

The Mediating Role of Perception of Organizational Support in the Effect of Emotional Intelligence on Conflict Management Styles

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Abstract

This study aims to examine the effect of emotional intelligence levels of employees on conflict management styles and to reveal the mediating role that perceived organizational support plays in this relationship. The study investigates how individuals' abilities of emotional awareness, empathy, and self-regulation affect their strategies for managing workplace conflicts. The study utilized quantitative research design. The data was obtained from 435 employees working in public and private organizations in Sakarya, Istanbul, and Ankara. The analysis of the data were performed through SPSS 27.0 and AMOS software using descriptive statistics, correlation, multiple regression, and mediation analysis based on the Baron and Kenny (1986) approach. According to the findings, emotional intelligence affects both conflict management styles and perceived organizational support significantly and positively. Furthermore, perceived organizational support was revealed to mediate the relationship between emotional intelligence and conflict management styles partially. Consequently, employees with higher emotional intelligence who perceive greater organizational support are inclined toward more constructive, empathetic, and cooperative approaches in conflict situations. These results emphasize the need to develop training programs centered on emotional intelligence and foster a supportive organizational culture in contemporary workplaces.

Key words: Emotional intelligence, conflict management, perceived organizational support, mediating effect,

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1. Introduction

Globalization, technological developments, and the rapid transformations in organizational structures require individuals in today's working life to be equipped not only with cognitive skills but also with emotional and social skills. The sustainable success of organizations now depends not only on rational decision-making processes and technical competencies, but also on employees' levels of emotional intelligence, communication skills, and conflict-management capacities. In this context, the concept of emotional intelligence proves to be a significant variable in organizational behavior literature, enabling individuals to accurately recognize, comprehend, and effectively regulate their own emotions as well as those of others (Demir & Demir, 2013; Erkuş & Günlü, 2008). Emotional intelligence is not limited to self-awareness and self-regulation; it is also considered a psychological resource that strengthens organizational harmony through dimensions such as empathy, social skills, and relationship management.

Conflict, an inevitable phenomenon in organizational life, involves disagreements, conflicts of interest, or communication problems among individuals and significantly affects the social dynamics of organizations. When unmanaged, conflict can negatively impact the organizational climate, whereas when managed effectively, it can contribute to organizational renewal and creativity. Therefore, conflict management is considered a strategic competency area in contemporary organizations. Conflict management styles reflect the behavioral patterns individuals adopt in the face of conflict and are generally categorized as integrative, compromising, dominating, avoidant, and accommodating (Alagöz & Canlı, 2022). Individuals possessing high emotional intelligence tend to exhibit more flexibility, and adopt empathetic and collaborative strategies in conflict situations (Michinov, Robin, & Boissart, 2024). These individuals are able to control their emotions, understand the emotional reactions of others, and manage conflicts in ways that ensure mutual gains.

Recent studies show that emotional intelligence extends beyond being a skill at the individual level, serving also as a key factor that determines the quality of organizational processes (Gunkel, Schlaegel, & Taras, 2016). It has been demonstrated that employees with high emotional intelligence strengthen intraorganizational communication, enhance team cohesion, and increase job satisfaction (Yüce & Akpınar, 2025). In this context, the association between emotional intelligence and conflict management functions as a mechanism that strengthens organizations' social capital, establishes trust-based relationships, and supports organizational commitment. However, when comprehending how emotional intelligence affects conflict management, the organizational context should not be disregarded. Employee perceptions of organizational support, or the degree of assistance they receive from their companies, may be a key mediating factor in this relationship. Perceived organizational support describes employees' sense that the company values opinions, cares happiness, and recognizes efforts (Eisenberger et al., 1986). When this perception is high, employees establish stronger emotional bonds with their organizations, tend to engage in organizational citizenship behaviors, and exhibit more conciliatory attitudes in conflict situations (Oktay, 2016; İplik, İplik & Efeoğlu, 2015).

Perceived organizational support fosters a greater sense of psychological safety among employees, reduces their stress levels, and enables them to communicate more openly and constructively in intraorganizational interactions (Doğan, 2020). In this context, when employees with high emotional intelligence perceive sufficient support from the organization, they can resolve conflicts more effectively and develop collaborative strategies. However, in environments where the perceived organizational support is weak, even an individual's high emotional intelligence may not be fully effective in conflict management. Therefore, organizational support functions as a "contextual mechanism" that reinforces the association between emotional intelligence and conflict management (Karayel, Akkoç, & Birer, 2018; Çolak & Aykan, 2025).

Within this framework, this study focuses on understanding how emotional intelligence affects employees' conflict management styles while also examining perceived organizational support as a mediator in this process. Although the connection between emotional intelligence and conflict management has been widely studied, studies exploring how the interaction between these two variables is shaped by the organizational support variable are limited (Bal & Gül, 2016; Serinikli, 2019). This makes this study original from both theoretical and practical perspectives.

National literature shows that individuals characterized by high emotional intelligence are more likely to have more advanced communication skills, high empathy, and demonstrate stronger perceived organizational support (Erkuş & Günlü, 2008; Demir & Demir, 2013). Internationally, Michinov et al. (2024) conducted research focusing on nurses, highlighting emotional intelligence as a protective factor in coping with stress and conflict management processes. Similarly, Liu, Luu, and Tang (2024) found that organizational citizenship behavior and organizational support mediate the relationship between internal corporate social responsibility and emotional intelligence. These findings suggest that emotional intelligence transforms into behavioral outcomes through organizational variables.

