

# İŞLETME BİLİMİ DERGİSİ

THE JOURNAL OF  
BUSINESS SCIENCE



**JOBS**

*İşletme Bilimi Dergisi*

2022

*Cilt:10 Sayı:2*



**SAKARYA**  
ÜNİVERSİTESİ

**JOBS**

İşletme Bilimi Dergisi  
The Journal of Business Science

Sakarya Üniversitesi / Sakarya University  
İşletme Fakültesi / Sakarya Business School

i

Cilt/Volume : 10  
Sayı/Issue : 2  
Yıl/Year : 2022

ISSN: 2148-0737

DOI: 10.22139/jobs

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İşletme Bilimi Dergisinin 2022 yılının ilk sayısı olan Cilt 10 Sayı 2’i sizlere sunmanın gururunu yaşıyoruz. İşletme Bilimi Dergisi geçmiş sayılarında olduğu gibi bu sayısında da Modern İşletmeciliğin çeşitli disiplinlerinden onlarca makaleyi sizlere sunmuş bundan sonraki sayılarında da aynı hedefi benimsediğimizi bildirmek isteriz.

Dergimizin bu sayısında 5 makale yer almaktadır. Bu makalelerden ilki Oğuz TÜRKAY ve Burak ATASOY tarafından yazılan “Orta Kademe Yöneticilerinin Stratejik Davranışları Üzerine İş Doymu Ve Duygusal Bağlılığın Etkisi” başlıklı makaledir. Makale Turizm İşletmeciliği alanında olup, orta kademe yöneticilerin sergilemeleri beklenen stratejik davranışların ortaya çıkmasında onların iş doymu ve duygusal bağlılıklarının etkilerini belirlemek amacıyla kaleme alınmıştır.

Sayının ikinci makalesi Yaprak KALAFATOĞLU’nun hazırlamış olduğu “Çatışma Yönetim Stilllerinin Öncüllerine Yönelik Bir Araştırma: Bilinçli Farkındalık Ve Duygusal Zekanın Rolü” başlıklı makaledir. Makalede bilinçli farkındalığın işbirlikçi çatışma yönetimi stillerine olan etkisinde duygusal zekânın aracı rolü incelenmiştir.

Sayının üçüncü makalesi Ferda ALPER AY tarafından kaleme alınan “İstismarcı Yönetim, Örgütsel Mutluluk Ve İş Performansı Arasındaki İlişki” başlıklı makaledir. Sağlık Yönetimi alanında olan bu makalenin amacı istismarcı yönetim, iş performansı ve örgütsel mutluluk arasındaki ilişkilerin belirlenmesidir.

Sayının bir diğer makalesi “Kamu Kurumlarında Sanal Kaytarmaya Yönelik Bir Ölçek Geliştirme Çalışması” başlıklı makaledir. Yazarlar Abdulkerim GÜLER ve Yılmaz GÜNEL bu makalede kamu kurumunda çalışanların sanal kaytarma davranışlarının değerlendirmeyi ve geçerli ve güvenilir bir ölçme aracı geliştirmeyi amaçlamışlardır.

Sayının son makalesi Buket KAYA ve Demet ÜNALAN tarafından kaleme alınan “Hemşirelerde Örgütsel Sessizlik Düzeyinin Duygusal Emek Üzerine Etkisinin Araştırılması” başlıklı makaledir. Makalede yazarlar hemşirelerde örgütsel sessizlik düzeyinin duygusal emek üzerine etkisinin hemşireler örneğinde araştırılmasını amaçlamışlardır.

Yukarıda kısaca değinilen makalelerden anlaşılacağı üzere dergimizin bu sayısı da İşletme Biliminin farklı disiplinlerinden makaleler ile sizlerin huzurundadır. Dergimize göndermiş oldukları makaleler ile katkı sağlayan tüm yazarlarımıza, makalelerin değerlendirilmesi için kıymetli vakitlerini ayıran saygıdeğer hakemlerimize ve makalelerin dergide yayınlanmaya hazır hale gelmesi için yoğun bir gayret gösteren editör kurulumuz ve dergi sekreteryamıza teşekkürlerimi sunarım. Sonraki sayılarımızda işletmeciliğin güncel çalışmalarını

*bilim dünyasının hizmetine sunmak için siz değerli bilim insanları ve arařtırmacıların katkılarını bekliyoruz. Dergimizin okurlarımız ve bilim insanlarına faydalı olması dileklerle...*

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## A STUDY ON THE ANTECEDENTS OF CONFLICT MANAGEMENT STYLES: THE ROLE OF MINDFULNESS AND EMOTIONAL INTELLIGENCE

Yaprak KALAFATOĞLU

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### ABSTRACT

**Aim:** Mindfulness means focusing on the moment with attention and a positive attitude. It is a Buddhist concept that was secularized by Kabat-Zinn (2005) and brought to the world of science, and its effects in different areas such as psychology, business administration, health sciences, guidance, and psychological counseling were studied. Numerous studies have found that mindfulness has positive effects on an individual's attitudes and behaviors. A less studied concept regarding the influence of mindfulness is conflict management styles. In this research, the mediating role of emotional intelligence on the relationship between trait mindfulness and cooperative conflict management styles was determined.

