The Psychological Effect of Emotional Intelligence on Tactical Decisions and Methods for Handling Conflicts

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Abstract

Introduction: The ability to identify, understands, and control one's own emotions as well as those of others is referred to as emotional intelligence (EI). It calls for abilities like empathy, self-control, self-awareness, and social skills. These abilities are essential for many facets of life, including communication, leadership, and decision-making.

Objectives: The article's goal is to emphasize the need for executives at all ranks to practice relational leadership skills, the most crucial of which is resolving disputes and managing emotions via the use of personal styles and EI.

Methods: To gather information for this research, 350 executives from various small and medium-sized enterprises (SMEs) in Indonesia were questioned. The participants were chosen at random.

Results: Outcomes of tactical decisions were found to benefit directly from EI, cooperative tendencies, and understanding of how to handle conflict, as well as indirect via interpersonal management. This study is limited to pertinent research on how conflict management preferences and EI affect tactical decisions.

Conclusions: The study of how EI affects tactical choices emphasizes the importance of EI in the decision-making process. An individual's capacities to comprehend, manage, and identify their own emotions as well as those of others and to empathize with them is referred to as EI.

Keywords: Handling conflicts, Tactical decisions, Emotional Intelligence (EI), Decision-making, Leadership

1. INTRODUCTION

Emotional intelligence (EI) is the ability to manage your feelings as well as those of other people. Since EI enhances nurses' well-being, which in turn influences families and patients, it has evolved throughout several disciplines and gained momentum in the nursing field. There is a widespread lack of knowledge regarding EI and its overall meaning and relevance due to the numerous divergent interpretations and EI frameworks. When implemented in practice, unclear notions can cause a significant deal of confusion and misperception (Raghubir, 2018). Educational institutions still confront several difficulties and problems with the educational system, despite technological advancements and educational reforms. Poor learning outcomes, such as expectations and demands, a deteriorating level of learning, pupils' lack of seriousness, a severe burden on instructors, etc. are the primary concerns about these topics. Instructors find it challenging to balance their educational responsibilities as well as societal pressures from parents and pupils as a result of such problems. Educators may have emotional difficulties and obstacles as a result of social pressures (Asrar-ul-Haq et al., 2017).

In modern information-driven society, the most contentious topic is how human brains function and the way they affect every day. Managers and CEOs are the leaders of the companies. Decisions are made only with the achievement of the company in mind while developing plans. Each member of the decision committee must agree to the decision for it to be made. If there is just one boss, that individual is responsible for ensuring that choices taken for the organization and performed by its employees have a positive or negative impact on the organization as a whole (Alzoubi and Aziz, 2021). Only strong decision-making, which is closely correlated to a leader's EI, may result in successful management. EI is essentially a necessary tool for management since it is the responsibility of the leader to guarantee that decisions are made with results in mind and that those decisions

are then turned into organizational plans. Since almost its start, the study of EI has caused debate in scientific circles and the public.

EI is an emerging and expanding field of study. Scholars are making progressively heavily toward resolving conceptual and measurement challenges because they worry about a lack of unanimity. Additionally, attempts have been made to ascertain the progression of EI and associated ideas, as well as whether or not this progression is modifiable. Alongside this fundamental focus, critics have worked to create and evaluate effective EI applications (Vyatkin et al., 2019). EI has lately been one of the mental notions with the highest visibility due to an infusion of scientific studies, the creation of multiple most popular commercial books, and regular coverage in the press. The idea has also flourished as a result of growing attempts at standardized evaluation of individual differences in El as well as societal trends and attitudes that highlight the formerly undervalued significance of the feelings. Some have even claimed that this highlights a Mood. There is a lot of evidence to support the idea that testing for El is a more accurate predictor of critical academic and vocational criteria than general intellectual capacity assessments alone. Taking decisions in settings that are fast-paced, dynamic, and frequently high-stakes, in which the repercussions of judgments can have enormous effects, is an example of the decision-making process known as tactical decision-making. Studies on decision-making have, historically speaking, placed a disproportionate amount of emphasis on cognitive skills such as solving issues, logic, and remembering, while generally ignoring the part that emotions play in the process. Emotions, on the other hand, have a significant impact on a person's perception, attention, memory, and judgment as they go through the decision-making process. It has been believed that one of the most important factors that determine how people respond and process emotional information in strategic situations is a person's level of EI, which is a concept that encompasses awareness of emotions, control, and exploitation (Ingram et al., 2019).