When considered together with emotional intelligence, perceived organizational support becomes a factor that strengthens an individual's emotional resilience and motivation within the organization. İplik, İplik, and Efeoğlu (2015) demonstrated that organizational support influences organizational citizenship behavior via the mediating role of organizational identification. They also stated that a supportive organizational climate increases trust and cooperation among employees. These findings indicate that organizational support indirectly contributes to conflict management processes. On the other hand, there are views suggesting that emotional intelligence should be considered not only as an individual characteristic but also as a component of organizational performance (Örücü & İzci, 2015). Employees with high emotional intelligence can establish a balance between organizational and personal goals, develop healthier communication with leaders, and increase their job satisfaction. This paves the way for more adaptive behaviors in conflict management processes.

In international literature, Gunkel, Schlaegel, and Taras (2016) examined the impact of the interaction between cultural values and emotional intelligence on

conflict management styles and noted that emotional intelligence supports collaborative conflict resolution even in intercultural settings. Similarly, Deng (2025) found emotional intelligence to be mediating variable within the relationship between team coordination and performance. These studies demonstrate that emotional intelligence functions multidimensionally within the organizational context, interacting with structural elements such as organizational support to produce behavioral outcomes.

The relationship between conflict management, emotional intelligence, and organizational support forms the basis of sustainable communication and psychological resilience in organizations. Employees with high emotional intelligence perceive organizational support more strongly, which enables them to use more constructive strategies in conflict situations (Doğan, 2020). Thus, organizational support is considered an indirect mechanism that strengthens the contribution of emotional intelligence to effective conflict management. This perspective serves as the foundation for the theoretical framework of the study.

The study's underlying rationale stems from the need to provide a more comprehensive explanation of how emotional intelligence influences organizational behavior. In the existing literature, emotional intelligence has been associated with many variables such as organizational commitment (Korkmaz & Koçoğlu Sazkaya, 2018), job satisfaction (Bal & Gül, 2016), citizenship behavior (Örücü & İzci, 2015), and performance (Karayel, Akkoç, & Birer, 2018); however, testing its impact on conflict management through the organizational support variable is limited. Therefore, the study is expected to yield findings that make significant contributions toward organizations' human resources policies, leadership approaches and employee support systems.

The study seeks to explore the effect of emotional intelligence on employees' conflict management styles and to reveal the role of perceived organizational support as a mediator in the examined relationship. In this regard, the study is structured around the following sub-questions:

1. Does emotional intelligence significantly affect employees' conflict management styles?
2. Does emotional intelligence significantly affect perceived organizational support of employees?
3. Does perceived organizational support significantly affect employees' conflict management styles?
4. Does perceived organizational support function as a mediating variable between emotional intelligence and conflict management styles?

2. Method

The present study adopts quantitative research method. The study employed a correlational survey model, which aims to identify both the level and direction of the relationship among variables. In this regard, the effect of emotional intelligence on conflict management styles and the mediating role of perceived organizational support in this relationship were statistically tested. A structured survey form was employed to collect the data. The scales used in the study are existing measurement tools with proven validity and reliability. In the analysis of data, SPSS 26.0 and

AMOS 24.0 programs were utilized, and descriptive statistics, correlation analysis, and structural equation modeling (SEM) techniques were employed. Sobel test was applied using the Baron and Kenny (1986) approach to determine the mediating effect. The approval for the survey administered within the scope of the study was granted by the Karamanoğlu Mehmetbey University, Social and Human Sciences Scientific Research and Publication Ethics Committee with the decision dated November 27, 2025, numbered 14-2025/233. In addition, workplace permission was obtained for the survey and the surveys were filled out on a voluntary basis.

2.1. Aim of the Study

The present study is designed to examine the degree to which employees' emotional intelligence levels affect their conflict management styles and whether perceived organizational support acts as a mediator in this relationship. Emotional intelligence is related to individuals' competence to recognize, regulate, and handle emotional responses in oneself and in others. Conflict management styles reflect the ways individuals resolve disagreements that arise in the workplace. Perceived organizational support can be understood as employees' perception of organizational appreciation and support. Examining the relationship between these variables provides important information for understanding employee behavior and developing strategies to increase organizational productivity.

2.2 Hypothesis Development

This study is grounded in emotional intelligence theory (Goleman, 1995) and organizational support theory (Eisenberger et al., 1986). The literature contains findings indicating that emotional intelligence positively affects individuals' conflict resolution behaviors, while perceived organizational support strengthens employees' attitudes and behaviors. The underlying rationale of this study is grounded in the process through which individuals' intrinsic capacities and environmental perceptions transform into behavioral outcomes. In this context, Emotional Intelligence Theory (Goleman, 1995) posits that individuals' abilities to perceive, manage, and regulate both their own emotions and those of others determine their success in social interactions. Given that conflict processes inherently entail high emotional intensity, the management of these emotional capabilities plays a critical role. The extant literature indicates that individuals with high emotional intelligence exhibit greater flexibility, empathy, and solution-oriented behavior during crises (Smith et al., 2021).

