

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study



Setria Feri¹, Sopiah²

¹Doctoral Program of Management Science, Universitas Negeri Malang - Indonesia

²Lecturer at Faculty of Economics, Universitas Negeri Malang - Indonesia

ABSTRACT: This article is a literature review that discusses the effect of diversity on the occurrence of team conflict and how emotional intelligence role as a moderating variable to improve team performance. Diversity may trigger relationship conflicts within the team that affect their performance. However, not all diversity has a negative impact if the organization concerned can create a cohesive team. Team members with higher levels of expertise on the team should be given more influence over team processes and outcomes. Organizational support and openness have different effects on the relationship of diversity to the occurrence of conflict within the organization. The emotional intelligence of team members was found to play an important role in reducing the negative effects that might be triggered by diversity. Emotionally intelligent team members are generally more capable of dealing with differences. Thus, they are more aware of the creative potential of their different thoughts, values, and beliefs. In conclusion, one of the efforts to improve team performance is to reduce or prevent conflicts within the team through emotional intelligence.

KEYWORDS: Diversity, Team Conflict, Emotional Intelligence, Team Performance.

I. BACKGROUND

Manpower management is one of the most difficult and urgent challenges for any modern organization today. Demographic differences related to age, gender, and race are conventionally related to the performance outcomes provided by the team (Saji, 2004). Managing human resources within the company is the same as managing employees to be able to produce an optimal performance to achieve organizational goals.

One of the programs that need to be implemented by the company is to manage the diversity that exists amid the workforce at the company (Sule & Saefullah, 2005). Diversity arises when there is a difference between one member of the organization and another or between one workforce and another.

Diversity can give positive results if the company can implement a good and fair system amid this diversity. On the other hand, diversity can also be a source of conflict when the differences between the workforces are not able to be controlled by the company (Wickramasinghe & Nandula, 2015). Conflict can cause the workgroup to become weak so that various jobs in the organization or company are neglected. Conflict can lead to personal problems between individuals in the organization. Conflict can cause various things that are not directly related to organizational goals so that it is possible to waste time, money, and various other resources (Saeed et al., 2014).

Emotional intelligence in its role can create self-management in dealing with conflicts in the workplace. Emotional intelligence is a self-perceived skill or ability to identify, assess, and control the emotions of oneself, others, and groups (Setiawan, 2021). Emotional intelligence reflects a person's ability to interact with others positively and is usually the main determinant of business success (Zulfadil et al., 2020).

The conflict has a positive impact when managers or leaders have a strong role in managing conflict into a healthy competition between individuals so that it will indirectly improve organizational performance (Sule & Saefullah, 2005). A leader is someone who has subordinates or followers for a purpose where his success is strongly influenced by his leadership (Edison et al., 2018). Although task and relationship, conflicts show negative direct effects on group performance and morale, effective conflict management, emotion management, and transformational behavior on the part of the leader on the other hand also counteract these negative effects (Ayoko & Konrad, 2012). Inclusive leadership can be used as a continuous learning cycle through

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

collaborative and respectful relational practices that enable individuals and collectives to become full parts of the whole so that they can be directed, aligned, and committed to shared outcomes and the common good.

Previous research has found a negative influence of age diversity on team performance and vice versa, where diversity of tenure has a positive impact on team performance which is mitigated by age diversity (Thommes & Klabuhn, 2019). However, this research is limited to the work team level only and it is suggested by the researcher that the next research be carried out at other multi-levels. Furthermore, (Chou, 2018) recommends for further research to consider that an inclusive environment is needed to realize the benefits that can be obtained from diversity. (Wickramasinghe & Nandula, 2015) added that further research is recommended to investigate other types of conflict such as task conflict. Unlike relationship conflict, task conflict may have a positive outcome by influencing internal competition leading to innovation. Research conducted by (Setiawan, 2021), stated that emotional intelligence can create self-management in dealing with conflicts in the workplace. Emotional intelligence has a real impact on team performance. This finding contradicts the research conducted by (Zulfadil et al., 2020) which found a significant direct effect of emotional intelligence on team conflict. In other words, the higher the emotional intelligence, the higher the possibility of conflict within the team.

Based on the background and research gaps of previous research that have been described above, the authors attempt to compile a theoretical study on "How does diversity affect the occurrence of team conflict and the role of emotional intelligence as a moderator variable in improving team performance". This study is expected to reveal several problems which include:

1. How does diversity affect the occurrence of team conflict in an organization or company?
2. How does team conflict affect team performance in the organization or company?
3. How does team conflict affect team performance in organizations or companies with emotional intelligence as a moderating variable?