Decision-making and conflict resolution are greatly influenced by emotions. Understanding how EI affects these procedures can help people negotiate challenging circumstances, make better decisions, and create more satisfying relationships. In a variety of fields, including business, psychology, and leadership, such insights may be helpful to people, groups, and organisations. The goal of this study is to determine how directly EI and personal conflict-handling preferences affect tactical decision-making.

The remainder of the paper is divided into subsequent parts. Part 3 contains the proposed method explained. Part 4 contains the results and analysis. Part 5 contains related discussions, while Part 5 discusses the conclusions.

2.   LITERATURE REVIEW

O'Connor et al., 2019 wanted to offer advice to academics and professionals who want to use EI in their study. The many concepts of EI are first briefly discussed. When it comes to the best EI measurements for a variety of various goals, then offer a set of suggestions for professionals and academics. Prentice et al., 2020 combined these two ideas and investigates how emotional and artificial intelligence affects retained staff members and achievement, with an emphasis on service employees in the hotel sector. The performance of staff members is operationalized into both internal and external parameters, which measure how well individuals complete tasks during internal and external service interactions with clients and peers, accordingly. Drigas and Papoutsi, 2018 proposed a nine-layer pyramid of EI and advise a steady progression toward the summit of EI in this article as they give an emotional-cognitive oriented strategy for the procedure of developing EI.

Meneses et al., 2022 to conduct an optimization literature assessment and offer a theoretical framework for managing the supply of blood chain via computational modeling. This is accomplished by breaking down the scheduling issues into their component preparation levels and finding the critical relationships to take into account in a combined strategy. Mukadam et al., 2017 looked at the issue of self-driving automobiles shifting lanes in a multi-lane, multi-agent environment. On issues where the highest-level policies are difficult to write utilizing conventional efficiency or logic-oriented approaches but effective low-level regulators are accessible, they provide a structure that illustrates a more organized and information-economical option from beginning to end comprehensive policy acquisition. Hoel et al., 2020 examined the estimation of choice uncertainty in autonomous driving using a Bayesian RL approach, based on an ensemble of neural networks with added randomized precondition function (RPF). Additionally, a system for determining whether a course of study should be regarded as safe is established. Abuzaid et al., 2019 intended to look into how successful Tactical decision-making is affected by transformational management. The information was gathered through

microfinance organizations in Jordan using a questionnaire approach. To experimentally assess the research theory, several modeling approaches were applied to the information at hand. Bedford et al., 2019 underlined how mental conflict caused by PMSs influences how competency versatility and creativity versatility are related. The obtained results are suggest that competent versatility is related to (a) the decision to establish a fair range of indicators of performance and (b) the utilization of PMSs for regular and vigorous discourse among upper management. These findings depend on survey responses from an assortment of 90 Irish enterprises. Pradhan et al., 2017 aimed to investigate the connection between organizational learning and performance adaptation. Additionally, the study explores the limiting effect of EI on learning within organizations in the context of resolving leaders' adaptable effectiveness in factories. Baba, 2020 investigated the opinions of faculty members regarding their EI through COVID-19 and to evaluate the effects of social contexts on their intellect.

2.1 Hypothesis Development

Hypothesis 1 (H1): There is a connection between self-regulation and tactical decisions.

Hypothesis 2 (H2): Emotional intelligence and tactical decisions are related.

Hypothesis 3 (H3): Tactical decisions and interpersonal abilities are related.

Hypothesis 4 (H4): Personal methods of resolving conflict and making tactical decisions are related.

Hypothesis 5 (H5): There is a connection between tactical decisions and avoidance.

Hypothesis 6 (H6): The sharing of ideas and the making of tactical decisions are related.

3. METHODOLOGY

The majority of the managers of departments in the study's sample are mid-management-level employees who are employed by SMEs. The selection of such executives is justified by the type of job done by SMEs. It is essential to understand their capacity for EI, their ways of handling conflicts and distinctions, the components of their related style of leadership, and how each of these impacts the outcomes of the tactical decisions that were taken into account emerged as the outcome of this study, which will result in relationships and variations of perceives regarding the function of every corporate section among individuals within Indonesia. The efficiency of sending information and data from the lower levels of administration to the upper administration that will lead to tactical decisions will be determined by the interpersonal style of leadership, level of EI, and personal handling of conflict trends, among other factors.

