

The Impact of Emotional Intelligence on Team Conflict: Case Study in Government Hospital*

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Abstract: Organizational development requires human resources. Professional organizations manage systems and organizational mechanisms of existing resources to support flexible responses of change. Hospitals as one of the service industries with a very complex business process certainly have a quite large potential for optimization and efficiency improvements. This study was conducted in South Sulawesi and Central Sulawesi Province's hospitals. The study lasted for 6 six months in 2017. The sampling was done by using cluster method and stratified random sampling, which was based on Hospital Type, level of Health Officers. Data analysis approach used in this study was Partial Least Square (PLS) using WarpPLS software. The results show emotional intelligence significantly and positively affected to the conflict team with path coefficient value 0.668 and p-value <0.05. Emotional intelligence can create management and self-control of conflicts in teamwork and encourage a high level of attention to customers.

Keywords: Emotional intelligence; team conflict; government hospital

1. Introduction

A professional organization needs human resources to manage the system and mechanism in responding to an external change [1], [2]. Business environments that have characteristics of high complexity and uncertainty and intense competition require measurable steps of change [3]. The transformation from a complex hierarchical level to a horizontal work communication network becomes a prioritized alternative [4]. The hospital is one of the service industries with very complex business processes but has the potential for optimization and efficiency [5]. The growth of hospitals in Indonesia has increased progressively in the last decade, from 1,608 in 2012 to 1,725 in 2013 [6]. Tight competition and perfect service demands from customers pushed hospitals to make management changes towards efficiency effectiveness on an ongoing basis [7].

The quality of human resources that is not reliable will affect the quality of health services provided by a hospital [8]. One aspect of human resources needed is the ability to collaborate in a work team [9]. The quality of team collaboration is determined by the ability to share knowledge [10], cooperative attitudes [11] and competencies [12] between individuals. Team conflict will somehow always be included in a hospital which for a certain period will damage the quality of interaction and collaboration achievement [13]. Emotional intelligence of health workers as a dominant factor that can reduce team conflict while increasing the quality of cooperation in providing health services [14].

2. Materials and Methods

2.1. Study location

The study was conducted at four government hospitals including central of general hospital of Dr. Wahidin Sudirohusodo; Hasanuddin university Hospital; Undata regional

general hospital; and Anuta General Hospital. The scope of the study site covers two provinces, South Sulawesi and Central Sulawesi.

2.2. Data Collection and Analysis

Data collection was carried out for six months, starting in January - June 2016. A total sample of 144 people was determined using the cluster [15] and stratified random sampling [16], [17] method, which is based on the type of hospital and health officer position. Data obtained using a questionnaire that arranged based on the scaled respondent question to measure and determine the attitude of the respondents related to the research variables.

2.3. Statistical Analysis

The study applied the explanatory patterns [18], aiming to explain the interrelationships between the variables studied including; emotional intelligence and team conflict (Fig. 1). Data were analyzed by the Partial Least Square (PLS) method [19] using WarpPLS software [20].

