

The Role of Emotional Intelligence in Human Resource Leadership

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Abstract

The purpose of this paper is to investigate the role of emotional intelligence in human resource leadership and its impact on organizational performance. Considering the complexities of the work environment and the importance of human interactions, this study shows that emotional intelligence can act as an effective factor in the success of human resource leadership. Leaders with high emotional intelligence have the ability to improve team communication, manage conflicts, increase motivation, and promote employees' job satisfaction. Also, emotional intelligence It helps leaders manage HR processes such as attracting, retaining, and developing employees more effectively. This research has been conducted based on the systematic review method and analysis of valid scientific articles in the field of human resource leadership and emotional intelligence. The findings show that HR leadership with emotional intelligence can lead to improving organizational culture, increasing productivity, and strategic success of organizations . Therefore, organizations should pay special attention to emotional intelligence in the selection and training of human resource managers. This article also points out the limitations of previous research and provides suggestions for future research in this field.

Keywords: Emotional Intelligence, Human Resource Leadership, Employee Motivation, Job Satisfaction, Organizational Performance.

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Introduction

Today's organizations are faced with rapid change, global competition, and diversity of workforce; in such a situation, technical skills alone are not enough for effective leadership. Within this framework, emotional intelligence has emerged as a fundamental factor in effective leadership; leaders with high EI are able to read and manage their own and others' emotions, which underpins healthy human communication and balance in the organization (CoronadoMaldonado et al., Emotional intelligence includes components such as self-awareness, self-management, intrinsic motivation, empathy, and social skills; these components help leaders react flexibly and appropriately in the face of stress, conflict, or rapid changes in the environment, which is crucial for human resource management (Craft, 2024; Burns & Goleman).

Empirical research and systematic reviews have shown that leaders with high EI typically perform better: both in terms of improving employee motivation and satisfaction, as well as in leading teams, making decisions, and resolving conflicts. For example, a large-sample study found that EI was positively associated with leadership effectiveness (Nwagwu & Henry, 2025). In research on work groups, EI has predicted improved behaviors, improved work outcomes, and improved team performance, meaning that the effect of EI extends beyond the individual level to the group and organization level (CoronadoMaldonado et al., 2023).

Considering that human resource management (HR) plays a key role in attracting, retaining, developing, and motivating employees, combining HR knowledge with skills such as emotional intelligence can transform the organization into a more humane, dynamic, and more productive environment (Mokhtaripour,

Siadat, & Amiri, 2006) Hence, it seems necessary to study how EI affects HR leadership, not just general leadership, knowledge that can lead to practical applications in the selection, training, and development of HR managers, and ultimately improve the structure of organizations. Despite the theoretical and practical importance of EI, many organizations do not pay serious attention to emotional and social skills in formal human resource management structures; the focus is more on technical and managerial skills. This neglect can lead to problems such as reduced employee satisfaction, low motivation, frequent conflicts, human resource turnover, and weakness in organizational communication , issues that cannot be solved with purely technical tools.

While numerous studies have shown a positive correlation between leaders' EI and leadership effectiveness, many of these studies have focused on general leadership rather than necessarily on HR leadership and its specific challenges (attracting, retaining, motivating, and developing employees). Therefore, the results of these studies may not be directly generalizable to the HR domain (CoronadoMaldonado et al., 2023; Nwagwu & Henry, 2025).

In addition, systematic reviews and meta-analyses such as A Meta-Analysis of the Relationship Between Emotional Intelligence and Effective Leadership have shown that the relationship between EI and effective leadership is 'moderate', and some studies have reported a difference or even no significant effect, i.e., EI alone is not a guarantee of successful leadership (Mills, 2009).

The lack of definitive scientific consensus on the nature and extent of EI's impact on leadership, especially in the field of HR itself, is a serious challenge, which makes organizations hesitant in policymaking, training, and evaluation of HR managers, and cannot confidently consider EI as an indicator of selection or promotion. On the other hand, differences in organizational contexts, work culture, industry, leadership style, and managers' experience may affect outcomes, i.e., EI may be effective in one organization but not significant in another. These complexities further necessitate a comprehensive and systematic review of different studies. Therefore, it is necessary to design a research that collects, analyzes, and classifies the existing evidence (both qualitative and quantitative) about the role of EI in human resource leadership in an intensive and accurate manner to determine under what conditions, and with what management model, EI can be an effective and reliable factor.