Additionally, it is important to determine how well information and data that is relevant to decisions made by upper management are transferred to lower management, who are going to execute those decisions, as well as how this affects the outcomes of those decisions. From the research's 1400 participants, 350 managers made up the study's samples. The 30 components were utilized to calculate EI. The dispute resolution skills of individuals were also assessed by utilizing 30 items at the identical time. 16 items were used to assess tactical Decisions at the end.

4. RESULT AND ANALYSIS

As seen in Table 1 and Figure 1, the current study's reliance on several pre-existing indicators from earlier research enabled it to achieve high levels of reliability and validity. The initial research was conducted to evaluate the reliability of the concluded size, concentrating on testing the reliability and integrity of the components that make up the measure, and to determine the accuracy and consistency within their original questionnaire. The scale strives to gauge the reliability of the sentence and its significance to what it intends. To gauge the degree of the connection between every survey sentence and the overall relationship of all the sections, the reliability of the final survey was first assessed. The data collecting tool's sentence correlation values are shown in Table 1 and Figure 1; a sentence is considered appropriate if it corresponds with overall scaled correlations of 0.40 or above. It is trustworthy for the analysis of statistics. Due to the elevated levels of the factors, Table 1 demonstrates that the variables used in the research and sentences are characterized by validity and reliability. All the values for factor loading were higher than 0.50, and the mean variation extracted numbers were also higher than 0.60; (Figure 2) nevertheless, Cronbach's alpha dependability and overall dependability were both higher than 0.80 (Tables 2 and 3).

The descriptive evaluation serves as the foundation for the statistical evaluation since it summarizes examples of responses to conclude the research population's features. From the main data, descriptive statistics generate signals. It is the first phase in the inferential statistical process, which is focused on generalizing the findings from the research sample's replies to the study factors' texts. About the mean amount of reaction from the sample to the scale's numbers and phrases. The scope of the mathematics circle was considerable, demonstrating the importance of SMEs in the Indonesian tactical choice-making process. With an important threshold of 0.01, the majority of the coefficients of correlation among all three variables showed an elevated favourable connection.

Table 1: Reliability and validity

Variables	personal preference	Tactical decisions	Emotional intelligence
AVE	0.654	0.659	0.668
CR	0.890	0.819	0.878
Cronbach's ∝	0.893	0.923	0.915

