illustrates the application of EI in high-responsibility medical settings
J. Freedman <i>et al.</i> (2025)	Organisations, personnel decisions	A global decline in EI has negatively affected the quality of managerial decisions.	Shows the strategic consequences of low EI
M. Salameh-Ayanian <i>et al.</i> (2025)	Management in turbulent conditions	EI improves managers' decisions in turbulent and rapidly changing conditions.	Consistent with the thesis on the role of EI in stressful time conditions
N. Rodrigues & C. Matos, 2024	Project management	EI influences the quality of managerial decisions in complex projects.	Confirms the universality of EI in different types of decisions
D. Dwivedy <i>et al.</i> (2025)	High-risk teams	EI accelerates recovery after incidents and reduces the number of erroneous decisions.	Reflects the relationship between EI and the stability of decisions under pressure
Z. Liu <i>et al.</i> (2023)	Neurocognitive mechanisms of decisions under time pressure	Time pressure activates the brain's emotional system, which affects prosocial decisions.	Provides neurophysiological confirmation of the influence of emotions on decisions
S. Alinejad <i>et al.</i> (2025)	Consumer behaviour	Time pressure worsens the quality of choice; EI moderates the negative effect.	Provides data on behavioural decisions

Source: compiled by the authors

A summary of the approaches presented in Table 1 shows that EI is not only a psychological characteristic but also an important cognitive-regulatory mechanism that directly influences the quality of choices in stressful and time-limited situations. Understanding this mechanism allows to reinterpret human behaviour under time pressure: not as a chaotic reaction to external stimuli, but as a structured process in which emotional regulation plays a leading role. It is the development of emotion management skills that determines the extent to which an individual is able to maintain concentration, control impulsive reactions, and preserve consistency of thought. The development of this idea is made possible by a systematic analysis of contemporary scientific publications, which has allowed to identify the main patterns of EI's influence on the effectiveness of decision-making in situations where time is limited. Emotional competence functions as a multi-level moderator that simultaneously influences cognitive processes (evaluating alternatives, processing information, predicting consequences) and behavioural responses (restraining impulsivity, choosing a strategy for action, adapting to unpredictable circumstances). This dual role of EI explains why, even with the same level of professional training, different individuals demonstrate different results under severe time constraints. This is because individuals differ significantly in a number of psychological parameters that determine the speed and quality of decision-making.

In particular, studies show that temperament, speed of cognitive information processing, propensity for impulsivity, stress resistance, and the ability to stabilise emotions shape different levels of sensitivity to time pressure (Liu *et al.*, 2023; Guo & Wang, 2025). People with high EI are able to control their emotional reactions more effectively, maintain cognitive clarity, and reduce the influence of impulsive decisions, while individuals with lower emotional regulation are more likely to demonstrate slower analytical processing of information and an increase

in the number of errors (Rafiq *et al.*, 2022; Alinejad *et al.*, 2025). It is these individual differences that explain why time constraints are not equally critical for everyone and why EI is a significant moderator of effective behaviour in time-constrained situations. Thus, current research confirms that EI is an important cognitive-regulatory mechanism that ensures adaptability and accuracy of decision-making under time pressure.

### Psychological conditions and mechanisms of decision-making under time pressure: the compensatory role of emotional intelligence

In situations where time for reflection is severely limited, the structure of decision-making undergoes significant transformations: cognitive processes accelerate, and rational strategies are replaced by more economical mental schemas. At the same time, emotional reactions become an important factor determining the quality of the actions chosen. That is why understanding the nature of the psychological mechanisms that are activated under time pressure, as well as the external and internal factors that complicate the selection process, is crucial for explaining how EI affects the effectiveness of decision-making. In the context of studying the impact of time constraints on the decision-making process, it is important not only to identify general patterns of stress, time deficit and cognitive load, but also to identify the specific conditions under which these factors are most critical. A summary of the results of interdisciplinary studies shows that the combination of time constraints with stressful, informationally unstable or multitasking situations significantly changes the dynamics of cognitive processes and the quality of choice. An integrative (mixed) analysis of such conditions is presented in Table 2. It allows to systematise the relationships between the nature of the load, the consequences for cognitive activity, and the compensatory role of EI, which can be traced in empirical studies from 2020 to 2025.

