INTELLIGENCE ANALYSIS THAT INFLUENCES ON CONFLICT MANAGEMENT IN THE DIGITAL ERA

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Abstract: *This study analyzes intelligence influencing conflict management in the digital era. This research is descriptive-explorative. The research location at the PKL Center Jl. Benteng Pancasila City of Mojokerto. The population of 369 MSME actors with the Slovin formula of 0.01 was determined by 79 respondents. Data collection using a questionnaire. Data analysis using SmartPLS version 3.3.7. Test the hypothesis by comparing the T-Statistics and P-Values. The results of this study are: communication intelligence, creative intelligence, and emotional intelligence have a significant effect on conflict management, social intelligence, and strategic intelligence has no effect on conflict management, communication intelligence, creative intelligence, emotional intelligence, social intelligence, and strategic intelligence simultaneously influence conflict management. Research recommendation: Combining this intelligence can resolve conflicts effectively and efficiently and avoid further damage to relationships.*
Keywords: Intelligence, Conflict Management, Digital Age

Abstrak: *Penelitian ini bertujuan menganalisis kecerdasan yang berpengaruh terhadap manajemen konflik di era digital, Penelitian ini adalah penelitian deskriptif-eksploratif. Lokasi penelitian pada sentra PKL Jl. Benteng Pancasila Kota Mojokerto. Populasi 369 Pelaku UMKM dengan formula Slovin 0,01 ditetapkan 79 responden. Pengumpulan data menggunakan angket. analisis data menggunakan SmartPLS versi 3.3.7. Uji hipotesis dengan membandingkan nilai T-Statistics dan P-Values. Hasil penelitian ini adalah: kecerdasan komunikasi, kecerdasan kreatif dan kecerdasan emosional berpengaruh signifikan terhadap manajemen konflik, kecerdasan sosial dan kecerdasan strategis tidak berpengaruh terhadap manajemen konflik, kecerdasan komunikasi, kecerdasan kreatif, Kecerdasan emosional, kecerdasan sosial dan kecerdasan strategis berpengaruh secara simultan terhadap manajemen konflik. Rekomendasi penelitian: memadukan kecerdasan ini, dapat menyelesaikan konflik secara efektif dan efisien serta menghindari kerusakan hubungan lebih lanjut.*
Kata Kunci: Kecerdasan, Manajemen Konflik, Era Digital

INTRODUCTION

Industry 4.0 is characterized by the integration of cyber-physical systems, network manufacturing, and digital engineering *end-to-end* along the product cycle value chain (Chiabert et al., 2018), digitization of processes and products (Ozsungur, 2022)which reaches the farthest, is considered as a significant agent of change in the industrial system (Burmeister et al., 2016). Companies are looking for efficiency by adopting artificial intelligence (A.I.) in human resource management(Chowdhury et al., 2023) to reduce costs and increase profitability (Ozsungur, 2022), achieving superior performance by leveraging human and machine capabilities (Xiong et al., 2022)that makes work more efficient and has the potential to create value for consumers, employees, and organizations(Chowdhury et al., 2023).

Phenomena about companies that successfully leverage A.I. can create *disruptive innovation* through their new business models and processes that have the potential to change the global competitive landscape (J. Lee et al., 2019). Human-machine collaboration systems are a meeting point between human skills and technology that complement each other and benefit from scientific and engineering studies (Flemish et al., 2020). Despite A.I. becoming a widespread organizational phenomenon, it is still unclear whether and when people will cooperate with machines (Haesevoets et al., 2021), which in fact, creates a substantial gap in the reality of A.I. in H.R. management (Tambe et al., 2019), in particular at the technological-ethical level (Vrontis et al., 2021).

