

MANAGING ORGANISATIONAL CONFLICTS WITH EMOTIONAL INTELLIGENCE

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ABSTRACT

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Employee well-being is critical within an organisation. Well-being can have a wide range of effects on employees and organisations, including quality, standards, and sustainability. The COVID-19 pandemic has had a negative influence on worldwide economy, particularly on the service sector. Many service businesses have battled with managing their service ecosystems and operational differences. These conditions have had an impact on service employees' well-being.

Internal conflict is unavoidable and can have an impact on organisational effectiveness. Socio-emotional competency, such as effective conflict resolution procedures, is required to successfully manage difficult client interactions. The goal of resolving conflict in the service business is to reduce negative consequences and enhance positive ones, resulting in improved learning within the company. Individuals with strong emotional intelligence (EI) can regulate their emotions in interpersonal and organisational situations.

The study uses a quantitative approach to collect data (a questionnaire survey) from targeted respondents in the hotel business. This study is based on two ideas: conflict and affect event theories. This study examines the relationship between emotional intelligence, organisational conflict, and employee well-being, with an emphasis on hotel staff.

Keywords : emotional intelligence, conflict management, well-being

ABSTRAK

Kesejahteraan karyawan memiliki peranan yang penting di dalam sebuah organisasi. Kesejahteraan karyawan dapat memiliki pengaruh terhadap karyawan dalam berbagai aspek seperti kualitas kerja, standar dalam bekerja dan keberlangsungan berbagai aspek dari karyawan di tempat kerja. Pandemi Covid – 19 telah memiliki dampak negatif secara global terhadap ekonomi. Dampak buruk dari pandemi covid-19 sangat terasa di sektor jasa. Banyak Perusahaan jasa mengalami kesulitan dalam mengelola ekosistem dari usaha baik secara pelayanan maupun operasional. Kondisi ini memiliki implikasi dan konsekuensi terhadap karyawan dan kesejahteraannya.

Konflik di dalam sebuah organisasi merupakan suatu hal yang tidak terhindarkan dan dapat mempengaruhi performa dari organisasi. Kompetensi sosio-emotional seperti strategi penyelesaian konflik yang tepat, diperlukan untuk mengelola interaksi pelanggan yang menuntut dengan sukses. Tujuan dari penyelesaian konflik dalam industri jasa adalah untuk meminimalisir hasil negatif dan mendorong hasil positif, sehingga menciptakan pembelajaran yang lebih baik dalam organisasi. Individu dengan tingkat kecerdasan emosional (EI) yang tinggi dapat mengatur emosi dalam mengelola hubungannya di dalam organisasi.

Penelitian ini menggunakan pendekatan kuantitatif dalam pengumpulan data melalui survei kuesioner dari responden yang bekerja di industri perhotelan. Penelitian ini menggunakan dua teori yang menjadi landasan dan pedoman penelitian yakni teori konflik dan *Affect Events Theory*. Penelitian ini menyelidiki hubungan antara Kecerdasan Emosional (EI), Kemampuan seorang individu mengelola konflik (Manajemen Konflik) dan kesejahteraan karyawan pada industri perhotelan.

Kata Kunci: Kecerdasan Emotional, Kesejahteraan Karyawan, Manajemen Konflik

INTRODUCTION

Background of the research

The COVID-19 pandemic has had a detrimental effect on worldwide economy, particularly on the service sector (Tuzovic & Kabadayi, 2021). Numerous service companies have had difficulties in effectively overseeing their service ecosystems and implementing new way of service operations. (Kabadayi et al., 2020). On certain occasions, the decline in commerce has been so severe that operations have been compelled to cease. have significant ramifications and effects on the well-being of service professionals (Tuzovic & Kabadayi, 2021). Well-being is an important concept that organizations should prioritize, since it not only leads to positive outcomes but also influences other organizational-level factors such as creativity, productivity, workplace cooperation, and enhanced social capital (Agarwal, 2021). Staff well-being is even more important in service businesses than in other industries, because great client experiences are dependent on staff well-being (Karatepe, 2013).

According to media reports, the COVID-19 epidemic and the resulting layoffs may contribute to stress, melancholy, and feelings of loneliness. (World Health Organization, 2020). This impact may also affect service employees, who may face psychological pressures and excessive stress as a result of the new service ecosystem necessary to assist clients during the pandemic (e.g. the new operating procedures and virtual work environment systems) (Yu et al., 2021). This work stress can create a negative relationships and attitudes, such as conflict between employees and customers (Bartsch et al., 2020; Yu et al., 2021)

Conflict is a natural phenomenon within an organisation and understanding how to manage conflict will lead to positive organisational outcomes (Rahim & Katz, 2019). It has been suggested that organisations should not seek to eliminate conflict. Instead, organisations should manage conflict to enhance individual, group, and organisational effectiveness (Rahim & Katz, 2019). Studies have demonstrated that conflict has a negative impact on how employees view their job performance. However, the effect of conflict on perceived job performance can vary, with some studies suggesting a negative impact (Mulki et al., 2015) or positive impact (Bai et al., 2016; Todorova et al., 2020). Interpersonal conflict occurs when individuals or groups feel negatively affected by other individuals or groups. Interpersonal conflict has been categorized into two distinct types: relationship conflict and task conflict. Relationship conflict emerges among actors due to their subjective emotional stances, while task conflict generally pertains to objective tasks or issues (Reid, 2017).

