The Effect of Emotional Intelligence for 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. As one of the service industries with a very complex business process, hospitals 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 2019. The sampling was done using the cluster method and stratified random sampling based on hospital type and level of health officers. The data analysis approach used for this research was Partial Least Square (PLS) using WarpPLS software. The results show that emotional intelligence significantly and positively affected the conflict team with a path coefficient value of 0.668 and a p-value <0.05. Emotional intelligence can create management and self-control of conflicts in teamwork and encourage a high level of customer attention.

Keywords: Emotional Intelligence, team conflict, government hospital

1. INTRODUCTION

A professional organization needs human resources to manage the system and respond 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 sophisticated 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 can optimize 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 [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 specified 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. RESEARCH METHODOLOGY

2.1. Study location

The research was held at four government hospitals, including the Center of The 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 2019. 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 was arranged based on the scaled respondent question to measure and determine the respondents' attitudes related to the research variables.

2.3. Statistical Analysis

The study applied the graphic patterns [18], aiming to explain the interrelationships between the variables studied, including; emotional intelligence and team conflict (Fig. 1). The Partial Least Square (PLS) method [19] using WarpPLS software [20] to use for the analysis process.
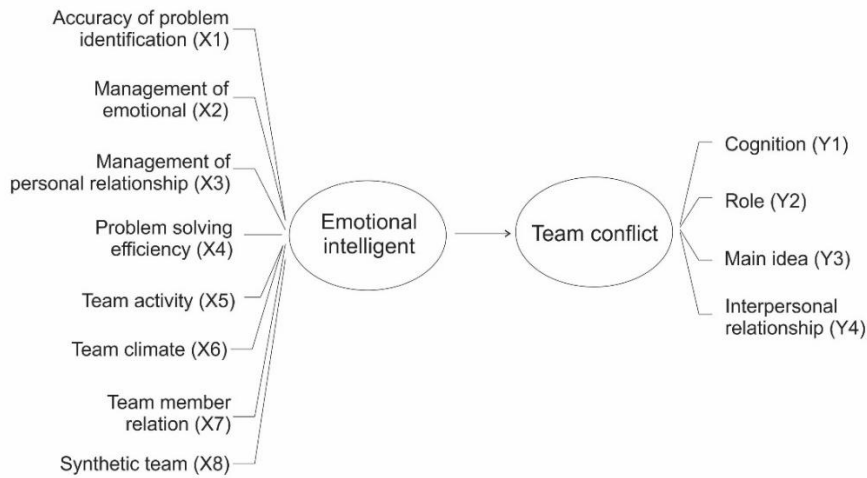

Figure 1 Hypothesis Testing Result in WarpPLS Inner Model

3. RESULTS

3.1. Validity and Reliability Testing

The table below showed all variables and indicators, including their validity and reliability value. The whole of indicators for every variable has a correlation value larger than 0.30, and hence the research instrument is declared valid. Meanwhile, the Cronbach's alpha value for each of the variables is larger than 0.70. Thus, the research instrument is reliable, as well. (see Table 1).

Table 1. Validity and reliability testing results

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		

3.2. The goodness of Fit Test

After calculating the data, the results showed that the predictive relevance percentage is 78.7% or 0.787. Therefore, the model owns predictive relevance. The value 78.7%, for predictive relevance, exhibits that the variety of the data depicted by the model is 78.7%. Hence, the model with 78.7% accuracy can describe the information of the data. Meanwhile, the residual 21.3% is illustrated by the unreachable variables -unavailable in the model- and errors. Hair Ringle (2011) reveals that Q2 > 75% represents a great model and can be analyzed for advanced hypothesis testing.

3.3. Partial Least Square Analysis Result

Internal model testing (structural model) is used as an initial 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: immediate impact

Connection	Path Coefficient	p-value	Meaning
Emotional Intelligence (X) →Team Conflict (Y)	0.668	<0.001	Significant

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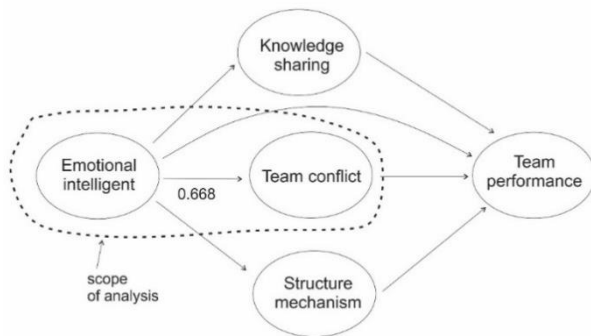

Figure 2 Hypothesis Testing Result in WarpPLS Inner Model

Indirect effect testing between emotional intelligence and team conflict shows the path coefficient value is 0.668, and the p-value is less than 0.001. The p-value is less than 0.05 means that emotional intelligence significantly affects team conflict. Given a path coefficient marked positive, it denotes that the connection was positive. It means that if emotional intelligence increases, the team conflict is going to increases as well.

4. DISCUSSION

4.1. Interpretation of Emotional Intelligence

Referring to someone's ability to adjust and restrain his emotions and others as well defines emotional intelligence. Simply put, they can affect other people's feelings, too [21]. Having emotional intelligence is a crucial necessity to be a leader. The five main elements in emotional intelligence are such as - mindful, self-regulation, encouragement, affinity, and social skills [22]. As a structured mechanism in human personality, emotional intelligence is elucidated as a configuration of emotional introspection that is at the beneath level of the personality pyramid. Psychological health, welfare index, life satisfaction, and stress levels are positively related to emotional intelligence [23].

4.2. Emotional intelligence as a skill

Health workers who have substantial emotional intelligence are explicitly more advantageous in settling conflicts than those with poor emotional intelligence [24]. Even if someone already has excellent conflict restraint abilities and negotiation techniques, giving emotional intelligence skills is a must. Conflict restraint is about cooperation, esteem, adaptability, collaboration, and settlement. Convincing conflict restraint training programs train people to retreat and contemplate the aftereffects from the approach of team objectives [24]. Frequently, debates about trivial matters can be agreed upon by the inclusion of protection and unfriendliness. The best conflict mediators conduct unfriendliness toward group objectives, group attention, and moments for accomplishing win-win solutions [25].

4.3. Implementation of Emotional Intelligence in the hospital

The variable of emotional intelligence empirically and significantly influences team conflict. Testing the direct effect between emotional intelligence and team conflict, the path coefficient value marks 0.668, with p-value (0.001) <0.005. This number indicates the direct effect is at the level of full significance and positive relationship. Data interpretation states that if emotional intelligence increases, the team conflict will increase as well. In the conflict management approach, the emotional intelligence of service providers determines the dynamics in a hospital. Besides, health workers' level of concern contributes to increasing service user satisfaction, thereby reducing the potential for conflict. The primary goal of health service is customer satisfaction.

The role of emotional intelligence in sharing knowledge has implications for teamwork dynamics, so it needs to be maintained or enhanced [26]. Knowledge sharing behavior is a process in which individuals exchange information and opinions by discussing recent information and opinions. This research has explored the connection between information sharing variables, emotional intelligence, as well as team conflict. Besides, the work mechanism and structure of a work team, as well as scientific facts that are proven in hospital institutions, verify that the crucial factor in the hospital management system is emotional intelligence [27].

5. CONCLUSIONS

Constructed from the result of data analysis, we conclude that between emotional intelligence and knowledge management, between emotional intelligence and team conflict, as well as between emotional intelligence and team performance, have a significant

direct effect. Also, 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). The finding of this research is the higher value of knowledge sharing or team conflict, the higher the impact between emotional intelligence and team performance.

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