CHAPTER II

LITERATURE REVIEW

2.1 Empathetic Leadership

2.1.1 Definition

According to A. Robert Baron in (Latifah, 2021), leadership is the process of an individual influencing members of his group to achieve goals that have been determined by the group or organization. Meanwhile, McShane (2005) defines leadership as the ability to influence, encourage, and empower others to contribute to the effectiveness and success of the organization they follow. So it can be concluded that leadership is the ability used to lead, direct and guide a group to achieve common goals and achieve success.

Empathy is the ability to understand, feel, and connect with the thoughts, feelings, and experiences felt by other individuals (Gentry et al., 2016). Empathy is a complex ability that allows a person to understand and feel the emotions of others, thus encouraging the emergence of loving actions. Therefore, empathy requires skills in cognitive, emotional, behavioral, and moral aspects in order to understand and respond to the suffering of others appropriately (Riess, 2017). According to Hansen, empathy means that someone tries to understand the situation of another person as the person understands it, then conveys that understanding to him. Meanwhile, according to Carkhuff in Asri Budiningsih, empathy is defined as the ability to recognize, understand, and feel the feelings of

others through verbal expressions and behavior, and convey that understanding to others. From the description above, it can be concluded that empathy is the ability to understand and feel what others experience, including their thoughts, emotions, and experiences, thus creating deeper relationships and understanding between individuals.

Empathetic leadership is defined as a leadership style that focuses on understanding the emotional situation of followers and a willingness to care and take action towards them (Kock et al., 2019). In addition, empathetic leadership is leadership in which the leader will strengthen the bond between the leader and his followers as well and embrace empathy skills that can provide benefits to its members (Hasel & Grover, 2017). People need empathy, and the workplace is no exception, just as in the workplace, people also need support and understanding, or empathy (Edmondson & Lei, 2014). It is often seen that leaders use empathy in the workplace to create a pleasant and comfortable condition for their followers (Owens & Hekman, 2016). Humans use empathy to survive because with empathy, a person can understand that anyone who shows empathy can be trusted and cooperated with others (Kock et al., 2019). Thus, empathy helps develop good relationships between people. High empathy also allows leaders to better understand and respond to the needs of their subordinates in a way that improves performance (Kock et al., 2019). A leader who is able to understand and anticipate the needs of his subordinates can determine the most effective management to improve

suboptimal performance or improve good performance. Empathetic leaders are an asset to an organization, in part because they are able to build and maintain relationships effectively, which is an essential part of leading an organization anywhere in the world (Gentry et al., 2016)

2.1.2 Leadership and Emotional Intelligence

Emotional Intelligence is a person's ability to recognize, understand, manage, and regulate their own emotions and understand and influence the emotions of others. This concept was first introduced by Peter Salovey and John Mayer in 1990, then popularized by Daniel Goleman through his book entitled Emotional Intelligence (1995). Emotional intelligence plays an important role in leadership, this is because emotional intelligence has an impact on how leaders interact with their members and make decisions. According to Goleman, there are five components that make up emotional intelligence:

1. Self-awareness

    The ability to recognize one's own emotions, know their causes and consequences.

2. Self Regulation

    The ability to control emotions, restrain impulses, and adapt to change.

3. Self Motivation

    Internal drive to achieve targets and remain optimistic despite difficulties.

4. Empathy

    The ability to recognize and feel the feelings of others, and to take their perspective.

5. Social Skills

    Skills to build harmonious relationships, communicate effectively, and handle conflict well.

    These five components underlie how emotional intelligence influences leadership (Musa, 2024).

2.1.3 Aspects of Empathetic Leadership

According to Gentry (2016), a subordinate assesses a leader on four aspects to determine whether the leadership adopted by the leader is based on empathy that can affect the success of the leader's performance or not. The first aspect is the leader's sensitivity to the workload of his subordinates. The leader's ability to understand, monitor, and adjust the workload given to his subordinates to suit their capacity and abilities. This sensitivity is important in ensuring that subordinates do not feel overburdened, and that work can be completed well without causing excessive stress or fatigue. Second, the leader shows interest in the needs, hopes, and dreams of his employees. Leaders must show interest in the needs, hopes, and dreams of their employees because this has a major impact on employee job satisfaction, motivation, performance, and loyalty. When leaders show interest in the needs and hopes of their subordinates, subordinates feel valued and recognized as individuals, not

just as resources. This can increase their motivation to work harder and strive to achieve organizational goals. Subordinates who feel that their goals are in line with the company's goals will be more committed to giving their best. Third, leaders are willing to help their subordinates with their personal problems. When subordinates face personal problems, it can affect their emotional and mental well-being. A caring and helpful leader will show empathy, which can ease their burden. Subordinates who feel supported by their superiors will feel more appreciated and will be able to cope with stress or personal difficulties more easily. Fourth, leaders convey compassion to employees when they express personal loss. Leaders need to convey compassion to subordinates when they express personal loss because it creates an empathetic and supportive work environment.