Interpersonal conflict at work has been linked to individual mental health outcomes such as sleeplessness, burnout, and depression (Enehaug et al., 2016; Kuriakose et al., 2019). Job satisfaction, organisational commitment and turnover intentions, internal and external job mobility, work engagement, and work disability may all be impacted (Enehaug et al., 2016; Kuriakose et al., 2019). This study focuses on interpersonal conflict, namely relational, process, and task conflict, which are linked to employee well-being (Kuriakose et al., 2019). In addition, during the COVID-19 pandemic, virtual work environments influenced the relationship between individuals and team related process factors (e.g. co-workers/subordinate and superior) and can changed the emotional impact of work and living conditions (e.g. insecurity and tension) (Bartsch et al., 2020)

Interpersonal conflict has a significant affective component (Montes et al., 2012). Empirical studies showed that different affective phenomena experienced by employees can influence the way they deal with conflict, thus the interpersonal effects of affect (Montes et al., 2012). Therefore, handling conflict requires emotional abilities, which is emotional intelligence (J. Ma & Liu, 2019).

Emotional intelligence (EI) refers to the capacity to comprehend, identify, and control both one's own and others' emotions during social exchanges, leading to enhanced personal or collective achievement (Boyatzis & Sala, 2004). The four-branch model of emotional intelligence, as established by (Salovey & Mayer, 1990), encompasses the following components: (1) proficiently sensing emotions; (2) skillfully utilizing emotions to enhance cognitive processes; (3) comprehending emotions and their associated meanings; and (4) effectively regulating emotions in oneself and others. The dimensions have been widely utilized in the EI literature. (Mayer et al., 2016) subsequently proposed seven principles that directed research on emotional intelligence (EI), leading to the revision of the original ability model and the portrayal of EI as a cognitive skill. Over the course of more than ten years, research on emotional intelligence (EI) has consistently shown that EI is a reliable indicator of employees' emotional abilities and job performance. It also plays a significant role in their capacity to evoke positive customer feelings such as contentment, loyalty, and engagement (Montes et al., 2012). Individuals with high emotional intelligence possess the ability to regulate their emotions when engaging in interpersonal relationships inside organizations (Montes et al., 2012). Emotional intelligence (EI) can also be an instrument to address and resolve challenges within organization. (Jordan & Troth, 2004) found that those with greater levels of emotional intelligence are more likely to participate in collaborative dispute resolution.

In contrast, people with lower EI scores were more likely to resort to unproductive conflict resolution strategies like coercion and avoidance (Hopkins & Yonker, 2015). Emotional intelligence permits us to comprehend and regulate our own and others' emotions. As conflict is emotionally charged, the role of EI in the organisation has a considerable impact on it (Hopkins & Yonker, 2015). However, (Gunkel et al., 2016) questioned whether EI directly influences conflict-handling style, arguing that EI can be modified by an individual's cultural background, resulting in diverse conflict-handling approaches. As a result, an assessment of the impact of cultural background on emotional intelligence might be beneficial. (Prentice et al., 2020) discovered that EI was substantially connected to coping techniques with the COVID-19 pandemic as a stressor (for example, emotion and problem-focused coping). EI has also been shown to be beneficial in managing emotions to handle interpersonal conflict (Akhlaghimofrad & Farmanesh, 2021; Khosravi et al., 2020; Kundi & Badar, 2021). This paper contends that, while EI has been extensively studied in conflict management, there is little research on EI in the context of interpersonal conflict.

The discussion suggests that socio-emotional competence, such as emotional intelligence (Zhang et al., 2015), is required to manage social interactions and has been identified as central to the achievement of optimal organisational performance (Cabral et al., 2020). People who possess a high degree of emotional intelligence (EI) have the ability to effectively manage their emotions in interpersonal connections inside an organization (Lin et al., 2012). (Caputo et al., 2019; Zhang et al., 2015). (Lin et al., 2012). Researchers specializing in the study of conflict have proposed that emotional intelligence (EI) requires further investigation (Caputo et al., 2019; Zhang et al., 2015). Therefore, this study investigates how EI can influence conflict management, and result in employee well-being. Furthermore, a review of the literature led to the development of a conceptual framework, which highlights the key factors and presumed relationships to be studied within this work. This conceptual model aims to explain how individual emotional can help to manage and resolve conflict management and may lead to employee well-being within an organisation. Organisational support is employed as a moderating variable to draw the moderated mediation model in this study.

Research aim

The study aims to utilise the concepts of EI as essential personal capabilities to examine organisational conflict and employee well-being. This study examines the correlation between emotional intelligence (EI), workplace conflict, organisational support, and employee well-being.

