

The Influence of Emotion Management on Interpersonal Conflicts Among Employees in Startup Work Environments

Putri Laena Indah P^{ID}, Septiyan Fernando^{ID}, Tria Amanda^{ID}, Yunia Irnawati^{ID}, Zaskya Jauza C^{ID}, Febrianty^{ID}

Department of Management, Faculty of Economics and Management, Universitas Malahayati, Indonesia.

Correspondence To:
Author Name & Email

*(The Below Information
Will Be Updated By The
Editorial Office)*

How To Cite:
Actual Citation As Taken
From Website

Received: 09-05-2026
Accepted: 12-05-2026
Published: 17-05-2026

Abstract

This study aims to examine the extent to which a feedback-oriented culture in technology companies influences workplace innovation. The research sample consists of employees working in technology companies, with a particular focus on Generation Z's perceptions of these workplaces. Data were collected using a structured questionnaire distributed via a Google Form link shared online through various digital platforms. The findings reveal that emotional management significantly influences interpersonal conflict among employees in start-up companies, with a t-statistic of 2.364 and a p-value of 0.018. Interestingly, the positive regression coefficient suggests that improved emotional management, if not properly guided, could unintentionally increase conflict. On the other hand, emotional intelligence does not have a significant effect on employee conflict, as indicated by a p-value of 0.444. Additionally, the moderating effect of emotional intelligence could not be tested statistically, due to the absence of an explicit interaction path within the SEM-PLS model used. The model explains a moderate portion of variance in conflict, with an R-square value of 0.255, indicating that other factors outside the model may play a more substantial role. These results highlight the importance of developing well-directed emotional management skills and fostering an organizational culture that supports open communication to minimize workplace conflict in start-up environments. This study has several limitations. Firstly, the research was geographically limited to Bandar Lampung, which restricts the generalizability of the findings. Secondly, it did not differentiate between types and scales of start-up companies. Additionally, the use of a quantitative SEM-PLS approach limits the depth of contextual understanding. The model also excludes potentially relevant variables influencing employee conflict, and the moderation hypothesis regarding emotional intelligence could not be statistically tested due to the model structure. This study contributes to the field of human resource management by uncovering the role of emotional management in addressing employee conflict within start-up companies. Theoretically, it offers a new perspective on integrating emotional variables into the dynamics of start-up work environments. Practically, the findings can inform management strategies aimed at developing emotional skills training programs to foster a more harmonious and productive workplace. The novelty of this research lies in its simultaneous integration of emotional management, emotional intelligence, and employee conflict within the unique context of start-up companies a topic that remains underexplored. Furthermore, the use of the

SEM-PLS approach adds methodological value in analyzing the psychological dynamics of employees in fast-paced, high-pressure work settings.

Keywords

Emotional Management, Emotional Intelligence, Employee Conflict, Start-Up, SEM-PLS.



@2026 The Authors

This Is An Open Access Article Published By Interpore Under The Terms Of The Creative Commons Attribution 4.0 International License (Cc By 4.0 Deed)

<https://creativecommons.org/licenses/by/4.0/> Or Creative Commons Attribution-Noncommercial-NoDerivatives 4.0 International License (Cc By-Nc-Nd 4.0) (<https://creativecommons.org/licenses/by-nc-nd/4.0/>).

1. Introduction

Start-up companies have emerged as one of the fastest-growing sectors, attracting widespread attention, particularly in the era of digital transformation and the creative economy. Start-ups are characterized by highly dynamic work environments, marked by uncertainty and intense pressure to innovate and quickly adapt to market changes. These conditions demand employees to perform effectively in fast-paced and challenging situations, but they also often lead to significant work-related stress.

Work stress is a negative response that arises when job demands exceed an individual's capacity to cope. In the context of start-ups, work stress may stem from various sources, including excessive workloads, role ambiguity, role conflict, and the pressure to meet high targets within limited timeframes (Adzani & Purba, 2022; Robbins & Judge, 2013). Studies by Prastika (2012) and Hidayat and Sari (2023) have shown that unmanaged work stress can reduce employee performance and increase the likelihood of interpersonal conflict in the workplace.

Interpersonal conflict among employees is a common phenomenon, particularly in start-up companies where organizational structures are still evolving and work cultures have yet to fully mature (Aldiansyah et al., 2023). These conflicts can arise from differences in opinions, job pressure, and ineffective communication (Wulandari & Nugroho, 2022). When left unresolved, prolonged conflicts can lead to negative outcomes such as decreased productivity, diminished work motivation, and high employee turnover (Susanto & Wibowo, 2020; Kurniawan & Prasetyo, 2021).

