

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND CONFLICT RESOLUTION IN EDUCATION MANAGEMENT

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Abstract: *Emotional Intelligence (EI) plays a crucial role in effective conflict resolution within education management. School administrators, principals, and faculty members frequently encounter conflicts related to organizational decisions, student management, and interpersonal relationships. This thesis examines the impact of EI on conflict resolution strategies in education management. Using a mixed-methods approach, the study explores the relationship between EI competencies—self-awareness, self-regulation, motivation, empathy, and social skills—and the effectiveness of conflict resolution.*

Key words: *emotional intelligence, conflict resolution, education management, leadership, organizational behavior, institutional climate.*

Conflict is an inevitable aspect of education management due to the diverse interests and needs of students, faculty, and administrators. Effective conflict resolution is essential for maintaining a productive and harmonious educational environment.

The findings suggest that leaders with high EI are better equipped to manage conflicts constructively, reduce tensions, and foster a positive institutional climate. The study also provides recommendations for integrating EI training into leadership development programs in educational institutions.

This thesis aims to explore the relationship between EI and conflict resolution in education management. Specifically, it examines how EI competencies influence administrators' ability to handle disputes, mediate conflicts, and enhance institutional harmony.

Literature Review Studies indicate that emotionally intelligent leaders are more effective in conflict resolution due to their ability to understand different perspectives and manage emotions constructively (Goleman, 1998). Mayer and Salovey (1997) identified core components of EI, including self-awareness, self-regulation, social awareness, and relationship management, all of which are critical for conflict resolution.

In the education sector, EI has been linked to improved faculty relationships, student behavior management, and administrative decision-making (Boyatzis et al., 2002). A study by Rahim (2011) highlights that emotionally intelligent leaders employ integrative and collaborative conflict resolution strategies rather than avoidance or domination.

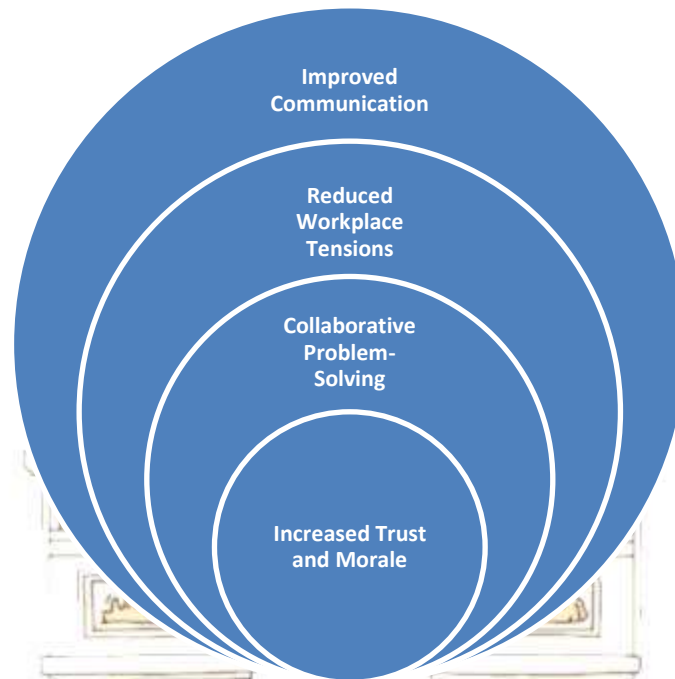
A mixed-methods approach is employed to assess the relationship between EI and conflict resolution effectiveness in education management. Quantitative data is collected through surveys measuring EI competencies and conflict resolution styles among school

administrators and faculty members. Additionally, qualitative interviews provide insights into real-world applications of EI in resolving educational conflicts.

The research sample includes education managers from various institutions, including schools and universities. The EI of participants is evaluated using the Emotional Intelligence Appraisal (Bradberry & Greaves, 2009), while conflict resolution effectiveness is assessed through faculty and student feedback.

Preliminary findings indicate a strong correlation between high EI and effective conflict resolution in education management. Key insights include:

Diagram 1. Correlation between EI and Conflict Resolution.