LITERATURE REVIEW

Caputo et al., (2019) argued that the theoretical foundation that influenced conflict management literature from 2007 to 2017 was dual concern theory that related to (Blake & Mouton, 1964) managerial grid and to (Deutsch, 1973) theory of cooperation and competition. Dual concern theory has received

strong support in organisational research (Blake & Mouton, 1964; Van Der Vliert, 1997), the theory provides a solid basis for the development of instruments to assess conflict management strategies at work (De Dreu et al., 2001). Recent studies have also applied the affective events theory (AET) (Weiss & Cropanzano, 1996) to explore organisational conflict (Ayoko et al., 2017; Booth et al., 2017; Kuriakose et al., 2019; Ye et al., 2019)

Conflict theorists (e.g. Rahim, 1983; Rubin et al., 1994) have used a two-dimensional conflict model to distinguish between different management conflict styles. The conflict measurement survey was one of the first measures proposed but was criticised and replaced by other measures due to disappointing psychometric qualities (Thomas & Kilmann, 1978). Improvements were also made to the Rahim organisational conflict inventory (ROCI-2) or five style model (competing, collaborating, avoiding, compromising, and accommodating) (Rahim, 1983). Empirical studies have demonstrated that the ROCI-2 is the most valid (Rahim & Magner, 1995) and is a commonly used scale for conflict management (Caputo et al., 2019; Z. Ma et al., 2008).

A limitation to resolving conflict with the dual concern theory is that conflicts within organisations are complex, due to individual emotions and cultural differences (Speakman & Ryals, 2010). Therefore, this research applies affective events theory (AET) to understand the factors that both cause and manage conflicts. The research does this by exploring the socio-emotional competence, reflected in the EI of individuals within an organisation. AET focuses on the causes and consequences of an individual's emotional reactions at work (Weiss & Cropanzano, 1996). The theory emphasises that work environment characteristics lead to positive or negative work events (such as conflict), the experience of which elicits an individual's emotional response, which has the potential to affect the attitudes and behaviours of employees and influence employee well-being (Ye et al., 2019). The two theories that will form the theoretical foundation of this work are conflict theory and affective events theory.

Conflict theory

This study employs dual theories to form the foundation and guide the conduct of this study. Conflict theory in an organisational context was developed by (Pondy, 1967). It has been over fifty years since (Pondy, 1967) wrote his seminal article on conflict within organisations and its management and almost 20 years since he reflected on this work. (Pondy, 1967) defined three conceptual models to deal with significant classes of conflict phenomena in organisations: (1) bargaining model; (2) bureaucratic model; and (3) systems model.

Conflict management is an action in which a person typically engages, in response to a perceived interpersonal conflict with the intent to achieve a desired goal (Caputo et al., 2019). In these circumstances, the most appropriate behavioural style to deal with the conflict may vary during or between conflict. This suggests that new approaches that characterise conflict as dynamic and multi-dimensional are required (Speakman & Ryals, 2010). Research related to conflict management strategies has tended to focus on emotional intelligence (Sharma et al., 2016). (Zhang et al., 2015) have also proposed that studies could use a specific measurement of cognitive ability to determine conflict management abilities such as emotional intelligence. This notion presents a comprehensive model by integrating conflict and affective events theory (AET) to explore conflict. Therefore, this study will utilise EI to understand how to manage conflicts.

Studies have indicated that conflict, as affective events, plays a vital role in individual and organisational performance. Previous studies suggest that emotion regulation strategies play a significant role in moderating the negative consequences of conflict. Furthermore, workplace conflict has different impacts on employee-related outcomes, such as loneliness and well-being (Kuriakose et al., 2019). However, little attention has been paid to interpersonal conflict. This study adopts conflict theory to extend the understanding of how emotions play a role in workplace conflict and influence individual well-being.

Affective events theory

The second theory to be applied in this study is (Weiss & Cropanzano, 1996) affective events theory (AET). AET is appropriate for this study as it focuses on the structural causes and consequences of affective experience at work. AET also directs attention away from environmental features to events as the proximal cause of affective reactions. AET also considers the structure of affective reactions as

necessary to structure environments(Weiss & Cropanzano, 1996). In this study, AET will be a framework to study the antecedents and effects of emotional experience(Weiss & Beal, 2005; Weiss & Cropanzano, 1996). This work will examine the relationship between EI, organisational conflict, and employee well-being. Thus, AET presents a macrostructure to understand the affective events (conflict) in the workplace that influence employee well-being. The microstructures would be conflict episodes within an organisation.

According to (Weiss & Cropanzano, 1996), AET is the accumulation of the succession of positive or negative events that leads to positive or negative states in employees that signal attitudinal states and behavioural responses (Ashkanasy & Daus, 2002). Events that occur in the workplace environment can generate an emotional reaction or mood change in people(Weiss & Cropanzano, 1996). These changes in emotional states then lead to a variety of both affect-driven and judgment-driven behaviours(Weiss & Cropanzano, 1996). Affect-driven behaviour is closely and temporally linked to emotional states, whereas judgment-driven behaviour is related to more stable attitudes regarding the job or organisation, with attitudes influenced (but not directly driven) by emotions (Weiss & Cropanzano, 1996).

AET focuses on the causes and consequences of an individual's emotional reactions at work. The individual's emotional response has the potential to affect their judgment and affect driven behaviours. Thus, EI plays an important role that may guide and manage an individual's responses and lead to employee well-being. For instance, an employee who has interpersonal conflict with a demanding boss (an affective event) may become angry and stressed (an affective state), which may impact on job performance (an attitudinal state), and the employee may begin to seek other job opportunities to increase psychological well-being (a behavioural consequence) (Figure 1). For instance, an employee who has interpersonal conflict with a demanding boss from (an affective event) may become angry and stressed (an affective state), which may impact on job performance (an attitudinal state), and the employee may begin to seek other job opportunities to increase psychological well-being (a behavioural consequence).

