

# EFFECT KNOWLEDGE SHARING AND MECHANISM STRUCTURE AS A MODERATOR ON EFFECT EMOTIONAL INTELLIGENCE AND CONFLICT TEAM TO TEAM PERFORMANCE

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Received: 18.04.2020

Revised: 20.05.2020

Accepted: 15.06.2020

## Abstract

This research aims to know the effect of knowledge sharing and mechanism structure as a moderator on effect emotional intelligence and conflict team to team performance. This research uses quantitative research methods and is included in the explanatory research. Data collection is cross sectional. This research was conducted at the South Sulawesi Provincial Hospital and Central Sulawesi. The population of this study was the leadership unit of the Provincial Hospitals of South Sulawesi and Central Sulawesi, which amounted to 40 hospitals. The analytical tool used to answer the research objectives is Structural Equation Modeling (SEM) analysis with the help of the Partial Least Square program. Emotional intelligence empirically has a significant effect on team performance, team conflict empirically has a significant effect on team performance, emotional intelligence empirically has a significant effect on team performance through knowledge sharing, team conflict empirically has a significant effect on team performance through knowledge sharing, emotional intelligence empirically has a significant effect on team performance through structure mechanism. This research is expected to provide guidance to hospital management about how these variables can affect individual Team Performance. The results also showed that all hypotheses developed were proven. This study uses a questionnaire as data collection based on employee perceptions, so it can be biased. Research locations that are only limited to the provinces of South Sulawesi and Central Sulawesi can cause bias in research results. A relatively small research sample causes a bias in the generalization of results.

**Keywords:** Knowledge Sharing, Mechanism Structure, Emotional Intelligence, Team Performance

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DOI: <http://dx.doi.org/10.31838/jcr.07.13.151>

## INTRODUCTION

Fernandes (2018) said rapid growth in terms of health services as a result human resources are not ready to threaten. A series of policies and hospital work need collaboration between departments in the hospital so that the parts in the hospital can create a performance team in health services from limited resources (Raharjo, et al., 2018). Like other professional communities, team conflict always exists in institutions against patients and even among members of the department in hospitals with different social status levels. Such team conflicts, such as competition and variety collaboration achievement (Jehn & Chatman, 2000). Other than that, Participant's emotional intelligence is a team performance that dominates important factors during the stages of growth (Birx, Lasala, & Edd, 2011).

Rapid growth in terms of health services as a result human resources are not ready to threaten the quality of health services. To integrate existing resources, employee performance must be maximized (Hutahayan, 2019). A series of policies and operational standards for hospital work need collaboration between departments in the hospital so that the parts in the hospital can create a performance team in health services from limited resources.

To know effect in knowledge sharing and mechanism structure as a moderator on effect emotional intelligence and conflict team to team performance. Originality in this study is in an effort to see team conflict, the structure of other variable structures and moderation of many sciences developed in the research model.

## Literature Review and Conceptual Framework Effect of Emotional Intelligence

Emotions affect what and how one thinks, and it is very important for people to make the right decisions, take the best actions to solve problems, overcome changes, and succeed (Caruso & Salovey, 2004). According to Goleman (1998), EI can be defined as the ability to distinguish feelings, to motivate ourselves, and to regulate emotions in us and in our

relationships. The definition includes meanings such as self-awareness, self-regulation, motivation, empathy, and social skills. Although scientists have different understandings and definitions of EI, definitions within the EI field tend to complement each other rather than contradictory. EI can reflect how an individual's potential for mastering the skills of self-awareness, self-management, social awareness, and relationship management translates into success in the workplace (Goleman, 2001). Based on Salovey and Mayer (1990), EI involves abilities that are categorized into five domains. They are self-awareness, managing emotions, motivating themselves, empathy, and handling relationships that have implications for student performance in tertiary institutions. It is likely that EI will help people who have low happiness and low satisfaction and high depression develop appropriate behaviors and attitudes regarding their work. All theories in the EI paradigm try to understand how individuals perceive, understand, utilize and manage emotions in an effort to predict and encourage personal effectiveness (Ciarrochi et al., 2000).