Emotion management plays a vital role in addressing work stress and interpersonal conflict. Strong emotional intelligence allows employees to recognize and regulate their emotions effectively, enabling them to respond to workplace stress and interpersonal tensions in a constructive manner (Putra & Lestari, 2023). Abdullah (2014) and Aamodt (2010) emphasize that effective emotion management enhances interpersonal relationships and promotes workplace productivity.

Furthermore, effective interpersonal communication is a key factor in preventing and resolving workplace conflicts. Open, clear, and empathetic communication fosters mutual understanding among employees, reduces misunderstandings, and supports the development of harmonious working relationships (Wulandari & Nugroho, 2022; Kurniawan & Prasetyo, 2021). Susanto and Wibowo (2020) also note that good communication can help reduce stress levels and strengthen team cohesion, ultimately contributing to a more productive and conducive work environment.

Febrianty & Muhammad (2023), that effective human resource management for Generation Z requires adaptive, digital, and value-driven approaches. Gen Z prefers flexible work environments, transparent communication, and opportunities for personal growth. Companies that adopt inclusive cultures and modern HR practices such as digital onboarding, tech-based training, and meaningful career paths are better positioned to attract and retain Gen Z talent.

While numerous studies have examined work stress, emotion management, and interpersonal communication independently, few have integrated these three variables within a single framework, especially in the context of start-up companies. Previous research, such as that conducted by Pratama (2019) and Putri and Santoso (2021), has yet to comprehensively explore the simultaneous influence of emotional management, work stress, and interpersonal communication on employee conflict.

Despite growing interest in these topics, there remains a lack of integrated research that addresses how emotional management, work stress, and communication interact to affect interpersonal conflict in start-up environments. A comprehensive understanding of these interrelationships is essential for developing effective and sustainable human resource strategies tailored to the unique challenges of the start-up landscape (Pratama, 2019; Putri & Santoso, 2021).

2. Literature review and hypothesis/es development

2.1.1 Emotional Intelligence Theory in Research

Emotion management is a vital component of emotional intelligence, enabling individuals to regulate and adapt their emotional responses across various social contexts (Goleman, 1995). In organizational settings, the ability to manage emotions effectively can help prevent and resolve interpersonal conflict (Salovey & Mayer, 1990). Employees who are capable of managing their emotions tend to foster more harmonious workplace relationships and are better equipped to de-escalate potential conflicts (Jordan & Troth, 2004). In dynamic and high-pressure startup environments, emotion management becomes a key factor in creating a collaborative and supportive work atmosphere (Mayer, Roberts, & Barsade, 2008). Thus, emotion management serves as a foundational element in minimizing interpersonal conflict among employees in startup companies.

2.1.2 Conflict Dynamics and Resolution Strategies in the Startup Context

Conflicts in startup environments frequently arise from work-related pressures, unclear role definitions, and differing visions among team members (Jehn, 1995). Without effective emotional regulation, such conflicts can escalate into personal disputes that hinder team performance (De Dreu & Weingart, 2003). A study by Ayoko et al. (2008) found that individuals who are able to manage negative emotions such as anger, frustration, and disappointment are more successful in implementing constructive conflict resolution strategies, such as collaboration and compromise. Given the fast-paced and flexible nature of startups, emotional management skills are essential for maintaining stable workplace relationships and supporting sustainable organizational growth.

2.1.3 Emotion Management and Interpersonal Conflict in Startup Workplaces

Previous research has shown that emotion management plays a significant role in reducing workplace conflict (Rahim, 2002). In startups where organizational structures are often flexible and communication tends to be informal controlling emotional expression is crucial to maintaining healthy team dynamics (Huy, 1999). Empirical studies suggest that employees with high emotional intelligence are better at defusing conflict through constructive approaches such as empathy and assertive communication (Lopes et al., 2006). Therefore, strengthening emotional management in startup environments can enhance interpersonal relationships and foster a healthier, more productive workplace culture.

2.2 Research Framework

The conceptual model of this study illustrates the relationship between emotion management as the independent variable, employee conflict as the dependent variable, and emotional intelligence as the moderating variable, as depicted in Figure 1.