So it can be concluded, there are four things that can be used as a benchmark for empathetic leadership according to Gentry is:

1. Leader's sensitivity to subordinate's workload

2. The leader's interest in the needs, hopes and dreams of his subordinates

3. The willingness of leaders to help with their subordinate's personal problems

4. The ability of a leader to convey compassion to subordinates when expressing personal loss

The four aspects of the assessment show that subordinates assess their superiors based on the leader's empathy. This can be seen from the assessment of the extent to which the superior shows sensitivity, concern, and attention to his subordinates. Therefore, empathy plays a crucial role in good leadership.

2.1.4 Empathy in Leadership

In leadership, empathy can be divided into two aspect main (Musa, 2024):

1. Cognitive Empathy

   The ability to understand the thoughts, feelings and perspectives of others. Where one can put oneself in another person's shoes and gain insight into the mental and emotional state of others.

2. Emotional Empathy

   The ability to share and feel the emotions of others. This is about how to relate to others on an emotional level and feel what others are feeling.

Both are important in leadership. Cognitive empathy allows leaders to make decisions based on understanding another person's perspective, while emotional empathy allows leaders to connect with their team on a deeper level to foster trust and collaboration.

2.1.5 Leader Empathy Indicators

Indicators of empathy that a leader must have include (Sohiron et al., 2019):

1. Good listening skills

   Leaders can give full attention and be good listeners to every problem expressed by subordinates.

2. Ability to accept subordinate's point of view

   Leaders are able to see problems from the perspective of their subordinates, thus demonstrating an attitude of tolerance and accepting differences.

3. Sensitivity to subordinate's feelings

   Leaders can recognize subordinate's feelings through verbal and nonverbal cues, namely tone of voice, facial expressions, body movements, and other body language.

2.1.6 The Impact of Empathy on Leadership Effectiveness

Empathy has a profound impact on leadership. Effective leaders who live with empathy are more likely to build loyal and strong teams, inspired by trust and fostering open communication. The impact of empathy extends to several key areas of leadership including (Musa, 2024):

1. Building trust and credibility

   Empathy plays a key role in building trust between leaders and their teams. When leaders demonstrate an understanding of their team members' emotions and needs, it shows that they care about their well-being. This creates an honest work environment where employees feel valued when they speak up. Empathetic leaders are more likely to

foster this trust because they take the time to understand their team challenges.

2. Improve Communication

    Empathetic leaders are better communicators. Empathetic leaders actively listen, pay attention to nonverbal cues, and respond in a way that shows they understand the concerns and emotions of others. This creates an environment where open communication occurs and employees feel heard and understood.

3. Fostering collaboration and teamwork

    Empathy is essential to fostering a collaborative environment. When leaders are empathetic, they create a culture of inclusivity and respect. This encourages team members to work together, share ideas and support each other in achieving common goals. Empathy also helps leaders manage conflict more effectively. In a team, disagreements and differences of opinion are inevitable. But empathetic leaders are better equipped to navigate these conflicts by understanding each party's emotions and perspectives, allowing them to mediate conflict in a way that preserves relationships and encourages constructive dialogue.

4. Improving Employee Engagement and Well-Being

    Employees who feel understood and supported by their leaders are more likely to be engaged and motivated. Empathetic leadership contributes to a positive work culture where employees feel

emotionally safe, valued and cared for. This leads to higher levels of employee satisfaction, reduced turnover and improved overall well-being. Leaders who demonstrate empathy have a direct impact on employee morale and retention. When employees feel that their leaders genuinely care about their needs, they are more likely to stay with the organization and perform well in a way that aligns with the company's goals and values.

5. Enhancing Innovation and Creativity

Empathy can also foster creativity and innovation within a team. Empathetic leaders create an environment where employees feel comfortable sharing new ideas, taking risks, and experimenting support, empathetic leaders encourage their teams to think creatively and contribute their own unique perspectives. When leaders actively listen and respond to new ideas with enthusiasm and validation, this boosts the confidence of their team members, making them more willing to contribute innovative solutions.

