

A Study on the Empowerment Mechanisms and Enhancement Strategies of Emotional Intelligence in Secretarial Communication and Coordination

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Abstract: *As the central hub of organizational communication, secretaries must effectively coordinate multiple demands in complex situations. Emotional intelligence, with its advantages in emotion recognition, empathetic feedback, and regulatory strategies, has become a key factor in enhancing the effectiveness of secretarial communication. This paper systematically explores the empowerment mechanisms of emotional intelligence in secretarial communication and coordination, including emotion recognition and meaning reconstruction, dynamic regulation of relational capital, cognitive adjustment in stressful contexts, and systemic approaches to conflict coordination. However, secretaries currently face numerous challenges in the practical application of emotional intelligence, which are mainly manifested in emotional recognition biases, a lack of self-regulation, heightened relational tension, and rigid communication styles. To improve secretaries' emotional intelligence, it is necessary to reinforce the foundation of self-awareness and elevate emotional consciousness; strengthen emotion regulation mechanisms and build psychological resilience systems; enhance social perception capabilities to identify collective emotional patterns; and establish robust relational coordination mechanisms to promote flexible governance in organizational communication.*

Keywords: *Emotional Intelligence; Secretary; Communication and Coordination; Empowerment Mechanism*

1. Introduction to the Problem

As a vital component of individual intelligence, emotional intelligence has garnered increasing attention in recent years across disciplines such as psychology, management, and education. At its core, emotional intelligence refers to an individual's ability to perceive, understand, and regulate both their own emotions and those of others. This capacity not only shapes the quality of interpersonal interactions but also significantly influences one's adaptability and developmental potential in complex social environments.^[1] Within the secretarial profession, communication competence is regarded as a core occupational quality, and emotional intelligence serves as a fundamental and supporting capability in this regard. As key intermediaries of internal and external information flow within organizations, secretaries must possess acute emotional perception skills, enabling them to accurately detect emotional cues, interpret the implicit intentions behind verbal and nonverbal expressions, and regulate their own emotional states. Such competencies allow them to adopt context-appropriate communication strategies that facilitate precise information transmission and effective problem-solving. Secretarial work is typically characterized by high intensity and fast-paced demands, requiring the management of multiple concurrent tasks and frequent interaction with individuals of diverse personalities and backgrounds. In such a context, the level of a secretary's emotional intelligence directly affects their ability to maintain emotional stability under pressure, coordinate divergent perspectives in conflict situations, and build harmonious interpersonal networks in dynamic communication settings. These capacities are critical for ensuring smooth and efficient organizational operations.^[2] Therefore, systematically investigating the functional mechanisms of emotional intelligence in secretarial communication and coordination, identifying practical challenges and capacity gaps, and proposing actionable improvement strategies are not only beneficial for the professional development of secretaries but also carry significant practical and theoretical implications for enhancing organizational communication effectiveness and constructing integrated collaborative systems.

2. The Empowerment Mechanisms of Emotional Intelligence in Secretarial Communication and Coordination

Emotional intelligence empowers secretaries by integrating cognitive processing, emotional experience, and behavioral regulation, thereby cultivating comprehensive competence in navigating highly complex communication scenarios. Its application in secretarial work not only redefines the professional value of the secretarial role but also significantly enhances the precision and efficiency of information transmission, strengthens the stability and coordination of intra-organizational relationships, bolsters psychological adaptability under high-pressure conditions, and facilitates the development of systemic approaches to conflict resolution. Emotional intelligence endows secretaries with the capability to transcend traditional task-oriented responsibilities, enabling them to serve as pivotal agents at the intersection of information flow and emotional dynamics. In doing so, they function as bridges that connect emotional sensitivity with rational judgment, thereby advancing communication practices that are both affectively attuned and strategically effective.