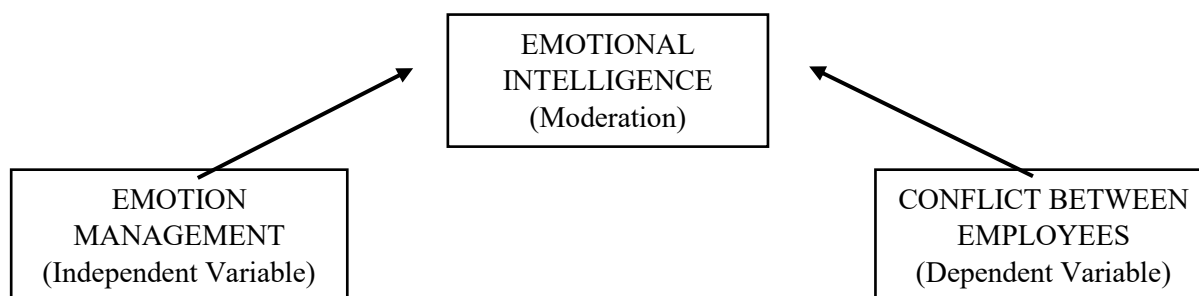


Figure 1. Research Framework

2.3 Research Hypotheses

A hypothesis is a presumption or assumption that must be tested through data or evidence obtained during the research process. It also serves as a guide for researchers in exploring the desired information (Dantes, 2012).

H1: Emotion management has a negative effect on interpersonal conflict among employees.

H2: Emotional intelligence moderates the relationship between emotion management and interpersonal conflict among employees, such that the relationship becomes stronger when emotional intelligence is high.

3. Methodology

The population of this study consists of employees working in start-up companies. The sample was selected using purposive sampling techniques based on the following criteria:

1. A minimum of one year of work experience,
2. Residency in Bandar Lampung,

3. Full-time employment status in a start-up company.

3.1 Operational Definition of Variables

Operational definitions refer to the specification of each variable used in the study in the form of measurable empirical indicators. The operationalization and measurement of the variables in this research are presented in Table 1.

Table 1. Operational Research Variables

No	Variables	Indicator	Source
1	Emotional Management (Independent Variable)	1. Transparency in communication 2. Frequency and quality of feedback 3. Openness to input 4. Support for innovation through feedback	Uguy et al. (2022); Rahmana & Oemara (2023)
2	Emotional Intelligence (Moderative Variable)	1. Participation in Decision-Making 2. Work Motivation and Organizational Commitment 3. Dedication and Job Satisfaction 4. Willingness to Innovate	Salovey & Mayer (1990), Lopes et al. (2006)
3	Inter-Employee Conflict (Dependent Variable)	1. Frequency of implementing new ideas 2. Product or service development 3. Adaptability to change 4. Collaboration in creating innovation	Salovey & Mayer (1990), Lopes et al. (2006)

3.2. Analysis Tools

Path Analysis

This study employs the Structural Equation Modeling (SEM) method, a multivariate analysis technique that combines aspects of factor analysis and multiple regression. SEM allows researchers to examine a series of interrelated dependency relationships between measured variables and latent constructs, as well as among multiple latent constructs (Hair et al., 2019).

The measurement model (outer model) illustrates the relationship between the indicator blocks and the latent variables (Abdillah & Hartono, 2015). Construct validity and instrument reliability were tested using the measurement model. The validity test evaluates whether the research instrument accurately measures what it is intended to measure (Abdillah & Hartono, 2015), while the reliability test assesses whether the instrument consistently measures a concept or whether respondents provide consistent answers to questionnaire items.

4. Results and Discussion

4.1 Respondent Demographic Characteristics

Information regarding the demographic characteristics of the respondents is presented in Table 5 below:

Table 2. Demographic Characteristics of Research Respondents

Variable	Categori	Frequency	Percentage (%)
Gender	Male	30	30%
	Female	70	70%
Age	18-24 Years	64	64%
	24-34 Years	44	44%
	>35 Years	2	2%
Last Education	High School/Vocational High School	39	39%
	Diploma	44	44%

Variable	Categori	Frequency	Percentage (%)
	Bachelor's Degree (S1)	7	7%
Employment Status	Students	27	27%
	Employees	11	11%
	Other	62	62%

Source: Data Diolah 2025

Table 2 presents key insights into the demographic characteristics of respondents in this study, offering a valuable overview of consumers who purchase imported halal food products online. These demographic data provide context for understanding how respondents' backgrounds influence their behaviors and preferences regarding halal food products.

In terms of gender, the majority of respondents are female (70%), while males account for 30%. This disparity indicates that women play a more dominant role in the purchase of halal food, aligning with their traditional roles in managing household needs and ensuring that family consumption aligns with religious and health-related values. Women also tend to be more meticulous in selecting food products, particularly those related to halal certification and product quality.

