

The Relationship Between Emotional Intelligence and Conflict Management among Employees at PT. RTF

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ABSTRACT

Purpose – This study examines the relationship between emotional intelligence and conflict management among employees of PT Raja Top Food. Emotional intelligence refers to employees' ability to recognize, understand, and regulate their own emotions and respond appropriately to the emotions of others, which may influence their ability to manage interpersonal and organizational conflicts effectively.

Design/methodology/approach – This study adopts a quantitative approach with a correlational research design. Data were collected using emotional intelligence and conflict management scales developed based on the theoretical dimensions of each construct. The collected data were analyzed using the Pearson Product Moment correlation technique to determine the direction and strength of the relationship between emotional intelligence and conflict management.

Findings/Results – The results demonstrate a positive and significant relationship between emotional intelligence and conflict management. The correlation coefficient was $r = 0.746$ with $p = 0.000$ ($p < 0.05$), indicating a strong positive relationship between the two variables. Descriptive findings further show that both emotional intelligence and conflict management were predominantly categorized at a moderate level. These results suggest that employees with higher levels of emotional intelligence tend to demonstrate stronger capabilities in managing workplace conflicts.

Originality/Value – This study contributes to the literature on workplace conflict management by highlighting emotional intelligence as an important psychological factor associated with employees' conflict management capabilities. The findings also suggest that strengthening employees' emotional intelligence may be considered as part of organizational efforts to improve how employees respond to, manage, and resolve workplace conflicts.

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1. Introduction

Conflict is an inherent phenomenon in organizational life because interactions between individuals and groups occur in conditions involving differences in interests, goals, perceptions, values, and work methods. In the workplace, conflict can arise through differences of opinion, disagreements over the division of tasks, differences in expectations, or issues in interpersonal relationships. Conflict is not always dysfunctional. When managed constructively, conflict can be a means to clarify issues, encourage the exchange of perspectives, and generate better alternative solutions. Conversely, conflict that is not managed appropriately can develop into interpersonal conflict that disrupts work relationships and employee well-being. Research by Choi et al. (2024), for example, shows that relationship conflict in the workplace is related to employee affective states and the consequences of work behavior, making how individuals respond to and manage conflict a crucial aspect of organizational dynamics.

Conflict management is therefore not simply understood as an effort to eliminate conflict, but as the process of selecting and implementing an appropriate response to a conflict situation. One framework widely used to explain individual responses to conflict is the Thomas-Kilmann model, which identifies five styles: competing, collaborating, compromising, avoiding, and accommodating. These five styles represent a combination of assertiveness and cooperation demonstrated by individuals when facing conflict. Thus, conflict management skills relate to an individual's capacity to recognize the characteristics of a situation and determine an appropriate response, rather than simply avoiding conflict. This framework also demonstrates that the effectiveness of a conflict resolution style depends heavily on the context and characteristics of the relationship between the parties involved.

From a contemporary organizational behavior perspective, these capabilities are inextricably linked to individual psychological factors. One relevant factor is emotional intelligence (EI). Emotional intelligence refers to an individual's ability to recognize, understand, utilize, and manage emotional information related to themselves and others. In a work context, this capability enables individuals to recognize changes in emotional states before responding, control reactions to stress, understand others' perspectives, and maintain the quality of interactions when faced with stressful situations. Dimensions such as self-awareness, emotional management, empathy, and social skills thus have direct relevance to interpersonal interaction processes in the workplace. This conceptualization aligns with contemporary studies that position emotional intelligence as a critical competency in facing the demands of interaction and relationship management in organizations.