**Method:** Data were collected from 193 white-collar personnel who are employed in the public and private sectors using the convenience sampling method.

**Findings:** Trait mindfulness was related to integrating and compromising conflict management styles. The mediation analysis was conducted with SPSS Process Macro and it was found that emotional intelligence didn't act as a mediator.

**Results:** The integrating and compromising styles predict trait mindfulness. The theoretical contributions of the research were discussed and suggestions were given to the practitioners.

**Keywords:** Trait Mindfulness, Emotional Intelligence, Conflict Management Styles

Makale Geliş Tarihi/Received for Publication : 05/08/2022  
Birinci Revizyon Tarihi/ 1th Revision Received : 26/08/2022  
Kabul Tarihi/Accepted : 29/08/2022

Atıfta Bulunmak İçin:  
Kalafatoğlu Y. (2022) A Study On The Antecedents Of Conflict Management Styles: The Role Of Mindfulness And Emotional Intelligence. *İşletme Bilimi Dergisi*, 10(2), 191-213.

## ÇATIŞMA YÖNETİM STİLLERİNİN ÖNCÜLLERİNE YÖNELİK BİR ARAŞTIRMA: BİLİNÇLİ FARKINDALIK VE DUYGUSAL ZEKANIN ROLÜ

### ÖZ

**Amaç:** Bilinçli farkındalık dikkatle ve olumlu bir tutumla ana odaklanmak olarak tanımlanmaktadır. Bilinçli farkındalık Budizm kökenli bir kavram olup Kabat-Zinn (2005) tarafından bilim dünyasına kazandırılmış ve psikoloji, işletme, sağlık bilimleri, rehberlik ve psikolojik danışmanlık gibi farklı alanlarda etkileri incelenmiştir. Bilinçli farkındalığın bireylerin tutum ve davranışlarında olumlu etkileri olduğu çok sayıda araştırma tarafından tespit edilmiştir. Bilinçli farkındalığın yeterince ilişkilendirilmediği bir konu da çatışma yönetimidir. Bu araştırmada bilinçli farkındalığın işbirlikçi çatışma yönetimi stillerine olan etkisinde duygusal zekânın aracı rolü incelenecektir.

**Yöntem:** Araştırmada kolayda örneklem yöntemi ile kamu ve özel sektörde çalışan 193 beyaz yaka personelden veri toplanmıştır.

**Bulgular:** Bilinçli farkındalık ile problem çözücü ve uzlaşmacı çatışma yönetim stilleri arasında anlamlı ilişkiler olduğu bulunmuştur. SPSS Process Macro eklentisi ile yapılan ara değişken analizi sonucunda duygusal zekânın aracı rolü olmadığı anlaşılmıştır.

**Sonuç:** Bilinçli farkındalığın işbirlikçi çatışma stillerini yordadığı görülmüştür. Araştırmanın teorik katkıları tartışılmış ve uygulamacılara öneriler verilmiştir.

**Anahtar kelimeler:** Bilinçli Farkındalık, Duygusal Zekâ, Çatışma Yönetim Stilleri

**I. INTRODUCTION**

Conflict is defined as a situation when one side feels that its interest is negatively influenced by another side (Wall & Callister, 1995). Conflict is one of the inevitable facts in our lives. Probably we all have had a conflict with our family and friends and colleagues. Besides, managing conflict in the workplace requires lots of energy, time, and resources. A typical manager spends 25 to 40% of their time managing conflict (İlgaz, 2014).

Classical management and human relations perspectives have opposing viewpoints about conflict in an organization whether it negatively influences the organization or is required. Today it is believed that an optimum level of conflict is required to improve organizational productivity and performance (Siğrı, 2018). Individual traits like mindfulness and emotional intelligence can influence how to cope with a conflict.

The number of studies about mindfulness has grown rapidly from 12100 studies to 594000 in 2021 (google scholar). Initially, mindfulness was examined in clinical settings but lately, it has become a popular topic for organizational psychology and management scholars due to its link with organizational attitudes and behaviors. Several companies present mindfulness training to their employees such as Google and Nike (Dube, 2019). Mindfulness is embraced as a state or a trait (Sternberg, 2000). For example, Mindfulness-Based Stress Reduction (MBSR) programs (Kabat-Zinn, 2005) aim to improve individuals' mindfulness levels with a certain technique that refers to state mindfulness. On the other hand, some researchers support that mindfulness can emerge without a method as within group differences exist (Brown & Ryan, 2003). In this paper, trait mindfulness was examined.