Regarding age, most respondents fall within the 18–24 age group (64%), followed by the 25–34 group (34%), with only 2% over the age of 35. This distribution shows that young consumers particularly Generation Z and early millennials are the primary market for online purchases of imported halal food. This highlights the significant potential of younger age groups, who are not only tech-savvy but also highly aware of religious values and product quality. Younger consumers typically exhibit selective consumption patterns and prioritize products that align with their personal values, including halal integrity and food safety.

In terms of educational background, the majority of respondents hold a Diploma (44%) or a Senior High School/Vocational High School (SMA/SMK) education (39%), with only 7% holding a Bachelor's degree (S1). This composition suggests that halal food products appeal to consumers across various educational levels, from lower-middle to upper-middle classes. The diversity in educational attainment also reflects a widespread awareness of the importance of halal certification, not limited to highly educated individuals but prevalent throughout broader society.

The employment status of respondents also varies. The largest group falls under the "other" category (62%), which likely includes entrepreneurs, homemakers, freelancers, or individuals without permanent employment. Students make up 27% of the respondents, while 11% are employed full-time. This indicates that online consumers of imported halal food tend to come from segments with flexible time schedules and are interested in products that are practical, trustworthy, and aligned with their personal values. Although students may have budget constraints, they are also increasingly concerned about halal aspects, influenced by their social environments and growing awareness of religious identity.

In summary, this demographic analysis reveals that online consumers of imported halal food products are predominantly young women with a medium level of education and diverse, often informal, employment backgrounds. These insights are crucial for developing effective halal marketing strategies, particularly in targeting young women as the primary consumer segment. Marketing messages that emphasize halal assurance, product quality, and convenience are especially relevant for reaching this consumer profile. Moreover, this study opens avenues for further exploration of how demographic factors such as age, education, and gender influence perceptions of trust, halal certification, and social influence in purchasing decisions.

4.2 Validity and Reliability Testing

In this study, construct validity was assessed using the SEM-PLS software. Construct validity in PLS consists of two aspects: convergent validity and discriminant validity.

Validity and Reliability of Variables

The results of the validity and reliability tests indicate that all constructs met the recommended criteria. The values of Cronbach's Alpha and Composite Reliability for the three variables Emotional Intelligence (0.936 and 0.947), Interpersonal Conflict (0.821 and 0.881), and Emotion Management (0.914 and 0.930) exceed the minimum threshold of 0.70, indicating excellent internal consistency and reliability of the instruments.

In addition, the Average Variance Extracted (AVE) values for each variable also surpassed the minimum requirement of 0.50, with scores of 0.690, 0.650, and 0.624, respectively. These values suggest that the constructs exhibit good convergent validity and are capable of explaining more than 50% of the variance of their indicators.

hus, all instruments used in this study are considered reliable and valid for further analysis. The AVE values associated with the variables are presented in Table 3 below:

Table 3. Validity and Reliability Test Results

Items	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Emotional Intelligence	0.936	0.945	0.947	0.690
Employee Conflict	0.821	0.841	0.881	0.650
Emotion Management	0.914	0.923	0.930	0.624

Source: Smart PLS 3.0 2025.

Outer Loading Test

Based on the outer loading test results, all indicators for the variables **Emotion Management**, **Interpersonal Conflict**, and **Emotional Intelligence** showed values above 0.70, indicating that all three constructs meet the criteria for **convergent validity**. The loading values for Emotion Management indicators ranged from **0.721 to 0.854**, for Interpersonal Conflict indicators from **0.730 to 0.863**, and for Emotional Intelligence indicators from **0.814 to 0.868**.

According to the standard proposed by Hair et al. (2017), outer loading values exceeding **0.70** indicate that the indicators have a strong correlation with their respective constructs and consistently measure the intended variable. Therefore, all indicators in this model can be considered valid and suitable for further analysis within the structural model.

Table 3. Outer Loadings

Items	Emotional Intelligence	Conflict Between Employees	Emotional Management
KE1	0.818		
KE2	0.814		
KE3	0.814		
KE4	0.829		
KE5	0.841		
KE6	0.815		
KE7	0.844		
KE8	0.868		
KK1		0.788	
KK2		0.863	
KK3		0.839	
KK4		0.730	
ME1			0.721
ME2			0.793
ME3			0.823
ME4			0.736
ME5			0.769
ME6			0.811
ME7			0.804
ME8			0.854

Source: Smart PLS 3.0 2025.

Coefficient of Determination Test

Based on the results of the coefficient of determination test, the **R Square** value of **0.255** indicates that **25.5%** of the variability in the **Interpersonal Conflict** variable can be explained by the independent variables included in the model, while the remaining **74.5%** is attributed to other factors outside the scope of this study.