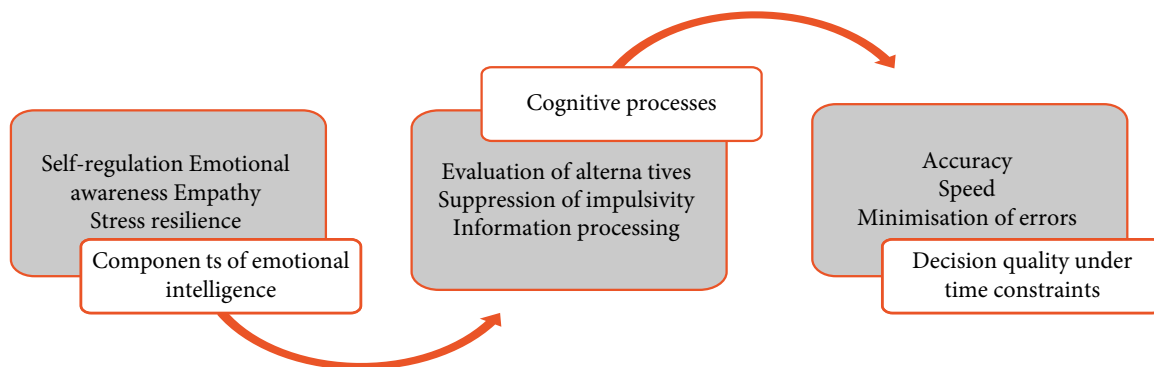
**Table 2.** Integrative (mixed) analysis of the conditions under which time constraints have the greatest impact on decision-making

Condition	Consequences for cognitive activity	Compensatory role of EI
High stress	Decreased accuracy, impulsive decisions, cognitive impairments	Regulation of emotions, stabilisation of attention
Multitasking	Overload, slowed information processing	Maintaining cognitive efficiency through emotional self-regulation
Lack of information	Distorted risk assessment, errors in choice	Reducing anxiety, increasing the accuracy of intuitive decisions
Emotional tension	Emotional reactions prevailing over rational ones	Optimisation of the assessment process through emotional awareness
Requirement for quick reactions	Decreased accuracy, automated actions, increased number of errors	Support for cognitive flexibility and suppression of impulsivity
High responsibility and risk	Increased likelihood of critical errors	Improvement in the quality of risk assessment
Organisational turbulence	Decreased strategic stability of decisions	Support for adaptability and control of emotions

**Source:** developed by the author based on I. Rafiq *et al.* (2022), Z. Liu *et al.* (2023), R. Hasson Marques *et al.* (2024), N. Rodrigues & C. Matos (2024), A. Ayed (2025), M. Shahmari *et al.* (2025), J. Samu *et al.* (2025), S. Munir *et al.* (2025), S. Alinejad *et al.* (2025), Z. Guo & Q. Wang (2025), D. Dwivedy *et al.* (2025), J. Samu *et al.* (2025), P. Queiroz-Ribeiro *et al.* (2025), M. Salameh-Ayanian *et al.* (2025)

An analysis of the conditions listed in Table 2 shows that time pressure has the most significant negative impact in situations where it is combined with high levels of stress, multitasking, information uncertainty, or increased responsibility. In such contexts, EI plays an important compensatory role, ensuring stabilisation of attention, control of impulsivity, increased accuracy of risk assessment, and preservation of cognitive efficiency. Summarising these provisions, it is logical to proceed to their conceptual representation in the form of a model. Based on a summary of the results of recent studies, the main components of emotional influence were identified. In particular, I. Rafiq *et al.* (2022) and R. Hasson Marques *et al.* (2024) noted the role of emotional regulation and reactivity in situations

of time deficit. Studies by Z. Guo & Q. Wang (2025) and J. Samu *et al.* (2025) emphasised cognitive processes such as information processing speed and attention focus, which directly affect decision-making effectiveness. Other works, notably by N. Rodrigues & C. Matos (2024), A. Ayed (2025), and D. Dwivedy *et al.* (2025), demonstrated the interrelationship between emotional and cognitive components, emphasising their impact on the accuracy and quality of decisions under time constraints. The results of the systematisation are presented in the form of an integrative logical-theoretical model that demonstrates the interaction between EI elements and the effectiveness of decision-making under time pressure, as well as reflecting the compensatory role of EI in critical situations (Fig. 1).



**Figure 1.** Logical-theoretical model of the influence of EI on the decision-making process under time pressure

Source: developed by the author

Thus, the model clearly demonstrates that EI is not an isolated trait, but an integrated psychological and cognitive mechanism that determines the success of decision-making under time pressure. The interaction of emotional components with cognitive operations has a lasting impact on the accuracy and speed of decisions, reducing the risk of errors in critical situations. This allows EI to be considered an important predictor of professional effectiveness in areas where high workload intensity and time constraints are commonplace. The interaction of emotional regulation, cognitive processes, and time constraints creates a specific environment in which the quality of decision-making significantly depends on the level of EI. A comparison of the psychological mechanisms of EI with the characteristics of rapid choice shows that EI performs a number of functions that significantly change the dynamics of decision-making.