2.2 Conflict Management

2.2.1 Definition

Conflict is an inseparable part of human life, which arises in interactions, communications, and relationships with various parties in various situations and events. Conflict comes from the Latin verb configere, which means to attack each other. In a sociological context, conflict is defined as a social process involving two or more people (or

even between groups), in which one party tries to eliminate the other party by destroying or weakening it (Muspawi, 2014). Wirawan in Sudarmanto (2021) defines conflict as a process of dispute that occurs between two or more interdependent parties, related to the object of the conflict, through patterns of behavior and interactions that produce the results of the conflict. Meanwhile, Jones in Sudarmanto (2021) states that organizational conflict occurs when there is a clash between behavior aimed at achieving the goals of one party and the efforts of another party to thwart or damage those goals. Meanwhile, according to Dana in Sudarmanto (2021), conflict in the workplace is a condition in which interdependent workers feel stressed or uncomfortable, blame each other, and take similar actions that ultimately cause problems in the world of work or business.

Therefore, conflict can be interpreted as a situation where there is a difference, conflict, or disagreement between two or more parties involving opposing ideas, goals, needs, values, or interests. Conflict can occur in various aspects of life, both individuals, groups, and organizations, and can be constructive if managed well or destructive if not handled properly.

Conflict management is the practice of identifying and handling conflicts in a rational, fair, and efficient manner (Saeed et al., 2014). According to Ross, conflict management refers to steps taken by the parties involved or a third party to direct the dispute towards a certain

outcome, which may or may not result in conflict resolution, and may bring calm, positive things, creativity, consensus, or even aggression. In addition, conflict management is a series of actions and responses carried out by the parties involved in the conflict or a third party rationally and proportionally, with the aim of controlling the situation and conditions of the dispute or conflict that occurs between two or more parties (Sudarmanto et al., 2021). Conflict management is a series of actions and reactions between the parties involved in the conflict and outside parties. This approach focuses on the process that leads to communication (including behavior) between the perpetrators and outside parties and how it affects their interests and interpretations. For outsiders who act as third parties, accurate information about the conflict situation is needed. This is important because effective communication between the parties involved in the conflict can only be realized if there is mutual trust in the third party (Asiah, 2017).

It can be concluded that conflict management is an action taken by the parties involved in the conflict or by a third party with the aim of managing, controlling and resolving the conflict.

2.2.2 Types of Conflict

Types of conflict according to (Zlatkova, 2023) among others:

1) Intrapersonal Conflict

Intrapersonal conflict occurs when a person realizes a discrepancy between the goals given to him and his personal abilities and roles. At

this level of conflict, strong feelings, inner emotional states, and volitional processes develop.

2) Interpersonal Conflict

Occurs when two individuals express disagreement about goals, actions, decisions, outcomes, etc. This conflict occurs because of differences in perception between the two, differences in motivation, differences in learning styles, differences in judgment styles, and other internal differences between individuals. Regardless of whether this type of conflict occurs in a work situation or not, according to W. Markham this conflict has a negative impact on relationships. It also has a negative impact on those who have to work with one or both parties involved in the conflict.

3) Intragroup Conflict

Occurs due to intellectual differences and behavioral differences among group members. In addition, this type of conflict is also based on the emotional reactions of group members to a situation. Intragroup conflict in organizations occurs when an individual violates the behavioral norms established in the group. This immediately leads to the implementation of disciplinary action against the group by its leader. The expected results of such conflict may be seen in negative behavior towards the individual or group. In addition, this can lead to decreased work productivity and worsening relationships between superiors, individuals, and groups.

4) Intergroup Conflict

This conflict arises between groups, both formal and informal. This conflict is a dispute between separate groups that depend on each other in an activity where dissatisfaction is expressed and leads to conflict. Intergroup conflict occurs when two groups are in conflict with each other and each group tries to achieve its own goals.

2.2.3 Causes of Conflict

The following are factors that cause conflict in organizations (Wahyudi, 2015):

1) Human Factors

   a. Caused by superiors, especially because of their leadership style

   b. Personnel who insist on rigidly maintaining the rules

   c. Individual personality traits, such as selfishness, fanaticism, authoritarianism, and other characteristics, can be contributing factors.