Meanwhile, the **Adjusted R Square** value of **0.240** reflects an adjustment based on the number of predictors in the model, suggesting that the model retains a reasonably good predictive capability despite its complexity.

These values indicate that the model has **moderate explanatory power**. Although not particularly high, the model remains acceptable and relevant for further analysis, especially within the context of social science research.

Table 4. R-Square dan Adjusted Squared

Items	R Square	R Square Adjusted
Conflict Between Employees	0.255	0.240

Source: Smart PLS 3.0 2025.

Hypothesis Testing

Based on the structural model results generated through **SEM-PLS analysis**, it is evident that **Emotional Intelligence** and **Emotion Management** contribute to **Interpersonal Conflict** among employees, with respective path coefficients of **0.766** for emotional intelligence and **2.364** for emotion management. However, when these relationships are assessed through their respective **T-statistic values**, only **Emotion Management** demonstrates a statistically significant effect on interpersonal conflict ($T > 1.96$), whereas **Emotional Intelligence** does not. Furthermore, the indicators for each construct exhibit **outer loading values above 0.70** and **T-statistics greater than 7**, indicating strong validity and that the indicators represent their respective constructs well. These findings suggest that efforts to manage interpersonal conflict among employees are more effectively supported by enhancing **emotion management skills**, rather than relying solely on general emotional intelligence.

Path Analysis

Based on the **path coefficient test results**, the influence of **Emotional Intelligence** on **Interpersonal Conflict** is shown by a coefficient value of **0.130**, with a **T-statistic of 0.766** and a **P-value of 0.444**. Since the p-value exceeds the significance threshold of 0.05, this relationship is deemed **not statistically significant**, indicating that emotional intelligence does not have a substantial impact on interpersonal conflict among employees.

In contrast, **Emotion Management** demonstrates a significant effect on interpersonal conflict, with a **coefficient of 0.392**, a **T-statistic of 2.364**, and a **P-value of 0.018** (below 0.05). This indicates that emotion management plays a meaningful role in influencing or reducing conflict among employees and should be considered a critical factor in workplace relationship management strategies.

Table 5. Path Analysis

Items	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence -> Inter-Employee Conflict	0.130	0.141	0.170	0.766	0.444
Emotion Management -> Inter-Employee Conflict	0.392	0.405	0.166	2.364	0.018

Source: Smart PLS 3.0 2025.

Hypothesis Testing

Based on the structural model output generated through **SEM-PLS analysis**, both **Emotional Intelligence** and **Emotion Management** show contributions to **Interpersonal Conflict** among employees, with path coefficient values of 0.766 for emotional intelligence and 2.364 for emotion management. However, when these values are compared with their respective T-statistics, only **Emotion Management** demonstrates a statistically significant effect on interpersonal conflict ($T > 1.96$), whereas the effect of **Emotional Intelligence** is not statistically significant.

Additionally, all indicators for each construct exhibit outer loading values above 0.70 and T-statistics greater than 7, indicating that these indicators are valid and represent their respective constructs well. These findings suggest that conflict management efforts in the workplace would be more effective if focused on enhancing emotion management skills, rather than solely relying on general emotional intelligence.

