

Article

Leadership with Emotional Intelligence Connection Between

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Abstract: Emotional intelligence (EI) has become an important factor in leadership studies because it directly influences interpersonal communication, decision-making, and team effectiveness. This article examines the relationship between emotional intelligence and leadership and analyzes how emotional competencies contribute to effective leadership performance. The study is based on theoretical analysis of psychological and pedagogical literature related to emotional intelligence and leadership. The results indicate that leaders with higher emotional intelligence demonstrate better communication skills, conflict management, and team motivation. The research confirms that emotional intelligence significantly contributes to leadership effectiveness and organizational success. The findings may be applied in education, management training, and professional development programs.

Keywords: Emotional Intelligence, Leadership, Management Skills, Psychological Competence, Empathy, Motivation, Social Intelligence, Stress Management, Decision-Making, Team Management, Conflict Resolution, Self-Awareness, Pedagogical Approach, Innovative Management, Personal Development

1. Introduction

In modern organizational and educational environments, leadership effectiveness depends not only on professional knowledge but also on emotional and social competencies. Emotional intelligence (EI) is widely recognized as one of the most important factors influencing leadership success. According to D. Goleman, emotional intelligence plays a more significant role than traditional cognitive intelligence in determining leadership effectiveness [1].

Emotional intelligence refers to the ability to understand, regulate, and use emotions constructively in interpersonal interactions. Leaders with developed emotional intelligence can motivate their teams, manage conflicts, and create a positive working environment. Researchers such as Mayer and Salovey emphasize that emotional intelligence includes abilities related to emotional awareness, emotional regulation, and empathy toward others [2].

In educational institutions and organizations, leadership based on emotional intelligence improves communication and enhances collaboration within teams. Therefore, studying the relationship between emotional intelligence and leadership is important for understanding how leaders can improve organizational performance and human relations.

The objective of this study is to analyze the relationship between emotional intelligence and leadership and determine how emotional competencies influence leadership effectiveness.

The concept and structure of emotional intelligence

Emotional intelligence (EI) is understood in psychology as a person's ability to understand their own emotions, manage them, and interact effectively and harmoniously with others. EI plays an important role not only in a person's personal development, but also in their social and professional success. According to researchers Mayer and Salovey, emotional intelligence consists of the following main structural elements:

Self-awareness– a person's ability to identify their own emotions, understand their causes, and explore emotional states. This ability helps a person to know their strengths and weaknesses and is important in the decision-making process.

Self control– is a person's ability to control negative emotions, remain stable in stressful situations, and avoid impulsive actions. Individuals with high self-control perform more effectively in professional environments [3].

Social awareness– the ability to understand the feelings of others, show empathy, and sense their needs. This ability is indispensable in leadership and teamwork, as it helps to create effective communication and a positive social environment.

Relationship management– the ability to develop social relationships, resolve conflicts, and optimize group interactions. This element plays an important role in building trust and cooperation between leaders and team members[4].

According to educators, emotional intelligence is an important tool not only for personal development, but also for effective communication with students and motivation in the educational process.[5] At the same time, a high level of EI develops self-awareness, empathy, and social adaptability skills in students.

Leadership and its psychological foundations

Leadership– is the ability to lead a group, motivate them to achieve goals, and make effective decisions. A leader's success is closely related to his personal qualities, social skills, and emotional intelligence. According to Bass's research, a leader's high emotional intelligence directly affects team effectiveness because it reduces conflict, increases motivation, and creates a positive work environment[6].

Modern pedagogical research considers emotional intelligence as a key indicator in the study of leadership. This means that personal qualities and the level of EI determine the leader's ability to make decisions, manage a team, and achieve strategic goals. Self-awareness and management skills in the leadership process increase the leader's confidence in himself and his team. Therefore, educators and psychologists emphasize the development of emotional intelligence as an important factor in improving leadership skills [7].

The connection between emotional intelligence and leadership

Research shows that leaders with high emotional intelligence remain stable in stressful situations, act with clarity and empathy in decision-making [8]. They establish effective communication with team members, create a positive work environment, and encourage creativity in the group. Leaders with high EI are also able to resolve conflicts constructively, strengthening mutual trust and cooperation in the team [9].

2. Methodology

This research is based on a qualitative analytical approach. The study uses the following methods:

Literature analysis – examination of psychological and pedagogical studies related to emotional intelligence and leadership.