(a) Emotional Intelligence

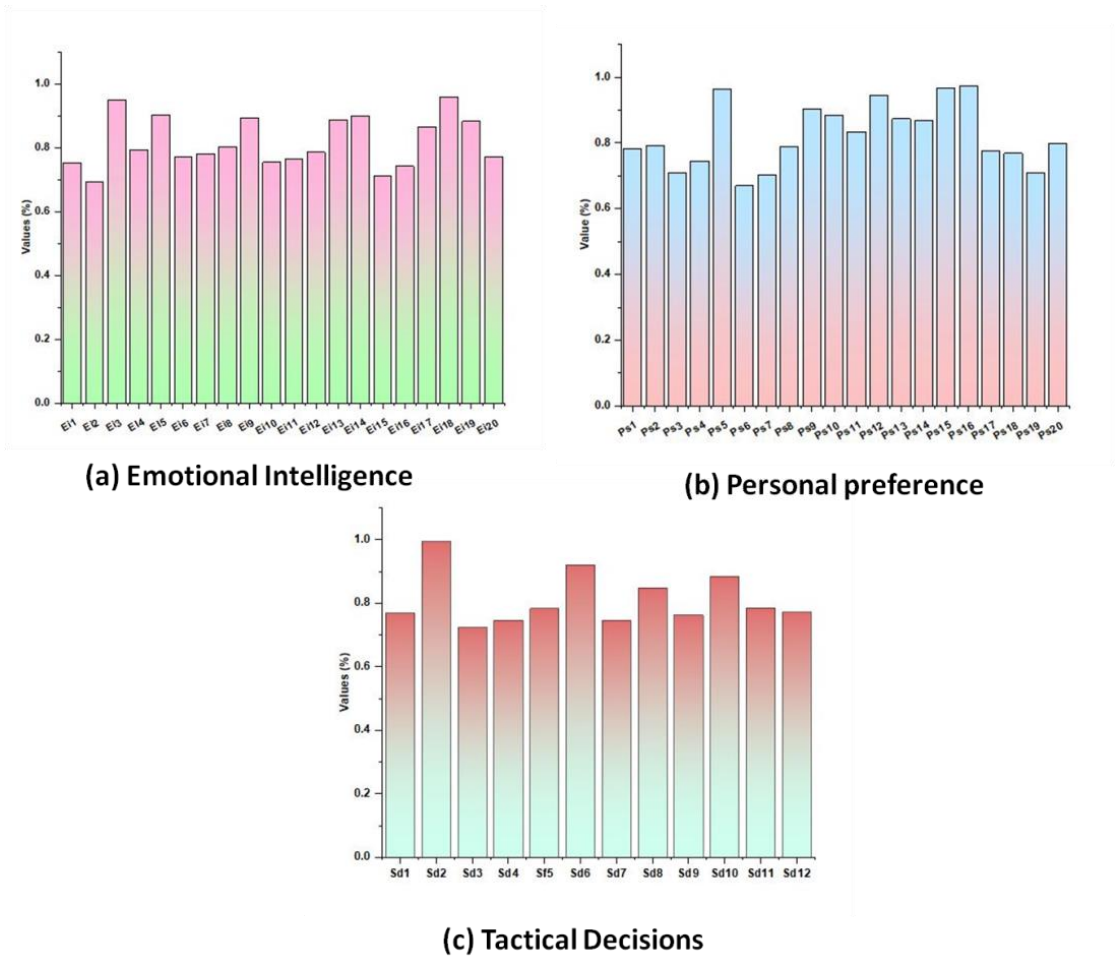(b) Personal preference

(c) Tactical Decisions

Figure 1: Items versus Factor Loading

Examining the information in the table above, we decide to go along with all of the study's assumptions. EI has a direct influence on the outcomes of tactical Decisions, supporting the first premise. Additionally, the outcomes of tactical decisions are directly impacted by personal conflict-resolution habits. This suggests that the second hypothesis is correct.

Table 2: The link between several variables and descriptive statistics

Variables	personal preference	Tactical decisions	Emotional intelligence
One	0.468**	0.795**	1
Two	1	0.756**	
Three		1	
Note: **Significant at 0.1 (1-tailed)			
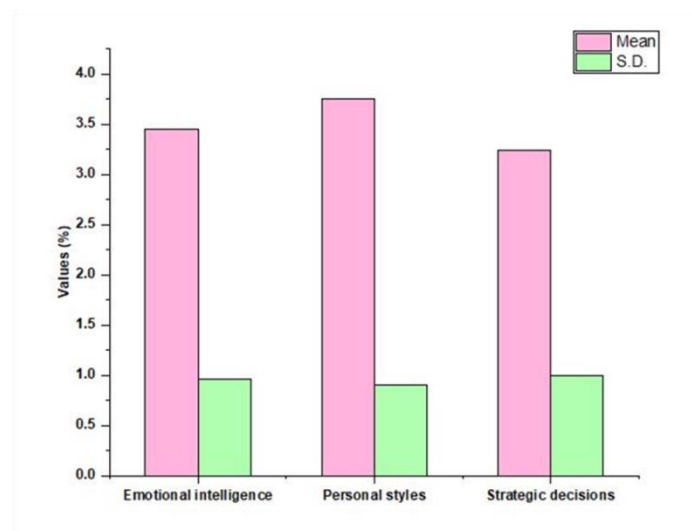
Figure 2: Mean and Standard deviation of variables

Table 3: Testing hypotheses

Hypotheses	H1	H2	H3	H4	H5	H6
S.E	0.03	0.03	0.05	0.26	0.06	0.03
β	0.110	0.135	0.210	0.236	0.263	0.107
p	0.06	0.06	0.06	0.06	0.06	0.06
C.R	5.247	3.873	3.601	3.246	5.101	2.488
Results	Assisted	Assisted	Assisted	Assisted	Assisted	Assisted