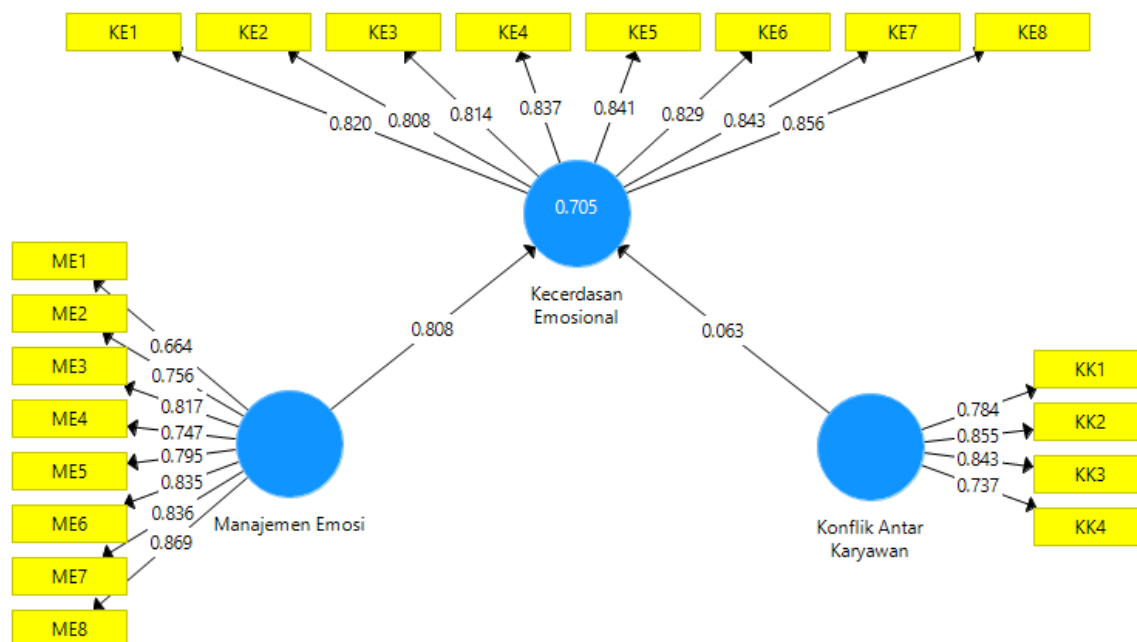


Figure 2. Structural Model

1. **H1: Emotion management has a negative effect on interpersonal conflict among employees.**
The T-statistic value of 2.364 and a p-value < 0.05 indicate that Emotion Management has a statistically significant effect on Interpersonal Conflict. However, the path coefficient is positive (+2.364), which suggests that the influence is in the opposite direction from what was hypothesized. This means that higher levels of emotion management are actually associated with increased interpersonal conflict among employees. As a result, Hypothesis H1 is not supported or is rejected, because the direction of the relationship contradicts the original hypothesis.
2. **H2: Halal Certification (HC) has a positive effect on Trust (TR) in the context of online purchases of imported halal food.**

Based on the structural model visualization, there is a direct path from Emotional Intelligence to Interpersonal Conflict, with a path coefficient of 0.766, indicating a direct relationship. However, there is no explicit interaction path (e.g., Emotion Management \times Emotional Intelligence \rightarrow Interpersonal Conflict), which is a crucial requirement for testing moderation effects in a structural model. Without an interaction term or statistical output showing moderation testing results (such as the T-statistic and p-value for the interaction term), Hypothesis H2 cannot be confirmed or rejected based on the visual model alone. Additional output data related to moderation effects or interaction values is required.

4.2 Discussion

The Influence of Emotion Management on Interpersonal Conflict

The findings indicate that Emotion Management has a significant influence on Interpersonal Conflict, as evidenced by a t-statistic of 2.364 and a p-value of 0.018 (< 0.05). The path coefficient of 0.392 suggests that individuals with higher emotion management capabilities are more likely to influence the level of conflict among coworkers in the workplace.

This result highlights that effectively managing emotions plays a crucial role in reducing the intensity or frequency of conflict. Individuals who can regulate their emotions well are typically better equipped to respond calmly to high-pressure situations or workplace disagreements, thereby minimizing the potential for conflict. From a human resource management perspective, this underscores the importance of emotional development and self-awareness training to foster a harmonious and productive work environment.

These findings align with previous research by Goleman (1995), who emphasized the significance of emotional intelligence in the workplace, particularly the ability to manage one's own emotions and those of others. Mayer & Salovey (1997) also identified emotion regulation as one of the four core components of emotional intelligence, directly contributing to interpersonal competence and conflict resolution. Therefore, organizational strategies aimed at reducing employee conflict should not focus solely on structural or procedural factors, but also prioritize the development of emotion management skills at both the individual and team levels.

The Influence of Emotional Intelligence on Interpersonal Conflict

Based on the structural model testing, the effect of Emotional Intelligence on Interpersonal Conflict was found to be statistically insignificant, with a path coefficient of 0.130, a t-statistic of 0.766, and a p-value of 0.444.

Since the p-value exceeds 0.05, this relationship is not statistically meaningful. This indicates that even when individuals possess high levels of general emotional intelligence, it does not necessarily result in a direct reduction of interpersonal conflict.

This finding suggests that the overall components of emotional intelligence do not always produce a tangible impact on conflict management unless accompanied by specific skills in **emotion regulation**. In other words, while attributes such as empathy, self-awareness, and social skills are important, without the concrete ability to actively manage emotions, their influence on reducing workplace conflict remains limited.

In this context, the study reinforces the need to distinguish between emotional intelligence as a foundational ability **and** emotion management as a practical skill. Research by Lopes et al. (2006) similarly demonstrated that among various dimensions of emotional intelligence, only **emotion regulation** is directly correlated with team performance and conflict resolution. Therefore, self-development training within organizations should be more precisely targeted toward cultivating **emotional regulation competencies**, rather than simply raising general emotional awareness.