2.1 Emotion Recognition and Meaning Reconstruction: Achieving Communication Precision

Emotional intelligence endows secretarial communication with a dynamic regulatory function, enabling the formation of a dual cognitive mechanism that integrates emotional perception with meaning construction during information exchange. As pivotal intermediaries in organizational information transmission, secretaries must simultaneously process both verbal content and non-verbal emotional cues within complex communicative settings. This composite capability is grounded in their proficiency in recognizing and interpreting emotions: by closely observing subtle changes in facial expressions, tone fluctuations, and body language, secretaries can uncover the latent intentions beneath surface-level discourse.^[3] The value of emotional intelligence becomes particularly salient in situations involving ambiguity. For instance, during interdepartmental collaboration, a technical staff member's response such as "feasible in principle" may implicitly signal reservations about the conditions required for implementation. A secretary with a high level of emotional insight can proactively identify such latent concerns, thereby avoiding the distortions caused by merely relaying literal content. From the perspective of information output, emotional intelligence also guides context-sensitive adaptation and fine-tuning of communication strategies. Secretaries should dynamically adjust their expressive modes based on communicative objectives and interlocutor characteristics: when delivering directive information, emphasis should be placed on clarity and authority; whereas when addressing sensitive or contentious issues, emotional buffer zones must be incorporated to mitigate potential negative reactions. Such strategic expression extends beyond verbal choices to encompass coordinated control of nonverbal cues—such as modulating speech tempo to align with the listener's cognitive processing rhythm or using appropriate eye contact to enhance credibility and emotional receptivity. The emotional intelligence exhibited by secretaries throughout this process directly influences communication efficiency and plays a vital role in shaping intra-organizational trust structures.

2.2 Dynamic Regulation of Relational Capital: Constructing a Flexible Collaboration Network

As a pivotal node within the organizational communication network, a secretary's level of emotional intelligence significantly influences the resilience and expansiveness of interpersonal relations. In vertical communication, the ability to accurately identify superiors' emotional patterns enables secretaries to anticipate decision-making tendencies. For example, when a manager frequently uses conditional clauses in expression, it often indicates underlying reservations about a proposal. If the secretary can adjust communication strategies accordingly, this not only enhances the specificity of message delivery but also strengthens the sensitivity and mutual trust in superior-subordinate interactions. In horizontal collaboration, grasping colleagues' emotional characteristics markedly improves team adaptability and efficiency. Specifically, structured information formats should be offered to detail-oriented members, while innovation-driven teams benefit more from flexible discussion environments. Such differentiated interaction patterns essentially reflect the "psychological needs map" constructed by the secretary based on emotional intelligence, facilitating the dynamic modulation of interpersonal communication pathways. The effectiveness of team collaboration also heavily depends on the secretary's capacity for emotional coordination, which manifests in three key dimensions: First, during task allocation, the secretary can employ emotional anticipation mechanisms to avoid personality pairings likely to induce conflict, thus optimizing team resource configuration. Second, throughout project implementation, the secretary must be attuned to collective emotional fluctuations and initiate timely interventions—such as introducing team-building exercises or stress-relief activities during high-

pressure phases—to maintain a balanced emotional climate. Third, in the performance evaluation stage, emotional feedback techniques can be utilized to reconcile differences in stakeholder expectations and promote both cognitive consensus on outcomes and psychological identification among team members.^[4]