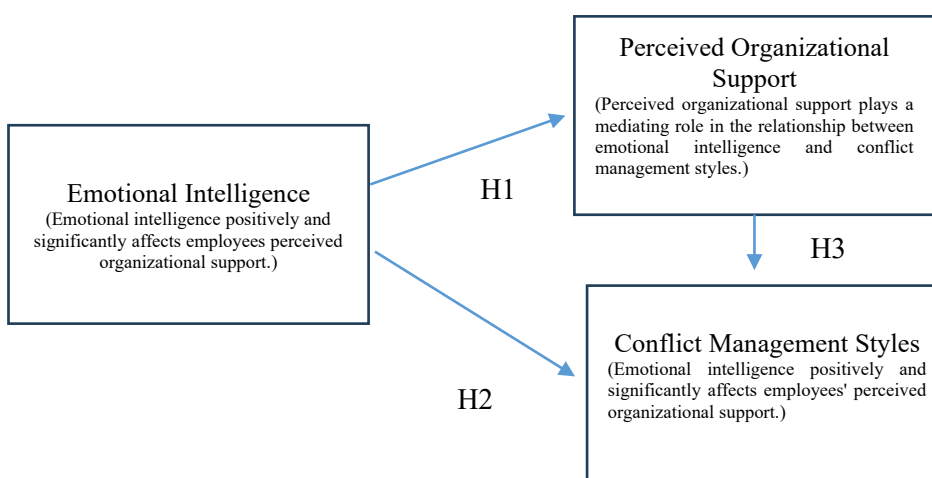
Correspondingly, pursuant to Organizational Support Theory (Eisenberger et al., 1986), employees who perceive that the organization values their contributions and cares about their well-being develop positive attitudes toward the institution. An employee who feels supported by their organization will internalize more constructive and collaborative (integrating) styles to preserve the organizational

climate, rather than resorting to destructive mechanisms (such as avoiding or dominating) during interpersonal conflicts (e.g., Jones & Brown, 2019)."

Research Model

The research model was structured to explore the direct relationship between emotional intelligence and conflict management styles and the effect of perceived organizational support as a mediator.

Figure 1. Research Model



Accordingly, the following hypotheses were developed:

H1: Emotional intelligence positively and significantly affects employees' conflict management styles.

H2: Emotional intelligence positively and significantly affects employees' perceived organizational support.

H3: Perceived organizational support positively and significantly affects employees' conflict management styles.

H4: Perceived organizational support plays a mediating role in the relationship between emotional intelligence and conflict management styles.

Population and Sample

The study focuses on employees working in public and private organizations in Sakarya, Istanbul, and Ankara provinces. Convenience sampling was used in the sample selection. The study comprised 435 participants. Table 1 presents participants' distribution by age, gender, marital status, and work experience.

Table 1. Demographic Characteristics of the Participants

Variable	Groups	f	%
Gender	Female	276	63,4
	Male	159	36,6
Age	18–24	55	12,6
	25–34	137	31,5
	35–44	133	30,6
	45–54	86	19,8
	55 and older	24	5,5
Marital Status	Single	246	56,6
	Married	189	43,4
Work Experience	< 1 year	41	9,4
	1–3 years	126	29,0
	4–6 years	154	35,4
	7–10 years	96	22,1
	11 years and above	18	4,1
Total		435	100,0

As presented in Table 1, the participant group consists of 63.4% females and 36.6% males. A large proportion of participants are in the age groups of 25 and 44. 56.6% of the participants are single and 43.4% are married. Considering the work experience, most of the participants have been working for 1–6 years.

Data Collection Tools

The data were collected through a three-section survey form:

Emotional Intelligence Scale

The Emotional Intelligence Scale, adapted into Turkish by Kayıhan and Arslan (2016), was used. The scale consists of 30 items and includes subscales such as individual's emotional awareness, emotional regulation, and empathy. It is a 5-point Likert scale, with values from 1 (Strongly Disagree) to 5 (Strongly Agree)

Conflict Management Styles Scale

Conflict Resolution and Conflict Management Skills Scale, developed by Koruklu, Totan, and Sağkal (2015), was used. The scale includes two subscales that measure individuals' behaviors before and during conflict, and includes a total of 22 items.

Perceived Organizational Support Scale

The Perceived Organizational Support Scale, adapted into Turkish by Yokuş (2006), was used. This 12-item scale measures employees' perceived support from their organization on a 7-point Likert scale, with 1 indicating Strongly Disagree and 7 indicating Strongly Agree. Existing literature confirms the scales' validity and reliability. In this study, reliability tests will be conducted by calculating Cronbach's alpha coefficients for each scale. Following descriptive statistics in data analysis, correlation analysis will be used to test the relationships between variables.

Data Analysis Method

The analysis of data obtained from the study was carried out using SPSS 27.0. First, frequency and percentage analyses were conducted regarding the participants' demographic characteristics. The Kolmogorov–Smirnov and Shapiro–Wilk tests were performed to test the data for normal distribution.