Character conflict vs. technology realizes what separates humans from machines (Johnson, 2022). Advances in technology, such as big data, A.I., and robotics, have changed the way things work. However, these technologies are not capable of performing creative actions, leading, resolving conflicts, or generating innovative ideas or products. Therefore, humans with soft skill competencies will be very important to gain excellence and spur technological progress (Wilkin & Pathak, 2022)., As research resultsScheef et al. (2019) show that soft skills, such as attitude, dependability, stamina, flexibility, and communication, are valued more than technical skills.

Recent studies have found that organizations have yet to reap the benefits of adopting A.I., despite investing time, effort, and resources (Chowdhury et al., 2023). Therefore organizations need to perform beyond technical resources, renew and reinvent themselves (Singh & Shaurya, 2021), and focus on developing non-technical resources, such as skills and competencies, leadership, team coordination, organizational culture, and innovative mindset, and AI-employee integration strategies to benefit from the adoption of A.I. technologies(Chowdhury et al., 2023). A comprehensive understanding of other people's needs and wants, as well as emotions, is an important condition for resolving conflicts and responding to humanitarian needs (Olsher, 2015).

Conflict management involves assessing and interpreting complex situations (Ellis, 2021) and the ability to develop appropriate solutions for different situations (Dai & Chen, 2022). Conflict management requires parties to recognize issues as shared and engage with clear objectives, a transparent evidence base, and an

awareness of trade-offs (Redpath et al., 2013). A.I. can assist in collecting data or providing suggestions (Saura & Debasa, 2022). However, the final decision still has to be made by humans based on their experience and judgment. In addition, conflict management also involves interactions between people with different emotions, personalities, and backgrounds (Levine, 2022). A.I. has no emotions and cannot understand human emotions or accurately read people's feelings or intentions(Goens, 2021). Other earlier studies stated that A.I. proved itself as an excellent predictive technique and was introduced for the prediction *of militarized interstate dispute* (MID) (Chiabert et al., 2018) and hence the role it plays in the business context, increasingly affected by the prevalence of A.I. (Mohanty & Vyas, 2018).

Although A.I. is considered a solution to solving all problems, including conflict management, the fact is that A.I. cannot build strong and sustainable interpersonal relationships like humans (Hasse, 2019). Some things that A.I. cannot replace in conflict management are effective communication skills, empathy skills, negotiation, creativity, good leadership, a solid understanding of conflict, and recognition and management of emotions. In situations where there are no clear lines of authority and responsibility, there is a possibility of a conflict between humans and A.I. which is known as the "empowerment paradox." (Mohanty & Vyas, 2018).

Research on intelligence analysis that influences conflict management in the digital era has significant importance. The digital era has brought about major changes in the way we interact and work(Oliveira et al., 2021), including in dealing with conflict(Gong et al., 2020). In this context, this research is important because it allows a deeper understanding of how individual intelligence can influence a person's ability to manage and resolve conflicts in the digital age. Through this research, we can explore the relationship between different types of intelligence, such as emotional intelligence, social intelligence, and technological intelligence, and individual abilities in managing conflict.

Research on intelligence analysis that influences conflict management in the digital era has significant novelty and fills the gaps of previous research. This research will combine the concept of intelligence in the context of conflict management in the digital era. Previously, research on intelligence and conflict management tended to be separated or only focused on one particular aspect of intelligence. Like Caputo et al. (2018), Gonçalves et al. (2016), which examine cultural intelligence in managing conflict, and Gunkel et al. (2016) examine the role of culture and emotional intelligence in conflict resolution.

This researcha significant contribution to the practical understanding of how intelligence is applied in conflict management in the digital age. This will assist organizations and individuals in developing strategies that are more effective in dealing with conflicts and creating a harmonious work environment in the digital age. Previous research may not specifically emphasize the practical implications and applications of intelligence in conflict management in the digital age. By combining an integrated approach, the context of the digital era, practical implications, and

filling knowledge gaps, this research has a significant novelty in understanding the influence of intelligence on conflict management in the digital age.