Emotional intelligence is one of the types of social intelligence (Salovey & Mayer, 1990). People whose emotional intelligence is high show empathy towards others, better control impulses, and perform adaptive reactions to the environment. These people can eliminate negative moods (Goleman, 2021). Emotional intelligence is handled as a trait or an ability (Petrides et al., 2004). In this research, the trait of emotional intelligence was studied.

Trait mindfulness can increase emotional intelligence as it creates a positive attitude towards others, and increases empathy and kindness (Kabat-Zinn, 2005) and worker well-being (Sutcliffe et al., 2016). In turn, this effect can make people use more effective conflict management styles. Studies support that integrating, compromising, and obliging conflict management styles have a beneficial effect on organizations and they were

described as cooperative conflict management styles as one group/individual is interested in the other's welfare (Rahim, 2011; Rahim & Katz, 2020). There is a lack of self-concern in the obliging style which makes it different from the others. Although an obliging style can sometimes benefit the individual and the organization, long-term problems can also occur as the person/group can lose opportunities. Since the integrating and compromising styles involve both cooperativeness and assertiveness (Thomas, 1976), these two were examined from the cooperative conflict management styles in this paper.

When people become mindful, they can be aware of the other's needs as well as theirs, which can improve their emotional intelligence, and this can make them use more integrating and compromising styles. Therefore, this study aims to investigate the bond between trait mindfulness and two forms of cooperative conflict management styles in addition to the mediating effect of emotional intelligence. In this paper, a quantitative method was applied by using convenience sampling. It is aimed to clarify the mechanism between trait mindfulness and cooperative conflict management styles.

## **1.1. Theoretical Background**

### ***Conflict Management***

Conflict is a situation in which one or more individuals wants, interests, values, beliefs, or needs differ or oppose (Sıgır, 2018, s. 17). Organizational conflict occurs when one or more sides feel that a current disagreement creates a threat to their interests (LeBlanc et al., 2014).

Approaches to organizational conflict are divided into three: the traditional approach, which is based on avoiding all kinds of conflict; the behavioral approach, which argues that organizational conflict is a part of organizational life; and the modern approach, which encourages organizational conflict (Ural, 2018).

In today's business, most of the tasks require teamwork and collaboration. Employees usually face a conflict at work and whether this conflict is managed or not is a major concern. Conflict management includes creating organizational-level strategies to decrease the problems due to conflict and increase the benefits of it to improve learning and make the organization better (Rahim, 2002).

Most of the conflict management models are grounded on the dual concern model (Blake & Mouton, 1964). This model suggests that when individuals face a conflict, they either have a concern for people or a concern for production. Thomas and Killmann (1974) stated that interpersonal

conflict at work can be managed with an emphasis on “concern for self” or/and “concern for others”. Based on this five conflict management styles appear: “competing”, “collaborating”, “compromising”, “accommodating”, and “avoiding”. Later researchers used different terminology to define these five styles. In this paper, Rahim’s organizational conflict conceptualization will be used that differentiates a style depending on “concern for self” and/or “concern for others”. Based on this, five conflict management styles were defined; dominating, avoiding, obliging, compromising, and integrating (Rahim, 1983).

Dominating style is used when one group feels that they are completely right and try to impose their solution on the other (Sığrı, 2018). Previous studies showed that dominating style is the least preferred style in a conflict among medical students in China (Li et al., 2021) and emergency nurses in the United States (Johansen & Cadmus, 2016).

If the conflict is ignored and no effort was spent to manage it, this means avoiding style is embraced (Sığrı, 2018) Avoiding style was negatively associated with emotional intelligence among students (Chan et al., 2014).

Dominating and avoiding styles can be very harmful to an organization. An authoritarian leader who forces subordinates to do something that they don’t want uses dominating style whereas a coworker who refuses to speak and solve the problem with his/her colleague after a dispute embraces the avoiding style. These conflict management styles are called as destructive as people don’t have a concern for others and it negatively influences the organization (Vanlı, 2019). Avoiding and dominating styles were found positively related to low team effectiveness (DeChurch et al., 2013).

In contrast to dominating and avoiding styles, obliging, integrating, and compromising conflict management styles predict positive organizational attitudes and behaviors. The obliging style can be utilized when a group/person wants to give up something for an acquisition in the future. The integrating style appears when the groups try to solve the problem collaboratively. The compromising style is espoused when the conflict is managed with a mutually acceptable decision which means that there is no winner or loser (Lee, 2008).