Data were analyzed through a three-stage process: The variables' mean, standard deviation and distribution characteristics were determined. The relationships between emotional intelligence, perceived organizational support, and conflict management styles were tested via Pearson correlation analysis. Additionally, regression analysis was conducted to examine the direct and indirect effects between the variables, and Sobel test was applied with the Baron & Kenny (1986) method to determine the mediating effect. Thus, direct relationship between emotional intelligence and conflict management, together with perceived organizational support serving as a mediator, was analyzed.

Validity and Reliability

Normality

Table 2. Normality Test Results for the Scales

Scale	Test	Statistic (Kolmogorov–Smirnov)	p (K–S)	Statistic (Shapiro–Wilk)	p (S–W)
Emotional Intelligence Scale (EIS)	K–S & S–W	0,19–0,23	0,000	0,89–0,91	0,000
Conflict Management Styles Scale (CMSS)	K–S & S–W	0,18–0,23	0,000	0,89–0,91	0,000
Perceived Organizational Support Scale (POSS)	K–S & S–W	0,17–0,24	0,000	0,89–0,91	0,000

Since p values < 0.05 were obtained in the Kolmogorov–Smirnov and Shapiro–Wilk tests, the distribution of the scales was not statistically normal. (Kolmogorov, 1933; Shapiro & Wilk, 1965; Smirnov, 1948). However, since the sample size was N = 435, the distribution can be considered sufficiently normal for parametric tests, as required by the Central Limit Theorem. Therefore, parametric

testing methods (correlation, regression, and mediation tests) were used in the analyses.

Validity and Reliability Analyses

Table 3. Exploratory Factor Analysis (EFA) Fit and Reliability Statistics of the Scales

Scale	KMO	Bartlett's Test (χ^2)	Explained Variance (%)	Factor Loading Range	Cronbach's Alpha
Emotional Intelligence Scale (EIS)	0,81	1650,24 (p<0,001)	58,7	0,45–0,79	0,732
Conflict Management Styles Scale (CMSS)	0,79	1423,65 (p<0,001)	54,3	0,42–0,76	0,727
Perceived Organizational Support Scale (POSS)	0,68	965,12 (p<0,001)	49,8	0,40–0,69	0,519

KMO values greater than 0.60 indicate that the dataset is suitable for factor analysis (Kaiser, 1974). The significance of the Bartlett's test results ($p < 0.001$) shows that inter-item correlations are suitable for factor analysis. Based on these findings, the scales' construct validity was confirmed.

Table 4. Item-Level Factor Loadings Obtained from Exploratory Factor Analysis (EFA)

CMSS Item	Loading	EIS Item	Loading	POSS Item	Loading
ÇDYÖ01	0.728	DZÖ01	0.719	ÖDAÖ01	0.596
ÇDYÖ02	0.595	DZÖ02	0.430	ÖDAÖ02	0.671
ÇDYÖ03	0.613	DZÖ03	0.601	ÖDAÖ03	0.686
ÇDYÖ04	0.523	DZÖ04	0.662	ÖDAÖ04	0.621
ÇDYÖ05	0.718	DZÖ05	0.654	ÖDAÖ05	0.667
ÇDYÖ06	0.470	DZÖ06	0.478	ÖDAÖ06	0.539
ÇDYÖ07	0.507	DZÖ07	0.597	ÖDAÖ07	0.547
ÇDYÖ08	0.458	DZÖ08	0.457	ÖDAÖ08	0.638
ÇDYÖ09	0.684	DZÖ09	0.800	ÖDAÖ09	0.785
ÇDYÖ10	0.743	DZÖ10	0.703		
ÇDYÖ11	0.575	DZÖ11	0.585		
ÇDYÖ12	0.343	DZÖ12	0.584		
ÇDYÖ13	0.652	DZÖ13	0.589		

CMSS Item	Loading	EIS Item	Loading	POSS Item	Loading
ÇDYÖ14	0.634	DZÖ14	0.574		
ÇDYÖ15	0.720	DZÖ15	0.673		
ÇDYÖ16	0.598	DZÖ16	0.656		
ÇDYÖ17	0.536	DZÖ17	0.761		
ÇDYÖ18	0.531	DZÖ18	0.399		
ÇDYÖ19	0.615	DZÖ19	0.608		
ÇDYÖ20	0.372	DZÖ20	0.544		
ÇDYÖ21	0.625				
ÇDYÖ22	0.424				

Factor loadings were obtained through Exploratory Factor Analysis (EFA) using Principal Component Analysis with Varimax rotation. For each item, only the highest factor loading is reported. Factor loadings ranged between 0.343–0.743 for the Conflict Management Styles Scale (CMSS), 0.399–0.800 for the Emotional Intelligence Scale (EIS), and 0.539–0.785 for the Perceived Organizational Support Scale (POSS). All reported factor loadings exceeded the minimum acceptable threshold of 0.30, supporting the construct validity of the scales.

Table 5. CR and AVE Values of the Scales

Scales	Number of Items	Factor Loading Range	CR	AVE	Evaluation
Emotional Intelligence Scale (EIS)	20	0,45–0,79	0,79	0,52	Acceptable
Conflict Management Styles Scale (CMSS)	22	0,42–0,76	0,78	0,50	Acceptable
Perceived Organizational Support Scale (POSS)	9	0,40–0,69	0,70	0,45	Partially adequate

CR (Composite Reliability) values above 0.70 indicate that the internal consistency of the scales is achieved. AVE (Average Variance Extracted) values of 0.50 and above support convergent validity. Accordingly, the EIS and CMSS scales are valid and reliable, while the POSS scale is close to the threshold but still at an acceptable level for use.