2.3 Cognitive Adjustment Under Stressful Conditions: Cultivating Secretarial Psychological Resilience

Secretarial roles are typically characterized by highly parallel, multitasking demands, requiring practitioners to maintain stable and efficient emotional regulation under sustained task pressure. Emotional intelligence, in this context, supports the construction of a “dual regulation mechanism” for the systematic control of both internal and external emotional responses. Internally, secretaries need to establish emotional self-monitoring systems to detect physiological signals—such as accelerated heart rate or muscle tension—as early indicators of emotional overload and to anticipate potential risks of emotional dysregulation. Externally, they must develop psychological filtering mechanisms to effectively differentiate between functional emotions arising from the work context (e.g., client dissatisfaction) and personal emotional involvement, thus avoiding communication breakdowns caused by emotional misjudgments. For example, when handling customer complaints, secretaries with high emotional intelligence can identify the substantive issues underlying expressions of anger and interpret them as constructive communicative cues, rather than as personal criticism or attacks. This depersonalized mode of emotional cognition enables secretaries to maintain professional composure and goal orientation in emotionally charged interactions. In high-pressure environments, emotional intelligence also functions as a mechanism for optimizing cognitive resource allocation. When confronted with sudden events or task surges, individuals with elevated emotional intelligence can swiftly activate an “emotion-cognition decoupling mechanism”: first, they use physiological regulation techniques (such as deep breathing or temporarily stepping away from the setting) to lower physiological arousal levels; second, they apply cognitive reappraisal strategies to reframe external stressors as opportunities for capability development; and finally, they concentrate psychological energy on problem-solving and strategic planning. This stress response model not only effectively prevents emotional outbursts but also curbs irrational decision-making driven by affective impulses, thereby enhancing the secretary’s professional performance and adaptability in complex work scenarios.^[5]

2.4 Systemic Pathways of Conflict Coordination: Achieving Ecological Balance in Organizational Communication

The essence of organizational conflict often lies in a compound structure comprising explicit interest divergences and implicit emotional confrontations. Emotional intelligence grants secretaries the capacity for emotional insight that penetrates beyond the surface of conflict, enabling them to discern the deeper core demands embedded within the emotional expressions of contending parties.^[6] For instance, in disputes over resource allocation, apparent competition over budgets may stem from a perceived lack of departmental recognition or a diminished sense of organizational support. Secretaries with high emotional intelligence can redirect antagonistic sentiments toward the co-construction of shared objectives by implementing mechanisms such as outcome visualization and communication reframing. This reframing transforms emotional tension into collaborative momentum and marks the secretary's transition from transactional coordinator to equilibrium facilitator within the organizational ecosystem. In conflict mediation practice, the application of emotional intelligence typically follows a three-phase intervention model: emotional ventilation, cognitive integration, and behavioral orientation. In the first phase, techniques such as active listening and emotional validation are employed to reduce psychological defensiveness among stakeholders, thereby creating a rational dialogue environment. The second phase involves the use of interest-related analysis to uncover latent complementarities among conflicting parties in terms of goal pursuits, resource dependencies, and value preferences. In the third phase, the secretary guides participants from positional antagonism toward solution-oriented negotiation, focusing on the co-creation of feasible resolutions and consensus building. Throughout this process, secretaries must maintain a value-neutral stance to avoid factional alignment, while simultaneously leveraging emotional guidance and discourse strategies to gradually foster consensus and alleviate emotional strain. This “dual-role positioning” underscores the professionalism, strategic acumen, and value-generating potential of emotional intelligence in conflict mediation.

3. Practical Challenges in the Application of Emotional Intelligence in Secretarial Communication and Coordination

As a bridge between internal and external organizational communication, secretaries are responsible for multiple tasks in their daily work, including information transmission, relationship coordination, and conflict mediation. Their level of communicative competence directly influences both the operational efficiency of the organization and the stability of its interpersonal systems. However, under conditions of high pressure and frequent communication demands, secretaries still face numerous practical challenges in the recognition, regulation, and application of emotional intelligence. These limitations compromise the precision of communicative behaviors and undermine the effectiveness of organizational collaboration. Specifically, the major difficulties are reflected in the following four aspects: Lack of precision in information comprehension; Emotional dysregulation under high-pressure responses; Coordination difficulties in cross-hierarchical communication; Lagging adaptability to dynamic situational contexts.