II. THEORETICAL REVIEW

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Mangkunegara, 2017). According to (Edison et al., 2018), the benchmark indicators in evaluating employee performance are as follows:

1. Target fulfillment of the number of goods, jobs, or the amount of money generated
2. The quality of the results achieved
3. Timely completion of work
4. Obedience to the principle, namely doing the work correctly, transparently, and can be accounted for.

Team diversity is often described in terms of two theoretical bases concerning different effects on teams, namely: social categorization or similarity of attractiveness and information categorization or decision making. Social categorization shows that individuals categorize co-workers based on observable characteristics and that members are more interested in and prefer to work with people who are similar to themselves in these aspects. This theory argues that diversity has negative effects on teams, such as reduced trust (Mello & Delise, 2015). In the workplace, diversity means diversity among people related to factors such as age, culture, education, employee status, family status, gender, national origin, physical appearance, race, regional origin, religion, sexual orientation, and thinking styles (Agrawal, 2012). Meanwhile, diversity in the informational or decision-making perspective focuses on the type of diversity that is relevant to the team task even though it is not easy to detect (therefore not subject to the effects of social categorization). This type of diversity should provide the team with complementary knowledge, skills, and perspectives that can lead to improved team capabilities and performance (Mello & Delise, 2015).

Conflict can be defined as a gap or discrepancy between various parties in an organization and other organizations, between various fields within an organization, as well as among members within a certain part of the organization (Sule & Saefullah, 2005). The conflict between teams is described as a major consequence of team diversity. The higher the diversity within a team (especially diversity as difference and diversity in visible attributes), the higher the likelihood that team members will engage in various forms of conflict (Curşeu & Schruijer, 2010). Conflict can be caused by several factors, including communication factors, task structure factors and organizational structures, personal factors, and environmental factors (Sule & Saefullah, 2005). A distinction is usually made between a task conflict and a relationship conflict. Task conflict refers to disagreements among team members about task content due to differences in viewpoints, opinions, and ideas, whereas relationship conflict refers to interpersonal incompatibility and friction among team members resulting in tension, annoyance, and hostility (Curşeu & Schruijer, 2010).

Emotional intelligence is a self-perceived skill or ability to identify, assess, and control the emotions of oneself, others, and groups (Setiawan, 2019) distinguishes between them and uses this information to guide one's thinking and actions (Zhang et al.,

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

2015) with socially acceptable and even respected behaviors (Zulfadil et al., 2020). Based on the definitions of Mayer dan Salovey (1997) dan Davies et al. (1998) in (Zhang et al., 2015) stated that emotional intelligence is conceptualized in four different dimensions:

1. Self-emotional appraisal
2. Others' emotional appraisal
3. Self-regulation of emotions
4. Use of emotions to facilitate performance

Individuals with high levels of emotional intelligence may have less relationship conflict or be able to manage conflict more effectively. Emotional intelligence facilitates the leader's ability to have successful interactions and positive relationships with others in developing collective goals with their subordinates and differentiating the emotional climate in the organization (Hopkins & Yonker, 2015). Inclusive leaders promote collaboration, coordination, and equality in all aspects to create an atmosphere in which diversity is valued and utilized. Inclusive leadership is a leadership style that is based on the availability, acceptance, and openness of the leader to the contribution of all followers to the work process to fulfill their need for uniqueness and belonging (Najmaei & Sadeghinejad, 2019). The emotional intelligence of members in the organization is very important to be managed properly to improve team performance and ultimately have an impact on improving organizational performance.

Based on the theoretical framework above, the conceptual framework of this research is made as follows:

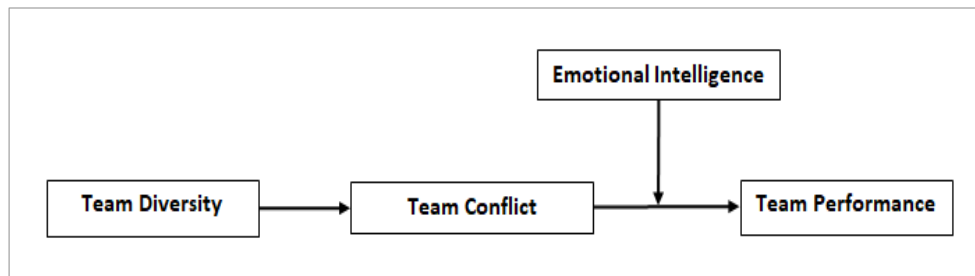


Figure-1: Research conceptual framework

III. RESEARCH METHODS

In this study, a structured literature review was conducted on the effect of diversity on the occurrence of team conflict where emotional intelligence acts as a moderating variable in improving team performance in organizations. We conducted a systematic search for publications between October 2021 and November 2021. This literature review involved a three-step approach to identify the body of scholarly publications related to diversity, team conflict, emotional intelligence, and team performance. Using a structured approach (Tranfield et al., 2003) (ie: planning the review; conducting the review; and reporting and disseminating the results of the review), we aim to ensure completeness and consistency of the references used in this study. We used the help of Software Publish & Perish to search the internet database "Scopus".