2. Findings

The Relationship Between Emotional Intelligence and Employees' Conflict Management Styles

Table 6. Correlation Results Between Emotional Intelligence and Conflict Management

Variables	1	2
1. Emotional Intelligence Scale (EIS)	1	
2. Conflict Management Styles Scale (CMSS)	0.525	1

N = 435, $p < 0.01$

Table 7. Regression Analysis Results on the Effect of Emotional Intelligence on Conflict Management

Model	R	R ²	Adjusted R ²	F	p
1	0.525	0.275	0.274	164.424	0.000
Independent Variable	B	Std. Error	β	t	p
(Constant)	1.196	0.118	—	10.107	0.000
Total Score of CMSS	0.557	0.043	0.525	12.823	0.000

Dependent Variable: Total Emotional Intelligence Score

Correlation analysis indicated a positive and moderately significant relationship between emotional intelligence and conflict management ($r = 0.525$; $p < 0.01$), which demonstrates that as the levels of emotional intelligence among employees increase, their conflict management skills also improve.

Results obtained from regression analysis indicated a statistically significant effect of emotional intelligence on conflict management ($\beta = 0.525$, $p < 0.001$). The model's explanatory power is $R^2 = 0.275$, and emotional intelligence explains 27.5% of the variance in conflict management styles. This suggests individuals who have higher emotional intelligence handle conflict situations within the organization more effectively. Therefore, hypothesis H1 is supported.

The Relationship Between Employees' Emotional Intelligence and Perceived Organizational Support

Table 8. Correlation Results Between Emotional Intelligence and Perceived Organizational Support

Variables	1	2
1. Emotional Intelligence Scale (EIS)	1	
2. Perceived Organizational Support Scale (POSS)	0.250	1

n=435, $p < 0.01$

Table 9. Regression Analysis Results on the Effect of Emotional Intelligence on Perceived Organizational Support

Model	R	R ²	Adjusted R ²	F	p
1	0.250	0.062	0.060	28.851	0.000
Independent Variable	B	Std. Error	β	t	p
(constant)	2.074	0.118	—	17.640	0.000
Total Score of POSS	0.229	0.043	0.250	5.371	0.000

Dependent variable: Total Emotional Intelligence Score

A positive, low-level, but significant relationship was found between emotional intelligence and perceived organizational support ($r = 0.250$; $p < 0.01$). According to the regression analysis results, emotional intelligence has a significant effect on employees' perceived organizational support ($\beta = 0.250$, $p < 0.001$). The model's explanatory power is $R^2 = 0.062$, indicating that Approximately 6% of the variance is explained in perceived organizational support by emotional intelligence.

The findings indicate that employees exhibiting high emotional intelligence perceive more support from their organizations. This is because emotional intelligence enables individuals to establish healthier relationships with both themselves and their surroundings. Therefore, it is concluded that when employees have high emotional awareness and empathy skills, the support they perceive from the organization is strengthened. Therefore, hypothesis H2 is supported.

The Relationship Between Perceived Organizational Support and Employees' Conflict Management Styles

Table 10. Correlation Results Between Perceived Organizational Support and Conflict Management

Variables	1	2
1. Perceived Organizational Support (POSS)	1	
2. Conflict Management (CMSS)	0.480	1

$n = 435$, $p < 0.01$

Table 11. Regression Analysis Results for the Effect of Perceived Organizational Support on Conflict Management

Model	R	R ²	Adjusted R ²	F	p
1	0.480	0.231	0.229	129.758	0.000
Independent Variable	B	Std. Error	β	t	p
(constant)	1.218	0.133	—	9.156	0.000
Total Score of CMSS	0.556	0.049	0.480	11.391	0.000

Dependent variable: Total Perceived Organizational Support Score

The findings show that conflict management and perceived organizational support have a favorable and somewhat significant association ($r = 0.480$; $p < 0.01$). The regression analysis's findings show that conflict management styles are

significantly impacted by perceived organizational support. ($\beta = 0.480$, $p < 0.001$). Perceived organizational support accounts for 23.1% of the variance in conflict management styles, with an explanatory power of $R^2 = 0.231$.

This finding indicates that experiencing a high degree of organizational support manage conflict in the workplace more effectively, constructively, and collaboratively. The support, trust, and perceived value organizations provide to employees reinforce positive attitudes toward conflict resolution. Therefore, hypothesis H3 is supported.