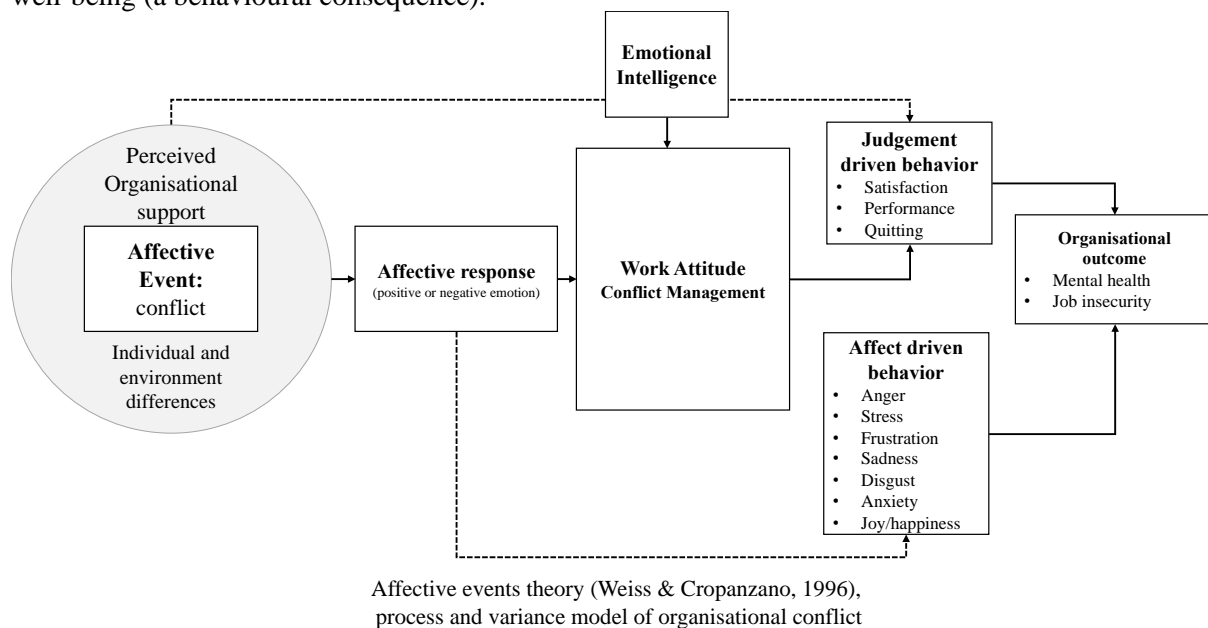


Figure 1. Theoretical framework

Source: Theoretical framework by Author (2024)

Hypothesis development

Emotional intelligence and conflict management

Emotional intelligence (EI) is the ability to identify the emotional states of oneself and others

and the capacity to utilise emotions to positively affect interpersonal relationships and role performance within organisations (Mattingly & Kraiger, 2019). EI is considered an important determinant of workplace competencies such as articulating one's emotions, identifying others' emotions, controlling oneself and others, and employing emotions to enhance performance (Druskat & Druskat, 2006; Wong & Law, 2002). For over a decade, EI studies have shown that EI can be a positive predictor of employees' emotional skill and job performance and their success in establishing customer emotions, such as satisfaction, loyalty, and engagement (Montes et al., 2012). Emotionally intelligent individuals can regulate emotions in interpersonal relationships within organisations (Montes et al., 2012). EI can also be an effective means of resolving organisational conflicts. (Jordan & Troth, 2004) found that individuals with higher EI levels are more likely, or are more able, to engage in collaborative conflict management. However, (Gunkel et al., 2016) questioned whether EI directly influences conflict-handling style but suggests that EI can be influenced by the individual's cultural background and lead to different conflict-handling styles. Therefore, the examination of the influence of cultural background on emotional intelligence would be helpful.

Conflict is defined as disagreements, or differing objectives, which cause a negative effect for any party involved (Pondy, 1967; Zarankin, 2008). Conflicts can occur either at the interpersonal or inter-group level within an organisation, while the avoidance of conflict arises in organisations because the conflict cannot be solved immediately and may have negative consequences (Jehn, 1997; Nair, 2008). Emotions play an important role in conflicts (Jehn, 1997) and have implications for individuals, such as stress, frustration, burn out, anger, and hatred, and can negatively reflect on the organisation in terms of lower work productivity and effectiveness (Jehn, 1997). Researchers have examined the distinctions between the types of conflict management styles (Ma et al., 2008). Conflict management style (CMS) or resolutions have been described as specific behavioural patterns that individuals prefer to use when dealing with conflict (Caputo et al., 2018). Over the years, scholars have studied a range of conflict management styles and applied different conceptualisations to understand conflict management styles and their impact on organisational performance outcomes (Ma et al., 2008). Studies in conflict research have also indicated that AET plays a pivotal role in affective factors underlying conflict behaviour (Montes et al., 2012) that influence job satisfaction (Ye et al., 2019). Events that occur in the workplace environment can generate an emotional reaction or mood change in people (Weiss & Cropanzano, 1996). Conflict has different compositions of affective, cognitive, and process elements which change over time and influence individual and organisational performance (Speakman & Ryals, 2010; Ye et al., 2019). This research utilised AET to address the complexity (emotions) surrounding the conflict that occurs within an organisation. Consistent with this discussion, the following hypotheses are offered:

H1: Emotional intelligence is positively related to conflict management.