First of all, the ability to regulate emotions reduces the intensity of stress reactions, which in conditions of time deficit usually provoke “tunnel” thinking. Employees with high EI are able to stabilise physiological arousal, which creates conditions for maintaining logical analysis and minimises the risk of cognitive distortions. This is consistent with data from experimental and cognitive psychology, according to which emotional control directly affects working memory, cognitive flexibility, and decision-making speed under stressful

conditions. In particular, studies show that high EI reduces the intensity of stress responses, thereby maintaining more stable working memory and reducing the risk of cognitive distortions (Rafiq *et al.*, 2022; Liu *et al.*, 2023). Z. Guo & Q. Wang (2025) also emphasise that the ability to regulate emotional impulses is directly related to the effectiveness of thinking under time pressure, as emotional stabilisation allows for accurate decision-making even in fast-paced situations.

The second mechanism is related to prioritisation. People with high EI are quicker to identify the important parameters of a situation, avoiding information overload. In time-constrained situations, this effectively acts as an internal “filter”, preventing analysis paralysis and maintaining the effectiveness of heuristic strategies. Thus, EI makes it possible to maintain the quality of decisions even under time constraints, preventing them from deteriorating chaotically. The third important mechanism is the ability to integrate intuitive and analytical processes. Unlike participants with low EI, who tend to either rely too much on intuition or get overly caught up in rational analysis, individuals with high EI demonstrate a balance between the two strategies. They form quick hypotheses but adjust them according to the real parameters of the situation. This ensures more accurate choices even under conditions of extreme time constraints (Stetsenko, 2025). The fourth mechanism manifests itself in interpersonal

situations, in which EI enhances the ability to read other people's emotional signals. Quickly understanding the intentions and potential reactions of partners reduces the likelihood of communication errors and conflicts that often arise in stressful situations. In such situations, EI becomes a resource that compensates for the lack of time to think about social dynamics. Thus, the results show that a high level of EI allows to maintain cognitive efficiency even in complex and stressful situations.

### Functional mechanisms of emotional intelligence in decision-making under time constraints

Summarising the observations, it can be argued that EI not only facilitates the process of accelerated decision-making, but also improves the quality of choices, reducing the risk of errors. Its influence is manifested through the interaction of regulatory, cognitive, and socio-perceptual mechanisms, which makes emotional intelligence one of the key factors of effectiveness under time constraints (Table 3).

**Table 3.** Mechanisms of the influence of EI on decision-making in situations of time constraints

Mechanism	Essence of the mechanism	How it manifests itself under time pressure	Theoretical basis
Emotional regulation	Ability to control the intensity and dynamics of emotional reactions	The risk of tunnel thinking is reduced, logical analysis is maintained, and cognitive flexibility is increased	Stress models (Yerkes-Dodson), research on EI as a regulatory resource
Prioritisation and selective attention	Focus on key parameters, rejection of secondary ones	Information overload is reduced, and the use of relevant heuristics is accelerated	Theories of selective attention, executive functions
Integration of intuitive and analytical processes	Balance between quick assessment of the situation and brief rational analysis	Faster hypothesis formation and real-time decision correction	Dual-process models of thinking (Kahneman, Evans)
Social-emotional reading	Understanding of other people's emotions and intentions	Fewer communication errors, faster prediction of partners' reactions	Theories of social cognition and empathy

**Source:** developed by the author based on I. Rafiq *et al.* (2022), Z. Liu *et al.* (2023), R. Hasson Marques *et al.* (2024), N. Rodrigues & C. Matos (2024), Z. Guo & Q. Wang (2025), J. Samu *et al.* (2025), A. Ayed (2025), D. Dwivedy *et al.* (2025)

An analysis of the mechanisms presented demonstrates that EI forms a multi-level system of psychological support for effective decisions under time constraints. Despite their different nature – regulatory, cognitive and socio-perceptual – all mechanisms are aimed at reducing cognitive load and optimising attention and evaluation processes. This not only to accelerate choice but also to preserve its quality in situations where time pressure usually provokes errors and disorganisation of thinking. Thus, a high level of EI is an important resource that ensures adaptability, control, and stability of cognitive processes in critically limited time conditions. The role of EI varies significantly depending on the specifics of professional activity, the level of emotional load and the nature of responsibility. In the medical field, where decisions are made under time constraints and increased stress, a high level of EI is a determining factor in the accuracy and safety of clinical actions. Medical professionals with developed emotional regulation and self-control skills demonstrate a better ability to quickly assess risks, avoid cognitive errors, and make decisions that meet intensive care standards. Under conditions of overload and time scarcity, their emotional intelligence supports cognitive flexibility and enables them to focus on the most critical aspects of the patient's condition.