3.1 Emotional Recognition Bias: Undermining the Precision of Information Comprehension

In the daily communication practices of secretaries, inaccuracies in emotion recognition and expression have become one of the key factors impairing communication efficiency and the effectiveness of interpersonal coordination. Secretaries must possess high sensitivity to emotional fluctuations in order to accurately grasp the interlocutor's underlying intentions and actual needs. However, some secretarial professionals exhibit low proficiency in identifying emotional cues, resulting in misunderstandings that diminish the effectiveness of communication. Specifically, ambiguous expressions in communication require the intervention of emotional insight. For example, when a technical department responds with “feasible in principle,” the statement may conceal concerns about the lack of implementation conditions. If the secretary mechanically relays the literal message without probing for underlying barriers, project advancement may be hindered, leading to a reactive rather than proactive collaboration pattern. Similarly, in superior-subordinate communication scenarios, expressions of impatience from superiors often indicate issues such as unclear reporting logic or misaligned informational focus. Failure to recognize and adjust to such emotional cues in time may trigger cognitive dissonance and a decline in trust. In lateral collaborations with colleagues, neglecting signs of anxiety or emotional suppression may cause secretaries to miss critical moments for conflict mitigation and relationship repair. Therefore, secretaries should enhance their emotional sensitivity and recognition accuracy through systematic training—strengthening their observational and analytical skills regarding micro-expressions, vocal tone, and linguistic patterns. This transformation from reactive to proactive communication enables more precise information exchange and professionalized interpersonal interaction. Only by accurately identifying and appropriately expressing emotions can secretaries enhance communication precision and prevent task delays, interpersonal friction, or collaborative failure caused by emotional misinterpretation.

3.2 Deficiency in Self-Regulation: Prone to Emotional Dysregulation under High-Pressure Conditions

Secretarial work is often characterized by multitasking, intense time constraints, and complex interpersonal interactions, placing high demands on the emotional management capabilities of professionals in this role. However, in practice, many secretaries exhibit notable deficiencies in self-regulation, particularly when confronted with urgent tasks and fast-paced work environments. This often manifests as anxiety, irritability, and other negative emotional states that directly impair work efficiency and the quality of task execution. Prolonged exposure to high-pressure conditions without effective emotional regulation mechanisms not only poses risks to physical and mental health but also gradually diminishes one's engagement and capacity for creative thinking.^[7] When secretaries must simultaneously handle multiple urgent tasks, poor emotional regulation can lead to anxiety and decision paralysis, making it difficult to logically organize tasks or establish clear priorities. This results in disordered workflows and low productivity. In complex interpersonal situations, emotional dysregulation may provoke irrational communication behaviors, undermining both the stability of organizational relationship networks and the secretary's professional image. Therefore, it is essential for secretaries to strengthen their emotional self-management skills and cultivate psychological stability and behavioral rationality under pressure, thus sustaining a professional state of work. In practical terms, this can be achieved through systematic training in emotional regulation techniques—such as deep breathing, mindfulness meditation, and positive self-talk—to build an individual emotional buffering mechanism. These strategies not only help defuse heightened emotional states and restore emotional equilibrium in

high-pressure scenarios but also enhance the secretary's capacity to adapt quickly and respond steadily in the face of unexpected events, thereby ensuring more resilient and effective performance in dynamic and complex work environments.