THEORETICAL REVIEW

Conflict Management Theories

Conflict is the result of behavior (Thakore, 2013), which is incompatible and manifested by two different subsets of the same thing or behavior, which has a dysfunctional outcome (Nelson & Quick, 2013). The joint resolution of complex conflicts that are difficult to resolve unilaterally can be achieved by involving cooperation from various cross-sector collaborations through mediation, negotiation, face-to-face dialogue, and deliberations (Ximenes et al., 2021). Avoidance or escape from chaos, whereas peace means running into the midst of it (Ford & Blisko, 2016). The proposed methodology benefits from enhancing existing conflict resolution developments and is often static based, taking into account the dynamic nature so that the real root causes of conflict are complex and can be overcome, better strategic insights are achieved, and a comprehensive resolution is available (Shahbaznezhadfard & Yousefi, 2022).

Conflict management concepts and terminology cover a wide range of terms that are used both theoretically and practically. At a basic level, it is important to distinguish between conflict and violence because often, the two terms are used interchangeably in everyday language. Conflict is often defined as a mismatch of goals or, more specifically, "the perception of different interests or the belief that the aspirations of different parties cannot be achieved simultaneously." Conflict is considered a factor that has the potential to generate change to overcome injustice. Conflict escalation is often considered important in turning latent conflicts into open ones through education and awareness-raising processes (Butcher & Hallward, 2019).

Digital Age Conflict Management

Conflict resolution in some circumstances creates new obstacles in its resolution (Branch, 2017). Robotic and IioT applications reduce the need for human resources and increase the need for new types of skilled workers. Digital collars, cyber collars, and metal collars have been added to the difference between blue collars and white collars, giving rise to digital conflicts (Kirpik & Filizöz, 2022). The media can be used as a legitimate channel for expressing grievances and emotions, resulting in conflicts that can be expressed and resolved through the media rather than being fought with physical violence (Dai & Chen, 2022).

Conflict management in the digital era requires a different approach than before because technology and social media have provided new ways for conflicts to arise and develop. Approaches needed include: establishing policies and providing training on the ethics of using technology, using clear and structured communication, establishing specific procedures for managing conflict on social media, monitoring and analyzing data on conflicts, and applying effective conflict management principles such as facilitating open discussion and maintaining mutual

respect. A holistic and inclusive approach is needed for effective conflict management in the digital age.

Intelligence that influences conflict management in the digital era

Conflict characteristics (type and intensity) influence conflict management. Managers can counter the tendency to use dysfunctional, coercive conflict management approaches in response to high-intensity conflict, as well as relationship conflict, and support the tendency to use collective conflict management approaches in response to low-intensity conflict, as well as task conflict.(Todorova et al., 2022). Ability to interact interpersonally (McGraw & Harbison, 2020); the ability to make decisions based on holistic judgment(Fei et al., 2019). To resolve conflicts, several intelligences are needed, including:

1. Communication Intelligence

    Communication intelligence cannot reside within the agent alone, and it must be spread between the agent and the interaction space. In some cases, communication agents adapt to new environments more quickly than monolithic agents(Unger & Bruni, 2020). In a cultural context, Communication intelligence depends not only on the message itself but also on nonverbal cues, past and present experiences, and personal relationships (Boone et al., 2019).

2. Creative Intelligence

    Creative intelligence is the ability to generate new ideas, solve problems in original ways, and stand above the crowd in terms of imagination, behavior, and productivity(Buzan, 2017). Nussbaum (2013) explains five creative intelligence competencies, namely: Knowledge Mining, Framing, Playing, Creating, and Pivoting.

3. Emotional Intelligence

    The development of emotional intelligence shows the ability to be aware of one's emotions, recognize the emotions of other people, and manage their emotional state, allowing a person not only to adapt to environmental conditions and constructively build interpersonal interactions successfully but also to effectively manage difficult life situations, to successfully overcome various life's difficulties (Martynenko & Karandasheva, 2021).

