

THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE MEDIATED BY COOPERATIVE CONFLICT MANAGEMENT STYLE OF INTEGRATING AND COMPROMISING

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Abstract: This study aimed to analyze the relationship between emotional intelligence, conflict management styles, and employee performance at P4TK PKn IPS office in Batu, East Java. The population of this study is 100 civil servant employees with a minimum length of service of one year and the minimum rank of 5. The whole population is used as the sample (saturated sample), and the data were analysed using smartPLS 3.0. The result of this study shows that emotional intelligence significantly influences integrating style, compromising style, and employee performance. Also, integrating style has a significant influence on employee performance. This study also confirms that integrating style partially mediates the influence of emotional intelligence on employee performance. Finally, this study confirms that emotional intelligence in public organizations can provide benefits that are found in private organizations. Because this study focuses only on integrating and compromising styles, subsequent research can investigate the less cooperative conflict management styles such as bonding, dominating, and avoiding and comparing the three styles with integrating and compromising style. Therefore, next researches can determine whether or not emotionally intelligent employees avoid the use of the less cooperative conflict management styles and determine the influence of the styles on performance.

Keywords: Emotional Intelligence, Employee Performance, Cooperative Conflict Management, Integrating, Compromising.



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Civil servants are frequently criticized by the public because they assume that civil servants do not work professionally. Civil servants, as the servants of state and society, are considered unproductive,

low in quality, and poor in innovation and creativity (Mahmudi, 2015). The criticism of the performance of civil servants has triggered a bureaucratic reform movement. The foundation of the bureaucratic reform is the civil servant human resource reform (LAN, 2015).

Concerning civil servant human resource reform, public organizations are beginning to improve their performance by adopting more advanced management practices applied in private organizations, which is the emotional intelligence concept. Emotional intelligence is the key contributor to organizational success (Mayer & Salovey, 1990 and Goleman, 1997). Emotional intelligence is also a strong predictor for performance (Rangarajan & Jayamala, 2014 and Vratskikh, et al., 2015). Its assessment has been applied as a series of assessment centres for civil servants. According to Law No. 5 of 2014 on State Civil Apparatus, the current assessment centre is implemented in various government-agencies. Assessment centre covers test of technical competence, managerial competence, and social cultural competence. Social cultural competence is one of the competencies of emotional intelligence (Hutapea & Thoha, 2008).

Until recently, there are many types of research on the relationship between emotional intelligence and employee performance. The research results of some experts (e.g. Sy, et al., 2006, Shamsuddin & Rahman, 2014, Rangarajan & Jayamala, 2014, Dokhtar, et al., 2014, Vratskikh, et al., 2015, and Mohamad & Jais, 2016) show that emotional intelligence has a significant influence on employee performance. However, Hayward (2008) and Gryn (2010) stated that emotional intelligence has no significant influence on employee performance. From the results of these different studies, this research tries to re-analyse the influence of emotional intelligence on employee performance by adding mediating variables into the model.

Conflict management style is associated with emotional intelligence and the ability to mediate the influence of the intelligence on employee performance. Emotional intelligence helps one in understanding his own emotions and the emotions of others as a basis for connecting them with others (Mayer & Salovey, 1997). Conflicts cannot be avoided at work (Jehn, 1995), and they become serious issues that can give positive and negative impacts (Heidari & Heidari, 2016). Conflicts will give a positive impact if they are managed with an appropriate conflict management style. Emotional intelligence helps

employees select the best conflict management style in managing conflict (Pooya, et al., 2013). The selection of appropriate conflict management styles can improve employee performance (Agwu, 2013).