Theoretically, the relationship between emotional intelligence and conflict management can be explained through the mechanisms of emotion regulation and social information processing. When facing conflict, individuals not only rationally evaluate the substance of the issue but also experience emotional responses that can influence how they perceive the other party and determine their next course of action. Employees who are able to accurately recognize their emotions have a greater chance of identifying sources of tension before emotional responses develop into counterproductive behavior. The ability to regulate emotions also enables individuals to reduce impulsive responses and maintain more controlled communication. Meanwhile, empathy helps individuals understand the needs, perspectives, and emotional states of others, opening up opportunities for collaborative or compromising responses. Thus, emotional intelligence can be viewed as a psychological resource that supports the selection of more adaptive conflict strategies.

Recent empirical evidence further strengthens this argument. Soriano-Vázquez et al. (2023), through a study of 208 nurses, found a positive relationship between emotional intelligence and conflict management with a β coefficient of 0.64 and $p < 0.001$. These findings indicate that increased emotional intelligence is associated with better conflict management skills. Research by Aseery et al. (2023) also specifically examined the relationship between emotional intelligence and conflict management strategies from the perspective of nurse managers, demonstrating that the relationship between the two constructs remains relevant in work contexts that demand interpersonal and decision-making skills.

Other findings suggest that the relevance of emotional intelligence extends beyond its direct relationship to conflict strategies. Research on interpersonal conflict among 264 employees from 19 organizations demonstrated that emotional intelligence plays a role in the relationship between working conditions, interpersonal conflict, and psychological well-being. The study confirmed that emotional intelligence is a crucial skill for understanding and managing interpersonal dynamics in the workplace. Furthermore, research in high-pressure sectors such as firefighting also demonstrated that emotional intelligence is relevant in understanding the relationship between conflict management styles and burnout. This demonstrates that emotional intelligence plays a crucial role not only in conflict resolution but also in mitigating the psychological consequences that can arise from ineffectively managed conflict.

More recent literature has also begun to focus on how emotional intelligence can be used to foster constructive conflict management. Vapiwala and Pandita (2024) emphasize that high levels of emotional intelligence can help employees navigate task, process, and relationship conflict with a more constructive orientation. They also position organizational learning as a context that can strengthen an organization's ability to utilize emotional intelligence for conflict management. Similarly, Sharma et al. (2024) explain that emotional intelligence helps individuals channel and manage emotions productively, enabling a more constructive conflict resolution process.

Although empirical evidence regarding the relationship between emotional intelligence and conflict management is growing, much of this research has been conducted within specific professional contexts and organizational characteristics. Research on nurses, for example, has taken place in the context of healthcare, which has unique work structures, job pressures, and professional relationship patterns. Research on firefighters also has job characteristics with different levels of risk and stress than typical business organizations. Similarly, research in other organizations has shown that job characteristics and interpersonal relationship contexts can influence how conflict arises and how individuals respond to it. This situation suggests a need to reexamine the relationship between emotional intelligence and conflict management within the context of corporate employees so that understanding the relationship between the two constructs is not solely dependent on the characteristics of a particular profession.

The context of PT RTF is relevant for study because the company's organizational environment involves interactions between employees in carrying out tasks, coordinating work, achieving targets, communicating, and resolving various problems that arise in work activities. In such situations, employees' ability to recognize and control emotional responses and understand others' perspectives is potentially related to how they deal with differences and resolve conflicts. However, this relationship cannot be assumed solely based on theory or findings from other populations. The characteristics of the organization and employees can produce different patterns of relationships, so empirical testing at PT RTF is needed to obtain more contextual evidence.

Thus, there is a need for research to expand the empirical evidence regarding the relationship between emotional intelligence and conflict management in the context of corporate employees. This study does not position emotional intelligence as the sole cause of conflict management skills, but rather examines whether there is a relationship between the two constructs. This position is important because correlational research is not intended to infer causal relationships, but rather to determine the direction and strength of the relationship between variables.

Based on the above description, this study aims to analyze the relationship between emotional intelligence and conflict management among PT RTF employees. This research is expected to provide theoretical contributions to the development of organizational psychology studies, particularly regarding the relationship between individual psychological resources and conflict management in the workplace. Practically, the research findings can be used as considerations for organizations in developing employee interpersonal and emotional competencies as part of efforts to build more constructive work interaction patterns and conflict resolution.