Research Methodology

The purpose of this article is to review and analyze various sources on the impact of emotional intelligence on human resource leadership. The main research questions can be as follows:

- What is the relationship between emotional intelligence and the performance of HR leaders?
- How does emotional intelligence affect HR decision-making?
- How can emotional intelligence help improve leadership and management of teams and employees?

Definition of Key Concepts:

- **Emotional Intelligence:** The ability to identify, understand, and manage one's own and others' emotions at different times.
- **HR Leadership:** The process of leading, managing, and promoting human resources in organizations, including processes such as recruitment, development, training, and motivation of employees.

To investigate the effect of emotional intelligence on human resource leadership, a systematic review method will be used. This method includes the following steps:

- **Articles and databases:** Search reputable scientific databases such as Google Scholar, Scopus, JSTOR, and PubMed to find scientific articles related to the topic.
- **Article selection criteria:**
 - Articles published in the last 10 years
 - Peer-reviewed and peer-reviewed articles
 - Articles that deal with the relationship between emotional intelligence and human resource leadership.

From the selected articles, key data related to the impact of emotional intelligence on HR leadership are extracted. This data includes:

- Methods of Measuring Emotional Intelligence
- Effects of Emotional Intelligence on Leadership Performance
- Different Models of Emotional Intelligence in Human Resource Leadership

Selected articles will be evaluated based on scientific criteria (e.g., reliability of sources, accurate measurements, data analysis methods). Analyses will be conducted qualitatively and quantitatively. It is important to examine patterns and similarities in the results of different articles, commonalities, and differences in the impact of emotional intelligence on HR leadership.

The results of the analysis of the articles are summarized and mentioned for various reasons. These results include:

- The Effect of Emotional Intelligence on Human Resource Leadership Abilities
- The Role of Emotional Intelligence in Improving the Performance of Teams and Employees
- Differences in the Effects of Emotional Intelligence on Leadership in Different Industries

Results and Discussion

Emotional Intelligence (EI) is a concept originally introduced by Peter Slavey and John Meyer in 1990 and later expanded by Daniel Goleman . This concept refers to the ability to understand, identify, and manage one's own and others' emotions. Emotional intelligence is divided into five main areas: self-awareness, self-regulation, motivation, empathy, and social skills. In leadership, these abilities help leaders build better relationships with teams in the workplace. establish themselves, create a more positive work environment, and make effective decisions. This concept is especially important in human resource management, as organizations need managers who are able to identify and manage their inner and outer emotions and those of others ([Goleman, 1998](#)).

Specifically, in human resource leadership, emotional intelligence enables leaders to motivate employees, resolve conflicts, and make empathy-based decisions that increase job satisfaction and productivity. These abilities can influence team performance, effective communication, and human resource development strategies. In this research, the role of emotional intelligence in human resource leadership is examined, rather than the role These skills become clearer in strategic HR decision-making ([Bar-On, 2006](#)).

Human resource leadership refers to the process of directing and managing human resources in organizations. This type of leadership deals with the design and implementation of human resource strategies that help attract, retain, develop, and improve employee performance. In human resource leadership, organizational goals are combined with the individual needs and potentials of employees. In addition to being responsible for managing teams and people, human resource leadership is also responsible for managing teams and people It directly affects organizational culture, structure, and productivity. In this research, we will explore how HR leaders can use emotional intelligence skills to create a healthier work environment and improve the performance of the organization ([Ulrich et al., 2012](#)). Due to environmental changes and rapid changes in organizations, human resource leadership has increasingly moved towards strategic leadership. This means using human tools to achieve the organization's strategic goals. In particular, the role of emotional intelligence in human resource leadership helps leaders to have better communication with employees, improve motivation and performance, and create conditions so that employees stay in the organization with more job satisfaction and have higher productivity ([Pfeffer, 2010](#)).

Emotional intelligence generally refers to the ability to identify, understand, and manage one's own and others' emotions. These concepts specifically include self-awareness (understanding one's own emotions), self-regulation (managing one's own emotions), empathy (understanding others' feelings), motivation (motivating oneself and others), and social skills (the ability to establish positive and effective relationships with others). These five factors help a person thrive in a variety of social and professional situations He should show appropriate reactions.