## Effect of Knowledge Management Sharing

Knowledge sharing is a process of exchanging knowledge and jointly creating new knowledge (Hoof, B. Van Den & de Ridder, 2004). According to Liebowitz (1999) in the application of knowledge management, there are three basic process, namely knowledge creation, knowledge sharing, and knowledge implementation. Vocational and technical institutions in higher-level education creating and applying knowledge to children so they can succeed at work.

## Effect of Conflict Team

Like other professional communities, team conflict always exists in institutions against patients and even among members of the department in hospitals with different social status levels. problems such as competition and team variation, often damage the quality of collaboration and (Jehn & Chatman, 2000). Thus, the emotional intelligence of members is the result of teamwork

that dominates in the stages of growth (Birx, Lasala, & Edd, 2011).

**Effect of Structure Mechanism**

The organization has a system that has a planning and structure in it carried out with full awareness, in which people work and relate to each other in a way that is coordinated, cooperative, and encouragement to achieve the goals set (Beach, 1980 ; Champoux, 2003). If we talk about an organization as a system, it means seeing it as composed of interdependent elements and in which there are sub-systems (Limba, et al., 2019). While the structure here implies that in the organization there is a degree of formality and the division of tasks or roles that must be played by members of the group.

**Team Performance**

A team (team) is a unit consisting of 2 or more people who interact and coordinate their work to complete a specific task

(Daft, 2003: 171). Katzenbach and Smith, define a team as a small group of people with complementary skills who are committed to a common purpose. Meanwhile, according to Hunsaker, 2001, the Team is a group with complementary skills and is committed to achieving common goals effectively and efficiently.

**METHODOLOGY**

The research method used in this study is a quantitative method with cross sectional method used for data collection. The respondents of this study were the leaders of the Central Sulawesi Provincial Hospital with a total of forty hospitals and samples in the following studies are the Managing Director, Vice Director, Division Head, Head of Subdivision totaling 136 people. In this study using a sampling technique with cluster techniques and stratified random sampling. This research uses analysis of Structural Equation Modeling (SEM) analysis with the help of the Partial Least Square program.

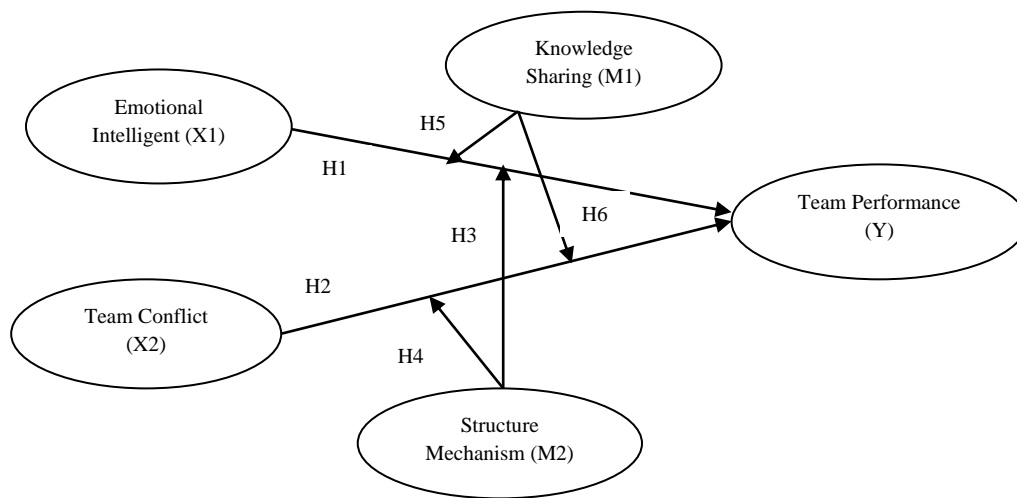


Figure 1. Conceptual Framework

**RESULT OF RESEARCH AND DISCUSSION**

**Measurement of Model**

Mean and the external load of each indicator of each variable are presented in the following table.