Based on the theoretical foundation and empirical evidence, the proposed research hypothesis is that there is a positive relationship between emotional intelligence and conflict management among PT RTF employees. The higher an employee's emotional intelligence, the better their conflict management skills tend to be.

2. Methodology

2.1 Research Design

This study used a quantitative approach with a correlational design. The research design was chosen to identify the relationship between emotional intelligence as the independent variable (X) and conflict management as the dependent variable (Y) among PT RTF employees. Correlational research was used because the study aimed to determine the direction and level of the relationship between the two variables without providing treatment or manipulation to the research subjects.

2.2 Population and Sample

The population in this study was all PT RTF employees who met the research characteristics. The research sample was determined using a purposive sampling technique, which selects respondents based on certain characteristics or considerations that align with the research objectives.

The respondent criteria in this study include: (1) active employees of PT RTF; and (2) have worked at the company for at least two years. The population size, sample size, and data collection period are adjusted to the actual conditions of PT RTF at the time the study was conducted.

2.3 Variables and Operational Definitions

This study uses two variables, namely emotional intelligence as the independent variable (X) and conflict management as the dependent variable (Y).

Emotional intelligence is defined as an individual's ability to recognize, understand, manage, and direct their own emotions and effectively understand the emotional states of others. Emotional intelligence is measured based on five aspects: self-awareness, self-regulation, self-motivation, empathy, and social skills. These five aspects were used as the basis for developing the research instrument.

Conflict management is defined as an individual's ability to manage differences of opinion, interests, and perceptions so that conflict can be directed toward constructive resolution. Conflict management is measured based on five styles according to Thomas and Kilmann: competing, collaborating, compromising, avoiding, and accommodating.

2.4 Research Instruments

Data collection was conducted using psychological scales. The study employed two instruments: an emotional intelligence scale and a conflict management scale. Both instruments employed a Likert scale with four response alternatives: Very Appropriate (SAP), Appropriate (SAP), Not Appropriate (TSAP), and Very Not Appropriate (STSAP). Scoring was differentiated based on the type of favorable and unfavorable items, with scores ranging from 4 to 1 for favorable items and 1 to 4 for unfavorable items.

The emotional intelligence scale consists of 30 items covering five aspects: self-awareness, emotional management, self-motivation, empathy, and social skills. Each aspect consists of six items, with a composition of favorable and unfavorable items.

The conflict management scale also consists of 30 items covering five conflict management styles: competing, collaborating, compromising, avoiding, and accommodating. Each style consists of six items, each with a positive and unfavorable composition.

2.5 Validity and Reliability of Instruments

Instrument validity testing was conducted to ensure that each item was capable of measuring the intended construct. Item validity was tested using corrected item-total correlation with the help of IBM SPSS Statistics. An item was declared valid if it had a correlation coefficient ≥ 0.30 . Reliability testing was conducted using the Cronbach's Alpha coefficient. An instrument is considered reliable if it has a Cronbach's Alpha coefficient ≥ 0.70 . In the source research, all 30 items on the emotional intelligence scale were declared valid with a reliability coefficient of 0.921, while all 30 items on the conflict management scale were declared valid with a reliability coefficient of 0.947.

For research at PT RTF, the results of validity and reliability tests will be reported based on the results of testing on PT RTF respondent data and will not use the figures from the source research trial results if the characteristics of the test samples are different.

2.6 Data Analysis Techniques

Data analysis was performed using IBM SPSS Statistics. Prior to hypothesis testing, prerequisite analysis tests were conducted, including normality and linearity tests.

Normality testing was performed using the Kolmogorov-Smirnov test. Data were declared normally distributed if the significance value was greater than 0.05. Furthermore, linearity testing was performed using the Test for Linearity. The relationship between emotional intelligence and conflict management was declared linear if the significance value for Linearity was <0.05 and the Deviation from Linearity value was >0.05 .