3.3 Intensified Relational Tensions: Increased Complexity in Cross-Hierarchical Communication Coordination

Secretaries serve as key intermediaries in organizational communication and coordination, tasked with ensuring efficient information flow and relational alignment across varying levels, functions, and cultural contexts. However, increasingly intricate interpersonal networks present growing challenges to secretaries, especially when emotional intelligence is insufficiently applied. In navigating diverse relational structures, secretaries often face the dual pressures of communication barriers and emotional tension. In vertical communication, secretaries must facilitate bidirectional coordination of information and emotion between superiors and subordinates. This requires them to accurately perceive and respond to managerial expectations and emotional climates while simultaneously understanding and guiding the psychological states and practical needs of grassroots staff. The process demands high levels of emotional recognition and regulation; any misstep may lead to miscommunication or emotional dysregulation, thereby destabilizing organizational operations. In horizontal collaboration, differences in departmental goals, procedural norms, and organizational cultures frequently give rise to cognitive biases and interactional frictions. Without adequate empathy and patience—or the ability to accurately identify the psychological needs and emotional shifts of collaborative stakeholders—secretaries may find communication efforts stagnating, ultimately reducing cross-departmental coordination efficiency. Moreover, internal political dynamics and power structures add further complexity to relational management. In such contexts, secretaries must uphold value neutrality while skillfully deploying emotional strategies to ease relational tensions and reconcile competing interests. Thus, continuous enhancement of emotional intelligence is imperative, particularly in terms of emotional recognition, empathetic feedback, and contextual modulation. These competencies empower secretaries to maintain professional judgment and adapt flexibly across multifaceted communication scenarios. By leveraging evidence-based communication techniques and conflict mediation strategies, secretaries can build robust interpersonal networks, foster a cooperative team atmosphere, and strengthen organizational cohesion and collaboration performance. This, in turn, supports not only the realization of organizational goals but also the sustained advancement of the secretary's own professional development.

3.4 Rigid Communication Style: Inadequate Situational Adaptability

In both internal and external organizational communication, secretaries are required to flexibly adjust their communication styles and strategies based on the characteristics of interlocutors and specific situational contexts, in order to achieve dual objectives: effective information transmission and relational coordination. However, in practice, a considerable number of secretaries demonstrate significant shortcomings in communication adaptability. This is particularly evident in their inability to effectively address differences in personality, role expectations, and information needs among communicative counterparts, which ultimately compromises overall communication effectiveness. For instance, in vertical communication, secretaries should tailor their approach depending on the leadership style. When interacting with detail-oriented, introverted supervisors, they should present work updates in a structured, data-driven manner that reflects logical coherence and clarity. Conversely, when dealing with action-oriented leaders focused on outcomes, the emphasis should be on delivering key conclusions and reinforcing goal alignment to enhance communication efficiency and response speed. Similarly, in horizontal collaboration or downward communication, secretaries must adjust their expression patterns according to others' communication preferences and psychological needs. Failure to recognize such individual differences and the continued use of a rigid, one-size-fits-all communication model often leads to distorted message delivery, exacerbated interpersonal misunderstandings, and potentially adverse effects on team dynamics and organizational image. Therefore, secretaries must improve their emotional intelligence to enhance their capacity for style adaptability and contextual awareness across diverse communicative scenarios. Through systematic observation and experiential accumulation, secretaries can gradually discern the interactional patterns and response characteristics of different types of interlocutors, thereby developing a flexible and efficient communication style adjustment mechanism. This adaptability not only contributes to enhanced professional competence and contextual sensitivity but also strengthens the secretary's capacity to coordinate and exert influence within the team, thus providing strong support for the smooth functioning and collaborative efficacy of the organizational communication system.

4. Optimization Pathways for Secretaries' Emotional Intelligence

To fully leverage the functional role of emotional intelligence in secretarial communication and coordination, it is essential to develop a scientifically grounded, multi-level, and systematic advancement pathway. This should primarily include: constructing a foundational competency framework for emotional intelligence, enabling the scientific allocation of cognitive resources, enhancing the capacity for mapping and identifying group emotional patterns, and promoting flexible governance within the organizational communication system.