Obliging style (high concern for others and low concern for self) can be preferred when a party gives up something to satisfy the other’s needs. This style can be appropriate when a person feels that he/she is wrong or when the problem is more important than the individual (Rahim, 2002). This style can differ depending on the status of employees such that when the

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other party has an upper position, the obliging style is mostly used (Özkalp et al., 2009). This style can predict relationship quality when the level of task conflict is low (Lu & Wang, 2017).

Integrating style (high concern for self and others) allows different parties to solve a problem and it is effective in the face of complicated issues. Integrating style requires openness, communication, and a search for alternatives. Also, time and resources are essential to come up with a solution that satisfies groups (Rahim, 2002). One study found that more educated and older managers prefer to use the integrating style (Vesperi et al., 2020). Culture can influence this preference as well. A study conducted in Turkey revealed that managers prefer integrating first and compromising second which fits with a collectivist orientation (Özkalp et al., 2009). The integrating style was linked with relationship quality (Lu & Wang, 2017) and critical thinking (Li et al., 2021).

The compromising style (a balance in concern for self and others) is used when different parties both renounce something in return for conflict resolution. It can be preferred when other styles have become ineffective, groups disagree or they need to find a temporary solution (Rahim, 2002). Previous studies revealed that the compromising style is associated with critical thinking (Li et al., 2021) and harmony enhancement (Leung et al., 2011).

A recent study showed that there is a gender difference in terms of conflict management strategies. Female employees utilize avoiding, obliging, integrating, and compromising styles more and males use dominating at a higher level (Rahim & Katz, 2020). This difference is in line with gender roles.

One study found that the compromising style is negatively related to destructive conflict and integrating and accommodating styles (obliging) are positively linked with constructive conflict (Song et al., 2006). Obliging, integrating, and compromising styles predict satisfaction with supervision (Lee, 2008) These can be defined as cooperative conflict handling strategies (Song et al., 2006) since the groups try to understand each other's interests and help each other. Although an obliging style can be effective in resolving conflict in some situations, as it requires giving up one's benefits in return for the others' goods, it can create problems and lost opportunities in the long term. Also, no effect is expected of mindfulness on the obliging style. Therefore, in this paper, integrating and compromising styles will be taken as dependent variables. The same terminology as Song et al. (2006) will be used for referring to integrating and compromising styles.



Previous studies found that organizational variables such as culture (Robbins & Judge, 2020), and individual variables like personality traits, emotional intelligence, lack of support, role ambiguity, and communication (Almost et al., 2016) influence conflict management styles. Employee traits can also influence the way they behave during a conflict. People who attend to the cues at present with full awareness and a positive attitude towards others can understand and manage others' needs. In turn, this can make them use more cooperative conflict management styles.

In the next part, a less studied topic in the conflict management framework, trait mindfulness will be discussed with its role in two forms of cooperative conflict management styles.

### ***Trait Mindfulness***

Mindfulness refers to “a particular way of paying attention. It is a way of looking deeply into oneself in the spirit of self-inquiry and self-understanding” (Kabat-Zinn, 2005, p. 12). Many studies claimed that an open and accepting attitude toward an experience is required to be mindful. This refers to being curious, having a nonreactive orientation, and feeling acceptance even if the experience is difficult (Creswell, 2017).

Although mindfulness is an ancient concept that is derived from Buddhism, it has become a buzzword in the last two decades in organizational behavior. Mindfulness is linked with prosocial behavior (Hafenbrack et al., 2020), creativity (Cheung et al., 2020), job performance (Dane & Brummel, 2014), ethical behavior (Kalafatoğlu & Turgut, 2017), and employee engagement (Leroy et al., 2013). Mindfulness predicts better social relationships, a higher level of resiliency, and improved task performance (Glom et al., 2011). Today many organizations provide mindfulness training to their employees to increase positive organizational attitudes and behaviors.

A recent review which is based on 32 studies revealed that individual and contextual antecedents can predict mindfulness. In addition to that, it can directly or indirectly influence individual and organizational level outcomes. Some of the individual outcomes are pleasure, well-being, and sleep quality. Mindful communication and collaboration to manage workplace conflict are the other mentioned organizational level outcomes (Shahbaz & Parker, 2021)

Mindfulness can be conceptualized in terms of individual and collective levels of analysis. State and trait perspectives emerged for referring to individual mindfulness. Collective mindfulness is about an



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organization's attention to current experiences. State mindfulness requires an intervention whereas trait mindfulness refers to the dispositional attribute (Sutcliffe et al., 2016). Studies have shown that both state and trait mindfulness are related to conflict management. In this paper, mindfulness is embraced as a trait.

One study compared meditators and non-meditators and found differences in terms of trait mindfulness, negotiation styles, and negotiation effectiveness. Meditators showed higher levels of trait mindfulness, and they tended to use a more integrating style. Also, they were better in terms of negotiation effectiveness (Perez-Yus et al., 2020).