4. Social Intelligence

    Social intelligence includes declarative and operational (procedural) knowledge that individuals use in real life to interpret events, make plans, and predict actions in everyday life and professional situations (Ivashkevych & Onufriieva, 2021) caused by a tendency to empathize, value structure, sense of respect for other people, their behavior and actions, types of interpersonal relationships(Onufrieva et al., 2020).

5. Strategic Intelligence

    Strategic intelligence is part of organizational intelligence, namely the ability of communities to use information and knowledge to solve complex problems. This concept was developed by Harold Wilensky in 1967 and involved the process of producing situational intelligence, such as strategic, threat, and probable future intelligence, for sound decision-making processes. (Dou et al., 2019).

The Effect of Communication Intelligence on Conflict Management

Communication has an important role in carrying out conflict management activities in organizations (Siregar & Usriyah, 2021). The diversity of communicative means available allows the participants in the social conflict to ensure its management, but their communicative competence and the specific conditions of the development of the conflict situation play an important role.(Pustovalova & Nagaytsev, 2021). Muftitama (2020) offers LCCVASE communication strategy *(listening, clarifying, confirming, verifying, action-solving, evaluating)* in various communication and conflict management situations at the individual and group levels.

Suliatin research, (2021) proves that communication can function as the best media in conflict management because it is not only capable of mediating and resolving conflicts but also able to prevent other conflicts that occur within the organization. Research findings of Gomathy, (2022) support the assertion that communication will moderate the relationship between conflict operations and workplace connections.

Communication intelligence involves the ability to listen, clarify, confirm, verify, complete actions, and evaluate communications. These skills help individuals communicate effectively with others and prevent misunderstandings that can lead to conflict. Communication intelligence also involves understanding and respecting individual differences, which can help prevent conflicts caused by differences in views or values.

H1: Communication intelligence has a significant effect on conflict management.

Effect of creative intelligence on conflict management

Creative Intelligence (C.Q.) is a group of skills used to generate, invent, analyze, imagine, and make assumptions. C.Q. combines both cognitive and non-cognitive aspects of creative generation, such as strong interests, motivation, social influence, or creative thinking style. The C.Q. concept extends the concept of creativity by placing the importance of conceptual, design, and environmental variables on the one hand and on thought processes, applications, or styles. (The Hunter, 2020).

Research result Hu et al. (2019) reinforces the finding that there is a positive relationship between employees' cultural intelligence and their creative performance. This relationship is stronger in situations of higher conflict. The research results stated that Masdar's (2020) conflict emphasizes the level of stress, job satisfaction, and the effectiveness of teamwork which increases health degradation. Therefore creating creative conflict is a good conflict management strategy.

Creative intelligence generates new ideas and innovative solutions that can help find alternatives to overcoming conflicts. Individuals with creative intelligence tend to be able to see problems from various perspectives, expand their understanding of conflict situations and find effective solutions.

H2: Creative intelligence has a significant effect on conflict management.

Effect of Emotional Intelligence on conflict management

Emotionally intelligent individuals are better at managing their negative emotions; therefore, emotional intelligence training can be an effective tool for minimizing employees' negative emotions during task and process conflicts, which can help reduce relationship conflicts. (Ullah, 2022). Vratskikh et al. (2016)suggest that to promote understanding of the theory of emotional intelligence and its application in managerial practice and management of human resources in various public sector organizations.

Research results by Margret et al. (2020), Marlina & Riyanto (2022), and Sridasweni et al. (2017) stated that emotional intelligence has a positive and significant effect on conflict management. The research results of Ranjbar & Bahariniya (2021) concluded that high emotional intelligence does not always indicate that an individual will use conflict management strategies.

Emotional intelligence is an important factor in recognizing and resolving conflicts. In conflict situations, the ability to understand the perspectives of others can help reduce misunderstandings and promote effective communication, which can help reach better and more satisfying solutions for all parties involved.

H3: Emotional intelligence has a significant effect on conflict management.