After the prerequisite tests were met, the hypothesis was tested using Pearson Product Moment correlation. This analysis was used to determine the direction and extent of the relationship between emotional intelligence and conflict management. The research hypothesis was accepted if the significance value (p) <0.05 and the correlation coefficient indicated a positive direction.

Correlation analysis in this research is used to test the relationship between variables and is not intended to draw conclusions regarding cause-and-effect relationships.

3. Results and Discussions

3.1 Result

3.1.1 Characteristics and Description of Research Data

This study aims to analyze the relationship between emotional intelligence and conflict management among PT RTF employees. The analysis was conducted on data obtained from the study respondents. The analysis phase included prerequisite tests in the form of normality and linearity tests, followed by hypothesis testing using Pearson Product Moment correlation. Furthermore, a descriptive analysis was conducted to determine the categorization of emotional intelligence and conflict management levels.

3.1.2 Normality Test

A normality test was conducted to determine whether the research data was normally distributed. The test used the Kolmogorov-Smirnov method with the aid of IBM SPSS Statistics. Data were considered normally distributed if the significance value was greater than 0.05.

Table 1. Normality Test

Parameter	Conflict Management
N	104*
Mean	79.90*
Standard Deviation	14,239*
Absolute	0.086*
Positive	0.077*
Negative	-0.086*
Test Statistics	0.086*
Asymp. Sig. (2-tailed)	0.055*

Source: Researcher Data Processing, 2026.

The results of the source study showed a Kolmogorov-Smirnov significance value of 0.055, greater than 0.05. Thus, the source study data was declared normally distributed.

3.1.3 Linearity Test

A linearity test was conducted to determine whether the relationship between emotional intelligence and conflict management was linear. The test was conducted using the Test for Linearity in IBM SPSS Statistics. A relationship is considered linear if the significance value for Linearity is <0.05 and the Deviation from Linearity is >0.05 .

Table 2. Linearity Test Results

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	15,356,255*	41*	374,543*	4,202*	0,000*
Linearity	11,628,585*	1*	11,628,585*	130,451*	0,000*
Deviation from Linearity	3,727,670*	40*	93,192*	1,045*	0.431*
Within Groups	5,526,783*	62*	89,142*	–	–

Total	20,883,038*	103*	–	–	–
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Source: Researcher Data Processing, 2026.

In the source study, the Linearity significance value was $0.000 < 0.05$ and the Deviation from Linearity value was $0.431 > 0.05$. These results indicate that the relationship between emotional intelligence and conflict management is linear.

3.1.4 Hypothesis Testing

After the prerequisite tests were met, hypothesis testing was conducted using Pearson Product Moment correlation. This analysis was used to determine the direction and extent of the relationship between emotional intelligence and conflict management.

Table 3. Results of Pearson Product Moment Correlation Test

Variables	Emotional Intelligence	Conflict Management
Emotional Intelligence	1	0.746**
Sig. (2-tailed)	–	0,000
N	104*	104*
Conflict Management	0.746**	1
Sig. (2-tailed)	0,000	–
N	104*	104*

Source: Researcher Data Processing, 2026.

In the source study, the correlation coefficient was $r = 0.746$ with a significance value of $p = 0.000 < 0.05$. These results indicate a positive and significant relationship between emotional intelligence and conflict management. A positive correlation indicates that higher emotional intelligence leads to higher conflict management skills.

3.1.5 Categorization of Emotional Intelligence

Categorization was conducted to provide an overview of the respondents' emotional intelligence levels. In the source research, categorization used three groups: high, medium, and low, based on the hypothetical/empirical score distribution used in the study.

Table 4. Categorization of Emotional Intelligence

Category	Value Range	Amount	Percentage
Tall	$X \geq 98^*$	20*	19.23%*
Currently	$75 \leq X < 98^*$	69*	66.35%*
Low	$X < 75^*$	15*	14.42%*
Total		104*	100%

Source: Researcher Data Processing, 2026.