At the initial stage, we conducted a reference search with the title word: "Team Diversity" with a publication range of 2010 – 2021. From that stage, we found 304 data from related articles containing article title, author, year of publication, citation, DOI, ISSN, publishers, etc. Next, we made a selection based on the title of the article by adding the category "Conflict team and Team Performance. This stage resulted in 31 selected articles for further selection based on the abstract content, leaving 11 articles for the content analysis of the articles. In the final stage, we found 6 articles that were judged to be the most suitable related to the theme raised.

In the second step, we conducted an article search using the same method as the first step, but with the theme "Team Conflict". In the screening process, we added the category "Diversity and Team Performance". This step leaves as many as 6 articles in the final stage. Furthermore, the category that is sought in the third step is "Emotional Intelligence" which is added to the sub-category "Diversity, Conflict Team, and Team Performance". In the final stage, we had as many as 5 articles for review and become a reference for discussion in this article. The steps in the search, filtering, selection, and evaluation of articles that we carry out are presented in the following figure-2:

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

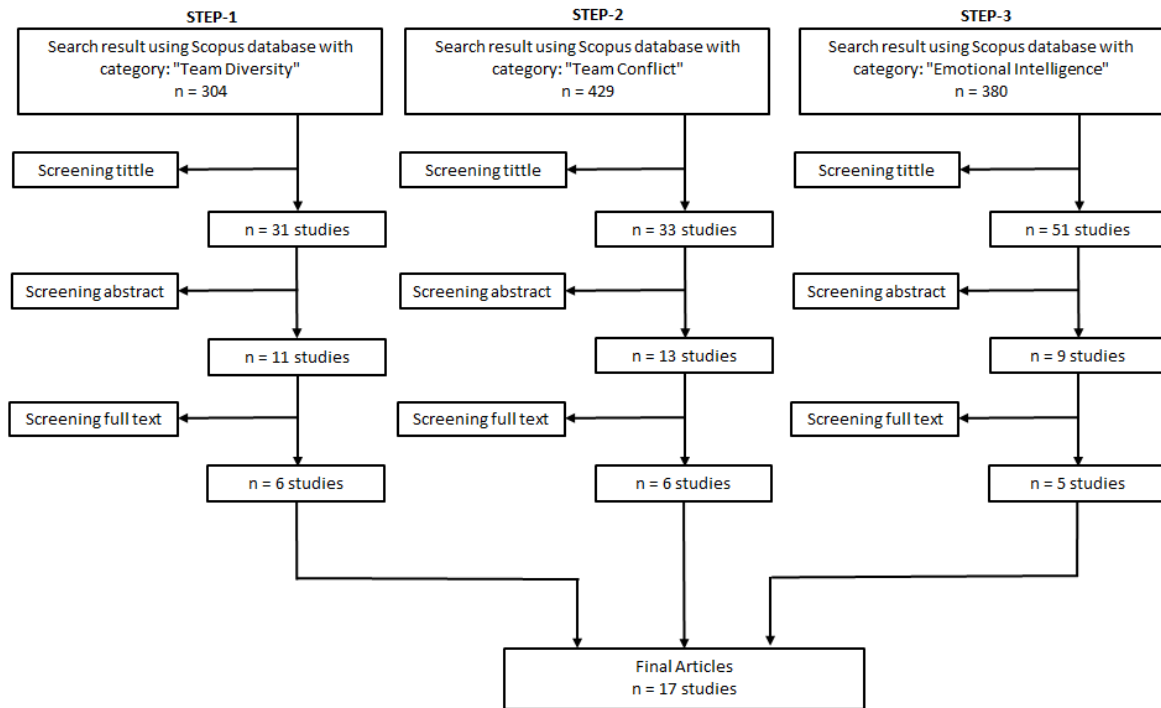


Figure-2: Steps in searching, filtering, selecting, and evaluating articles

IV. STUDY RESULTS

A number of the data collected in this study are data with the complexity of the research field published by the Scopus indexed reputed journal related to our study. The discussion of each variable in this study refers to reference sources that have been grouped in a structured manner as presented in Table-1, Table-2, and Table-3 below:

Table-1: The effect of diversity on the occurrence of team conflict in an organization or company