Table 1. The Average and External Load of Each Indicator

Variable of Research	Indicator o Variable	The average	Outer Load	Pvalue
Emotional Intelligent (X1)	Accuracy of identifying (X1 1)	3.33	0.500	0.001
	Manage personal emotions (X1 2)	3.21	0.547	0.002
	Personal relationship management (X1 3)	3.34	0.527	0.002
	Problem solving efficiency (X1 4)	3.06	0.564	0.001
	team activities (X1 5)	3.12	0.665	0.001
	Team Climate (X1 6)	3.10	0.553	0.000
	Relationship Between Team Members (X1 7)	3.17	0.538	0,000
	Synthetic Team (X1 8)	3.22	0.547	0,000
Team Conflict (X2)	Cognition (X2 1)	3.11	0.505	0.000
	Role (X2 2)	3.27	0.599	0,000
	Main idea (X2 3)	3.19	0.549	0.001
	Interpersonal Relations (X2 4)	3.32	0.589	0,001

Variable of Research	Indicator o Variable	The average	Outer Load	Pvalue
Knowledge Sharing (M1)	New processes and ideas (M1 1)	3.24	0.544	0,000
	Continuous innovation (M1 2)	3.28	0.649	0,000
	Application of expertise (M1 3)	3.14	0728	0,000
Structure Mechanism (M2)	Division of labor (M2 1)	3.18	0.657	0.002
	Hierarchy of authority (M2 2)	3.19	0.663	0,000
	System of rights obligations (M2 3)	3.30	0.605	0,000
	Interpersonal relationships that are inpersonal (M2 4)	3.21	0.690	0.002
Team Performance (Y)	identity of the roles and commitments of each member (Y1)	3.20	0.540	0,000
	compactness team (Y2)	3.24	0.684	0,000
	quality of information sharing homogeneity of consensus members among team members (Y3)	3.15	0.762	0.007
	team performance effectiveness sharing information on emotional intelligence of team members (Y4)	3.29	0607	0,000

Based on Table 1, the result explain a quantify of Emotionals Intelligent (X1) is team activity (X1.5) and indicator of 0.665 with an average of 3.12. The strongest point is the team activity indicator (X1.5) with a loading factor of 0.665 and an average of 3.12 in the Emotional Intelligence (X1) measure. Role (X2.2) with a loading value of 0.599 and an average of 3.27 is the strongest indicator in the Team Conflict variable (X2). The expertise application indicator (M1.3) with an loading value of 0.728 and

an average of 3.14 is the strongest indicator in the Knowledge Sharing variable (M1). The interpersonal relationship indicator (M2. 4) with a loading value of 0.690 and an average of 3.21 is the strongest indicator in the variable Structure Mechanism (M2). Quality indicators share information about the homogeneity of consensus members among team members (Y3) with a loading value of 0.762 and an average of 3.15 is the strongest indicator in the Team Performance variable (Y).

**Analysis Result: SEM Testing Linear Assumptions**

In SEM analysis, assuming linearity using the method Curve Fit.

**Table 2. Testing Linearity Assumptions**

Num	Relation	Pvalue	Information
1	Emotional Intelligent (X1) towards Performance of Team (Y)	0.0000	Linear
2	Team Conflict (X2) against Performance of Team (Y)	0.0000	Linear

**Goodness Of Fit**

If supported by empirical data the theoretical model in the conceptual framework of research can be said to be suitable. Here are the results of SEM analysis

**Table 3. Test Results of Goodness Of Fit Models**

Benchmark	Cut-ofvalue	Results of Model	Information
Chi Square	Small	402,562	Good
Pvalue	Bigger than 0, 05	0.612	
DF or CMIN	Less than 2, 00	0.920	Good
RMSEA	Less than 0, 08	0,000	Good
GFI	Bigger than 0, 90	0.945	Good
AGFI	Bigger than 0, 90	0.955	Good
TLI	Bigger than 0, 95	1,078	Good
CFI	Bigger than 0.95	1,009	

**SEM analysis**

The results of SEM analysis and the results of testing the hypothesis of direct or indirect relationships are summarized in the following table:

**Table 4. SEM Results: Direct Effects**

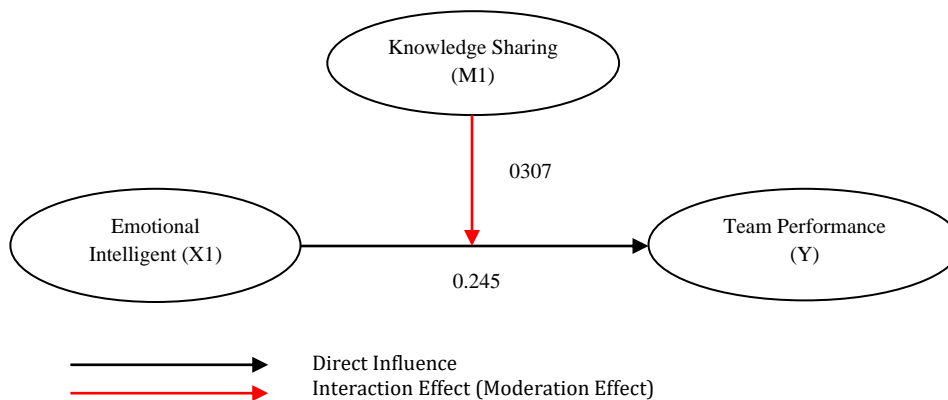
Relationship Between Variables	Path Coefficient Value	P value	Information
Emotional Intelligent (X1) -> Team Performance (Y)	0.245	0. 000	Significant
Conflict of Team (X2) -> Team Perform (Y)	0.288	0. 001	Significant
X1M1 -> Team Perform (Y)	0307	0, 002	Significant

X2M1 -> Team Perform (Y)	0.300	0,004	Significant
X1M2 -> Team Perform (Y)	0.298	0,005	Significant
X2M2 -> Team Perform (Y)	0.265	0,030	Significant

Based on Table 4 can be presented the results of testing the inner model as follows:

1. Test the direct effect between Emotional Intelligence (X1) on Performance of Team (Y), get a structural coefficient value of 0.245, Pvalue of  $0.000 < 0.05$ , give a positive and significant influence between Emotional Intelligence (X1) to Performance of Team (Y).
2. Test the direct effect between Conflict of Team (X2) on Performance of Team (Y), get a structural coefficient value of 0.288, Pvalue of  $0.001 < 0.05$ , give a positive and significant influence between Conflict of Team (X2) to Performance of Team (Y).

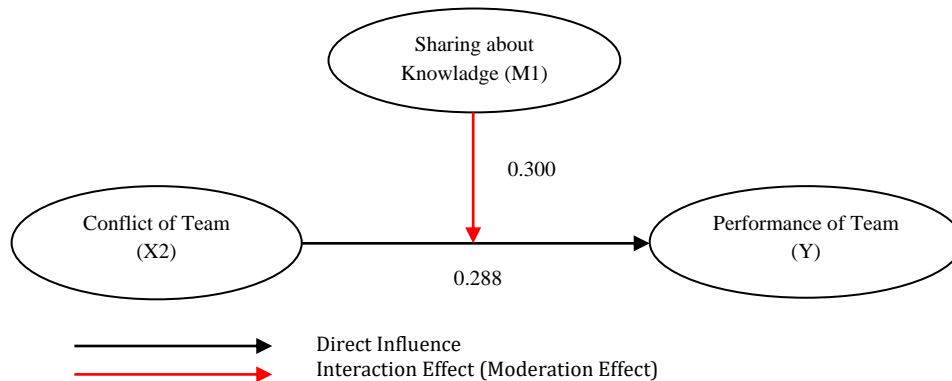
**Effects of Moderation on Sharing about Knowledge on the Effect of Emotional Intelligent on Performance of Team**



Direct Effects Test of Moderation on Knowledge Sharing on the Effects of Emotional Intelligence (X1.M1) to Performance of Team (Y), get coordination coefficient value is 0.307, and Pvalue of  $0.002 < 0.05$ , can be used as needed related to the moderate

influence on X1 .M1 with Y. The value of the positive interaction coefficient causes between X1.M1 and Y are mutually aligned or the higher X1.M1, the higher the Y.