In the fields of security and crisis response, the effective use of EI ensures rapid adaptation to risky conditions and minimises the impact of emotional stress on decision-making. Professionals who are able to regulate their own emotions and assess the emotional states of

those around them are quicker to identify priority actions, maintain team coordination, and reduce the likelihood of critical errors in crisis scenarios. In business, management, and behavioural economics, EI is a mechanism for stabilising attention and analytically evaluating alternatives. Managers with high EI are able to balance intuitive and analytical approaches more effectively, which allows to avoid low-quality spontaneous decisions even in situations of severe time constraints (Queiroz-Ribeiro *et al.*, 2025). This approach contributes to increasing the strategic accuracy of choices, optimising resources, and reducing the risk of impulsive decisions that can negatively affect organisational processes. In sports, where decisions often need to be made in less than a second, the influence of EI manifests itself through the integration of emotional and cognitive components. Athletes with high EI levels are more effective at controlling their emotional reactions, assessing situations more quickly, and choosing the optimal course of action even when time is extremely limited. This confirms the universal nature of EI mechanisms, which increase the accuracy and speed of decision-making not only in high-risk professions, but also in areas where reaction speed is critically important. Thus, in practice, a high level of EI acts as a universal resource that increases the effectiveness of decision-making in areas where time pressure and emotional stress are determining factors. EI provides cognitive and emotional stability, optimises prioritisation and attention processes, and allows adaptation to complex and dynamic conditions, which directly improves the quality and safety of decisions.

### Comparison of the results obtained with previous studies

The results obtained indicate that EI plays an important role in ensuring effective decision-making under time constraints, performing the function of a cognitive-regulatory mechanism. In particular, the results of this study showed that the ability to regulate emotions, awareness of one's own emotions, and control of impulsive reactions contribute to maintaining cognitive clarity and accuracy of choice even under time constraints. This interpretation is consistent with the provisions of modern psychological models, in which EI is considered a resource for adaptation to complex and dynamic conditions of activity. Similar conclusions were obtained in studies of managerial activity. In particular, R. Hasson Marques *et al.* (2024) noted that the emotional competence of managers directly influenced the quality of strategic decisions in situations of high uncertainty and rapid decision-making. The results of this study confirm these findings, demonstrating that high EI contributed to better evaluation of alternatives and reduced cognitive distortions under time pressure.

In the healthcare sector, the results also correlate with previous empirical studies. I. Rafiq *et al.* (2022) found that healthcare professionals with high emotional intelligence demonstrated lower stress levels in conditions of work overload and made more accurate clinical decisions. Similarly, A. Ayed (2025) showed that in neonatal wards, high EI contributed to more informed decisions under critically limited time constraints. The results obtained in this study are consistent with these findings, confirming the compensatory role of EI in situations of increased responsibility. Research by S. Jaboob *et al.* (2025) further showed that the psychological well-being of medical and entrepreneurial groups also moderates the effectiveness of decision-making under workloads and time constraints. At the same time, the results of the study deepen the understanding of the impact of time pressure on cognitive processes. Thus, Z. Guo & Q. Wang (2025) proved that time constraints reduced the accuracy of decisions and led to a shift to intuitive strategies. The results of this study complement these findings, showing that emotional stabilisation mitigates the negative impact of such a shift by maintaining a balance between intuitive and analytical components of thinking.

The neurocognitive mechanisms of decision-making under time pressure described by Z. Liu *et al.* (2023) confirmed that time constraints activate the emotional systems of the brain, which influences the nature of choices. The results of this study are consistent with these data, demonstrating that high EI allows for more effective integration of emotional signals into the cognitive processing process, reducing the risk of impulsive decisions. In the context of high-risk and safety-critical professions, J. Samu *et al.* (2025) showed that EI performs a moderating function with regard to the propensity for risky decisions. Similar patterns were found in this study: the results show that EI contributes to stabilising attention and improving the accuracy of risk assessment under time constraints. Similar