2) Organizational Factors

   a. Competition in using resources

      When resources, such as money, materials, or other facilities, are limited or intentionally limited, competition for their use can arise. This creates the potential for conflict between units or departments within an organization.

   b. Differences in Goals Between Units in an Organization

      Each unit in the organization has its own specialization in

functions, tasks, and fields. These differences often trigger conflicts of interest between existing units. Task interdependence Conflict can arise from dependencies between groups, such as departments or divisions, where one group cannot continue its work because it must wait for results from another group.

c. Differences in values and perceptions

Conflict occurs because a certain group or section has a negative perception because they feel they are being treated unfairly.

d. Jurisdictional ambiguity

Conflicts can arise due to unclear rules, especially when responsibilities between parties overlap.

e. Status issues in organizations

Conflict can arise when one unit or department seeks to improve and increase its status, while another unit or department feels that this could threaten their position in the organizational hierarchy.

f. Communication barriers.

Communication barriers in planning, supervision, coordination, or leadership can trigger conflict between units or departments.

2.2.4 Impact of Conflict

In conflict management, there are two main aspects that can emerge, namely positive aspects and negative aspects (Asiah, 2017):

1) Positive Aspects

When conflict is managed well, it can be a productive source of energy and creativity. Some of the benefits include:

a. Helping to understand differences, namely helping individuals understand the differences in tasks and responsibilities.

b. Conflict can improve communication by opening new, more effective channels of communication.

c. Motivating the team. Conflict can generate new enthusiasm among staff members.

d. Conflict as an emotional outlet. Conflict provides space for individuals to express their emotions in a constructive way.

2) Negative Aspects

On the other hand, if conflict is not managed well, the impact can be destructive, both for individuals and groups. Possible negative impacts include:

a. Work effectiveness decreases. Conflict disrupts productivity and performance.

b. There is rejection. There is an attitude of opposition or resistance to certain situations.

c. Resistance to change. Conflict makes it difficult for individuals to accept or adapt to change.

d. Apathetic

Good conflict management aims to reduce negative impacts and maximize positive potential for organizational success.

2.2.5 Objectives of Conflict Management

The following are the objectives of conflict management (Sudarmanto, 2021):

1) Prevent and minimize disruption to members of the organization, This aims to ensure that members of the organization remain focused on the vision, mission, and goals of the company or organization, by reducing or preventing potential distractions that could hinder performance.

2) Increase mutual respect among members of the organization and appreciate diversity

3) Increase the creativity of organizational members by utilizing the conflicts that occur

4) Improve the quality of decisions by considering multiple information and perspectives.

5) Providing facilities for joint activities and collaboration

6) Creating procedures and conflict resolution

7) Avoid unpleasant work environments: fear, low morale, mutual suspicion.

8) Prevent strikes from occurring

9) Prevent sabotage by the losing party in the conflict

10) Increase organizational loyalty and commitment.

11) Avoid disruption of production and operations processes.

12) Prevent increasing court costs

2.2.6 Aspects of Conflict Management

According to Thomas and Kilmann's conflict management theory (in Arizona et al., 2021), there are two main dimensions in conflict management, namely:

a. Cooperativeness

Cooperation refers to the efforts made by individuals to meet the needs or interests of another party in a conflict. The level of cooperation can vary from being highly prioritized to being completely ignored.

According to Wirawan (2013), In this dimension there are four indicators, namely:

1. Maintain harmonious relationships

2. Putting the interests of others above personal pleasure

3. Pay attention to other people's opinions

4. Avoiding aggressive behavior

b. Assertiveness

Assertiveness is an individual's effort to fulfill personal desires or interests when facing conflict. The level of assertiveness can vary, from very important to less important. This dimension has three main indicators, namely:

1. Low concern for the interests of others

2. Strong focus on achieving personal goals

3. Trying to find a solution that is more beneficial to yourself

Meanwhile, according to Rahim (in Widyastuti et al., 2020), conflict management has two main aspects, namely:

a. Focus on Self (Concern for Self)

This aspect describes the high or low level of a person's efforts to fulfill his or her personal desires or interests in a conflict situation.

b. Concern   for   Others

This aspect indicates the high or low level of a person's efforts to fulfill the needs or interests of other parties in a conflict.

From this explanation, it can be concluded that conflict management consists of two core dimensions, namely cooperation and assertiveness, which are the basis for determining conflict management strategies.

2.2.7 Types of Conflict Management

Based on the dimensions of cooperation and assertiveness, Thomas and Kilmann put forward five types of conflict management styles, including competing, collaborating, compromising, avoiding, and accommodating.

1) Avoiding: is a style that prioritizes conflict avoidance. Sensitive situations or issues that have the potential to trigger conflict are attempted to be avoided, so that open conflict does not occur.

2) Accommodating: this approach involves gathering and accommodating the opinions and interests of all parties involved in the conflict. The resulting solution focuses on prioritizing the interests of other parties based on the input received.