Kay and Skarlicki (2020) claimed that trait mindfulness changes employees' feelings and thoughts about conflict. By using a survey and a field experiment method, they found that cognitive reappraisal mediates the link between trait mindfulness and conflict management. Trait mindfulness increased cognitive reappraisal and participants reported more collaboration and less conflict avoidance.

In a cross-sectional study conducted on a sample of university students, researchers examined the effects of trait mindfulness on conflict resolution methods. According to the findings, as trait mindfulness increases, the approach to conflict and general behavior increases. In other words, individuals with a higher level of trait mindfulness were able to express themselves easily when they were in a conflict environment and could continue the conflict resolution process without being influenced by others (Celik & Cetin, 2014).

These studies reveal that trait mindfulness has the potential to increase two forms of cooperative conflict management styles.

***Emotional Intelligence***

Emotional intelligence has become a popular concept since the 1990s. It is defined as an ability (Salovey & Mayer, 1990) and a trait (Petrides & Furnham, 2001). Each approach differs in terms of conceptualization (cognitive ability vs personality trait) and measurement (performance test vs self-report) (Petrides et al., 2004).

According to Salovey and Mayer (1990), emotional intelligence can be regarded as a sort of social intelligence. They conceptualized emotional intelligence with three mental processes: "appraising and expressing emotions in self and others, regulating emotions in the self and others, using emotions in adaptive ways" (p.190-191). Emotionally intelligent people can accurately perceive emotions and react easily and appropriately. They can

recognize others' emotions and show empathy. They regulate their own and others' emotions for a particular purpose. Finally, utilization of intelligence can result in flexible planning, creative thinking, redirected attention, and motivation (Salovey & Mayer, 1990). Emotionally intelligent people are open to internal experiences, easily define them and connect with them if it is required. This awareness results in regulation of effect and improvement in well-being (Mayer & Salovey, 1993). They later conceptualized emotional intelligence which includes four branches: perceiving, using, understanding, and managing emotions. This perspective defined emotional intelligence as an ability (Salovey & Grewal, 2005).

Emotional intelligence is also described as a personality trait with 15 facets: adaptability, assertiveness, emotion expression, emotion management, emotion perception, emotion regulation, impulsiveness, relationship skills, self-esteem, self-motivation, social competence, stress management, trait empathy, trait happiness, trait optimism (Petrides & Furnham, 2001). Emotional intelligence includes dispositions related to emotions and abilities that a person perceives (Petrides et al., 2004). In this paper trait of emotional intelligence was used as the mediator.

Studies revealed that there is a positive relationship between personality and trait of emotional intelligence. Neuroticism (-) and extraversion are the strongest predictors of trait emotional intelligence followed by conscientiousness, agreeableness, and openness (Siegling et al., 2015).

Previous studies found that emotional intelligence is related to positive work outcomes. It is positively related to organizational citizenship behavior (Miao et al., 2017) and subordinate task performance (Miao et al., 2018a). Emotional intelligence is negatively associated with counterproductive work behavior (Miao et al., 2017).

Emotional intelligence can act as a mediator between culture and conflict management styles. A study conducted among 1527 individuals from 10 cultures revealed that uncertainty avoidance and long-term orientation increase integrating, compromising, and obliging styles with the mediating role of emotional intelligence (Gunkel et al., 2016).

Likewise, emotional intelligence can mediate the link between trait mindfulness and positive work outcomes. One study found that emotional intelligence mediated the relationship between mindfulness and subjective well-being. In other words, a higher level of trait mindfulness increased emotional intelligence that in turn enhanced a higher level of positive affect and life satisfaction (Schutte & Malouff, 2011)

***Present Study***

In this paper, it is expected that trait mindfulness is associated with two forms of cooperative conflict management styles. In addition to that emotional intelligence is expected to mediate the link between trait mindfulness and cooperative conflict management styles.

Interpersonal communication can require trait mindfulness in social circumstances. When people have full attention to the present and when they are aware of social cues, they can better adapt to the environment. Good et al.'s (2016) review claimed that mindfulness improves other-orientation and prosocial behavior. Conflict is an inevitable part of life and cooperative conflict management styles require attention to a problem, an urge to solve it, a positive attitude to protect social relations, and an orientation towards others that people with a higher level of trait mindfulness have. As trait mindfulness and emotional intelligence are positively related (Miao et al., 2018b; Kırçaburun et al., 2019) trait mindfulness can make individuals better equipped to manage their social skills during a conflict. People with a higher level of mindfulness can be aware of their emotions and better at regulating them (Brown & Ryan, 2003) which can direct them to use more cooperative conflict management styles. Emotional intelligence predicts compassion and self-compassion (Di Fabio & Saklofske, 2021) which can make people feel more positive towards others and themselves. This can result in a positive effect on interpersonal relations. Also, people with a higher level of emotional intelligence can be more responsive to emotional signs and better at applying adaptive tactics during a negotiation (Fulmer & Berry, 2007). In a nutshell, emotional intelligence can explain the mechanism between trait mindfulness and cooperative conflict management styles. Therefore, hypotheses were stated as:

H1a: Trait mindfulness is positively related to integrating style.