The Influence of social intelligence on conflict management

Social intelligence is very important because humans are basically social beings who cannot live alone. In addition, some experts also consider social intelligence as the highest intelligence (Siu, 2019).

Research results (Pramudianto, 2021; Siu, 2019) stated that social intelligence influences leadership in conflict management. Analysis Krakauer et al. (2011) demonstrated that it would be advantageous to understand conflict management strategies at the behavioral level as a mechanism of social immunity. Carton & Tewfik (2016) reconcile conflicting findings and redirect the literature by providing new recommendations to experts on how to study conflict management in work groups.

Individuals with good social intelligence tend to have the ability to communicate effectively and empathize so that which can help reduce tension and increase understanding between parties involved in the conflict.

H4: Social intelligence has a significant effect on conflict management.

The Effect of strategic intelligence on conflict management

Conflicts that arise have an impact on the effectiveness and socio-psychological climate, so management needs to find new ways and methods of conflict management. Expanding the composition of strategic methods in managing organizational conflict allows the creation of a favorable conflict-free environment within the organization and reduces the possibility of social conflict (Zhulina et al., 2020). Strategic planning is a fundamental tool for achieving organizational goals, especially given major changes in the nature of business and business strategy reforms, with the strategy itself being the most appropriate course of action. (Velikih, 2021).

Research of (Min et al., 2020) validating conflict management strategies as an influential mediator in the relationship between supervisory behavior and sustainable performance. Research resultGavrić (2021)states that relevant conflict management strategies can be implemented to help maintain family relationships and ensure business continuity. Learning effective conflict management techniques is important for anyone involved in a family business.

A leader's philosophy and personality influence how he or she displays the qualities of strategic intelligence when things are going according to plan and when the leader faces significant conflict. The most effective leaders can leverage followers' intrinsic motivation to achieve desired goals.

H5: Strategic intelligence has a significant effect on conflict management.

The Effect of Communication Intelligence, Creative Intelligence, Emotional Intelligence, Social Intelligence, and Strategic Intelligence on Conflict Management

Research Findings Shamoradi et al. (2014) demonstrated that there is a positive and significant relationship between the dimensions of emotional intelligence - except social skills and self-awareness - and conflict management style. Research findings led, (2010) revealed that the use of multiple intelligences depends on expatriate commitment to the organization, social support, functional interaction, and tenure.

Communication intelligence can help individuals communicate effectively and reduce misunderstandings and tensions that fuel conflict. Creative intelligence helps find alternative solutions and see problems from a different perspective. Emotional intelligence helps manage one's own emotions and those of others and reads the emotions of others to find a solution that satisfies all parties. Social intelligence helps understand social dynamics, strengthens interpersonal relationships, and prevents disagreements that can lead to conflict. Strategic intelligence helps leaders consider strategic factors in managing conflict, find solutions that satisfy all parties, and achieve long-term goals.

H6: Communication intelligence, creative intelligence, emotional intelligence, social intelligence, and strategic intelligence jointly influence conflict management.

RESEARCH METHODS

This research is a descriptive-exploratory or cross-sectional descriptive study using descriptive exploratory plots for two or more variables (Novotny et al., 2020). to provide an accurate and valid representation of the variables relevant to the research question(Merrill, 2021). The type of research used in this study is non-experimental correlational observational research, explanatory in nature because it is to develop and test theories by involving the development of causal explanations for phenomenon Y, namely the variable conflict management (Y), which is influenced by factor X, namely communication intelligence (X1), creative intelligence (X2) and emotional intelligence (X3).

The research location was conducted at the Kali Lima Traders Center, Jl. Fort Pancasila City of Mojokerto. The reasons for choosing this location are: This location may reflect the reality of conflict management practices that occur among traders and entrepreneurs in the digital era. Kali Lima Trade Center on Jl. Fort Pancasila is an easily accessible location and is an affordable environment for conducting research., Kali Lima traders center on Jl. Fort Pancasila reflects the general characteristics of traders or business people in the digital era, and the location can be considered representative of carrying out research. Owners or trade associations at the center can assist in data collection and access to research participants and other factors relevant to research, such as safety, research ethics, and availability of required resources.