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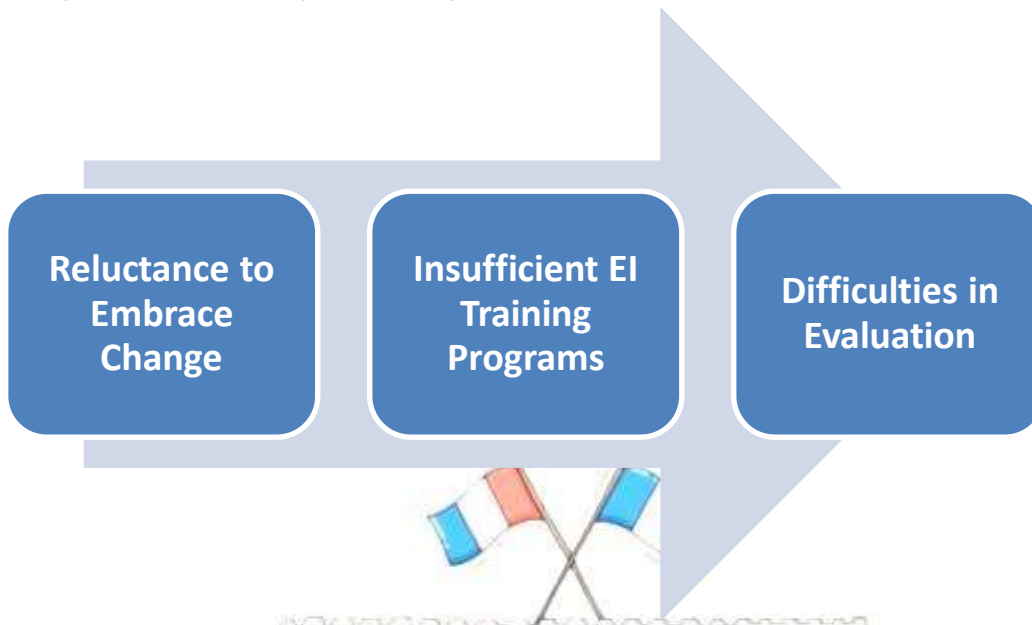
- Emotionally intelligent leaders use active listening and empathetic dialogue to address conflicts constructively.
- Leaders with high EI prevent minor disagreements from escalating into major disputes.
- EI fosters a cooperative approach, ensuring that conflicts are resolved with mutually beneficial solutions.
- Faculty members report higher job satisfaction and engagement when conflicts are managed through emotionally intelligent leadership.

Additionally, the study highlights that EI-based conflict resolution approaches are particularly effective in diverse educational settings where cultural and personal differences play a significant role in conflicts.

Traditional conflict management approaches often emphasize rules and policies, whereas EI provides a more nuanced and people-centered strategy. Emotional intelligence enables education managers to recognize emotional cues, regulate their responses, and foster collaborative solutions.

Despite its advantages, integrating EI into conflict resolution in educational institutions presents several hurdles:

Diagram 2. Challenges to integrate EI into Conflict Resolution.



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- Many educational institutions rely on conventional leadership structures that prioritize authority, making the transition to EI-based approaches challenging.
- A significant number of administrators and faculty members lack formal education in EI principles, limiting their ability to apply these skills in conflict resolution.
- Unlike technical competencies, EI is more subjective and challenging to measure, making its inclusion in performance assessments more complex.

To address these challenges, institutions should prioritize the integration of EI training into professional development programs, implement policies that encourage emotional awareness, and create a more supportive environment for emotionally intelligent leadership.

The findings underscore the importance of EI in conflict resolution within education management. Institutions should integrate EI training into leadership programs to enhance administrators' and faculty members' ability to manage conflicts effectively. Recommendations include:

- Incorporating EI assessments in leadership hiring and promotion criteria.
- Developing EI-focused professional development workshops.
- Encouraging a culture of emotional awareness and open communication in educational institutions.

Future research should explore longitudinal effects of EI-based training in conflict resolution and its impact on student outcomes and institutional performance.

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