Comparative analysis – comparison of different theoretical models of emotional intelligence and leadership.

Conceptual analysis – identification of key components that link emotional intelligence with leadership effectiveness [10].

The research materials include scientific works by Goleman, Mayer, Salovey, Bass, and other scholars who studied emotional intelligence and leadership theory. These sources provide theoretical frameworks that explain how emotional competencies influence leadership performance [11].

Empathy and social awareness help leaders understand the needs of team members, which increases motivation and leads to effective results. Working with high levels of EI reduces emotional risks in a leader's decision-making process and allows for more accurate assessment of situations. Therefore, educators and psychologists see leadership and emotional intelligence as mutually reinforcing processes [12].

3. Result

The analysis of scientific literature demonstrates a strong relationship between emotional intelligence and leadership effectiveness.

The findings indicate that emotional intelligence consists of several core competencies that directly influence leadership performance:

Self-awareness

Leaders who understand their emotions are more capable of making balanced decisions and recognizing their strengths and weaknesses.

Self-regulation

Emotional self-control allows leaders to remain calm in stressful situations and avoid impulsive actions [13].

Social awareness

Empathy and understanding of others' emotions help leaders establish trust and improve team relationships.

Relationship management

Leaders with high emotional intelligence effectively manage conflicts, motivate employees, and maintain cooperation within the group.

Studies show that leaders with high emotional intelligence create a positive work environment, improve communication within teams, and increase employee motivation. As a result, organizational productivity and collaboration improve.

As a result, the connection between emotional intelligence and leadership is of great importance not only for the individual, but also for the effectiveness of the team and the organization. A deep study of this connection is important for the development of pedagogical and practical recommendations. If EI is developed through modern training and methodological exercises, leaders will increase their chances of effectively managing their team and achieving success [14].

In conclusion, the relationship between emotional intelligence and leadership is clearly visible in research. EI is an important factor determining the successful performance of a leader. Individuals with high EI can work effectively with a team. They manage stress and are clear and empathetic in decision-making. Empathy and social awareness ensure effective leadership of a leader. Individuals with developed EI create a positive social environment. Their decisions motivate group members. Research shows that EI and leadership are mutually reinforcing. Pedagogical and psychological approaches help increase EI. Leadership skills are developed through training, coaching, and practical activities. EI enhances a leader's self-awareness and effective communication with others. Personal development and creativity are directly related to EI. Methods for increasing EI are important for modern leaders. EI also forms leadership skills in the learning process. If EI is developed using pedagogical methods, success as a leader

increases. The positive relationship between EI and leadership can be applied in the fields of education and corporate governance. The results of the research provide a basis for making practical recommendations. In the future, it is necessary to study the relationship between EI and leadership in more depth. EI is recognized as a key tool in personal and professional development. As a result, EI and leadership together lead to effective management and social success [15].

4. Discussion

The relationship between emotional intelligence and leadership has been widely discussed in psychological and management research. Scholars emphasize that emotional intelligence enhances leadership abilities such as communication, empathy, and strategic decision-making.

Goleman argues that emotionally intelligent leaders are more successful because they understand both their own emotions and the emotions of others. This ability allows them to manage teams effectively and create an atmosphere of cooperation and trust.

Bass's leadership theory also highlights the importance of emotional competence in transformational leadership. Transformational leaders inspire and motivate followers by understanding their emotional needs and encouraging personal development.

Furthermore, emotional intelligence plays a crucial role in conflict resolution. Leaders who demonstrate empathy and emotional awareness can identify potential conflicts early and resolve them constructively. This contributes to stronger relationships between team members and higher organizational stability.

5. Conclusion

The study confirms that emotional intelligence is a fundamental component of effective leadership. Leaders with high emotional intelligence demonstrate better interpersonal communication, stronger conflict management skills, and greater ability to motivate their teams.

The analysis shows that emotional intelligence supports leadership effectiveness by improving self-awareness, emotional regulation, empathy, and social interaction. These competencies help leaders build trust within teams and create a positive organizational climate.

The results of this research highlight the importance of incorporating emotional intelligence development into leadership training programs. Educational institutions and organizations should promote emotional intelligence through training, coaching, and professional development initiatives.

Future research should further explore the practical applications of emotional intelligence in leadership development and organizational management.

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