Conflict management and mental health

Mental health is considered a chronic condition resulting either from an acute, intense confrontation with a stressor, such as is the case in a post-traumatic stress disorder or from the continuing presence of a stressor which may not necessarily be intense (Wagenaar et al., 2012). (Goldberg & Hillier, 1979) have aided an understanding of individual mental health through somatic symptoms (e.g., headaches), anxiety/insomnia (e.g., loss of sleep), social dysfunction (e.g., social withdrawal), and depression symptoms (e.g., thoughts of the uselessness of life). Mental health is also considered a global challenge (Collins et al., 2011) and one of the leading causes of disability worldwide (Elraz, 2018). Employees with mental health conditions face a difficult situation (i.e. emotions, job performance, job satisfaction), consequently, they must manage their health condition whilst adhering to organisational demands to demonstrate performance and commitment to work (Elraz, 2018).

Studies on mental health have demonstrated that billions of workdays are lost every year due to mental health-related absence. This occurs when psychosocial constraints (e.g. stress or other temporary or transient pressures) have a significant effect on employees' mental health (Trudel & Cotte, 2009). For example, when employees are working under high levels of psychological strain, they are more likely to have higher occurrences of depression (Mausner-Dorsch & Eaton, 2000). Similarly, tenseness, stress, conflicts, and other unsafe or threatening working conditions are designated as

contributing factors to work-related mental illness (Goldman & Lewis, 2008). (Carvalho et al., 2018) found that work-family conflict had a negative impact on mental health. Any form of conflict in a workplace, if not given an immediate solution, may affect employees' mental health.

Based on AET, this theory focuses on the causes and consequences of an individual's emotional reactions at work. The individual's emotional response has the potential to affect their judgment behaviours such as job satisfaction, job performance, and turnover intention, and will impact on affect-driven behaviours such as mental health (i.e stress, frustration, sadness, disgust, anxiety, insecurity) and well-being. Only a limited number of studies have attempted to investigate the correlation between conflict management on mental health and job insecurity. Therefore, this study argues that conflict management has a pivotal role to resolve organisational conflicts that affected employees' mental health. Consistent with this discussion, the following hypotheses are offered:

H2: Conflict management is positively related to mental health.

The mediating role of conflict management

Based on AET, EI play an important role that may guide and manage an individual's responses and lead to employee mental health (Speakman & Ryals, 2010; Ye et al., 2019). For instance, an employee who has an interpersonal conflict with a demanding leader from a different culture (an affective event) may become angry and stressed (an affective state). These feelings may impact job insecurity (an attitudinal state), and the employee may begin to seek other job opportunities to increase their psychological well-being (a behavioural consequence). This discussion proposes the following hypotheses:

H3: Conflict management significantly mediates the relationship between EI and mental health.

The moderating role of perceived organisational support

Perceived organisational support (POS) refers to employees' perceptions regarding the extent to which their organisation thinks highly of their contributions and promotes their welfare (Eisenberger et al., 1986). Relying on the social exchange perspective (Blau, 2017) and the norm of reciprocity (Gouldner, 1960), organisation support theory (OST) holds that employees feel an inner obligation to reciprocate favourable and supportive treatment received from their organisation by developing favourable attitudes toward the organisation and by helping the organisation to reach its goals (e.g., Eisenberger et al., 1986). OST also states that POS fulfils employees' socio-emotional needs (e.g., need for esteem), leading to favourable attitudes and behaviours toward the organisation and greater subjective well-being (e.g., Armeli et al., 1998; Kurtessis et al., 2017).

Empirical evidence suggests that POS is positively related to positive attitudes and behaviours at work such as employees' organisational identification (e.g., Sluss et al., 2008), work engagement (e.g., Caesens et al., 2016), job performance (e.g., Chen et al., 2009; Shoss et al., 2013), and affective commitment (e.g., Rhoades et al., 2001). Employees' affective commitment (emotional bond) to their organisation has been considered an important determinant of dedication and loyalty (Rhoades et al., 2001). Therefore, POS plays a critical role for employees within the organisation under the COVID-19 pandemic conditions. While studies have demonstrated that POS creates a positive environment for employees, the influence of POS on workplace conflict has been underexplored (Caesens et al., 2019). This discussion leads to the following hypotheses:

H4: Organisational support significantly moderates the relationship between EI and conflict management.

H5: Organisational support significantly moderates the relationship between conflict management and mental health

A review of the literature, led to the development of a conceptual framework (see Figure 2), which highlights the key factors and presumed relationships to be studied within this work. This conceptual model aims to explain how individual emotional intelligence can help to manage and resolve conflict management and may lead to employee well-being within an organisation. Organisational support is employed as a moderating variable to draw the moderated mediation model in this study.