Rahim and Bonoma (1979), in Rahim (2002), presented five types of conflict management styles: integrating, obliging, compromising, dominating, and avoiding. This study focuses on two styles of cooperative conflict management, integrating and compromising, as the variables that mediate the influence of emotional intelligence on employee performance. Emotionally intelligent employees choose cooperative conflict management style in managing conflicts (Zhang, et al., 2015), particularly integrating and compromising style (Yu, et al., 2006, Abas, et al., 2010, Shih & Susanto, 2010, Riaz, et al., 2012, Shamoradi, et al., 2014 and Zhang, et al., 2015). Emotional intelligence is the antecedent for integrating and compromising style (Shih & Susanto, 2010). With integrating and compromising styles, employees can contribute to brainstorming and discussion among employees, who, in turn, help develop useful solutions and innovative ideas that have a significant, positive impact on employee performance.

This research was conducted at the office of P4TK PKn IPS, one of the institutions that have implemented bureaucratic reform. Researches on emotional intelligence, conflict management styles, and employee performance should be extended to the domain of public organizations in the effort of generalizing the research findings. Therefore, this study tries to verify whether emotional intelligence is capable of providing benefits, particularly benefits found in private organizations.

LITERATURE REVIEW

Emotional Intelligence

Nowadays, the concept of emotional intelligence is divided into two main models: the capability model and mixed models (Hughes, et al., 2015). Capability model is proposed by Mayer and Salovey, while a mixed model is proposed by Goleman and Bar-On (Dani & Sharma, 2016). Mayer and Salovey (1990) defined emotional intelligence as a group of mental abilities that help people recognize their feelings and others' feelings and use those feelings to guide their

thoughts and actions. The model of Mayer and Salovey (1990) includes five main areas: recognizing self-emotion, managing emotions, motivating oneself, recognizing other people's emotions, and building relationships. Mayer and Salovey (1997) redefined emotional intelligence as four separate yet related abilities consisting of understanding the emotions of oneself, regulating emotions, utilizing emotions, and understanding the emotions of others. Goleman (1997) defined emotional intelligence as the ability to monitor and control the feelings of self and others then use those feelings to guide their thoughts and actions. Thus, emotional intelligence is necessary for success at work and for producing the best performance at work. Goleman (1997) presented five indicators of emotional intelligence, they are self-awareness, self-regulation, motivation, identification of other people's emotions (empathy), and social skills.

Bar-On (1997) stated that emotional intelligence is another way of measuring human effectiveness and is defined as a set of fifteen abilities needed to cope with everyday situations and to survive. The set of abilities includes self-esteem, emotional awareness, assertiveness, independence, self-actualization, truth test, flexibility, problem solving, stress tolerance, impulse control, empathy, social responsibility, interpersonal relationships, optimism, and happiness.

The definition of emotional intelligence in this study refers to the opinions of and focuses on the nature and characteristics of the emotional intelligence construct of Davies, et al. (1998). The definitions of the four emotional intelligence indicators of Davies, et al. (1998) are widely accepted because they are considered to represent the entire literature on emotional intelligence (Zhang, et al., 2015). The indicators are (1) understanding the emotions of oneself, referring to one's ability to evaluate and express oneself emotions, (2) understanding the emotions of others, showing the ability to evaluate and recognize the emotions of others, (3) regulating emotions, relating to one's ability to manage the emotion of oneself and others, and (4) utilizing emotion to facilitate performance, relating

to one's ability to use his emotions to achieve higher individual performance.

Conflict Management Style

This study refers to conflict management style theory of Rahim and Bonoma (1979) because it is considered as one of the most popular revisions on the previous conflict management style theory (Montes, et al., 2012 and Zhang, et al., 2015). The classification of conflict management styles of Rahim and Bonoma is organized into two dimensions: (1) concern for others, and (2) concern for oneself. Based on these two dimensions, Rahim and Bonoma presented five conflict management styles, they are integrating, obliging, compromising, dominating, and avoiding (Rahim, 2002).

Integrating Style

This style shows caring for oneself and higher conflict opponents (Rahim, 2002). The use of this style involves openness, information exchange, alternative search, and difference examination to achieve effective solutions accepted by both parties. This style seeks to create mutual satisfaction and prioritizes winwin solutions, where the needs of both conflicting parties are met (Wirawan, 2016). It requires collaboration in solving problems (Gross & Guerrero, 2000). It is also called as problem solving, collaboration, cooperation, solution orientation, and winwin solution (Yu, et al., 2006). Therefore, it is the most appropriate, most effective, and most competent style in managing conflicts (Gross & Guerrero, 2000).