No.	Author, Year	Sample Size	Impact	Findings
1	(Tekleab & Quigley, 2014)	260 respondents from 53 teams	Positive / negative	Similarity or homogeneity in agreeableness, conscientiousness, and emotional stability weakens the negative influence of relationship conflict on the affective reactions of team members.
2	(Hartono et al., 2020)	102 project teams from 68 start-ups in Indonesia	Positive	Work diversity positively affects task conflict, but not team performance. Possible moderating variables such as cultural factors can reduce their impact.
3	(Wickramasinghe & Nandula, 2015)	216 virtual software development team members	Positive	Diversity in team composition leads to relationship conflict, relationship conflict leads to team performance and team leader support can moderate relationships.
4	(Schoss et al., 2020)	133 teams of 665 students in a start-up simulation, business fundamentals course at the university	Positive / negative	Diversity in leadership orientation reduces conflict because not all team members can lead at the same time. Diversity in achievement motivation also reduces conflict. Relationship conflicts differently affect team outcomes because of the different nature of task relationships.
5	(Mitchell et al., 2019)	70 British healthcare team	Positive	Teams consisting of members with high professional commitment are more effective than teams with less

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

				committed members. This pathway is mediated by cognitive diversity and is dependent on task conflict.
6	(Alipour et al., 2018)	305 students from 60 teams in a management course in the Mid-Atlantic region – USA	Positive	When the participatory safety climate is high, the presence of a high diversity of power values helps reduce relationship conflict.

Table-2: The effect of team conflict on team performance in an organization or company

No.	Author, year	Sample Size	Impact	Findings
1	(Gao et al., 2014)	243 Managers of high-tech companies in China	Negative	A negative effect of relationship conflict on team performance and that task conflict had different levels of effect on team performance where team trust played an intermediary role in the relationship between conflict and team performance.
2	(Curşeu & Schruijer, 2010)	897 participants with a state of task conflict at a university in the Netherlands	Positive	The trust that emerged in the early team interaction phase was a good predictor of the emergence of task and relationship conflicts in the later stages of the team.
3	(Costa et al., 2015)	82 research teams consisting of 217 individuals from Eastern European countries	Positive / negative	Relationship conflict weakens the relationship between team resources and teamwork engagement, whereas task conflict strengthens the relationship between teamwork engagement and team performance.
4	(Martins et al., 2013)	736 students of the Master of Information Technology Management program at a major university in France	Positive / negative	When team psychological security is lower, skill diversity is more negatively related to team performance. In contrast, when team relationship conflict was lower, skill diversity was more positively related to team performance.
5	(Puck et al., 2010)	114 members from 27 teams from 10 different countries	Positive	Organizational support and openness have different effects on diversity-conflict relationships. In addition, the influence of organizational context was also found to vary, depending on the type of diversity, especially the diversity of information or social categories.
6	(Wickramasinghe & Nandula, 2015)	216 virtual software development project team members in Sri Lanka	Positive	Diversity in team composition leads to relationship conflict leading to team performance where the support of the team leader can moderate the relationship.
7	(Alipour et al., 2018)	305 students from 60 teams in a management course in the Mid-Atlantic region - USA	Positive	Reducing relationship conflict tends to improve team performance. However, when workload sharing is low, high relationship conflict is very harmful to team performance.

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

Table-3: Effect of emotional intelligence on team performance in organizations or companies

No.	Author, year	Sample Size	Impact	Findings
1	(Rezvani et al., 2019)	389 team members from 84 large-scale construction project teams	Positive	Emotional intelligence is positively related to team performance. The ability to understand the emotions of oneself and others will significantly increase the likelihood of team performance through increasing trust within the team and preventing conflicts from occurring.
2	(Wang, 2015)	141 students from major universities on the East Coast	Positive	Emotional intelligence is positively related to performance in diverse but inhomogeneous information conditions where elaboration mediates this moderated relationship.
3	(Zhang et al., 2015)	159 employees in the construction industry in China	Positive	Emotional intelligence is positively and significantly related to the style of integration, compromise and dominance, and innovation performance. Integration style has a significant positive relationship with innovation performance.
4	(Gunkel et al., 2016)	1,527 graduate and undergraduate business students from 71 Universities	Positive	Preferences for certain conflict-handling styles are mediated by emotional intelligence. Emotional intelligence partially mediates the influence of the cultural value dimension on the preference for conflict-handling styles.
5	(Kaufmann & Wagner, 2017)	234 employees from 88 team members	Positive	Team cohesion was found to fully mediate the relationship between affective diversity and team performance, whereas the collective emotional intelligence of the sourcing team positively moderated the diversity-cohesion relationship.

V. DISCUSSION

A. *The effect of diversity on the occurrence of team conflict in the organization or company*

Diversity in the composition of team can lead to the conflict on the relationships within the team that affect team performance (Wickramasinghe & Nandula, 2015). Relationship conflicts will affect the result of team due to the different nature of task relationships. Meanwhile, task conflict affects task-related team efficacy and can escalate to relationship conflict which can directly affect team satisfaction (Schoss et al., 2020) and high ideological diversity within a team will harm to the performance of the team (Hartono et al., 2020).