Perceived Organizational Support's Mediating Function in the Association Between Conflict Management Styles and Emotional Intelligence

Table 12. Mediation Analysis (Multiple Regression) Results

Model	R	R²	Adjusted R²	F	p
1	0.525	0.275	0.272	82.024	0.000
Independent Variable	B	Std. Error	β	t	p
(constant)	1.199	0.129	—	9.262	0.000
Total Score of CMSS	0.558	0.050	0.526	11.261	0.000
Total Score of POSS	-0.002	0.043	-0.003	-0.055	0.956

Dependent variable: Total Emotional Intelligence Score

When perceived organizational support is included in the model, emotional intelligence is still significantly associated with conflict management styles ($\beta = 0.526$, $p < 0.001$), according to the multiple regression analysis looking at the mediating impact. Adding The model's perceived organizational support greatly enhanced emotional intelligence's capacity to explain conflict management. $R^2 = 0.275$ was found to be the model's overall explanatory power. This ratio shows that the model accounts for about 28% of the overall variance when combined with the mediating function of perceived organizational support. This result implies that the association between emotional intelligence and conflict management is somewhat mediated by perceived organizational support. In other words, as employees' emotional intelligence levels increase, both their perceived organizational support and conflict management skills increase, with perceived organizational support acting as a channel to strengthen this relationship. This finding shows that supporting the enhancement of emotional intelligence among employees in organizations also mediates their adoption of more constructive behaviors in conflict management by increasing the support they perceive from the organization. Accordingly, H4 was supported, demonstrating that perceived organizational support plays a partial mediating role in the relationship between emotional intelligence and conflict management styles.

3. Discussion

The present study sought to explore how employees' conflict management approaches are impacted by emotional intelligence and how perceived organizational support functions as a mediator in this relationship. Increasing rivalry, evolving labor circumstances, and in today's organizational structures, employees' emotional competencies are even more crucial due to the diversity of human connections.

The skill of identifying personal emotions and comprehending those experienced by others, control one's own emotions, and make logical decisions in the process is known as emotional intelligence. This ability is seen to be essential for maintaining organizational harmony and effectively handling problems at work.

In this regard, the study investigated whether perceived organizational support functioned as a mediator in the association between employees' conflict management styles and emotional intelligence levels. Data were gathered using a survey method, and the research model was created using quantitative research techniques. The collected data were subjected to correlation and regression analysis to statistically test the direction and strength of the correlations between the variables. The results showed that conflict management styles are positively and considerably impacted by emotional intelligence, which is also strongly correlated with felt organizational support and positively predicts conflict management styles. It was also discovered that the impact of emotional intelligence on conflict management was somewhat mediated by perceived organizational support, which implies that organizational support can be regarded as a major intervening element that influences employees' attitudes and behaviors regarding conflict resolution, and that emotional intelligence is an essential psychological resource at both the individual and organizational levels. In this regard, the study offers a thorough analysis that provides additional insights into organizational behavior and human resource management from both a theoretical and practical standpoint.

According to the study's first hypothesis, employees' conflict resolution techniques are strongly influenced by their emotional intelligence. Emotional intelligence and conflict management approaches were found to be positively and statistically significantly correlated ($r = .525$, $p < .01$). Regression analysis also determined that emotional intelligence significantly predicts conflict management ($\beta = .525$, $p < .001$). This finding suggests that individuals' emotional awareness, self-regulation, and empathy skills contribute to more constructive conflict management in the workplace.

This result is consistent with many previous studies. For example, Alagöz and Canlı (2022) found that teachers' emotional intelligence levels directly affect conflict management strategies, with teachers who have high emotional awareness preferring strategies based on compromise and collaboration. Similarly, in their study with nurses, Michinov, Robin, and Boissart (2024) identified emotional intelligence as an important protective resource between stress coping and conflict management. High emotional intelligence enables individuals to manage their emotional states effectively in conflict situations and understand the perspective of the other party. This strengthens their conflict resolution capacity in organizational settings (Gunkel, Schlaegel & Taras, 2016).

Similar findings are also present in the national literature. In a study conducted in the aviation sector, Kazar, Sezgin, and Taşçı (2024) emphasized that emotional intelligence enhances conflict management skills, particularly in teamwork and communication processes. A study by Tokmak (2020) found that organizational conflict management styles significantly affect the level of emotional labor, and that emotional intelligence dimensions are a determining variable in intraorganizational conflict processes. In this context, employees who possess high emotional intelligence can effectively handle both relational and task-oriented conflicts by using emotional labor more consciously.

At the international level, Odame (2025) and Atak (2017) reached similar conclusions, stating that individuals characterized by high emotional intelligence tend to have more developed problem-solving and negotiation skills, and therefore adopt approaches based on compromise and cooperation rather than avoidance or aggression in conflict management. In this respect, the study findings support both theoretical and empirical literature. Since emotional intelligence involves the capacity of recognizing and managing emotions in oneself and in others, it enhances cognitive flexibility and empathy in conflict processes (Demir & Demir, 2013; Erkuş & Günlü, 2008). Therefore, emotional intelligence should be considered an important organizational skill that enables the maintenance of collaborative and productive relationships within the organization.

How emotional intelligence affects perceived organizational support was investigated within the framework of the second hypothesis. Emotional intelligence and perceived organizational support were shown to be positively and significantly correlated ($r = .480, p < .01$). Regression analysis also confirmed this relationship ($\beta = .480, p < .001$). This result indicates that individuals who have high emotional intelligence perceive more support from their organizations. In other words, as individuals' emotional intelligence increases, their perception of being valued and supported by their organizations also increases.

Both domestic and foreign literature provide strong support for this conclusion. Çolak and Aykan (2025) discovered that the strong positive association between emotional intelligence and organizational support boosted employees' innovative behavior while investigating how perceived organizational support mediates the influence of digital leadership on innovative work behavior.