The population is 369 MSME actors consisting of 127 "X" Joko Sambang traders and 242 "X" Alon Alon traders from Mojokerto City. Determination of the sample using the Slovin formula with a tolerance of 0.01:

$$n = \frac{N}{(1 + Ne^2)}$$

Where:

n = the desired sample size

N - number of population

e = tolerable sample size error rate(Sugeng, 2022).

The following is a sample calculation of the total population:

$$\frac{369}{1 + 369\,(0.1)^2} = \frac{369}{4.690} = 78.68 = 79 \text{ Respondents}$$

The collection of data used in this study is a questionnaire (questionnaire) which is done by giving a set of questions (questionnaire) or written statements (questionnaire) to respondents to answer(Idrus, 2021). Questionnaires are an efficient data collection technique when the researcher knows exactly the variable to be measured and knows what can be expected from the respondent (Thanks, 2020). Questionnaires in the form of closed questions/statements were given to the respondents directly (Qomariah, 2021).

This study uses data analysis assisted by SmartPLS software version 3.3.3. Structural equation analysis (SEM) based on variance can simultaneously test the measurement model as well as test the structural model (Nelwan et al., 2021). The measurement model is used to test validity and reliability, while the structural model is used to test causality. The stages of research analysis used Partial Least Suare analysis which was carried out in several stages, including linearity testing, Measurement Model Evaluation, Reliability Evaluation Results, Factor Loading, Goodness of fit Model, Significance Testing (Hypothesis Testing)(Dewi et al., 2021).

A measurement of the significance of the hypothesis support can be used to compare the value of the T-table and the T-statistic. If the T-statistic is higher than the T-table value, it means that the hypothesis is supported or accepted. In this study, for a 95 percent confidence level (95 percent alpha), the T-table value for the one-tailed hypothesis is > 1.68023. PLS analysis*(Partial Least Square)* used in this study was carried out using the SmartPLS program version 3.3.3.

RESULTS AND DISCUSSION

Results

The results of the convergent validity test obtained values *outer loading* the variable research indicator are> 0.7 with a p-value < 0.05 *cross-loading*, and this is stated to be fulfilled *convergent validity*. Test results *discriminant validity* with *cross loading* It can be stated that the indicators used in this study have *discriminant validity* and are good at arranging variables. In addition to observing the value *cross-loading*, *discriminant validity*, also known through *average value variance extracted* (AVE) for each indicator, is required, and the result is > 0.5, so this model is good. In t*he test Composite Reliability*, the result is > 0.6 until it is stated to have met-*composite reliability* in the sense that all variables have a high level of reliability. In t*he test Cronbach alpha*, each research variable obtained a value of > 0.7, meaning that each research variable had fulfilled the value requirements *of Cronbach alpha*. Here are the test results*Cronbach's Alpha*, *Composite Reliability*, and *average variance extracted* (AVE):

Table 1 Test results*Cronbach's Alpha*, *Composite Reliability*, and *average variance extracted* (AVE)

	Cronbach's Alpha	*Composite Reliability*	AVE
Communication Intelligence	0.970	0.977	0.893
Creative intelligence	0.978	0.983	0.92
Emotional intelligence	0.890	0.920	0.699
Social Intelligence	0.894	0.920	0.699
Strategic intelligence	0.725	0.701	0.703
Conflict management	0.708	0.722	0.705

Source: processed research results, 2023

Test results *path coefficient* the greatest influence on conflict management was shown by the creative intelligence of 0.392 or 39.2%, emotional intelligence of 0.366 or 36.6%, communication intelligence of 0.339 or 33.8%, strategic intelligence of 0.042 or 4.2% and the most influence low is social intelligence of 0.030 or 3%. Here is the data:

Table 2 Test results *path coefficient*

	Conflict management
Communication Intelligence	0.339
Creative intelligence	0.392
Emotional intelligence	0.366
Social Intelligence	0.030
Strategic intelligence	0.042

Source: processed research results, 2023

The goodness of fit assessment is known from the value*Q-Square*. Mark*Q-Square* has the same meaning as *coefficient determination* (R-Square) in the regression analysis, where the higher *Q-Square*, then the model can be said to be getting better or getting fit with the data.