However, not all diversity has a negative impact, for example a team of members who are strongly committed to their profession may be more effective as a result of advocating for different perspectives and skills, reflecting cognitive diversity (Mitchell et al., 2019). This positive effect of professional commitment is not universal but depends on the degree of disagreement among members about issues that related to task.

Besides, the collectivism of culture is an effective intervention variable that can reduce conflict and it comes from social diversity within the team, but not outside it. However, cultural collectivism does not have a dampening effect on work relations with diversity in task conflict or ideological diversity in emotional conflict (Hartono et al., 2020).

When the participatory safety climate is high, the presence of a high diversity of power values is helpful for reducing relationship conflict (Alipour et al., 2018). A high degree of diversity can help team members overcome the negative effects of relationship conflict. Thus, managers or leaders should consider the basic ideas of similarity-interest and compatibility at the work

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

team level when making staffing decisions so that they can effectively improve their human resources (Tekleab & Quigley, 2014). The team leader role can reduce the harmful effects of relationship conflict on team performance. Thus, it is necessary to provide training to team leaders to create a cohesive team that meets project objectives (Wickramasinghe & Nandula, 2015). Diversity in leadership orientation reduces conflict because not all team members can lead at the same time (Schoss et al., 2020).

B. The effect of team conflict on team performance in the organization or company

The conflict of relationship among work teams has a detrimental effect on the development of a positive state of work engagement (Costa et al., 2015). As team relationship conflicts increase in high-tech companies, team performance can undergo negative changes. In contrast to the single impact of relationship conflict on team performance, different levels of task conflict have different impacts on team performance. When the level of task conflict is low, task conflict has a positive impact on team performance, and the level of task conflict is high, task conflict has a negative impact on team performance (Gao et al., 2014). Handling team conflicts and team performance effectively and directly related to the long-term survival and development of the company. Relationship conflicts have a negative effect on group performance and on the promotion of the company's overall competitive advantage so then relationship conflicts should be minimized within the team.

Whereas, lower task conflict can motivate the team and it gives in higher team performance. As the level of task conflict increases, conflict will affect the mood of team members, make employees dissatisfied with each other, and will ultimately decrease team performance. Relationship conflicts can reduce team trust, lead to lower team performance. However, team trust does not play a mediating role in the process of impact of task conflict and team performance. Reducing relationship conflict tends to improve team performance. However, when workload sharing is low, high relationship conflict is very harmful to team performance. The results support consideration of the team's participatory safety climate to better understand the conditions under which a diversity of power values is likely to reduce relationship conflict and further improve team performance. To improve team performance, it is important to avoid low division of workload because low division of labor can lead to prominent relationship conflicts (Alipour et al., 2018). Task conflict can affect team performance. Therefore, the team manager within the management team should build a lower level of task conflict (Gao et al., 2014) by means of a higher division of workload.

The emergence of trust in the team is very important for creating other socio-emotional conditions in the group as well as for the effectiveness of the team. An effective diversity management program is essential for trust to emerge within the team. Clear coordination, team-building exercises, and awareness of a common goal are just some of the ways in which the emergence of trust can be facilitated. Managers need to be aware that mistrust is likely to increase the likelihood of inter-group conflict and managers should focus on helping team members to develop skills to deal with conflict effectively (Curşeu & Schruijer, 2010). Managers must carefully monitor and manage the level of psychological security and relationship conflict within the team because cognitive diversity can affect team performance. In teams that are diverse in expertise, managers must intervene by training members in establishing a psychologically safe context. Also, in managing teams with large differences in expertise, managers must assess team relationship conflicts and assist the team in reducing them. Recommendations for improving team performance often include the idea that all team members should be given equal opportunity for input and that all member input should be given fair consideration. In teams with more varied skill levels, those with the highest skill levels should be given more influence over team processes and outcomes. Managers can focus on helping the team align the allocation of roles within the team to suit individual skill levels for certain aspects of the task (Martins et al., 2013).

In the globalized business community, diversity in social categories among individuals can be overcome by the establishment of a common set of values, attitudes, norms and behaviors of business people operating internationally. Organizational support and openness have different effects on diversity-conflict relationships and the extent to which organizational context influences differ depending on the type of diversity, i.e. diversity of information or social categories (Puck et al., 2010).

C. The effect of emotional intelligence on team performance in an organization or company

Conflict is an inevitable phenomenon in organizations (Zhang et al., 2015). According to (Kaufmann & Wagner, 2017), one of the reasons for the inconsistency and distrust in diversity management approaches is the loss of focus on certain conflict mitigation traits, such as emotional intelligence.