Compromising Style

This style shows a moderate concern for self and others (Rahim, 2002). This style involves give and take, or sharing, where both parties give each other something to make a mutually acceptable decision (Wirawan, 2016). This means sharing differences, exchanging concessions, or finding a middle ground quickly. The advantage of this style is that there is nowinnowlose solution, but the resulting solution can provide creative problem solving. This style

is quite effective and appropriate (Gross & Guerrero, 2000) in managing conflict.

Employee Performance

Performance of employees in this study is the performance of civil servants. The definition of civil servant performance according to Law number 46 of 2011 on Performance Appraisal Assessment of civil servants is the result by each civil servant in an organizational unit according to its Employees Working Objectives and Working Behaviour. Employees Working Objective is the working plan and target to be achieved by a civil servant. The assessment of Employees Working Objective shall at least cover three aspects, they are (1) quantity, (2) quality, and (3) time, which are adjusted to the characteristics, nature, and type of the activities in each work unit.

Working Behaviour is the conduct, attitude, or action of civil servants in doing or not doing something that should be done in accordance with the provisions of the legislation. The assessment of working behaviour encompasses six aspects: (1) service orientation, (2) integrity, (3) commitment, (4) discipline, (5) cooperation, (6) leadership.

CONCEPTUAL FRAMEWORK

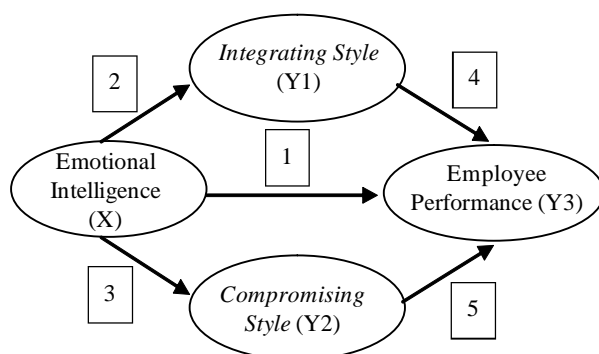


Figure 1 Conceptual Framework

The hypotheses of this study are:

H1. Emotional intelligence significantly influences employee performance

H2. Emotional intelligence significantly influences integrating style.

H3. Emotional intelligence significantly influences the compromising style

H4. Integrating style significantly influenced employee performance

H5. Compromising style significantly influenced employee performance

H6. Integrating style mediates the influence of emotional intelligence on employee performance

H7. Compromising style mediates the influence of emotional intelligence on employee performance.

METHOD

The population and the sample of this explanatory research are all 104 employees of P4TK PKn IPS office (saturated sampling) who have the status of a civil servant, who has been in service for at least 1 year, who are at least in the fifth rank in position. The data of this study were analysed using PLS (Partial Least Square) in smartPLS 3.0.

Operational Definition of the Variables

Emotional Intelligence

The measurement of emotional intelligence in this study refers to four indicators of Davies, et al. (1998), they are (1) understanding oneself emotion, (2) understanding others' emotion, (3) regulating emotion, and (4) using emotion to facilitate performance. The measurement method of emotional intelligence in this study adopts the instrument of Wong and Law Emotional Intelligence Scale (WLEIS) because it is the most appropriate method in measuring emotional intelligence in the workplace (Zhang, et al., 2015). WLEIS, which consists of 16 items, is a compact measuring instrument, only taking a small amount of time to finish it (Shih & Susanto, 2010), regardless that WLEIS is also reliable (Vigoda-Gadot & Meisler, 2010).

Integrating Style

The measurement of integrating style refers to Rahim (2002), which consists of (1) collaboration, and (2) win-win solution.

Compromising Style

The measurement of compromising style also refers to Rahim (2002), which consists of (1) sharing, or give and take, and (2) no-win and no-lose solution.