5. DISCUSSIONS

The findings demonstrated that EI affects Tactical decisions in a good way. The results support the advice to encourage EI in workers to enhance their efficiency at work (Grubb et al., 2018). EI has a favourable effect on output. Regarding the EI parameters, it has been determined there is no immediate or favourable connection between the outcomes of tactical decisions and factors (self-regulation). Overall, it seems that EI, particularly in its aspects (social), offers a strong justification for the variations in tactical choices in SMEs. The findings revealed no clear link between individual approaches to resolving disputes and the outcomes of tactical choices. It is clear from the research group that executives' unfavourable personal conflict management techniques have had more of an impact than the outcomes of their tactical decisions (Cuéllar-Molina et al., 2019). According to the writers, business owners and managers require advice on which emotional skills to possess. Decision-makers' emotional abilities would improve as a result. Excluding the patterns of collaboration on the level of quality of the choice, the efficacy of execution, the rapidity of choice-making, the patterns of integration on the excellence of the choice, the achievement of execution, and dedication, it rejects the five types' sub-hypotheses regarding the elements of the outcomes of tactical decisions. This is in line with the signals and data the investigator gleaned from speaking with a variety of executives in person. This demonstrates that handling conflicts involving a structure of rivalry that is utilized by the managers of divisions and organizational units to impose influence, authority, and hegemony or by having data or organizational assets produces unfavorable outcomes for tactical decisions as it is thought to be a sign of oppressive, dictatorial, trustworthy, and integrated

structure (Khosravi et al., 2020). It was shown that the unfavorable correlation between conflict in relationships and project achievement is moderated by a trust. Furthermore, it will engender mistrust and feelings of dissatisfaction in future interactions between supervisors.

EI might be taken into account as a necessity in attracting and retaining personnel for efficient tactical decision-making as one of the implication (Rezvani et al., 2019). It is impossible to overstate the advantages of EI as a foundational competency for executives in conflict management and decision-making. The later authors believed that EI may have a good impact on team members' confidence in one another. This is one of the key elements that might reduce conflict in an organization. For decision-makers and team leaders, the conclusions of this article will have important practical ramifications. It is required of leaders to know how to lessen the harmful effects of conflict. The result will be achieved and increased output.

6.   CONCLUSION

In conclusion, the study shows that interpersonal management has a direct favorable impact on EI, patterns of collaboration, and understanding to cope with conflict on the outcomes of tactical decisions. As a result, it's important to choose managers for organizational units and divisions that have an elevated degree of EI. The process of hiring should take into account candidates who play jobs that complement and are related to those of other divisions and organizations. This is because it will help people complete responsibilities that call for collaboration and teamwork from everyone. Make sure that the applicant has excellent EI skills, as well as to having the capacity to deal effectively with other types of issues.

According to research, how executives handle their interpersonal disagreements has a detrimental impact on the outcomes of the ministry's tactical decisions. To change how people interact with one another when disputes arise, it is necessary to take a stance on that element, investigate its sources, and offer programmers for learning and growth. This is despite enjoining and advising the heads of organizational divisions and agencies to resolve disputes among them amicably. It may be managed by including it in the process of identifying and addressing areas of dispute. Shared answers will be produced for the benefit of the general population. In addition, executives should be pushed to stay away from competing behaviors characterized by dominance and dominance, by exploiting one party's relationships to dominate the other, or by obsessing on undermining the other.

In addition, leaders must be encouraged to address any disagreements or disputes with their superiors and have frank discussions about them rather than avoiding them or delaying looking for answers since, as has been demonstrated, doing so would harm the efficiency of the departments, directorates, or ministries. It is impossible to overstate the value of EI in managers' ability to maintain productive and good connections with one another and in the efficacy of their managerial practices. All managers must be made aware that social skills training or having social skills themselves is the key to developing outstanding managers. Examples of these talents involve handling relationships and usage in mobilizing attempts, mentorship and motivation via a persuasive vision, efficient dialogue and methods of persuasion, the ability to stimulate others' capacities via criticism and direction, and these skills. Positively, overcoming disagreements and problems, and working together. It is insufficient for executives to be successful managers if they do not use their social skills to use their ability to comprehend, clarify, and handle their emotions as well as the emotions of others to accomplish their goals.

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