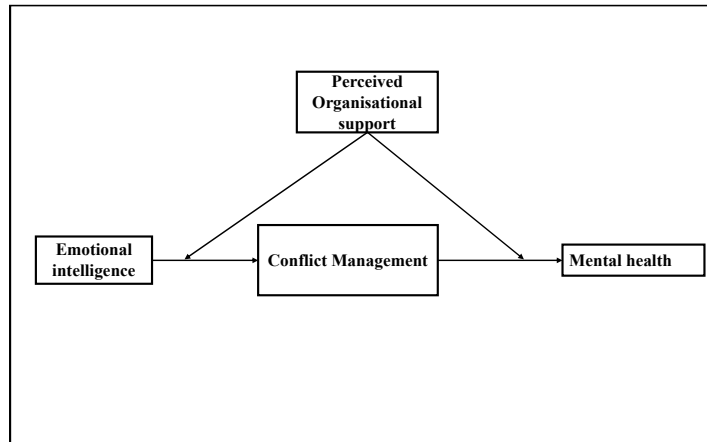


Figure 2 Conceptual Framework

Source: Conceptual framework by Author (2024)

METHODOLOGY

This research will employ purposive sampling where the choice of respondents is guided by the judgement of the researcher (Sarantakos, 2017). Purposive sampling was chosen as the researcher needs to obtain specific information from a target of group. The sampling method is also time and cost-effective and will enhance the survey's effectiveness during the COVID-19 pandemic. This research was undertaken in Indonesia with a focus on managers and directors who were working in the hotel industry during the COVID-19 pandemic in May, 2020.

Data was collected mostly through an online poll. Some of the advantages of using online surveys are the quickness of response and the convenience of automated data gathering. Online surveys can help to collect information from participants in various geographical places, which saves money and time. It is also convenient because participants may complete surveys at any time and from any location.

The COVID-19 pandemic has influenced the researcher's ability to collect data in Jakarta, Indonesia. As a result, this research was conducted via an online survey. Respondents conducted the online questionnaire using a Qualtrics application on their own devices (such as mobile phones, PCs, tablets, or laptops). Data were gathered from established networks such as the Hotel Human Resources Manager Association (HHRMA), the Indonesia Hotel Training Manager Association (HMPPI), and the Indonesian Hotel and Restaurant Association (PHRI). The survey lasted a month, and of the 100 questionnaires given, 100 were entirely completed, with usable replies received and prepared for data analysis.

The quantitative data was analysed using SPSS 24 and SMARTPLS 4. SPSS 24 facilitates the transformation of raw data into relevant analysis, such as descriptive analysis and exploratory factor analysis (EFA). SMARTPLS4 facilitates confirmatory factor analysis (CFA) and structural equation modelling (SEM) to investigate the relationship between variables.

Emotional intelligence in this study was measured by Law et al (2004) emotional intelligence scale (WEIS). WEIS was based on four ability dimensions described in the ability EI model (Brackett & Mayer, 2003) and has been widely used and cited in the literature. The strong validity and reliability of WEIS has been proven by many organisations and occupations. The WEIS contains 16 items and four dimensions. The four dimensions are self-emotion appraisal, other-emotion appraisal, use of emotion, and regulation of emotion (Der Foo et al., 2004; Law et al., 2004; Prentice & King, 2012; Wong et al., 2007).

The conflict management was measured using the Rahim Organisational Conflict Inventory-II (ROCI-II) (Rahim, 1983). The ROCI-II consists of five models: seven items for collaborating, six items for accommodating, five items for competing, six items for avoiding, and four items for compromising. The ROCI-II showed consistency for the validity and reliability of the survey. Previous studies have

supported the application of the ROCI-II inventory to assess internal conflict (Jordan & Troth, 2004; Rozell & Scroggins, 2010; Shih & Susanto, 2010; Zhang et al., 2015).

This work used Survey of Perceived Organizational Support (SPOS) to measure POS and was adapted from (Rhoades et al., 2001). Studies surveying many occupations and organisations have provided evidence confirming the internal reliability and unidimensionality of the survey for perceived organisational support (Armeli et al., 1998; Eisenberger et al., 1986, 1997; Shore & Tetrick, 1991; Shore & Wayne, 1993).

This study utilised fourteen items that measured mental health were adapted from the Warwick–Edinburgh Mental Well-being Scale (WEMWBS) (Tennant et al., 2007). WEMWBS has demonstrated good content validity and reliability for the measurement of mental well-being in diverse populations and projects (Stewart-Brown et al., 2011; Tennant et al., 2007).

Table 1
Validity and Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CM	0.950	0.957	0.957	0.669
EI	0.968	0.971	0.971	0.678
Mental	0.871	0.911	0.902	0.608
POS	0.939	0.945	0.954	0.805

The validity and reliability test result is conducted by evaluating the outer model construct. Table 1 shows the results of the validity and reliability test result. To measure validity, AVE score is used as the measurement of whether the constructs are valid or not valid. The minimum AVE score that should be fulfilled is at the minimum of 0,50 ($\geq 0,50$). Table 1 shows that all of the variable constructs fulfilled the minimum requirement therefore it can be concluded that it fulfils the validity test result. As for the reliability, the measurement used namely Cronbach’s alpha, composite reliability (rho_a,) and composite reliability (rho_c) is used as measurement. The minimum scores for these criteria should exceed 0,70 (≥ 070). Table 1 shows that all of the variable constructs scores exceed the minimum requirement therefore it can be concluded that it fulfilled the reliability test.