H1b: Trait mindfulness is positively related to integrating style via emotional intelligence.

H2a. Trait mindfulness is positively related to the compromising style.

H2b: Trait mindfulness is positively related to compromising style via emotional intelligence.

## II.METHOD

### 2.1. Participants and Procedure

Most of the mindfulness studies were done among white-collar employees as their jobs involve various skills and interpersonal interaction (Wihler et al., 2022). The sample was composed of 193 white-collar employees working in İstanbul. They ranged in age from 23 to 62 years (66.7% female,33.3% male). The average age was 33.65 years (SD = 6.83). Most of the participants have bachelor's (%44.6) and master's degrees (%44). A quantitative method was adopted. The focus is to understand the relationships between the variables. Convenience sampling was used since it is efficient and easy to apply (Jager et al., 2017). Data were gathered through online surveys.

### 2.2. Instruments

The questionnaire consists of a demographic information section that includes age, gender, status (single vs married) education (Bachelor's degree, Master's degree, and Ph.D.) sector (private vs public), business segment, and the following scales.

#### *Five facet mindfulness Questionnaire-Short Form (FFMQ-S)*

Five Facet mindfulness questionnaire (FFMQ) was created by Baer et al. (2006) and it consists of 39 items. Tran et al. (2013) shortened the scale and developed FFMQ-S which is composed of 20 items. The scale has the following factors: observing, describing, acting with awareness, non-reactivity to inner experience, and non-judging of inner experience. 10 items were reverse coded. The Turkish adaptation of the scale was done by Ayalp and Şahin (2018). In this study, the total Cronbach's alpha value of the scale including 17 items was .67. A 6-point Likert type scale was utilized (1:Never and 6: Always). Confirmatory factor analysis (CFA) was applied. Item 5(0.465), Item 7 (.425), and Item 4 (.48) were deleted as they have a standardized regression weight lower than 0.50. The five-factor structure of this scale was confirmed, ( $\chi^2 / df = 1.836$ , CFI = 0.94, GFI = 0.89, RMSEA = 0.066, and SRMR = 0.05). Following Kay and Skarlicki (2020) mindfulness was taken as a unidimensional construct and all items were averaged so higher scores in FFMQ refer to higher levels of trait mindfulness.

#### *Trait Emotional Intelligence Questionnaire-Short Form*

Emotional intelligence was assessed with Trait Emotional Intelligence Questionnaire-Short Form (TEIQue-SF) created by Petrides and Furnham (2001). The scale consists of 16 items with four dimensions: well-

being, self-discipline, emotionality, and sociability. Since the sociability subscale consists of items that are like the conflict management concept (Item7- "It is often difficult for me to defend my rights" and Item 17 "Even when I know I'm right when I argue, I tend to back off") this subscale was excluded, and three subscales of the inventory were used. The Turkish adaptation of the scale was performed by Deniz et al. (2013). 6-point Likert type scale was utilized (1:totally disagree and 6: totally agree). Confirmatory factor analysis (CFA) was applied. Item 15 was deleted since its regression weight was not significant ( $p = .168$ ). It was confirmed that the scale has three-factor structure,  $X^2/df = 2.39$ , CFI = .90 , GFI = .92 and RMSEA = .08, SRMR = .07( $\alpha = .80$ ).

### *Conflict Management Scale*

One of the most common instruments to examine interpersonal conflict is Rahim Organizational Conflict Inventory (ROCI-II) which was developed by Rahim (1983). The scale consists of 28 items with five factors: integrating, dominating, compromising, avoiding, and obliging. In this study integrating (7 items) and compromising (4 items) scales were used. The Turkish adaptation of the scale was done by Niederauer (2006). A 6-point Likert type scale was utilized (1: totally disagree and 6: totally agree). The Cronbach's alpha value for integrating ( $\alpha = .92$ ) and compromising ( $\alpha = .80$ ) indicate that the scale is reliable. Confirmatory factor analysis (CFA) was applied and two-factor structure of conflict management has acceptable goodness of fit indices,  $X^2/df = 1.938$ , CFI = .97 , GFI = .93 and RMSEA = .07., SRMR = 0.04.