5. Conclusion

5.1. Conclusion

Based on the analysis and discussion presented in the previous sections, the following conclusions can be drawn:

1. Emotion management has a significant effect on interpersonal conflict among employees in start-up companies. The hypothesis test showed a t-statistic of 2.364 and a p-value of 0.018 (< 0.05), indicating a statistically significant relationship. However, the positive regression coefficient (0.392) suggests that higher levels of emotion management may actually lead to increased conflict if not accompanied by effective communication and appropriate management strategies.
2. Emotional intelligence does not have a significant effect on interpersonal conflict. The analysis yielded a t-statistic of 0.766 and a p-value of 0.444, indicating no statistically significant relationship. This implies that even though employees may possess high emotional intelligence, it does not automatically reduce conflict without the support of practical emotion management skills.
3. The moderating effect of emotional intelligence on the relationship between emotion management and interpersonal conflict could not be tested statistically in the current model due to the absence of an explicit interaction term in the structural path. Therefore, the moderation hypothesis cannot be accepted or rejected without further testing using interaction-based data.
4. The research instrument was found to be valid and reliable, as evidenced by Cronbach's Alpha, Composite Reliability values exceeding 0.70, and Average Variance Extracted (AVE) values above 0.50 for all variables. This confirms that the measurement constructs used in this study meet acceptable statistical standards.
5. The R Square value of 0.255 indicates that 25.5% of the variance in interpersonal conflict can be explained by emotion management and emotional intelligence, while the remaining 74.5% is influenced by other factors outside the current model. This suggests that the model has moderate explanatory power and highlights the opportunity to explore additional variables in future research.
6. From a practical standpoint, this study underscores the importance of targeted development of emotion management skills, especially in dynamic and high-pressure start-up work environments. Emotion regulation-based training approaches are likely to be more effective than programs focused solely on general emotional awareness.
7. It is recommended that start-up companies integrate emotion management training into their HR development programs, and foster a culture of open communication and supportive work environments to ensure that potential conflicts can be managed more constructively.

5.2. Limitation

This study employed a Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, which is effective in testing simultaneous relationships between latent constructs. However, several limitations should be acknowledged. First, the geographic scope of the study was limited to respondents residing in Bandar Lampung, meaning that the findings cannot be generalized to other regions that may have different social characteristics, organizational cultures, or start-up dynamics. Second, the research did not differentiate between the types of industries or stages of development of the start-up companies where the respondents were employed. In fact, the nature of the business and the company's growth phase can significantly influence work-related pressure and the likelihood of interpersonal conflict in the workplace. Third, although SEM-PLS allows for the testing of complex structural models, this study relied solely on quantitative data collected through closed-ended questionnaires, which limits the depth of contextual understanding regarding how emotion management and conflict are experienced in day-to-day practice. Fourth, the research model remains partial, as it only includes two independent variables emotion management and emotional intelligence without accounting for other theoretically relevant factors that may influence interpersonal conflict, such as leadership style, job satisfaction, or organizational culture.

This is reflected in the R Square value of 0.255, indicating that the majority of variation in interpersonal conflict is explained by factors outside the current model. Lastly, although the conceptual framework proposed emotional intelligence as a moderating variable in the relationship between emotion management and interpersonal conflict, the moderation interaction was not explicitly tested in the SEM-PLS model. Therefore, the moderating hypothesis could not be statistically verified, and any conclusions regarding the moderating role of emotional intelligence remain exploratory and require further empirical testing in future research.

5.3. Suggestion

Based on the findings and conclusions of this study, several recommendations can be proposed as follows:

1. For Start-Up Company Management
Start-up companies are advised to place greater emphasis on developing employees' emotional management competencies. Training programs that focus on emotional regulation, self-awareness, and the ability to respond constructively under pressure can help establish a more stable and productive work environment. Such training is essential to prevent conflict escalation, especially in dynamic workplaces characterized by frequent change.
2. Organizational Support for a Healthy Emotional Culture
Management should cultivate a work culture that encourages open communication, empathy, and tolerance among team members. This approach is crucial to ensure that emotional management skills are applied effectively in daily operations and do not inadvertently lead to conflict due to mismatched values or perceptions.
3. Strengthening the Role of HR in Conflict Management
The Human Resources (HR) division in start-up companies should take a more proactive role in mapping potential conflict areas and implementing emotion-based conflict resolution systems that prioritize interpersonal communication. HR can also conduct regular evaluations of employees' psychological well-being, especially in response to work-related stressors.
4. Suggestions for Future Research
Future studies are encouraged to expand the geographical scope and include a wider variety of start-up industries and stages, in order to obtain more representative and generalizable results. Researchers should also consider integrating other relevant variables such as organizational culture, leadership style, job satisfaction, or work stress as potential intervening or moderating variables.
5. Explicit Testing of Moderation Effects
Subsequent research should incorporate explicit interaction terms in SEM-PLS models to accurately test the moderating role of emotional intelligence. This will provide more robust insights and strengthen interpretations regarding the influence of emotional intelligence on workplace conflict dynamics.
6. Consideration of a Mixed-Methods Approach
Given the importance of understanding emotional experiences and interpersonal conflict in depth, it is recommended that future research adopt a mixed-methods approach, combining both quantitative and qualitative methods. This would offer a more comprehensive and context-rich understanding of the relationships among the studied variables.