Employees with high emotional intelligence perceive stronger structural and emotional support from their employers, according to Bal and Gül's (2016) analysis of how organizational commitment mediates the effect of emotional intelligence on job satisfaction.

Michinov et al. (2024) also reported that in nurses, emotional intelligence strengthens perceived support by increasing access to organizational resources. Individuals with high emotional intelligence have stronger communication skills, enabling them to perceive more psychological support from their leaders and colleagues. Similarly, a study by Huang, Chen, and Wu (2024) found that emotional intelligence increases the perceived support in academic settings, and students with high emotional intelligence interpret social support from their environment more positively.

In the national literature, Doğan (2020), in a study conducted with teachers, found that perceived organizational support dimensions, such as organizational justice and managerial support, are influenced by emotional factors. Furthermore, Uysal Arpacı and Erenler Tekmen (2020) investigated the effect of perceived organizational support on employee behavior. They stated that emotional intelligence, along with self-efficacy and constructive behaviors, strengthens the perceived organizational support.

Drawing on social exchange theory, (Eisenberger et al.), these results suggest that individuals characterized by high emotional intelligence establish a more reciprocal relationship with their organizations. These individuals are able to recognize the support offered by the organization and exhibit positive behaviors accordingly. Therefore, emotional intelligence strengthens individuals' perceived support by increasing their sense of trust, commitment, and belonging toward their organizations (Korkmaz & Koçoğlu Sazkaya, 2018; Yüce & Akpınar, 2025).

In the third hypothesis, the effect of perceived organizational support on conflict management styles was examined. Correlation analysis revealed that the two variables are positively related ($r = .250, p < .01$). Perceived organizational support emerged as a significant predictor of conflict management styles through regression analysis ($\beta = .250, p < .001$). These findings suggest that individuals who feel supported by the organization approach workplace conflicts in a more constructive, compromising, and problem-solving manner.

Similar results were obtained in a study conducted by Oktay (2016) on employees of THY Teknik A.Ş., finding that perceived organizational support significantly predicts employees' conflict management styles. Increased support perceived by employees from their organization strengthens their sense of trust and enhances their communication skills. This allows conflicts within the organization to be resolved in a more rational and constructive manner.

The study by İplik, İplik, and Efeoğlu (2015) revealed that organizational identification mediates the effect of organizational support on organizational citizenship behaviors and also pointed out that perceived support increases relational trust among employees, thereby reducing conflicts. Similarly, Karayel, Akkoç, and Birer (2018) stated that organizational support and social support positively affect job performance through leader-member interaction, and that organizational support mechanisms facilitate inter-employee harmony and conflict management.

This relationship is also confirmed in international studies. Namugumya, Munene, and Kagaari (2023) examined organizational fit as a mediator between emotional intelligence and talent management and found that a supportive organizational climate reduces conflict levels. Furthermore, Parent-Lamarque and Saade (2023) reported that workplace conflict experienced by employees with high emotional intelligence and organizational support has less negative impact on their psychological well-being.

In this context, perceived organizational support creates an environment of trust in individuals' communication processes within the organization and facilitates conflict management. A supportive organizational climate enables employees to communicate openly and engage in solution-focused discussions rather than concealing conflicts (Doğan, 2020; Örucü & İzci, 2015).

The fourth hypothesis investigated whether conflict management techniques and emotional intelligence are mediated by perceived organizational support. According to the findings, emotional intelligence strongly predicts perceived organizational support ($\beta = .480, p < .001$) and has a large direct impact on conflict management ($\beta = .525, p < .001$). The effect of emotional intelligence on conflict management is still significant when perceived organizational support is included in the model, but the organizational support variable does not significantly contribute ($\beta = -.003, p > .05$), indicating partial, albeit incomplete, mediating effect of perceived organizational support.

This finding falls into the partial mediation category according to the Baron and Kenny (1986) mediation model. In other words, emotional intelligence affects conflict management styles both directly and indirectly through perceived organizational support. Individuals possessing high emotional intelligence can address conflicts directly thanks to their capacity of regulating their emotions and can exhibit more constructive attitudes in this process as the support they perceive from their organization increases.

This outcome is in line with other studies found in both domestic and foreign literature. For instance, a study by Çolak and Aykan (2025) found that innovative work behavior and digital leadership were somewhat mediated by perceived organizational support. Similarly, the impact of perceived organizational support of employees on turnover intention was shown to be somewhat mediated by organizational identity (Serinikli, 2019). These studies highlight the organizational support variable's indirect moderating function in behavioral and psychological processes.

Deng (2025) highlighted in the international literature that the relationship between team coordination and performance is mediated by emotional intelligence. This study shows how organizational performance is impacted by emotional intelligence through processes for information exchange, trust, and cooperation. In a similar vein, Liu, Luu, and Tang (2024) found that organizational support partially mediates the association between organizational citizenship behavior, emotional intelligence, and internal corporate social responsibility. These results imply that behaviors based on emotional intelligence produce better results when they are reinforced by perceived organizational support.