The emotional intelligence of team members plays an important role in reducing the negative effects of diversity (e.g., lower team cohesion and reduced team performance) (Kaufmann & Wagner, 2017). It implies that being able to assess the emotional intelligence of employees can help organizations move towards a more constructive conflict handling style (Gunkel et al., 2016). Emotionally intelligent team members are better able to overcome their differences and thus can be more aware of the creative potential of their different thoughts, values, and beliefs. Team members who are open, understand, or even appreciate individual differences and can channel energy from heated discussions to productive uses (Kaufmann & Wagner, 2017). Emotional

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

intelligence is positively and significantly related to team performance (Rezvani et al., 2019) and styles of integration, compromise and dominance, and innovation performance. Integration style has a significant positive relationship with innovation performance (Zhang et al., 2015).

The ability to understand the emotions of oneself and others can significantly increase the likelihood of team performance by increasing trust in the team and reducing conflict. Therefore, managers can improve team performance by reducing conflict in their team through emotional intelligence (Rezvani et al., 2019). People should attempt to improve their emotional intelligence abilities in problem solving, social responsibility, and impulse control to manage conflict in the workplace effectively (Hopkins & Yonker, 2015). Effective management of a functionally diverse workforce must involve attention to the emotional capabilities of its employees. If one agrees into the argument that emotional intelligence can improve team processes and outputs, it becomes a powerful tool for managers because they can incorporate these ideas into their selection and training processes. Emotional intelligence can increase the number of deep and thoughtful conversations team members have with one another. This type of communication is especially useful in teams consisting of members with different knowledge bases (Wang, 2015).

To get employees who have high emotional intelligence, organizations can consider to assess the emotional intelligence of their prospective employees in the hiring process. In the case of existing employees, workforce or classroom training can have a positive impact on emotional intelligence. Employees with lower emotional intelligence scores can be trained in aspects of emotional intelligence which can lead to a more constructive conflict handling style in the organization (Gunkel et al., 2016). Recruitment and training practices should reflect the role of emotional competence when designing teams, with an emphasis on this point when the team consists of members from different areas of expertise (Wang, 2015).

Managers must ensure that their teams receive specific emotional competency training that equips them with greater awareness and regulation of their own and others' emotions (Kaufmann & Wagner, 2017). To maintain a high level of employee performance, managers can provide emotional intelligence training programs to their employees (Zhang et al., 2015).

VI. CONCLUSION

This literature review identifies the effect of diversity on the occurrence of team conflict with emotional intelligence as a moderating variable in improving team performance. Dealing with the results of this study, we conclude that:

First, diversity in team composition can lead to the conflict of relationships within the team which can lead to decreased team performance. However, not all diversity has a negative impact, for example a team of members who are strongly committed to their profession may be more effective as a result of their advocacy of different perspectives and skills, reflecting cognitive diversity. Cultural collectivism is an effective intervention variable that can reduce conflict stemming from social diversity within the team. Meanwhile, a high degree of diversity can help team members overcome the negative effects of relationship conflict. Thus, the manager or leader must consider the basic ideas of similarity-interest and compatibility at the work team level. Therefore, it is necessary to provide training to team leaders on how to create a cohesive team.

Second, the conflict of relationship among work teams has a detrimental effect on the development of a positive state of work engagement. Handling team conflicts and team performance effectively and directly related to the long-term survival and development of the company. Relationship conflict has a negative effect on group performance, on the promotion of the company's overall competitive advantage, can reduce team trust and can lead to lower team performance so relationship conflict should be minimized within the team. Meanwhile, high task conflict will affect the mood of team members, make employees dissatisfied with each other, and ultimately will reduce team performance. To improve team performance, it is important to avoid sharing a low workload as this can lead to prominent relationship conflicts. Task conflict can affect team performance. Therefore, the team manager must build a lower level of task conflict by means of a higher division of workload. Those with the highest levels of expertise in varied teams should be given more influence over team processes and outcomes. Organizational support and openness have different effects on diversity-conflict relationships and the extent to which contextual differences influence within organizations depends on the type of diversity, for example the diversity of information or diversity within social categories.

Third, the emotional intelligence of team members plays an important role in reducing the negative effects of diversity. Emotionally intelligent team members are better able to overcome their differences and thus can be more aware of the creative potential of their different thoughts, values, and beliefs. The ability to understand the emotions of oneself and others can significantly improve team performance by increasing trust in the team and reducing conflict. Therefore, managers can improve team performance by reducing conflict within their team through emotional intelligence. Effective management of a functionally diverse workforce must involve attention to the emotional capabilities of its employees. To get employees who have high emotional intelligence, organizations can consider assessing the emotional intelligence of their prospective employees in the hiring process. In the case of existing employees, workforce or classroom training can have a positive impact on emotional intelligence.