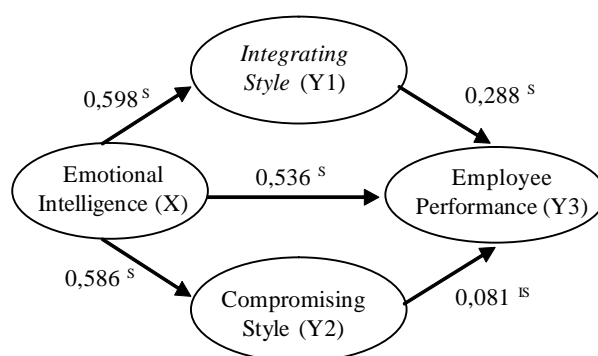
The measurement methods for integrating and compromising style adopt the Form C of Rahim Organization Conflict Inventory-II (ROCI-II) because this method focuses on conflicts that occur among co-workers. ROCI-II is identified by Vieri and Kabanoff in (Chen, et al., 2012) as having better stability and consistency compared to other measurement methods of conflict management styles.

Employee Performance

Employee performance, which in this case is the performance of civil servants, is measured according to Law no. 46 of 2011 on the Performance Appraisal of Civil Servants, consisting of (1) Employee Working Objectives, and (2) Working Behaviour.

RESULTS

The results of the hypothesis analysis on each path obtained from the analysis results using smartPLS 3.0 are as follows.



Source: Processed primary data, 2017

Figure 2 Hypothesis Analysis on Each Path

Notes:

IS = insignificant at $\alpha = 5\%$

S = significant at $\alpha = 5\%$

Table 1 The result of Direct Influence Test

Hypothesis	Variable Relationship	Estimate		Remarks
		Path Coefficient	p-values	
H1	KE (X) → KK (Y3)	0.536	0.000	Accepted
H2	KE (X) → GI (Y1)	0.598	0.000	Accepted
H3	KE (X) → GC (Y2)	0.586	0.000	Accepted
H4	GI (Y1) → KK (Y3)	0.288	0.041	Accepted
H5	GC (Y2) → KK (Y3)	0.081	0.501	Rejected

Source: Processed primary data, 2017

The direct influence presented in Figure 2 and Table 1, the influence of emotional intelligence (X) on employee performance (Y3) is positive at the coefficient value of 0.536 and significance level of 0.000. Since the p-value < 0.05 , the influence is significant. Thus, **hypothesis 1 is accepted**.

The influence of emotional intelligence (X) on integrating style (Y1) is positive at the coefficient value of 0.598 and significance level of 0.000. Since

the p-value < 0.05 , the influence is significant. Thus, **hypothesis 2 is accepted**.

The influence of emotional intelligence (X) on compromising style (Y2) is positive at the coefficient value of 0.586 and significance level of 0.000. Since the p-value < 0.05 , the influence is significant. Thus, **hypothesis 3 is accepted**.

The influence of integrating style (Y1) on employee performance (Y3) is positive at the coefficient

cient value of 0.288 and significance level of 0.041. Since the p-value < 0.05, the influence is significant. Thus, **hypothesis 4 is accepted.**

The influence of the compromising style (Y2) on employee performance (Y3) is positive at the

coefficient value of 0.081 and significance level of 0.501. Since the p-value > 0.05, the influence is insignificant. Thus, **hypothesis 5 is rejected.**

Table 2 The result of Indirect Influence Test

Hypothesis	Variable Relationship	z-values	p-values	Remarks
H6	KE (X) → GI (Y1) → KK (Y3)	2.006	0.02	Accepted
H7	KE (X) → GC (Y2) → KK (Y3)	0.667	0.25	Rejected

Source: Processed primary data, 2017

Table 2 shows the summary of Sobel Test results from the mediating role of integrating and compromising style. The result of the Sobel Test for integrating style shows that the z-value is 2,006 and the significance level is 0.02. Since the z-value > 1.96 and the p-value < 0.05, the influence is significant. Thus, **hypothesis 6 is accepted.**