## III. RESULTS

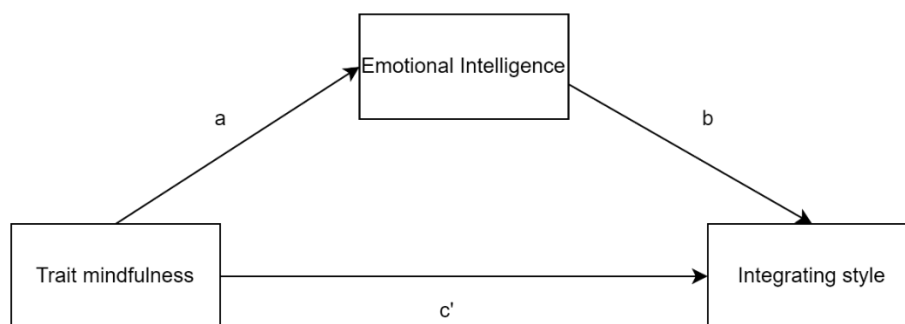
First, correlation analysis was conducted. Total tenure is correlated with mindfulness ( $r = .16$ ,  $p < .05$ ) and emotional intelligence ( $r = .15$ ,  $p < .05$ ). Mindfulness is positively correlated with integrating ( $r = .33$ ,  $p < .01$ ) and compromising style ( $r = .22$ ,  $p < .01$ ). Thus, hypotheses 1a and 2a were supported. As there is a strong correlation between mindfulness and EI, multicollinearity diagnostics were checked. Since the VIF score is 2.29, no multicollinearity risk was detected. The means, standard deviations, and Pearson correlation coefficients are shown in Table 1.

**Table 1. Correlations among the variables**

VARIABLES	M	SD	1	2	3	4	5	6
1. Total Tenure	9.59	6.77	1	.85**	.16*	.15*	.07	-.06
2. Age	33.65	6.83		1	.06	.03	-.01	-.06
3. Mindfulness	4.08	0.60			1	.75**	.33**	.22**
4. EI	4.44	0.67				1	.32**	.22**
5. Integrating	5.05	0.68					1	.70**
6. Compromising	4.80	0.62						1

\* $p < 0,05$ , \*\* $p < 0,01$

Since it is more reliable than traditional methods (Gürbüz, 2019), Process Macro (Hayes, 2012) was utilized to see the mediating effect of emotional intelligence between mindfulness and integrating style. A research model was run using model 4 in PROCESS macro (see Figure 1). The Bootstrap technique was preferred with a sample size of 5000. To support the research hypotheses, the values at the 95% confidence interval (CI) gathered by the findings should not consist of 0. (MacKinnon, Lockwood & Williams, 2004). Regression analysis findings are shown in Table 2. Whether the mediating variable had an effect between mindfulness and integrating style was decided based on confidence intervals gathered by the bootstrap technique. Findings indicate that emotional intelligence didn't act as a mediator between mindfulness and integrating style ( $b = .135$ , %95 BCA CI [-.059, .338]). Therefore, Hypothesis 1b was not supported.



**Figure 1: The mediation model for H1b**

**Table 2. Bootstrapping Test of the mediating role of EI on the Integrating Style (N=193)**

Pathways	Coefficient	SE	95% CI
<b>Direct Effect</b>			
Trait Mindfulness->EI	.807***	.051	.706 to .909
Trait Mindfulness->Integrating Style	.38***	.077	.227 to .533
EI-Integrating	.166	.109	-.048 to .381
<b>Indirect Effect</b>			
Trait Mindfulness->EI->Integrating Style	.135	.101	-.059 to .338
<b>Total Effect</b>			
Trait Mindfulness->Integrating Style	.38	.078	.227 to .533

Note: \*\*\* $p < .001$ ; S.E: Standardized error. Unstandardized beta coefficients (b) were reported.

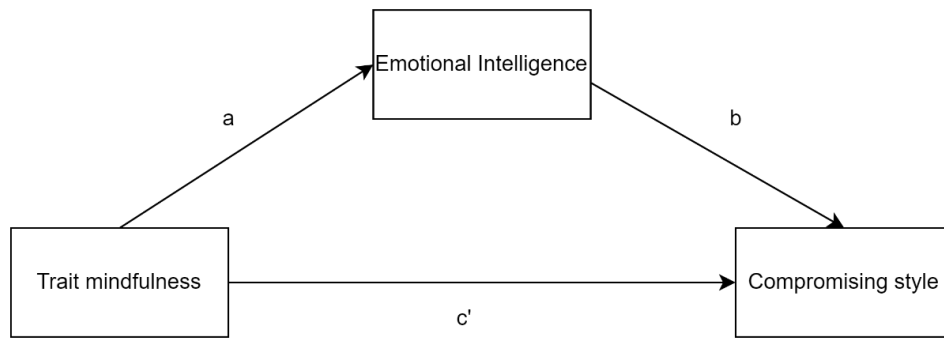
Process macro (Hayes, 2012) was utilized with the bootstrap technique that includes a sample size of 5000 to test the mediating role of EI between mindfulness and compromising style. 4th model was chosen (see Figure 2). Regression analysis results can be seen in Table 3. Confidence intervals were examined to understand whether EI had a mediating role in mindfulness and compromising style. Findings indicate that emotional intelligence ( $b = .108$ , %95 BCA CI [-.049, .261] didn't mediate the relationship between mindfulness and compromising style. Therefore, hypothesis 2b was not supported.