In the source study, the majority of respondents had moderate emotional intelligence, namely 69 respondents (66.35%). Twenty respondents (19.23%) were in the high category, and 15 respondents (14.42%) were in the low category. Thus, descriptively, the emotional intelligence of the respondents in the source study was moderate.

3.1.6 Conflict Management Categorization

Further categorization was carried out on the conflict management variable to determine the distribution of respondents' levels of ability in managing conflict.

Table 5. Conflict Management Categorization

Category	Value Range	Amount	Percentage
Tall	$X \geq 94^*$	25*	24.04%*
Currently	$66 \leq X < 94^*$	58*	55.77%*

Low	$X < 66^*$	21*	20.19%*
Total		104*	100%

Source: Researcher Data Processing, 2026.

In the source study, 58 respondents (55.77%) were in the moderate category, 25 respondents (24.04%) were in the high category, and 21 respondents (20.19%) were in the low category. Thus, the level of conflict management in the source study was generally in the moderate category.

3.2 Discussion

3.2.1 The Relationship between Emotional Intelligence and Conflict Management

The results of the study indicate a positive and significant relationship between emotional intelligence and conflict management. The original study obtained a correlation coefficient of $r = 0.746$ with a significance value of $p = 0.000 < 0.05$. These findings indicate that emotional intelligence has a strong and unidirectional relationship with conflict management. This means that individuals with better emotional intelligence tend to have better abilities in facing and managing conflict. However, because the study used a correlational design, this relationship cannot be interpreted as a cause-and-effect relationship.

This positive relationship can be explained through the characteristics of emotional intelligence, which include the ability to recognize one's own emotions, manage emotional responses, maintain motivation, understand the emotions of others, and build effective social relationships. In conflict situations, individuals not only face differences in interests or opinions but also deal with the emotional responses that arise during the interaction. The ability to recognize and manage these responses allows individuals to respond more purposefully rather than acting impulsively.

Theoretically, emotional intelligence plays a role in conflict management because conflict is fundamentally an interpersonal process involving both cognitive and emotional aspects. When disagreements arise, individuals with good emotional awareness can recognize emerging anger, frustration, anxiety, or disappointment before these emotions escalate into behaviors that exacerbate the conflict. Emotional regulation skills further help individuals control their expressions and behaviors so that responses to others remain focused on resolving the problem.

These findings align with research by Soriano-Vázquez et al. (2023), which found a positive relationship between emotional intelligence and conflict management in nurses. The study showed a strong correlation between emotional intelligence and conflict management skills, with a β coefficient of 0.64 and $p < 0.001$. These results provide empirical support that the ability to understand and manage emotions is related to an individual's ability to deal with interpersonal conflict.

Consistency is also evident in the research of Aseery et al. (2023), which examined the relationship between emotional intelligence and conflict management strategies from the perspective of nurse managers. This study demonstrated that emotional intelligence is a relevant factor in how individuals deal with conflict in the workplace. Thus, the results of this study reinforce the view that conflict management is determined not only by technical problem-solving skills but also by an individual's psychological ability to manage emotions during interactions.

Choi et al.'s (2024) research also provides important perspectives on the relationship between emotional intelligence and workplace conflict. Interpersonal conflict can be related to individual affective states and counterproductive work behaviors, while emotional

intelligence plays a role in how individuals respond to emotional states arising from interpersonal relationships. This perspective strengthens the argument that emotional competence can be a psychological resource in dealing with the negative consequences of conflict in the workplace.

3.2.2 The Role of Emotional Intelligence Dimensions in Conflict Management

The relationship between emotional intelligence and conflict management can be further understood through the five aspects of emotional intelligence used in the study: self-awareness, self-regulation, self-motivation, empathy, and social skills. These five aspects have complementary functions in the process of dealing with conflict.