Table 3 Goodness of fit test results

Variable	R-Square value	Nilai R-Square Adjusted
Conflict management	0.953	0.950

As for the results of the value calculation, *Q-Square* is as follows:

$Q\text{-}Square = 1 - [(1 - R21) \times (1 - R22)]$
$\qquad\qquad = 1 - [(1 - 0.953)] \times [(1 - 0.95)]$
$\qquad\qquad = 1 - (0.047) \times (0.05)$
$\qquad\qquad = 1 - 0.002$
$\qquad\qquad = 0.998$

From the calculation results above, the value is obtained *Q-Square* of 0.998. This shows that the amount of data diversity that can be explained is 99.8%. While the remaining 0.2% is explained by other factors outside this model.

Table 3 T-Statistics and P-Values Test Results

	Influence	T-Stat	P-Value	Results
H1	Communication intelligence -> Conflict management	5.644	0.000	accepted
H2	Creative intelligence -> Conflict management	4.035	0.000	accepted
H3	Emotional intelligence -> Conflict management	5.667	0.000	accepted
H4	Social intelligence -> Conflict management	0.315	0.753	rejected
H5	Strategic intelligence -> Conflict management	0.311	0.756	rejected
H6	Communication Intelligence, Creative intelligence, Emotional intelligence, Social intelligence, Strategic intelligence -> Conflict management	0.998	0.000	accepted

Discussion

Communication intelligence has a significant effect on conflict management.

The results of the analysis show that communication intelligence has a significant effect (0.000 <0.05) on conflict management. These results indicate that communication intelligence can be used as a parameter to measure conflict management. This is in line with research Prasetyo & Adriyanto (2021), which states that quality of communication has a significant positive effect on customer relationship marketing, and conflict management has a significant positive effect on customer relationship marketing. This research is also in line with research Hinggardipta & Ariati (2015), which shows that there is a positive and significant relationship between interpersonal competence and student academic achievement.

Communication intelligence refers to a person's ability to manage and understand verbal and nonverbal communication in a variety of situations and contexts. Communication intelligence can help improve a person's interpersonal competence by helping them to understand the needs and preferences of others better, express themselves clearly and appropriately, and build relationships. Better relations with others through effective communication.

Creative intelligence has a significant effect on conflict management.

The results of the analysis show that creative intelligence has a significant effect (0.000 <0.05) on conflict management. These results indicate that creative intelligence can be used as a parameter to measure conflict management. Creative intelligence is the ability to think and act creatively in dealing with problems and challenges. This ability is useful in conflict management because it can help someone find new solutions and alternatives that can overcome conflict. In addition, creative intelligence can help increase empathy and understanding of others, which are also very important in conflict management.

Emotional intelligence has a significant effect on conflict management.

The results of the analysis show that emotional intelligence has a significant effect (0.000 <0.05) on conflict management. These results indicate that emotional intelligence can be used as a parameter to measure conflict management. The results of this study are in line with researchNurhidayah & Hadipranata (2013) in the treatment of conflict management skills training contributed to the emotional intelligence of leaders in making decisions by 81.3%. This result is in line with Rahmani's research (2020), which states that there is an effect of emotional intelligence on conflict management.