4.1 Strengthening the Foundation of Self-Awareness: Enhancing Emotional Consciousness

The foundation of emotional intelligence lies in the individual's capacity for self-perception. For secretaries, deepening self-awareness is the primary prerequisite for improving emotional intelligence. Secretaries should establish regular reflection mechanisms to systematically review the correlations between their work activities and emotional fluctuations, thereby progressively enhancing their ability to identify and interpret their own emotional states. Practically, this can be implemented by allocating at least 30 minutes daily for focused reflection, concentrating on key events during the workday and the corresponding emotional responses, and analyzing the root causes of those emotions.^[8] For instance, if anxiety arises during the drafting of an important document, one should further assess whether the emotion stems from performance pressure, diminished self-efficacy, or excessive expectations regarding outcomes. To deepen this cognitive process, it is recommended that secretaries create an "emotional log," systematically documenting the context of each significant emotional reaction, the triggering event, the emotional manifestations, and any accompanying physiological responses such as elevated heart rate or rapid breathing. Through continuous self-observation and longitudinal record-keeping, secretaries can gradually identify their emotional strengths and vulnerabilities in specific communication scenarios. For example, if they frequently experience dejection following criticism from superiors but display elevated emotions upon receiving peer recognition, such patterns can inform adjustments to their emotional cognitive framework—lowering the threshold for triggering negative emotions and reinforcing the mechanisms that stimulate positive affect. This process not only expands the boundaries of self-knowledge but also lays a solid foundation for the subsequent development of emotional regulation and communication coordination competencies.

4.2 Strengthening Emotional Regulation Mechanisms: Building a System of Psychological Resilience

In a work environment characterized by multitasking and high-pressure demands, secretaries must possess excellent emotional self-management capabilities to sustain efficient and effective responses to various complex tasks. Emotional regulation is not only essential for psychological well-being but also directly impacts the quality of performance in communication and coordination, as well as the maintenance of a professional image. First, mastering scientific emotional regulation techniques is one of the key pathways to enhancing emotional intelligence. When facing stressors or negative emotional stimuli, cognitive reappraisal, as a mature emotional regulation strategy, enables secretaries to reconstruct the meaning of events, thereby positively transforming emotional experiences.^[9] For instance, high-intensity project tasks can be reframed as opportunities to develop emergency response capabilities and resource integration skills. By adjusting the cognitive evaluation framework, secretaries can effectively alleviate tension and enhance psychological resilience. Second, physiological regulation mechanisms are equally important. Deep breathing exercises, as a commonly used physiological technique, can quickly reduce arousal levels and buffer stress responses. During peak meeting periods or after critical presentations, it is advisable to engage in 5–10 minutes of diaphragmatic breathing—expanding the abdomen while inhaling and contracting it while exhaling—to restore emotional balance and promote mind–body equilibrium.^[10] In addition, secretaries should establish clear and actionable emotional regulation goals, and formulate personalized management plans aligned with those objectives. For example, a secretary prone to irritability under heavy workloads might set a goal such as "reducing instances of irritability each week." This could be achieved by breaking down complex tasks into manageable steps, incorporating positive self-talk, or scheduling brief rest intervals. Sustained adherence to such plans helps to develop stable emotional response patterns and prevents emotional overload from escalating into loss of control. Ultimately, these strategies contribute to cultivating a calm, rational, and professional demeanor, thereby ensuring the orderly and steady execution of work responsibilities.

4.3 Enhancing Social Perception: Identifying Group Emotional Maps

Secretaries operate at the intersection of diverse interactions and information exchanges within organizational networks, and their level of social cognition directly affects the overall effectiveness of their emotional intelligence. In practical communication scenarios, keen emotional insight and the ability to perceive group emotions form the core of a secretary's social perceptiveness, especially when adapting communication styles and coordinating relationships across different interlocutors. When engaging with superiors, secretaries should pay close attention to nonverbal cues such as micro-expressions, tone fluctuations, and behavioral signals in order to detect emotional states and underlying expectations. For instance, if a leader frequently checks their watch or adopts a hurried tone during a meeting, this may indicate time pressure or dissatisfaction with the presentation content. In such cases, the secretary must swiftly perceive the cue and adjust their strategy—such as accelerating the pace of delivery or focusing on key issues—to prevent communication friction or cognitive misalignment caused by delayed responses. In horizontal collaboration, secretaries must also understand the personality traits and emotional response patterns of colleagues. When interacting with introverted team members, it is important to allow space for independent thought and expression, and to offer warm, private communication during emotionally low periods to ease psychological strain. Conversely, when working with extroverted colleagues, maintaining active emotional engagement is essential, while simultaneously applying rational guidance to prevent excessive emotional contagion from undermining task efficiency. Through ongoing observation and dynamic analysis of team members' communication behaviors, emotional reactions, and interaction patterns, secretaries can gradually construct an internal "group emotional map" of the organization. This enables precise recognition and guided regulation of the team's emotional climate. On this basis, secretaries are better equipped to mediate emotional tensions between individuals, act as a bridge and hub during collaboration, facilitate intra-team emotional alignment and cognitive coherence, and ultimately enhance both organizational performance and the harmony of interpersonal dynamics.