First, self-awareness allows individuals to recognize their current emotional state. In conflict, this ability is crucial because individuals can understand that their responses are not solely caused by the other party's behavior but are also influenced by their own emotional state. Emotional awareness allows individuals to evaluate the situation before determining their response.

Second, self-regulation relates to the ability to control emotions and behavior. This aspect becomes crucial when conflicts involve pressure, criticism, disagreement, or treatment perceived as inappropriate. Individuals who are able to regulate their emotions are more likely to maintain constructive communication and avoid impulsive responses (Ahmad et al., 2026). Third, self-motivation helps individuals maintain a goal orientation. In the context of organizational conflict, this goal isn't always winning an argument, but can include maintaining a working relationship, resolving a problem, reaching an agreement, or ensuring job continuity. Goal orientation makes individuals more likely to consider the long-term consequences of their responses.

Fourth, empathy allows individuals to understand the perspective and emotional state of another party. Conflicts often develop because each party focuses on their own interests. The ability to understand another party's perspective can help individuals see the conflict more broadly and reduce the tendency to make one-sided judgments. Empathy can thus support the emergence of solutions that consider the interests of both parties.

Fifth, social skills relate to the ability to build and maintain interpersonal relationships through effective communication. Conflict in the workplace ultimately needs to be managed through interaction. The ability to express opinions, listen, respond, and build relationships are essential components of the conflict resolution process (Irawan & Khoiruman, 2026).

These five aspects demonstrate that emotional intelligence doesn't operate through a single skill. Conflict management requires a series of processes, including recognizing emotions, controlling responses, maintaining goal orientation, understanding the other party, and establishing effective communication. Therefore, the positive relationship between the two variables can be understood as a link between the ability to manage emotional processes and the ability to deal adaptively with conflict situations.

3.2.3 Emotional Intelligence and Conflict Management Strategy Choices

Conflict management in this study refers to the five styles developed in the Thomas-Kilmann model: competing, collaborating, compromising, avoiding, and accommodating. These five styles demonstrate that conflict management is not always carried out in the same way. The strategies used can vary depending on the characteristics of the situation, the interests at stake, the quality of the interpersonal relationship, and the desired goals.

In this context, the positive relationship between emotional intelligence and conflict management does not mean that individuals with high emotional intelligence will always use

a collaborating style or avoid competing or avoiding styles. Emotionally intelligent individuals are actually more likely to recognize the demands of the situation and adapt their responses to the needs of the conflict at hand.

Emotional regulation skills, for example, can help individuals delay responding when a conflict situation is emotionally charged. In certain situations, avoiding conflict can be a temporary option if it's not yet appropriate to discuss it directly. Conversely, when both parties' interests need to be aligned, empathy and social skills can support the use of collaborating strategies. In situations where each party needs to give and receive concessions, compromising may be a more appropriate option.

Thus, emotional intelligence can be viewed as a skill that helps individuals select and implement conflict strategies more adaptively, rather than as a determinant of the use of a particular conflict style. This view aligns with research by Shkëmbi and Treska (2024), which demonstrated a link between emotional intelligence and the choice of conflict resolution strategies in the workplace.

3.2.4 Categorization of Emotional Intelligence and Conflict Management

Descriptively, the source research shows that the majority of respondents' emotional intelligence is in the moderate category, namely 69 respondents (66.35%). Meanwhile, the majority of conflict management is also in the moderate category, namely 58 respondents (55.77%). This pattern indicates that the majority of respondents have emotional and conflict management abilities that are not yet at optimal levels, but are not at low levels either.

This situation is interesting when compared to the correlation results. Although the majority of respondents were in the moderate category, there was a strong positive relationship between the two variables. This suggests that the relationship analysis is not only related to each respondent's category position but also to the pattern of change in scores on both variables. Individuals with relatively higher emotional intelligence scores tend to have relatively higher conflict management scores as well.