In conflict management, managers who have good emotional intelligence find it easier to manage the emotions of themselves and others in difficult situations. This ability helps him to stay calm and control his emotions when faced with conflict, so he can think clearly and find the right solution. In addition, emotional intelligence also helps a person to understand other people's emotions and empathize with their situation. This is very important in conflict management because it allows one to approach problems in a more humane way and avoid unnecessary confrontations.

Social intelligence has no effect on conflict management.

The results of the analysis show that social intelligence has no effect (0.753 > 005) on conflict management. These results indicate that social intelligence cannot be used as a parameter to measure conflict management. Social intelligence is the ability to understand and interact with other people effectively. Although this ability is very important in social and interpersonal situations, social intelligence itself has no direct relationship with conflict management. This is because social intelligence focuses more on the ability to understand and interact with other people positively, whereas conflict management focuses more on the ability to overcome differences and conflicts that arise between people.

Strategic intelligence has no effect on conflict management.

The results of the analysis show that strategic intelligence has no effect (0.756 > 005) on conflict management. These results indicate that strategic intelligence cannot be used as a parameter to measure conflict management. Strategic intelligence is the ability to understand and plan the actions needed to achieve long-term goals. Although this ability is very important in business situations and organizational management, strategic intelligence has no direct relationship with conflict management or conflict management.

Communication intelligence, creative intelligence, emotional intelligence, social intelligence, and strategic intelligence have a joint effect on conflict management.

Communication intelligence, creative intelligence, emotional intelligence, social intelligence, and strategic intelligence have a strong influence on conflict management. The following is an explanation of the influence of each type of intelligence on conflict management: 1) Communication intelligence involves a person's ability to send and receive messages effectively and efficiently. This ability is very important in conflict management because most conflicts arise due to misunderstandings between the parties involved in the conflict. The ability to communicate effectively can help avoid misunderstandings and repair relationships damaged by conflict. 2) Creative intelligence involves a person's ability to solve problems and produce innovative and unconventional solutions. In conflict management, creative abilities can help create new solutions that meet the interests of all parties involved in the conflict so that conflicts can be resolved more effectively. 3) Emotional intelligence involves a person's ability to recognize, manage, and express emotions appropriately.

Emotional ability in conflict management can help a person to remain calm and control their emotions when faced with conflict situations so that they can resolve conflicts in an effective and efficient way. 4) Social intelligence involves a person's ability to understand and interact with other people effectively. This ability is important in conflict management because most conflicts involve interactions between two or more people. Social skills can help a person understand the needs, interests, and perspectives of other people so that they can resolve conflicts in a way that is mutually beneficial. 5) Strategic intelligence involves a person's ability to plan and carry out effective actions to achieve the desired goals. In conflict management, strategic abilities can help a person to plan appropriate actions to resolve conflicts so that conflicts can be resolved in an effective and efficient manner. Overall, intelligen*t communication, Creative, Emotional, Social*, and strategic intelligence together are critical in conflict management.

CLOSING

The results of this study conclude that communication intelligence has a significant effect on conflict management. Creative intelligence has a significant effect on conflict management. Emotional intelligence has a significant effect on conflict management. Social intelligence has no effect on conflict management. Strategic intelligence has no effect on conflict management. Communication intelligence, creative intelligence, emotional intelligence, social intelligence, and strategic intelligence have a joint effect on conflict management. It is important to consider a holistic approach that involves developing multiple aspects of intelligence, including communication, creativity, emotional and social. By combining this intelligence, organizations can create environments that better manage conflict and promote cooperation and individual and team growth.

The limitation of this study is the use of correlational data, so it cannot conclude a definite causal relationship between intelligence and conflict management. This research was conducted in one location and may not cover a wide variety of conflict management contexts. Future research could involve a more representative sample and cover a variety of sectors and organizational contexts to

broaden the generalizability of the research results. Future research may use experimental or longitudinal designs to strengthen the evidence and gain a deeper understanding of these relationships. Comparing the influence of intelligence on conflict management between the public and private sectors can be the focus of future research.

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