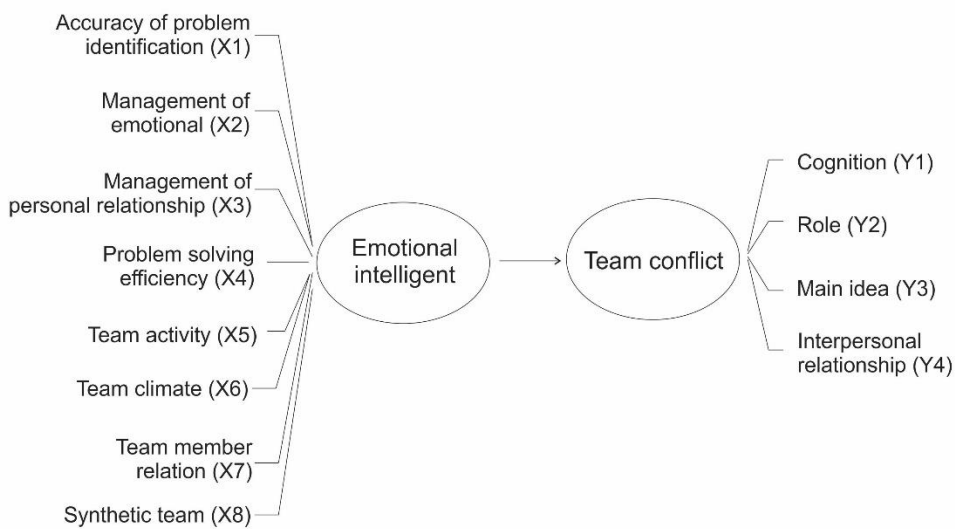


Figure 1. Hypothesis Testing Result in WarpPLS Inner Model

3. Results

3.1. Validity and Reliability Testing

Variables	Indicators	Validity		Reliability	
Emotional Intelligence (X)	X1	0.421	Valid	0.702	Reliable
	X2	0.423	Valid		
	X3	0.472	Valid		
	X4	0.446	Valid		
	X5	0.422	Valid		
	X6	0.373	Valid		
	X7	0.509	Valid		
	X8	0.375	Valid		
Team Conflict (Y)	Y1	0.43	Valid	0.737	Reliable
	Y2	0.404	Valid		
	Y3	0.435	Valid		
	Y4	0.391	Valid		

Based on table 1, all indicators on each variable have a correlation value greater than 0.30 therefore the research instrument is declared valid. Meanwhile, the Cronbach's alpha value for all variables is greater than 0.60 thus it can be said that the research instrument is also reliable.

3.2. Goodness of Fit Test

The calculation result showed a predictive-relevance value of 0.787 or 78.7%, therefore it can be said that the model has relevant predictive value. The predictive relevance value of 78.7% indicates that the diversity of data that can be explained by the model is 78.7%. In other words the information contained in the data can be explained by 78.7% through the model. Meanwhile the remaining 21.3% is explained by other variables (which are not in the model) and error. Hair Ringle (2011) states that the value of $Q^2 > 75\%$ indicates a very good model, and can be interpreted for further hypothesis testing.

3.3. Partial Least Square Analysis Result

Inner model testing (structural model) is used as a basic test in analyzing research hypotheses. The t-test was chosen to be applied to test each direct partial effect path. The complete of WarpPLS analysis results are provided in table 2.

Table 2. Inner model result in WarpPLS: Direct Effect

Relationship	Path Coefficient	p-value	Information
Emotional Intelligence (X) → Team Conflict (Y)	0.668	<0.001	Signifikan

The WarpPLS Inner Model test result is showed in figure 2.