The result of the Sobel Test for compromising style shows that the z-value is 0.667 and the significance level is 0.25. Since the z-value < 1.96 and p-value > 0.05, the influence is insignificant. Thus, **hypothesis 7 is rejected.**

DISCUSSION

The Influence of Emotional Intelligence on Employee Performance

The results of the analysis show that emotional intelligence influences employee performance, which means that the higher the level of emotional intelligence of employees, the higher the performance. This result confirms the results of previous studies (Sy, et al., 2006, Shih & Susanto, 2010, Shamsuddin & Rahman, 2014, Rangarajan & Jayamala, 2014, Dokhtar, et al., 2014, Vratskikh, et al., 2016, al., 2015 and Mohamad & Jais, 2016) stating that emotional intelligence significantly influences employee performance.

This study confirms that emotional intelligence in public organizations can provide benefits as found in private organizations. This result supports the re-

search of Vigoda-Gadot and Meisler (2010), who also examined the role of emotional intelligence in the public sector. Their results show that emotional intelligence has a major influence on the performance of public sector employees and suggest that emotional intelligence should be used as a performance indicator for the quality of public services. Through the improvement of emotional intelligence, civil servants are expected to become ideal employees who can serve, understand, and empathize to the people who always expect good service from the government. The level of service quality will be assumed good if the service meets the expectation of the community (Shih & Susanto, 2010).

As an educational and training institution, employees of P4TK PKn IPS office must serve thousands of training participants coming from all over Indonesia every year. The training participants have different characteristics, desires, and needs. The difference is sometimes the source of stress and anger. The high level of emotional intelligence from the employees of the P4TK PKn IPS makes them able to provide good service to the participants. In any situation, they keep doing their job well because they can control their own emotions, understand other people's emotions, manage their emotions well, and use those emotions to facilitate their performance. A high level of emotional intelligence from employees of P4TK PKn IPS office can have a positive impact on their performance.

The Influence of Emotional Intelligence on Integrating Style

The results of the analysis show that emotional intelligence significantly influences integrating style, which means that emotionally intelligent employees prefer to use an integrating style in managing conflicts.

The results support several previous studies (Yu, et al., 2006, Abas, et al., 2010, Shih & Susanto, 2010, Riaz, et al., 2012, Shamoradi, et al., 2014 and Zhang, et al., 2015), which found that emotional intelligence significantly influences integrating style.

The results are relevant to the research of Awasthi and Yadav (2016), stating that most employees in public organizations have high emotional intelligence and use integrating styles in managing daily conflicts. They understand their feelings and the people around them and can monitor, manage, and control emotions, so destructive conflicts are unlikely to happen. The reason might be the fact that employees of public organizations have job security. This feeling arises because competition among employees is rare, they see other employees as friends. Another reason for this employee's positive behaviour is that the policies in public organizations do not frequently change, so employees do not have to adjust themselves to changes repeatedly.

Empirical evidence indicates that conflict management using an integrating style in P4TK PKn IPS office is done by consensus method. When a conflict occurs, the conflicting parties are met to identify the problem and resolve it through open discussion. This method involves the collaboration of all parties in terms of openness, information exchange, and examination of differences to obtain a win-win solution. Different interests are accommodated as long as those interests are realistic. All parties in conflict are welcome to express their wishes, and the management tries to confirm and clarify the conflict. Subsequently, concrete action is exercised to realize the interests of both parties while still placing organizational interests as the key consideration.

The Influence of Emotional Intelligence on Compromising Style

This study also finds that emotional intelligence significantly influences compromising style, which means that employees who are emotionally intelligent also choose a compromising style in managing conflict. The results of this study confirm some of the previous findings that emotional intelligence significantly influences the compromising style.