RESULTS

Table 2
Hypothesis Testing
(Direct Effect)

Variables	Original sample (O)	T statistics (O/STDEV)	P values
CM -> Mental	0.201	1.206	0.228
EI -> CM	0.415	4.008	0.000

Source: Data Processed by Author (2024)

To test the hypothesis, this research use PLS-SEM (Partial Least Squares – Structural Equation Modeling). The criteria for a hypothesis to be accepted in this study is the P- Values should be less or equal 0,05. Table 2 summarize the result of this research whereas 1 hypothesis (H1) is accepted and 3 hypothesis is rejected and will be discussed further in the following section

Based on table 2, it can be concluded that the hypothesis is accepted. The P-Value test result is 0.000 which indicates that the hypothesis “There is a positive effect from EI toward CM” is accepted.

Based on table 2, it can be concluded that the hypothesis is rejected. The P-Value test result is 0.228 which indicates that the hypothesis “There is a positive effect from CM toward Employee Well Being” is accepted.

Table 3
Hypothesis Testing
(Moderation Effect)

Variables	Original sample (O)	T statistics (O/STDEV)	P values
POS -> CM	-0.028	0.286	0.775
POS -> Mental	0.171	1.465	0.143
POS x CM -> Mental	-0.137	0.875	0.382
POS x EI -> CM	-0.127	1.276	0.202

Source: Data Processed by Author (2024)

Moderation Effect by Perceived organizational Support on Relationship Between EI toward CM and CM Toward Mental Health.

Based on table 3, it can be concluded that the hypothesis is rejected. All of the moderation effect hypothesis testing P-Value test result exceeds 0.05 which indicates that all hypothesis related to moderation effect is rejected (H4 -H5).

Table 4
Hypothesis Testing
(Indirect Effect)

	Original sample (O)	T statistics (O/STDEV)	P values
EI -> Mental	0.083	0.948	0.343

Source: Data Processed by Author (2024)

Mediation Relationship of EI and Mental Health mediated by Conflict Management.

Based on table 4, it can be concluded that the hypothesis is rejected. The mediation relationship hypothesis testing P-Value test result exceeds 0.05 which indicates that all hypothesis related to mediation effect is rejected (H3).

DISCUSSION

The impact of the COVID-19 pandemic has resulted in significant changes to the manner of work for many organisations, particularly those in the hospitality and tourism industries. The tourism and hospitality industry has been severely impacted, beginning with the closing of borders and travel limitations globally. Business closure due to lockdowns and the implementation of social distancing and personal protection requirements changed almost every aspect of our daily lives.

Many employees experienced working hours reductions or lost their jobs outright. Those who lost work in affected industries were forced to seek jobs in new sectors of employment just to survive. Other employees were required to work remotely, possibly causing organisational conflicts. Employee well-being became a problem as these changes caused stress, anxiety, and depression. This study applied on affective events theory to examine how conflict within organisations may impact on employees' mental health and job insecurity. The study examined how emotional intelligence help to manage organisational conflict and how organisational support may improve employee mental health and job insecurity. The following discussion highlights the finding of this study.

The relationship between emotional intelligence, conflict management, and mental health

The results indicated that emotional intelligence had a significant influence on conflict management which has a strong correlation with mental health. A significant relationship between emotional intelligence and conflict management has been established in research (Collins et al., 2011; Goleman, 1998; Hopkins & Yonker, 2015; Jordan & Troth, 2004; Law et al., 2004; Mayer et al., 1999; Wong & Law, 2002; Yu et al., 2021) however, this study demonstrates that emotional intelligence (EI) plays an important role to confront conflict within organisations during the pandemic and ultimately contributes to mental health along the path to conflict management in the COVID-19 pandemic.

Emotional intelligence skills may however give these employees an advantage over those with lower emotional intelligence, as they may be better able to control their emotions and maintain constructive communication despite the difficulty of the situation (Zeidner et al., 2004). Job insecurity is seen as an antecedent to individual and organisational outcomes (Fu et al., 2017; Hur, 2022). This study however modelled job insecurity as an outcome variable to understand the causes or drivers of the uncertainty associated with the pandemic.

Ashton-James & Ashkanasy (2008) described how the processes underlying AET's components could be affected by individual differences in the four-branch model of emotional intelligence conceptualised by (Mayer et al., 1999). On the basis that the relationships between workplace events and affective responses and affective responses and workplace outcomes have been empirically validated. To support this notion, (Rezvani et al., 2016) examined project manager emotional intelligence and project success through a model that draws upon emotion theory, including AET. The study was the first to apply AET to study emotional intelligence related to project success. The findings suggested a positive relationship between emotional intelligence, job satisfaction, and trust. Although the role of emotional intelligence remains controversial, researchers agree that emotional intelligence is an essential and valid personal characteristic that is positively associated with work performance. Moreover, alternative ability (non-self-report) EI measures have begun to appear.

The interplay of emotions can be understood through the lens of AET (Weiss & Cropanzano, 1996), which explains the structure, causes, and consequences of employees' affective experiences at work. According to AET, stable features of the work environment (e.g., a permissive organisational culture) predispose certain work events (e.g., supervisor incivility), which are the proximal causes of employee emotional reactions. A healthy emotional climate is significant within an organisation because positive emotions need to be created and then sustained across the organisation (Ashkanasy & Daus, 2002).