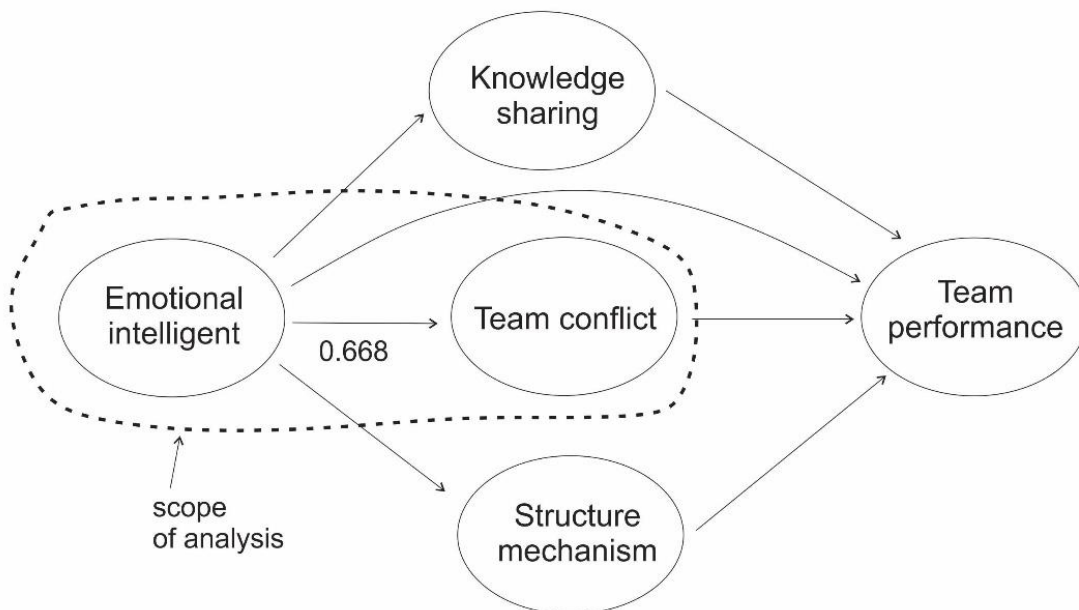


Figure 2. Hypothesis Testing Result in WarpPLS Inner Model

In direct effect testing on Emotional Intelligence to Team Conflict, it was obtained path coefficient value of 0.668, with p-value <0.001. Since p-value <0.05, there was a significant

direct effect on Emotional Intelligence to Team Conflict. Given a path coefficient marked positive, indicating that the relationship was positive. It means the higher the Emotional Intelligence, the higher the Team Conflict will be.

4. Discussion

4.1. Definition of Emotional Intelligence

Emotional intelligence refers to a person's ability to manage and control his emotions and has the ability to control the emotions of others as well. In other words, they can influence other people's emotions too [21]. Emotional intelligence is a very important skill in leadership. It is said to have five main elements such as - self-awareness, self-regulation, motivation, empathy, and social skills [22]. Emotional intelligence as a structured mechanism in human personality is defined as "a constellation of emotional self-perceptions that are at the lower level of the personality hierarchy. Emotional intelligence has been found to be positively related to psychological health, welfare index, life satisfaction, and stress levels [23].

4.2. Emotional Intelligence as a skill

Health workers who have high emotional intelligence are clearly more effective in resolving conflicts than people with low emotional intelligence [24]. Even if someone already has good conflict management skills and negotiation techniques, giving emotional intelligence skills must be given. Conflict management is about teamwork, respect, flexibility, collaboration and negotiation. Effective conflict management training programs teach people to step back and consider outcomes from the perspective of team objectives [24]. Too often, coworkers find themselves arguing about petty issues; and if they aren't careful, these interactions can trigger waves of defensiveness and hostility. The best conflict negotiators lead conversations toward team goals, team interests and opportunities for achieving win-win solutions [25].

4.3. Implementation of Emotional Intelligence in hospital

The results of data analysis indicate that the variable of emotional intelligence empirically and significantly influences team conflict. Testing the direct effect between Emotional Intelligence and Team Conflict, a path coefficient value of 0.668 was obtained, with a p value (0.001) <0.005. This value indicates the direct effect is at the level of full significance and positive relationship. Data interpretation states that the higher the emotional intelligence, the higher the team conflict. In the conflict management approach, the emotional intelligence of service providers determines the dynamics in a hospital. In addition, the level of concern of health workers contributes to increasing service user satisfaction thereby reducing the potential for conflict. Customer satisfaction is the main goal of every level or type of health service.

The role of emotional intelligence in sharing knowledge has implications for the dynamics of teamwork so it needs to be maintained or enhanced [26]. Knowledge Sharing Behavior is a process in which individuals exchange knowledge and ideas through discussion to create new knowledge or ideas. This research has explored the relationship between knowledge sharing variables, emotional intelligence, and team conflict. In addition, the work mechanism and structure of a work team as well as scientific facts that are proven in hospital institutions prove that emotional intelligence is an important factor in the hospital management system [27].

5. Conclusions

Based on the result of data analysis, it can be concluded that there is a significant direct effect of Emotional Intelligence to Knowledge Management, Emotional Intelligence to Team Conflict, and Emotional Intelligence to Team Performance. In addition, in the relationship between endogenous variables, it is found a significant effect of Knowledge Management to Team Performance, and Team Conflict to Team Performance. In the indirect effect testing, there is a significant indirect effect on Emotional Intelligence to Team Performance through Knowledge Sharing (mediation), and Emotional Intelligence to Team Performance variable through Team Conflict (mediation). Thus, it can be concluded that the higher the value of Knowledge Sharing or Team Conflict, the higher the effect of Emotional Intelligence on Team Performance.

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