When conflicts occur between employees, especially conflicts that require quick solutions and do not allow open discussion caused by amount of time that should be spent, compromise is the method to solve them. In a compromise, there is neither winner nor loser (*no-win-no-lose* solution). The main feature of compromise is that each party offers or shares something. The reality at the P4TK PKn IPS office is that employees ask a third party as an independent party to make decisions. Independent means being impartial and neutral in making decisions. The purpose of third-party engagement is to help find the middle ground of a problem and to bridge the conflicting parties in the interest of the organization. The resulting decision is usually in forms of advice and accommodation for some of the interests of the conflicting parties. The decision is binding, so the personal interests of both parties should be ignored for the organization.

It can be concluded that emotionally intelligent employees of P4TK PKn IPS office will consider his feelings and other employees' emotions as the basis for building relationships with colleagues. This characteristic makes employees place the interests of other employees as a consideration in resolving a conflict. Win-win solutions resulting from integrating or compromising style are priorities of employees in managing conflict to accommodate the interests of both parties. This is consistent with the concept of social skill in the emotional intelligence model of Goleman (1997). One of the attributes of this social skill component is conflict management: negotiation and resolution of disagreements.

The Influence of Integrating Style on Employee Performance

Integrating style has a significant influence on employee performance, which means that the use of integrating style in managing conflict improves employee performance. Some previous studies (Song, et al., 2006, Shih & Susanto, 2010 and Zhang, et al., 2015) stating that integrating style has an important impact on employee performance improvement.

Employees who use integrating style are task-oriented and relationship-oriented (Chen, et al., 2012). They are open-minded and responsible for supporting the goals of the organization, in addition to having good interpersonal relationships. The satisfaction coming from a win-win solution encourages employees to exert greater effort in achieving better performance (Shih & Susanto, 2010). An integrating style is significant to the constructive conflict which, in turn, improves innovation performance (Song, et al., 2006). This finding is similar to Chen, et al. (2012) and Zhang, et al. (2015), who also stated that employees who like integrating styles tend to have a high innovation performance.

Empirical evidence suggests that conflict resolution using integrating styles motivates the conflicting parties to combine relevant information to solve problems. If no conflict, there may be no motivation to collect additional information or find another way to perform the task better. The satisfaction of the solutions generated through integrating style also put the relationship between the conflicting employees into normal and harmonious condition, so they can perform their duties well to achieve their organizational goals.

The Influence of Compromising Style on Employee Performance

The findings of this study suggest that compromising style has no significant influence on employee performance. This suggests that the use of compromising style in managing conflict is not able to produce a positive impact on employee performance improvement.

Shih and Susanto (2010) stated that integrating and compromising style lead to a win-win solution. However, the solutions resulting from both conflict management styles are different. Using integrating style, both sides are fully satisfied with the resulting solution. However, using compromising styles, only some of the interests of both parties are fulfilled (Wirawan, 2016). Compromising style makes both parties sacrifice some of their interests to find a middle ground for a solution to be mutually accepted (Rahim, 2002). The sacrifice may cause dissatisfaction on one or both parties regarding the resulting solution, which, in the end, diminishes the motivation to achieve better performance (Shih & Susanto, 2010). Employees may experience difficulties in generating creative and innovative ideas to solve problems when they use a compromising style (Zhang, et al., 2015). Song, et al. (2006) also stated that compromising style has a significant effect on destructive conflict, which, in turn, degrades innovation performance.

Empirical evidence suggests that conflict resolution through compromising style requires a willingness to share in winning and losing conditions. Employees of P4TK PKn IPS office who are involved in a conflict must surrender something to make mutually acceptable decisions. It may not be a problem if both parties are winning. However, if both parties are losing, dissatisfaction on the resulting solution may arise. The compromising style is often associated with quick decisions. Communication and information exchange may be much lower than those in integrating style. This leaves conflict-affected employees less motivated to produce creative and innovative ideas to solve problems. Finally, it reduces employees' motivation to achieve better performance. The results contradict the findings of Chen, et al. (2012), who found that compromising style has a significant influence on employee performance. However, the results of this study confirm the findings of other studies (Song, et al., 2006, Shih & Susanto, 2010, and Zhang, et al., 2015) stating that compromising style has no significant influence on employee performance.