Studies in conflict research have also indicated that AET plays a pivotal role in affective factors underlying conflict behaviour (Montes et al., 2012) that influence job satisfaction (Ye et al., 2019). However, studies focusing on affective events theory offer little explanation as to the development processes by which conflict co-occurs and conflict episodes can be very complex (Ye et al., 2019). Conflict has different compositions of affective, cognitive, and process elements which change over time and influence individual and organisational performance (Speakman & Ryals, 2010; Ye et al., 2019, p. 20). This research will utilise AET to address the complexity (emotions) surrounding the

conflict that occurs within an organisation. It will also explore conflict through an assessment of individuals' socio-emotional competence, such as EI.

During the pandemic, the majority of hoteliers worked from home due to social distancing or lockdowns. For employees who have families, working from home presented unique challenges. They must divide their time between their partners at home, guide their children in online schooling, and provide a normal home life for children at home along the usual domestic duties. When employees work from home, they must make numerous transitions from a traditional form of work to a more flexible way working, including online meetings.

These conditions can cause tension and frustration when work schedules are impacted due to domestic responsibilities, which can lead to conflict between work and family. Domestic conflict further escalates tension associated with work-related duties, relationships, and processes. When an employee was unable to adjust to the changes caused by the pandemic, with all its additional uncertainties, excessive anxiety and dread is likely and can impact on mental health. Job performance can be compromised under these conditions, which may lead to job insecurity where poor performance is linked to employee retention (Bin & Shmailan, 2015). Emotionally, the stress and dissatisfaction caused by competing responsibilities can impair job performance, which in turn impairs one's sense of job security.

The organisational conflict can cause employees' mental health, for instance, emotional stress, mental fatigue, and physical exhaustion. Conflict management plays a significant mediation effect. This finding implies that those who can manage their emotions (EI) is able to minimise conflict and may be able to reduce or prevent negative work consequences. During the COVID-19 pandemic, even though the expatriate hotelier was confined to the host country due to border restrictions, they were still able to work in their hotel property. During this time, they were able to manage relationships with the stakeholders.

The moderating role of perceived organisational support

Emotional intelligence may support conflict management, the study proposes an organisational factor (i.e. organisational support) to moderate employee well-being including mental health. The study demonstrated that organisational support had moderating impact only on conflict management. Unfortunately, the organisational support had no moderating impact on conflict management, mental health. This finding indicates that organisational support is manifested as a result of organisational conflict.

Organisation support from the hotel management is only concerned with matters relating to employee tasks and duties. As most hotels were closed or were operating as quarantine centres resources were also stretched. Under these conditions, employees did not feel that organisation had a direct impact on their mental health or feelings job insecurity as the hotel management themselves could not provide assurance given considerable uncertainty during the pandemic.

However, (Zeidan et al., 2023) argued that organisational support moderated mental health significantly. The significant direct effects indicate that organisational support conveys assurance for the employee. The significant moderation effects may imply that organisational support alleviated some aspects of burnout, for instance, mental exhaustion, where less burnout is related to better performance, which would induce a sense of job security. (Brunetto et al., 2023) demonstrated that a low level of organisational creates high stress level for employees, which also may result in lower employee engagement and well-being.

LIMITATIONS AND FUTURE RESEARCH

Despite efforts to ensure the rigour of this research, the author is mindful of, and acknowledges, the limitations of the work. First, the study was conducted only in Indonesia (mostly in Jakarta, a capital city and Bali, a well-known tourism destination). It is acknowledged that the pandemic conditions varied between countries. During the pandemic, the Indonesian government provided limited financial assistance to small and medium enterprises and individuals registered under the social security system. Therefore, the findings must be interpreted with caution, taking the context of the study into account.

Second, this research focused on the hotel industry, the respondents were limited to managerial hoteliers who understood the English language. Third, during the pandemic, most employees worked from home. Therefore, engaging with respondents was difficult. The study utilised the networks associated with the Hotel Human Resources Manager Association, Indonesia Hotel Training Manager Association, and the Indonesian Hotel and Restaurant Association to dispatch the online survey link. Due to the limited financial support for this study, stating a causal relationship is audacious but excusable.

Multiple studies should be conducted in different countries that could provide additional insight into the proposed relationship. This study was a cross-sectional, not a longitudinal study. The author would like to conduct a longitudinal study and include a more targeted sample in our future endeavours. The employment rates vary across hospitality and tourism in different countries. Organisational conflict and culture are likely to differ accordingly. Investigation across many countries, without distinguishing organisations and industries, can limit the generalisability of research findings.

Investigation across many countries, without distinguishing organisations and industries, can limit the generalisability of research findings. For instance, this study can be replicated or implemented in higher education institutions to examine the relationship between students and lecturers that include the study of emotions. Higher education institutions are a melting pot of diversity which could be an interesting object for research. A similar study could also be implemented within the health services or banking sectors which also has a similar condition to the hospitality and tourism industry.

CONCLUSIONS

To summarise, the study offered a complete model for investigating the relationship between emotional intelligence, conflict resolution, and organisational support for employee well-being. Some of the findings support previous research; however, the findings of this study caution organisational researchers to revisit their conventional hypotheses and consider situational factors when interpreting the moderating role of organisational support and the mediation role of conflict management.

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