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

Employees with lower emotional intelligence scores can be trained in aspects of emotional intelligence which can lead to the a more constructive conflict handling style in the organization.

VII. SUGGESTION

In order to the diversity to have a positive impact and it does not cause team conflict in the organization that leads to the decrease of team performance, it is recommended that organizational leaders form a team that has a strong commitment, creates a cohesive team, has cultural collectivism, creates a lower level of task conflict. by way of a higher division of workload and providing employees with a higher level of emotional intelligence starting from the recruitment process even through training of existing employees.

VIII. Research Limitation

This study discusses team diversity, team conflict and how the role of emotional intelligence in moderating relationships in order to improve team performance. The limitation of this study is that it does not examine the role of leadership in solving problems specifically. Future research is expected to further examine how the role of leadership and what leadership style is appropriate to be applied in organizations to overcome team conflicts related to diversity in order to improve team performance.

REFERENCES

- 1) Agrawal, V. (2012). Managing the diversified team: Challenges and strategies for improving performance. *Team Performance Management*, 18(7), 384–400. <https://doi.org/10.1108/13527591211281129>
- 2) Alipour, K. K., Mohammed, S., & Raghuram, S. (2018). Differences in the Valuing of Power Among Team Members: a Contingency Approach Toward Examining the Effects of Power Values Diversity and Relationship Conflict. *Journal of Business and Psychology*, 33(2), 231–247. <https://doi.org/10.1007/s10869-017-9488-7>
- 3) Ayoko, O. B., & Konrad, A. M. (2012). Leaders' transformational, conflict, and emotion management behaviors in culturally diverse workgroups. *Equality, Diversity and Inclusion: An International Journal*, 31(8), 694–724. <https://doi.org/10.1108/02610151211277581>
- 4) Chou, I. H.-S. (2018). Cognitive diversity and creativity in teams: the mediating roles of team learning and inclusion. *Chinese Management Studies*, 12(2), 369–383. <https://doi.org/10.1108/CMS-09-2017-0262>
- 5) Costa, P. L., Passos, A. M., & Bakker, A. B. (2015). Direct and Contextual Influence of Team Conflict on Team Resources, Team Work Engagement, and Team Performance. *Negotiation and Conflict Management Research*, 8(4), 211–227. <https://doi.org/10.1111/ncmr.12061>
- 6) Curşeu, P. L., & Schreijer, S. G. L. (2010). Does conflict shatter trust or does trust obliterate conflict? Revisiting the relationships between team diversity, conflict, and trust. *Group Dynamics*, 14(1), 66–79. <https://doi.org/10.1037/a0017104>
- 7) Edison, E., Anwar, Y., & Komariyah, I. (2018). *Manajemen Sumber Daya Manusia - Strategi dan Perubahan Dalam Rangka Meningkatkan Kinerja Pegawai dan Organisasi* (3rd ed.). Alfabeta.
- 8) Gao, Y. H., Li, P., Zhang, S. Bin, & Chen, J. Q. (2014). Research on the influence of the Team Conflict to Team Performance of high-tech enterprises. *International Conference on Management Science and Engineering - Annual Conference Proceedings*, 1041–1046. <https://doi.org/10.1109/ICMSE.2014.6930343>
- 9) Gunkel, M., Schlaegel, C., & Taras, V. (2016). Cultural values, emotional intelligence, and conflict handling styles: A global study. *Journal of World Business*, 51(4), 568–585. <https://doi.org/10.1016/j.jwb.2016.02.001>
- 10) Hartono, B., Dzulfikar, L., & Damayanti, R. (2020). Impact of team diversity and conflict on project performance in Indonesian start-ups. *Journal of Industrial Engineering and Management*, 13(1), 155–178. <https://doi.org/10.3926/jiem.3037>
- 11) Hopkins, M. M., & Yonker, R. D. (2015). Managing conflict with emotional intelligence: Abilities that make a difference. *Journal of Management Development*, 34(2), 226–244. <https://doi.org/10.1108/JMD-04-2013-0051>
- 12) Kaufmann, L., & Wagner, C. M. (2017). Affective diversity and emotional intelligence in cross-functional sourcing teams. *Journal of Purchasing and Supply Management*, 23(1), 5–16. <https://doi.org/10.1016/j.pursup.2016.07.004>
- 13) Mangkunegara, A. P. (2017). *Manajemen Sumber daya Manusia Perusahaan* (14th ed.). PT Remaja Rosdakarya Offset.
- 14) Martins, L. L., Schilpzand, M. C., Kirkman, B. L., Ivanaj, S., & Ivanaj, V. (2013). A Contingency View of the Effects of Cognitive Diversity on Team Performance: The Moderating Roles of Team Psychological Safety and Relationship Conflict. *Small Group Research*, 44(2), 96–126. <https://doi.org/10.1177/1046496412466921>