The Influence of Emotional Intelligence on Employee Performance through Integrating Style

The results of the analysis prove the influence of emotional intelligence on employee performance with the involvement of integrating style as the mediating variable. However, the mediating influence of integrating style is partial. Thus, integrating style bridges the influence of emotional intelligence on employee performance. However, emotional intelligence can improve employee performance without the presence of integrating style.

Confirming the results of previous findings, employees of P4TK PKn IPS office are emotionally intelligent employees, and they choose integrating style in managing conflict. Using integrating style, both conflicting sides can provide advice or defend their ideas in open discussions in a harmonious way, so, in the end, employee relationships are not disturbed. Integrating style can produce win-win solutions that benefit both conflicting parties (Rahim, 2002). Chen, et al. (2012) suggested that job satisfaction depends on how the organization handles conflict, and the results of the research indicate that integrating style has a significant positive influence on job satisfaction. Satisfaction coming from conflict resolution makes employees exert more effort to achieve better performance (Shih & Susanto, 2010).

It can be concluded that, when conflicts occur, employees of P4TK PKn IPS office who have high levels of emotional intelligence choose integrating style in managing conflicts, which, in turn, can improve their performance. The results confirm the findings of Shih and Susanto (2010) and Zhang, et al. (2015), who found that integrating style mediates the influence of emotional intelligence on employee performance.

The Influence of Emotional Intelligence on Employee Performance through Compromising Style

The results of the analysis show that the compromising style does not mediate the influence of emotional intelligence on employee performance.

When conflicts occur, in addition to using integrating style, emotionally intelligent employees of P4TK PKn IPS office also use compromising style. The compromising style is used when a complex problem requires a temporary solution. The resulting solution is short-term in nature. The decision to use a compromising style is taken because solving the problem using integrating style is currently impossible. This style, sometimes, requires a big investment in forms of time and energy, besides the fact that the resulting solution is not the best or the perfect solution. The lack of communication and information exchange decreases the motivation of conflicting employees to generate creative and innovative ideas to solve the problems. The sacrifice to share and dissatisfaction with solutions resulting from compromising style can degrade the motivation of conflict-affected employees to achieve better performance. This is reinforced by Tika (2006), who stated that compromising style was a weak conflict resolution because the decision from this style did not make an organization achieve its goals better. The results confirm the findings of Shih and Susanto (2010) and Zhang, et al. (2015), who found that compromising style could not mediate the influence of emotional intelligence on employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Emotional intelligence can improve employee performance. The intelligence, represented by understanding toward the emotions of oneself, understanding toward other people's emotions, emotion regulation, and emotion utilization to facilitate performance, can lead to employee performance improvements.

When a conflict occurs, emotionally intelligent employees choose to use integrating style to manage conflict. Using the style, both conflicting sides collaborate to create a win-win solution. The use of this style is also able to improve employee performance. Satisfaction coming from solutions resulting from integrating style can increase employee motivation to exert greater effort in achieving better performance. Also, this style is able to mediate

the influence of emotional intelligence on employee performance partially.

In addition to integrating style, emotionally intelligent employees choose a compromising style to manage conflicts. Both conflicting parties have to share to create *no-win-no-lose* solutions. However, compromising style is not able to improve employee performance. Both sides must sacrifice some of their interests to find a middle ground. The sacrifice makes the conflicting parties dissatisfied on the resulting solution, which, in the end, can reduce the motivation to achieve better performance. Furthermore, compromising style does not mediate the influence of emotional intelligence on employee performance.

Recommendation

Next researches need to consider increasing the sample size. The object of this research is still limited to one public organization. Also, this research also focuses only on integrating and compromising styles. Future researches can investigate the influence of obliging, dominating, and avoiding style and comparing them with integrating and compromising style. Thus, next researches can determine whether or not emotionally intelligent employees avoid the use of the less cooperative conflict management styles (bonding, dominating, and avoiding) and determine the influence of the styles on performance.

Further research should also consider adopting different emotional intelligence measurement instruments and different conflict management styles since this study should remove three statement items on WLEIS to avoid validity and reliability issues.

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