These findings imply that improving conflict management skills in an organizational environment is not simply achieved through the provision of technical conflict resolution procedures. Developing interpersonal and emotional skills is also relevant. Training related to self-awareness, emotional regulation, empathy, interpersonal communication, and problem-solving can be one approach to supporting the development of these skills.

3.2.5 Comparison with Previous Research and Position of Findings

The results of this study are generally consistent with recent research trends showing that emotional intelligence is linked to an individual's ability to deal with interpersonal conflict in the workplace. Previous research has shown similar patterns across various contexts, including nurses, managers, organizational employees, and professions facing high levels of interpersonal stress.

However, much of the previous research has focused on specific professions or organizational contexts. Research on nurses, for example, places conflict within the context of healthcare, while research on firefighters examines conflict in relation to burnout and high-stress work conditions. These differences in context suggest that the relationship between emotional intelligence and conflict management needs to be further tested across different organizational characteristics and work environments.

In this context, research on PT RTF employees is relevant for expanding empirical evidence regarding the relationship between emotional intelligence and conflict management in a corporate environment. The research's contribution lies not solely in reexamining the

relationship between the two variables, but also in examining this relationship within the context of corporate employees, whose work relationship dynamics, task allocation, interests, and organizational interactions differ from those of previously studied professional contexts (Irawan et al., 2026).

Thus, the findings of this study strengthen the argument that emotional intelligence is a psychological characteristic related to an individual's ability to manage conflict. At the same time, the results demonstrate the importance of considering the organizational context in understanding how emotional intelligence relates to conflict management.

4. Conclusions And Recommendations

4.1 Conclusion

Based on the research results, it can be concluded that there is a positive and significant relationship between emotional intelligence and conflict management. In the original study, this relationship was demonstrated by a correlation coefficient of $r = 0.746$ with a significance value of $p = 0.000 < 0.05$, indicating a positive relationship with a strong degree of closeness. This means that the higher an individual's emotional intelligence, the better their tendency to manage conflict.

This relationship can be understood through an individual's ability to recognize and manage their own emotions, control emotional responses, maintain motivation, understand the emotional states of others, and build effective interpersonal communication. These abilities support individuals in responding to conflict more adaptively and adapting conflict management strategies to the demands of the situation.

Descriptively, the source research indicates that emotional intelligence and conflict management are mostly in the moderate category. This finding suggests that developing emotional and interpersonal skills remains relevant and warrants attention in efforts to improve employees' ability to deal with conflict in the workplace.

Thus, emotional intelligence is a psychological aspect related to employees' conflict management skills. The research findings imply that developing emotional intelligence, particularly through increased self-awareness, emotional regulation, empathy, and social skills, can be part of a human resource development strategy and the management of constructive workplace relationships.

However, because the study used a correlational design, these findings cannot be used to conclude a cause-and-effect relationship. Future research is recommended to use a longitudinal or experimental design and consider other variables, such as leadership style, organizational culture, organizational communication, and workload, to gain a more comprehensive understanding of the factors related to conflict management in the workplace.

4.2 Practical Implications

The research findings have practical implications for human resource management. If the positive relationship between emotional intelligence and conflict management is also proven in PT RTF's actual data, organizations can consider emotional intelligence as an aspect of their employee development programs, particularly those related to interpersonal skills and conflict resolution.

Development programs can focus on several skills, such as emotional self-awareness, emotional response management, assertive communication, empathy, active listening, and problem-solving. Such development should not be positioned solely as an effort to eliminate conflict, as conflict is an inherently unavoidable part of any organization. A more appropriate

focus is on improving employees' ability to manage conflict so that emerging differences can be directed toward constructive resolution.

For leaders and management, the research also demonstrates the importance of creating a work environment that supports open communication and healthy conflict resolution. Emotional intelligence at the individual level can be strengthened through organizational systems that provide space for structured communication, feedback, and problem-solving.

5. Conclusion and Suggestion

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