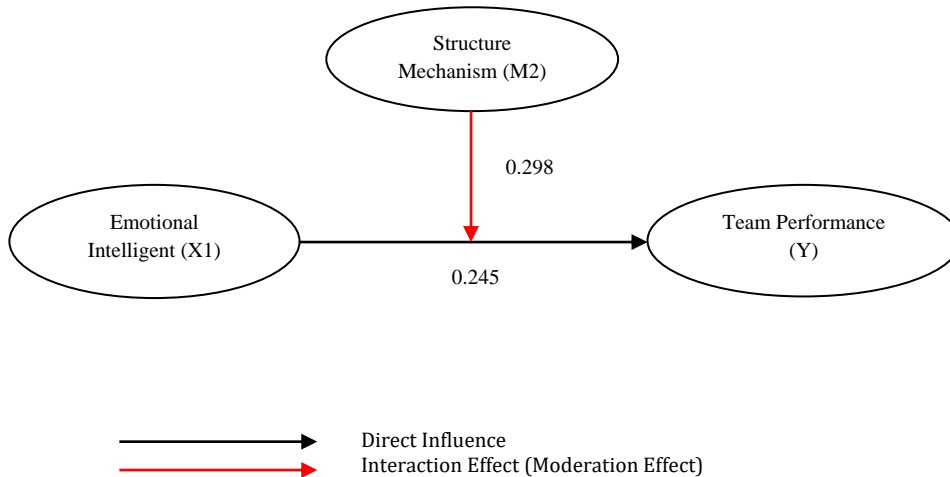
**The Effect of Sharing about Knowledge Moderation on the Influence Conflict of Team on Performance of Team**



Direct Effects Test of Knowledge Sharing Moderation on the Influence Conflict of Team (X1.M2) on Performance of Team (Y), get coordination coefficient value of 0.300, and P-value of  $0.000 < 0.05$ , can be used as needed related to the moderate influence on X1.M2 with Y. The positive value of interaction coefficient

causes between X1.M2 and Y are mutually aligned or the higher X1.M2, the higher of Y.

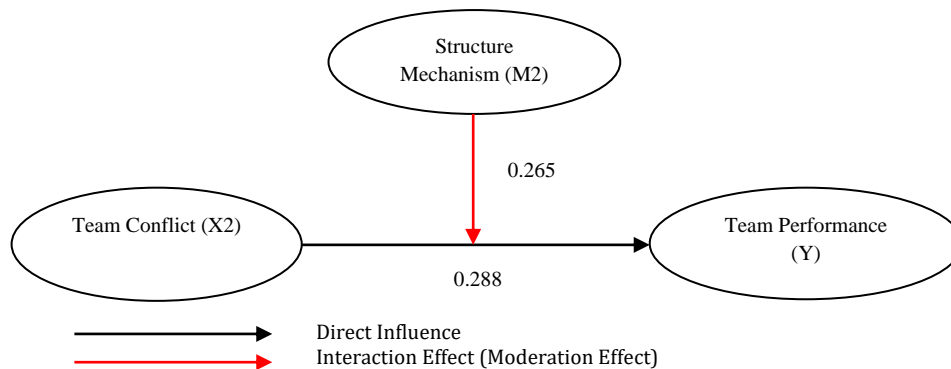
**Effects Structure Moderation on the Effect of Intelligent Emotional on Performance of Team**



Direct Effects Test of Moderation Structure Mechanism on the Effect of Intelligent Emotional (X2.M1) on Performance of Team (Y), get coordination coefficient value of 0.298, and P-value of 0.000 <0.05, can be used as needed related to the moderate

influence on X2.M1 with Y. The positive value of interaction coefficient causes between X2.M1 and Y are mutually aligned or the higher X2.M1, the higher of Y.

**Effects of Structure Moderation on the Influence of Conflict of Team on Performance of team**



Direct Effects Test of Structure Mechanism Moderation on the Effect Conflict of Team (X2.M2) on Performance of Team (Y), get coordination coefficient value of 0.265, and P-value of 0.000 <0.05, can be used as needed related to the moderate influence

on X2.M2 with Y. The positive value of interaction coefficient causes between X2.M2 and Y are mutually aligned or the higher X2.M2, the higher of Y.

**CONCLUSION**

From the results of the analysis, several conclusions can be obtained, namely empirical emotional intelligence has a significant influences on team performance, empiricals team conflicts have a significant influence. influences team performance, emotionals intelligent empirically has a significant effects on performance of team through knowledge, conflict of team empirically give a significant effect on performance of team through sharing about knowledge, emotional intelligence empirically give a significant effect on performance of team through structural mechanisms.

It is hoped that this research can be a reference in explaining the relationship of each variable in the organization. It is hoped that this research will guide the hospital management on how these indicators can influence the performance of teams. Based on the analysis it was found that all the hypotheses used were proven. Research locations that are only restricted to South and Central of Sulawesi can cause bias in research results. Small samples cause bias in generalizing results.

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