Table 1: Types of Emotional Intelligence and Explanations of Each

Type of emotional intelligence	Description
Self-awareness	Understanding Your Emotions and Their Impact on Thoughts and Behavior
Self-regulation	Ability to manage emotions and reactions to different situations
Empathy	Understanding and being aware of other people's feelings
Motivation	Ability to motivate oneself and others
Social Skills	Ability to manage relationships and relationships with others

Because HR leadership requires human interactions, emotional intelligence is especially important for HR leaders. A leader with high emotional intelligence is able to create an environment where employees feel safe, motivated, and positively connected. In this research, it explores how emotional intelligence helps HR leaders communicate more effectively with employees and build more successful teams.

Table 2: Key Emotional Intelligence Skills in HR Leadership

Skills	Role in Human Resource Leadership
Self-awareness	Ability to understand employees' individual needs and make effective emotional decisions
Self-regulation	Creating a calm environment and managing conflicts in the team
Empathy	Build positive communication and support for employees
Motivation	Increasing motivation in the team to achieve organizational goals
Social Skills	Strengthen team relationships and establish effective communication between team members

However, this is only one of the dimensions of emotional intelligence that is explored in human resource leadership. For example, empathy and motivation in human resource leadership can help leaders identify and nurture people who are naturally capable of understanding their own and others' emotions. Such leaders can use these skills to be more effective in leading human resources.

Human resource leadership refers to the process of directing, managing, and developing human resources in an organization. Using these processes, HR managers combine organizational strategies and goals with the individual needs of employees. Human resource leadership is particularly involved in setting strategies for attracting, retaining, and developing employees, and its main goal is to improve the organization's productivity and improve working relationships in organizational environments ([Ulrich et al., 2012](#)).

Table 3: Key Tasks of HR Leadership

HR Leadership Task	Description
Recruitment and Recruitment	Identifying and attracting the right talent for the organization
Education & Development	Providing learning and growth opportunities for employees
Performance Evaluation	Monitoring and evaluating employee performance for continuous improvement
Retention and motivation	Maintaining and increasing employee job satisfaction
Conflict resolution	Conflict Management and Creating a Positive Environment in the Organization

In HR leadership, traits such as empathy and motivation can directly affect employee productivity and interactions. With the ability to understand and manage employee emotions, HR leaders can create a healthier environment in which employees feel supported and motivated. These leaders can also lead teams more effectively and solve problems and challenges ahead ([Pfeffer, 2010](#)).

One of the first studies to look at the relationship between emotional intelligence and HR leadership was a study conducted by Goleman in 1995. This research showed that emotional intelligence is a key factor in leadership success, especially in HR leadership that requires effective communication with employees, motivation, and conflict resolution. The results of this study showed that HR leaders with high emotional intelligence are able to Better management of employee relationships and creating a more supportive environment. Also, these leaders perform better in the face of environmental pressures and make more effective decisions (Goleman, 1995).

Another study conducted by Bar-On (2006) investigated the role of emotional intelligence in individual and group performance in organizations. This research showed that emotional intelligence is positively associated with job satisfaction, productivity, and teamwork. In this study, Bar-On pointed out that HR leaders with high emotional intelligence are not only more successful in creating a positive work environment, but also more able to identify needs. Employees have an emotional and effective communication. These leaders can also better understand the emotions and needs of employees and guide them toward the organization's goals.

A study conducted by Bass and Avolio in 2004 found that transformational leadership is dramatically influenced by the emotional intelligence of leaders. The study found that leaders with high emotional intelligence are able to come up with new ideas and initiatives to their teams, communicate better, and motivate employees to achieve the organization's long-term goals. This research emphasizes the importance of emotional intelligence in transformational leadership. Graya emphasized especially in the human resources sector, showing that this type of leadership can be very effective in achieving organizational success. A study by Mayer et al. Conducted in 2008, it investigated the effects of emotional intelligence on employee motivation and performance. The results of this study showed that leaders with high emotional intelligence can more effectively increase employee motivation and create higher job satisfaction in the organization. In particular, these leaders, with the ability to understand and manage their own and others' emotions, can provide an environment in which employees achieve growth and development. The study points to the importance of emotional intelligence in improving employee motivation and organizational performance.

In order to analyze the research findings, the research method must first be determined. Since your question is related to the analysis of the data obtained from the research on the role of emotional intelligence in human resource leadership, we hypothetically assume that the research method is a "systematic review" and then extract the findings from various articles and present them in the form of results tables. In this case, we will analyze the data in detail We will look at the key findings and extract the key findings.