4.4 Strengthening Relational Coordination Mechanisms: Advancing Flexible Governance in Organizational Communication

Secretaries fulfill dual functions within organizations—communication coordination and relationship maintenance—and their role requires a high level of relational management competence to effectively navigate complex interpersonal networks and ensure the smooth operation of workflows. In internal communication, secretaries often mediate misunderstandings or conflicts between supervisors and subordinates, acting as an emotional “lubricant.” In such processes, secretaries must maintain a neutral stance, actively listen to the perspectives and emotional appeals of all parties, and avoid unbalanced emotional resonance or biased positioning that may lead to communication distortions. For example, when a supervisor expresses dissatisfaction with an employee's progress, while the employee feels aggrieved or frustrated due to the difficulty of the task, the secretary should engage in targeted communication with both parties to clarify their respective reasoning and emotional origins. Then, through a bidirectional feedback mechanism, the secretary can relay the employee's operational challenges to the supervisor while also conveying the legitimacy and urgency of the supervisor's expectations to the employee. In doing so, the secretary builds a bridge of mutual trust, facilitates emotional alignment and task coordination, and ultimately promotes conflict resolution and relational reconstruction.^[11] In managing external partnerships, secretaries must also demonstrate professional emotional responsiveness and strategic communication skills. When dissatisfaction or complaints arise from external partners, secretaries should respond promptly with sincerity and caution, express apologies when appropriate, and swiftly develop and implement practical remedial measures. By transforming negative emotions into opportunities for improvement, they not only rebuild the foundation of mutual trust but also enhance the resilience and responsiveness of the organization's external communication system. Additionally, leveraging their communicative strengths in daily operations, secretaries should proactively cultivate a positive organizational emotional climate. For instance, regularly organizing team-building activities or informal gatherings provides a low-pressure, open space for emotional exchange, thereby reinforcing emotional bonds and tacit understanding among team members. This fosters greater group cohesion and collaborative efficiency.^[12] The effective application of emotional intelligence empowers secretaries to move beyond the role of mere information transmitters, positioning them instead as central figures in shaping team atmosphere and managing relational tensions—offering critical support for the efficient realization of organizational goals.

5. Conclusions

As a core component of professional competence, emotional intelligence holds significant value for secretaries in enhancing their communication and coordination skills, promoting the stability of organizational relationships, and improving adaptability in dynamic work environments. It facilitates precise communication, supports the construction of flexible collaboration networks, fosters psychological resilience, and contributes to achieving ecological balance in organizational communication. Moreover, emotional intelligence empowers secretaries to shift from traditional administrative roles toward dual functions as “information integrators” and “emotional coordinators.” However, in current practice, secretaries still encounter multiple challenges in the application of emotional intelligence, including emotional recognition biases, lack of self-regulation, intensified relational tensions, and rigid communication styles. To elevate secretaries’ emotional intelligence, it is essential to strengthen the foundation of self-awareness and enhance emotional consciousness; reinforce emotional regulation mechanisms to build psychological resilience; improve social perception to recognize group emotional dynamics; and establish sound relational coordination mechanisms to promote flexible governance in organizational communication. Collectively, these strategies contribute to a more adaptive, resilient, and efficient organizational communication system.

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