**Table 3. Bootstrapping Test of the mediating role of EI on Compromising Style (N=193)**

Pathways	Coefficient	SE	95% CI
<b>Direct Effect</b>			
Trait Mindfulness->EI	.807***	.051	.706 to .909
Trait Mindfulness->Compromising Style	.221	.073	.077 to .364
EI-Integrating	.134	.102	-.068 to .335
<b>Indirect Effect</b>			
Trait Mindfulness->EI->Compromising Style	.108	.079	-.049 to .261
<b>Total Effect</b>			
Trait Mindfulness->Compromising Style	.221	.073	.077 to .364

Note: \*\*\* $p < .001$ ; S.E: Standardized error. Unstandardized beta coefficients (b) were reported.





**Figure 2: The mediation model for H2b**

#### IV. CONCLUSION

In this study, we aim to investigate the mediating role of emotional intelligence between trait mindfulness, and cooperative conflict management styles.

Results indicate that trait mindfulness influences integrating style. Trait mindfulness predicts a positive attitude towards others (Kabat-Zinn, 2005). This positivity can improve an individual's well-being. Associative network theory states when people are in positive moods, they can evaluate others more positively as they remember more favorable states (Bower, 1981). Therefore, an increased level of well-being through mindfulness can enhance people to use an integrating style which is also called a win-win style as both parties cooperate to find a creative solution to a problem by sharing the information (McShane & Von Glinow, 2016).

Another finding of this paper is that trait mindfulness is positively linked to compromising style. Although the win-win style can be achieved mainly with an "integrating" approach and to a certain extent with a "compromising" approach (p.108) compromising approach differs since both parties aren't entirely satisfied rather, they manage the situation (p.105) (Sıgır, 2018). Apart from looking for the best solution for themselves and others, mindful people can mutually give up something in return for a healthy relationship.

As expected, a strong correlation exists between trait mindfulness and emotional intelligence. People with a higher level of emotional intelligence are not only aware of their emotions and manage them well, but they are also better to catch social cues and empathy towards others. They have the skills to influence others and sustain healthy relationships



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(Goleman, 2021). Likewise, mindful people can be better at self-awareness, self-management, and social awareness (Goleman & Boyatzis, 2017). Previous studies support the link between trait mindfulness and emotional intelligence (Salcido-Cibrián et al., 2019; Tohme, 2020)

Previous studies found a direct link between emotional intelligence and conflict management styles (Başoğul & Özgür; Schlaerth et al., 2013). For example, one study found that emotional intelligence is the antecedent of integrating and compromising styles (Shih & Susanto, 2010). However, an indirect effect of emotional intelligence didn't exist between trait mindfulness and the two forms of conflict management styles. Mindfulness and emotional intelligence can increase an individual's positive attitude towards others and their urge to have a healthy relationship, but the indirect effect of emotional intelligence didn't influence cooperative conflict management styles. This indicates that another mechanism exists between them that can be studied in the future.

Limitations of this study are small sample size, using self-report questionnaires, and utilizing white-collar employees. Future studies can use higher sample sizes with mixed methods and use different business segments. This can permit generalizations of the findings. As culture influences how people behave and resolve a conflict, the difference between conflict resolution styles can occur among individualist and collectivist societies (Robbins & Judge, 2020). For example, Turkish managers prefer integrating and compromising styles (Özkalp et al., 2009). Trait mindfulness and emotional intelligence can have a buffering effect on the utilization of these two styles among Turkish managers. Therefore, cross-cultural studies are suggested.

This research gives an understanding of the relationship between trait mindfulness, emotional intelligence, and cooperative conflict management styles in a different cultural context.

Conflict is an inevitable fact of everyday life and those organizations who effectively manage it survive. This study revealed that the trait of mindfulness predicts cooperative conflict management styles. As trait mindfulness can be learned, organizations are suggested to assure training for their employees.

## ARTICLE INFORMATION FORM

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**Research Design:** Yaprak KALAFATOĞLU

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**Data Collection:** Yaprak KALAFATOĞLU

**Analysis:** Yaprak KALAFATOĞLU

**Critical Reading:** Yaprak KALAFATOĞLU

### *Conflict of Interest Statement*

No grants were received from any public, private or non-profit sectors for this research.

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