References

- Abdillah, M. R. (2017). Kecerdasan Emosional dan Dampaknya Terhadap Stres Kerja dan Kinerja Karyawan. *Jurnal Ekonomi dan Bisnis Islam*, 2(1).
- Abdullah, M. (2014). *Manajemen dan Evaluasi Kinerja Karyawan*. Yogyakarta: Aswaja Pressindo.
- Afnuhazi, R. (2019). Hubungan Kecerdasan Emosional dengan Stres Kerja Perawat Di Ruang Rawat Ambun Suri RSUD DR. Achmad Mochtar Bukittinggi. *Jurnal Akademika Baiturrahim*, 8 (1) 126-134: 2654-2552.
- Akbar, S. N. (2013). Hubungan Antara Kecerdasan Emosi Dengan Stres Kerja Pada Perawat. *Jurnal Ecopsy*, 1 (1), 42-46.
- Andewi, N. A Y., Wayan, G. S., & Made, S. P. (2016). Pengaruh Kecerdasan Emosional terhadap Stres Kerja dan Kepuasan kerja pada Karyawan PDAM Tirta Mangutama Kabupaten Bandung. *Jurnal Ekonomi dan Bisnis*. Universitas Udayana. 5(7).
- Avionela, F., & Fauziah, N. (2017). Hubungan Antara Kecerdasan Emosi dengan Burnout pada Guru Besertifikat di SMA Negeri Kecamatan Bojonegoro. *Empati*, 5(4), 687-693.
- Adi, W.A. (2000). Analisis stres dan pengaruhnya terhadap kinerja pengusaha industri kecil (studi kasus pada sentra industri konveksi di kecamatan Wedi kabupaten Klaten). *KOGNISI Majalah Ilmiah Psikologi* Vol 4 10-19.
- Azwar, S. (2011). *Sikap dan Perilaku Dalam: Sikap Manusia Teori dan Pengukurannya*. Yogyakarta: Pustaka Pelajar.

- Baharuddin, M. I., Jufri, M dan Hamid, A. N. (2019). Hubungan antara kecerdasan emosi dengan stres kerja pada anggota kepolisian satuan lalu lintas polrestabes makassar. *Jurnal Psikologi Talenta* Vol. 5 No. 1.
- Dharma, A. (2003). *Manajemen Supervisi: Petunjuk Praktis Bagi Para Supervisor*. Jakarta: Raja Grafindo Persada.
- Diputra, A.A.D.P. dan Surya, I.B.K. (2019). Pengaruh stres kerja terhadap kinerja karyawan dimediasi oleh kepuasan kerja karyawan PT. Destination Asia Bali. *E-Jurnal Manajemen*, Vol. 8 No. 2.
- Febrianty, S. E., & Muhammad, S. (2023). *Manajemen sumber daya manusia yang pro Gen Z*. UPPM universitas malahayati.
- Furtwangler, D. (2002). *Penilaian Kinerja*, Yogyakarta: Andi Yogyakarta.
- Ghozali, I. (2011). *Aplikasi Analisis Multivariat Dengan Program SPSS*. Semarang : Badan Penerbit Universitas Diponegoro.
- Hidayati. R., Purwanto. Y. dan Yuwono. S. (2008). Kecerdasan emosi, stres kerja dan kinerja karyawan. *Jurnal Psikologi* Volume 2, No. 1.
- Handoko, T. H. (2001). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFE Yogyakarta.
- Hasibuan, M.S.P. (2014). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT. Bumi Aksara.
- Kasiram, M. (2015). *Metodologi Penelitian Kualitatif-Kuantitatif*. Malang : UIN Maliki Press.
- Khotimah, Gagah, Hashiolan (2017). Pengaruh kepemimpinan, stres kerja, dan lingkungan kerja terhadap kinerja karyawan produksi di PT. Ungaran Sari Garment. *Jurnal Management*. Vol. 3 No.3