The Effect of Diversity towards Team Conflict and How Emotional Intelligence Role as Moderating Variable in Improving Team Performance: A Theoretical Study

- 15) Mello, A. L., & Delise, L. A. (2015). Cognitive Diversity to Team Outcomes: The Roles of Cohesion and Conflict Management. *Small Group Research*, 46(2), 204–226. <https://doi.org/10.1177/1046496415570916>
- 16) Mitchell, R., Boyle, B., & Von Stieglitz, S. (2019). Professional Commitment and Team Effectiveness: A Moderated Mediation Investigation of Cognitive Diversity and Task Conflict. *Journal of Business and Psychology*, 34(4), 471–483. <https://doi.org/10.1007/s10869-018-9550-0>
- 17) Najmaei, A., & Sadeghinejad, Z. (2019). Inclusive Leadership: A Scientometric Assessment of an Emerging Field. 22, 221–245. <https://doi.org/10.1108/s1877-636120190000022012>
- 18) Puck, J. F., Neyer, A. K., & Dennerlein, T. (2010). Diversity and conflict in teams: A contingency perspective. *European Journal of International Management*, 4(4), 417–439. <https://doi.org/10.1504/EJIM.2010.033610>
- 19) Rezvani, A., Barrett, R., & Khosravi, P. (2019). Investigating the relationships among team emotional intelligence, trust, conflict and team performance. *Team Performance Management*, 25(1–2), 120–137. <https://doi.org/10.1108/TPM-03-2018-0019>
- 20) Saeed, T., Almas, S., Anis-ul-Haq, M., & Niazi, G. (2014). Leadership styles: relationship with conflict management styles. *International Journal of Conflict Management*, 25(3), 214–225. <http://dx.doi.org/10.1108/IJCMA-12-2012-0091>
- 21) Saji, B. S. (2004). Workforce diversity, temporal dimensions and team performance. *Cross Cultural Management: An International Journal*, 11(4), 40–59. <https://doi.org/10.1108/13527600410797873>
- 22) Schoss, S., Urbig, D., Brettel, M., & Mauer, R. (2020). Deep-level diversity in entrepreneurial teams and the mediating role of conflicts on team efficacy and satisfaction. *International Entrepreneurship and Management Journal*, 1–31. <https://doi.org/10.1007/s11365-020-00654-1>
- 23) Setiawan, L. (2021). The effect of emotional intelligence, organizational commitment on the team performance of hospital officers in South Sulawesi and Central Sulawesi province, Indonesia. *International Journal of Pharmaceutical and Healthcare Marketing*, 15(1), 64–82. <https://doi.org/10.1108/IJPHM-04-2019-0028>
- 24) Sule, E. T., & Saefullah, K. (2005). *Pengantar Manajemen* (1st ed.). PT. Fajar Interpratama Mandiri.
- 25) Tekleab, A. G., & Quigley, N. R. (2014). Team deep-level diversity, relationship conflict, and team members' affective reactions: A cross-level investigation. *Journal of Business Research*, 67(3), 394–402. <https://doi.org/10.1016/j.jbusres.2012.12.022>
- 26) Thommes, K., & Klabuhn, J. (2019). Age and tenure diversity on the work floor: Evidence from a natural field experiment in production. *Evidence-Based HRM*, 9(1), 95–117. <https://doi.org/10.1108/EBHRM-04-2019-0033>
- 27) Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review*. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
- 28) Wang, S. (2015). Emotional Intelligence, Information Elaboration, and Performance: The Moderating Role of Informational Diversity. *Small Group Research*, 46(3), 324–351. <https://doi.org/10.1177/1046496415578010>
- 29) Wickramasinghe, V., & Nandula, S. (2015). Diversity in team composition, relationship conflict and team leader support on globally distributed virtual software development team performance. *Strategic Outsourcing: An International Journal*, 8(2/3), 138–155. <https://doi.org/DOI.10.1108/SO-02-2015-0007>
- 30) Zhang, S. J., Chen, Y. Q., & Sun, H. (2015). Emotional intelligence, conflict management styles, and innovation performance An empirical study of Chinese employees. *International Journal of Conflict Management*, 26(4), 450–478. <https://doi.org/DOI.10.1108/IJCMA-06-2014-0039>
- 31) Zulfadil, Hendriani, S., & Machasin. (2020). The influence of emotional intelligence on team performance through knowledge sharing, team conflict, and the structure mechanism. *Journal of Management Development*, 39(3), 269–292. <https://doi.org/10.1108/JMD-12-2018-0354>