conclusions are confirmed by data from D. Dwivedy *et al.* (2025), who established a link between EI and the effectiveness of team recovery after incidents. The results of the study are also consistent with findings in the fields of management and education. N. Rodrigues & C. Matos (2024) demonstrated that high levels of EI among managers had a positive impact on the quality of management decisions in project activities. In addition, S. Munir *et al.* (2025) showed that the development of emotional competence in educational organisations contributed to improving the effectiveness of management decisions under high stress conditions. Furthermore, the study by M. Salameh-Ayanian *et al.* (2025) emphasised the importance of EI for employee productivity in turbulent conditions, deepening the understanding of the universality of these patterns in different professional environments. The results confirm the universality of these patterns in different professional contexts. Thus, the results of this study generally confirm and at the same time complement current scientific ideas about the role of EI in decision-making processes under time pressure. Unlike a number of previous works, this study focuses on the integrative nature of EI as a mechanism that simultaneously influences the cognitive, emotional, and behavioural components of choice. This allows to consider EI not only as a separate psychological characteristic, but as a systemic resource that ensures the adaptability and stability of decision-making in complex and rapidly changing conditions. Thus, the results obtained are consistent with previous studies, confirming that EI functions as a cognitive-regulatory mechanism that increases the accuracy and speed of decision-making in stressful conditions.

### CONCLUSIONS

The conducted study made it possible to comprehensively analyse the role of emotional intelligence in the decision-making process under time constraints and to identify the main mechanisms through which it influences the effectiveness of cognitive activity. The generalisation and comparative analysis of scientific approaches showed that emotional intelligence is not only a personal characteristic but also a complex regulatory system that supports attentional focus, control of impulsive reactions, stress resilience, and motivational stability in situations requiring urgent decisions. The developed logical-theoretical model demonstrated that the influence of emotional intelligence is realised through the combination of three interrelated components, namely emotional regulation, cognitive optimisation, and behavioural adaptation, which together form the capacity to act in a balanced and effective manner under time pressure. The results of the comparison across professional fields (medicine, business, sport, security) indicated that as the level of risk, responsibility, and decision-making speed increases, so does the importance of an individual's ability to regulate their emotional state.

Thus, emotional intelligence can be regarded as an important factor in improving the effectiveness of decision-making under time constraints, which determines the

strategic significance of its development for representatives of high-tempo professions. Prospects for further research include a more in-depth study of the influence of individual components of emotional intelligence on the accuracy and speed of decisions under different types of load, empirical testing of the proposed model in professional groups, and the development of digital tools for assessing emotional regulation in real time.

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## Емоційний інтелект та його вплив на ефективність прийняття рішень в умовах часових обмежень

**Анотація.** Метою роботи було визначення закономірностей впливу рівня розвитку емоційного інтелекту на якість і швидкість прийняття рішень у ситуаціях часових обмежень. Для досягнення поставленої мети було використано методи системного аналізу, узагальнення наукових підходів до вивчення емоційного інтелекту, логіко-теоретичне моделювання процесу прийняття рішень в умовах часових обмежень та елементи кількісного аналізу для структуризації отриманих результатів. Результати дослідження показали, що здатність усвідомлювати власні емоції та керувати ними підвищує точність вибору рішень у стислих часових проміжках. Аналіз наукових праць також довів, що емоційний інтелект відіграє важливу роль у підтриманні стабільності когнітивних процесів в умовах посиленого інформаційного й часового тиску. З'ясовано, що низький рівень емоційного інтелекту асоціюється з підвищеною імпульсивністю, когнітивним перевантаженням, зниженням точності оцінки ризиків і труднощами в прийнятті структурованих рішень. Аналіз показав, що розвиток емоційної стійкості та здатності до саморегуляції сприяє більш ефективному прогнозуванню можливих наслідків альтернативних дій, оптимальному розподілу ресурсів уваги, а також зменшенню впливу стресу й перевантаження на якість прийнятих рішень. Крім того, інтеграція когнітивних і емоційних компонентів емоційного інтелекту забезпечує адаптивність у складних і динамічних умовах, підвищуючи точність та швидкість вибору навіть у режимі обмеженого часу. Такий комплексний підхід дозволив розглянути емоційний інтелект як багаторівневий регуляторний механізм, що формує стійку основу для прийняття ефективних рішень у різних сферах професійної діяльності. Практична цінність роботи полягає в можливості застосування отриманих результатів для вдосконалення тренінгових програм розвитку емоційної компетентності, підготовки фахівців до роботи в умовах стресових навантажень, а також оптимізації процесів прийняття рішень у сферах освіти, управління, медицини, підприємництва та інших діяльнісних контекстах, у яких часові обмеження є постійним чинником

**Ключові слова:** когнітивна стабільність; саморегуляція емоцій; точність рішень; стресове навантаження; адаптивні стратегії; прийняття рішень