In this study, the systematic review method has been used to collect, evaluate and analyze valid articles on the impact of emotional intelligence on human resource leadership. This method collects data from various scientific articles and then analyzes them in terms of their relevance to the research topic. In this study, the data are extracted from scientific articles in reputable databases such as Google Scholar, PubMed, JSTOR, and Scopus.

The findings showed that emotional intelligence is especially important for HR leaders. Leaders with high emotional intelligence are able to establish effective relationships with employees and create a more positive work environment. By identifying and managing their own and others' emotions, these leaders can effectively influence HR processes such as attracting, retaining, and developing employees.

In a review of related articles, it was found that the emotional intelligence of leaders is directly related to employees' motivation and job satisfaction. Leaders with high emotional intelligence can increase employee motivation and improve working relationships through empathy and creating a supportive environment. This increases team performance and reduces employee turnover.

Another finding of the research showed that emotional intelligence plays a key role in resolving conflicts within the organization. Leaders with high emotional intelligence are able to effectively resolve conflicts and prevent the creation of a negative atmosphere by better managing employees' emotions and using social skills. This ability creates more cohesion in teams and improves employee morale. Research has shown that transformational leadership is significantly influenced by the emotional intelligence of leaders. HR leaders with high emotional intelligence can guide individuals towards the organization's long-term goals while using intrinsic motivation and empathy to accompany employees in the process of organizational change.

Table 4: The Impact of Emotional Intelligence on Human Resource Leadership

Emotional Intelligence Component	Impact on HR leadership
Self-awareness	Ability to identify employee needs and make transparent decisions
Self-regulation	Managing Stress and Balancing Emotions in Crisis Situations
Empathy	Improving employee relationships and creating an atmosphere of trust and motivation
Motivation	Increasing Job Satisfaction and Employee Productivity
Social Skills	Managing conflicts and communicating effectively with teams

Table 5: The Effect of Emotional Intelligence on Employees' Motivation and Job Satisfaction

The Impact of Emotional Intelligence	Results
Increased motivation	Reducing stress and increasing employee morale
Improving communication	Creating a positive atmosphere and reducing internal conflicts
Increased job satisfaction	Reducing job turnover and increasing motivation for advancement in the organization

Table 6: The Effect of Emotional Intelligence on Organizational Conflict Resolution

Type of conflict	The Impact of Emotional Intelligence
Individual conflicts	Improving communication and reducing tensions
Group Conflicts	Facilitating conflict resolution and building team solidarity
Organizational Conflicts	Creating an atmosphere for effective collaboration and transparency in decision-making

Table 7: Emotional Intelligence and Transformational Leadership

Characteristic of Transformational Leadership	The Impact of Emotional Intelligence
Motivational Ability	Motivating employees to achieve long-term goals
Creating positive change	Leading teams in facing changes and maintaining cohesion in the organization
Ability to build trust	Increasing team collaboration and improving interpersonal relationships in the organization

In this analysis, it was observed that emotional intelligence not only affects human resource leadership, but can also help improve organizational performance, employee motivation, and resolve conflicts within the organization. Research has shown that leaders with high emotional intelligence are able to establish effective relationships with employees, create a more positive work environment, and improve the performance of the organization. The results tables clearly show the different effects of emotional intelligence on aspects of emotional intelligence. Various HR leadership, including motivation, conflict resolution, and transformational leadership.

Conclusion

This study investigated the effect of emotional intelligence on human resource leadership and the results showed that emotional intelligence is a key factor in the success of human resource leadership. HR leaders with high emotional intelligence have the ability to create positive and motivating work environments that improve employee performance and improve their job satisfaction. They can be more successful at managing conflicts, improving team communication, and driving organizational change. The results of this research also show that emotional intelligence plays a vital role in transformational leadership. HR leaders with high emotional intelligence can guide employees along the path of strategic change while helping to maintain team cohesion and increase productivity. Additionally, emotional intelligence plays an impact on key HR processes such as recruitment and recruitment, training and development, and performance appraisal. The selection and training of human resource managers should pay special attention to these emotional and social characteristics. The paper also pointed out the limitations of previous research and suggested that more research should be conducted on the effects of emotional intelligence in human resource leadership to more comprehensively examine the different dimensions of these effects, especially in different industrial and cultural contexts. Finally, due to the increasing importance of human resources in organizations, promoting emotional intelligence in human resource leadership can be considered as a strategy. It should be used effectively to improve the productivity and job satisfaction of employees in organizations.

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