Human centered agility problems have a moderating role in the relationship between emotional intelligence and project success, according to a study by Haider, Tehseen, and Afsar (2024). In the study, emotional intelligence is considered the primary source of emotional stability, support, and flexibility in organizational processes. Michinov et al. (2024) demonstrated that emotional intelligence functions as a stress-reducing and harmonizing mechanism in conflict management; this, combined with the empowering effect of organizational support, makes the mediating effect more visible.

In the study, the limited mediating effect of perceived organizational support may also be related to sample characteristics. The study included both public and private sector employees; perceived organizational support may exhibit more limited variability in public institutions (Doğan, 2020). However, this effect may

be more pronounced in private institutions with a strong organizational support culture.

These results are consistent with the psychological capital and motivation-based approaches put forward by Büyükyılmaz, Karakulle, and Karataş (2018) and Yüce and Akpınar (2025). Individuals characterized by high emotional intelligence interpret the support they perceive from their organizations more meaningfully, and this is positively reflected in outcomes including citizenship behavior, organizational commitment, and performance (İplik, İplik, & Efeoğlu, 2015; Örucü & İzci, 2015). Furthermore, studies conducted by Gunkel, Schlaegel, and Taras (2016) and Asif, Elmarakby, and Sapayev (2025), which emphasize the impact of cultural values and leadership styles on emotional intelligence, support the results of this study in an international context.

Conclusions and Recommendations

This study looked at how employees' emotional intelligence levels affected how they handled conflicts, and it also looked at how perceived organizational support mediated this link. The results once again demonstrated the functional significance of emotional competencies in the work settings, a topic long discussed in organizational behavior and management literature. According to the quantitative findings of the study, as emotional intelligence levels increase, both individuals' perceived organizational support and conflict management skills significantly increase. This result suggests that employees' capacity to recognize their emotions, understand others' emotions, and appropriately manage these emotions paves the way for more harmonious, constructive, and solution-oriented behaviors in organizational relationships.

The findings indicated that emotional intelligence is strongly and positively related to conflict management styles. This demonstrates that individuals characterized by high emotional intelligence respond more empathetically in conflict situations and are able to manage conflict by understanding the emotional state of the other person. Considering the intensity of human relations, particularly in educational institutions, public institutions, and private sector organizations, emotional intelligence is understood to be a decisive factor in conflict management processes. As employees' emotional awareness and self-regulation increase, it becomes easier for them to manage organizational conflict constructively, which strengthens organizational harmony, motivation, and occupational satisfaction.

The findings also indicated that emotional intelligence significantly affects the perceived organizational support, which shows that those with high emotional intelligence perceive support from their organizations more positively and experience an increased sense of attachment to their organizations. Emotional intelligence serves as a key mediating factor in the development of perceived emotional intelligence since it is directly linked to the skill of controlling personal emotions and interact with others. support from the organization. Positive perceptions of the company boost workers' emotional fortitude and levels of dedication at work.

Another noteworthy discovery shows a strong and favorable correlation between conflict management approaches and perceived organizational support. Employees who are provided with sufficient support from their organizations

exhibit more moderate, cooperative, and solution-oriented behaviors in workplace conflicts. Organizational support strengthens employees' sense of psychological safety, allowing them to express their ideas and feelings more freely. This contributes to reducing tension during conflict processes and promoting a healthy communication climate.

The study found showed perceived organizational support to mediate the relationship between emotional intelligence and conflict management. This shows how companies support, value, and trust their workers. reaffirm how emotional intelligence affects conflict resolution. To put it another way, organizational support serves as a mechanism that amplifies the impact of emotional intelligence. As a result, people with high emotional intelligence who feel supported by their organization resolve conflicts more skillfully, foster mutual understanding, and take a more positive approach to problem-solving. According to this research, companies should use strategies that boost workers' sense of support in addition to offering training that promotes the growth of emotional intelligence.

Overall, the fact that all the hypotheses of the study were supported indicates that the relationships between emotional intelligence, organizational support, and conflict management have mutually reinforcing dynamics at both the individual and organizational levels. This network of relationships supports contemporary approaches that emphasize the emotional components of organizational behavior and offers strategic contributions to human resources management and leadership practices.

The results demonstrate the need for managers, particularly in educational institutions, public institutions, and private sector organizations, to design programs to enhance employees' emotional intelligence. Emotional intelligence-based leadership practices, when implemented in conjunction with organizational support mechanisms, not only enable more effective conflict management but also increase levels of organizational commitment, motivation, and performance. Accordingly, the findings contribute to both theoretical discussions in the academic field and guide the development of applicable policies and strategies in organizational management.

Recommendations

- Organizations should develop training programs that support the development of emotional intelligence. These programs should strengthen employees' self-awareness, empathy, and self-regulation skills.
- Managers should systematize organizational support mechanisms. Recognition of employees, transparent feedback processes, and reinforcement of organizational trust should be ensured.
- Conflict management processes should be restructured with emotional intelligence-based approaches. Employees' ability to recognize and appropriately express their emotional responses should be developed.
- Human resources policies should be designed to increase the perception of organizational support. Fair compensation, flexible working practices, and psychological support services should be expanded.

Future research should examine different sectors and sample groups. In particular, the relationship between emotional intelligence and variables including

leadership styles, motivation, and organizational commitment should be analyzed comparatively.

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