3) Compromise: This style prioritizes negotiation between conflicting parties to find a solution in the form of a middle way that can be accepted by all parties, even though the result is a mutually defeatist (lose-lose solution).

4) Competing: this approach involves competition between conflicting parties to win the situation, where the interests of the losing party must be sacrificed for the benefit of the stronger or more powerful party (win-lose solution).

5) Collaborating: this method allows the disputing parties to work together synergistically to find a solution that satisfies all parties. By respecting each other's interests, this approach achieves a win-win solution.

In addition, another opinion according to Rahim (2002), conflict management styles are divided into five types, namely integrating style, obliging style, dominating style, avoiding style and compromising style.
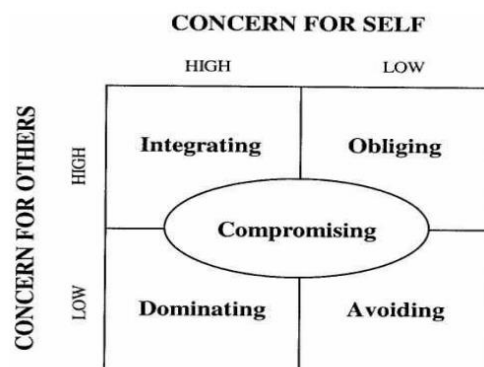

Figure 2.1 Conflict Management Styles (Rahim, 2002)

1) Integrating Style

   This style reflects a high level of concern for self and others. In this approach, the parties involved in the conflict cooperatively identify the problem, find alternative solutions, weigh the options, and ultimately decide on the best solution. This style is often referred to as Collaborative style or problem-solving style, because it aims to find mutually beneficial outcomes for all parties.

2) Obliging/smoothing style

   The obliging style is an approach to conflict management that focuses on efforts to reduce differences and highlight similarities in order to satisfy the interests of the other party. In this style, individuals tend to prioritize the needs of others over their own interests. This approach aims to reduce differences of opinion and prioritize equality as a way to build cooperation with others. The obliging style is also known as "smoothing," which means suppressing differences while strengthening similarities to create harmony in relationships.

3) Dominating Style

   Dominating style is a style that is oriented towards win-lose results (win-lose), where individuals use coercive behavior to ensure their position of superiority. This style shows a high level of concern for themselves, but low concern for others. Dominant individuals tend to work hard to achieve their desires, often at the expense of the desires and expectations

of others. This style is also known as a forcing style or competing style because it relies on power or dominance to achieve desired outcomes.

4) Avoiding Style

People with an avoidant style of dealing with conflict are actually aware of the existence of conflict, but they tend to choose to ignore it. This avoidant style shows a low level of concern for both themselves and others, thus leading both parties to a lose-lose situation (lose-lose). This approach does not focus on solving the problem, but rather simply postponing or ignoring the conflict for a while. As a result, the underlying problem remains unresolved and has the potential to resurface at a later date with greater impact.

5) Compromising Style

Compromising style involves a mutual "give" and "take" or "share," where both parties are willing to sacrifice some of their interests in order to reach a mutually acceptable decision. This style aims to find a middle ground that is adequate for all parties involved. This style is defined as a situation in which each party involved in a conflict reaches an agreement on certain conditions through a process of compromise. This approach allows both parties to find a mutually acceptable solution by giving up some of their interests in order to achieve understanding and balance.

2.3 The Relationship Between Empathetic Leadership with Conflict Management

In the theory of psychology in conflict, emotional intelligence has an influence in conflict management. A study on Emotional intelligence in government hospitals shows that emotional intelligence has a significant and positive influence on conflict management in teams. Emotional intelligence can help clients receive better attention and support them in overcoming and controlling conflicts in teamwork (Batjo, 2023). Empathy is one aspect included in a person's emotional intelligence. Empathy is an individual's ability to understand, feel, and connect with the thoughts, feelings, and experiences of others. Empathy is a crucial asset for a person because it allows them to gain insight into the thoughts, feelings, and views of the parties involved in the conflict. By understanding the perspectives of both parties, a person can facilitate communication, build trust, and find solutions that are acceptable to all parties involved (Batjo, 2023). Empathy and compassion are closely related to interpersonal relationships and better attitudes towards reconciliation in various matters between groups. This shows that empathy can reduce hostility and encourage collaboration between disputing parties. Therefore, empathy can serve as an effective tool in resolving conflict because it helps the parties involved to understand each other's perspectives, build trust, and find mutually agreed solutions. By understanding the role of empathy in conflict, the parties can work together to reduce hostility and encourage collaboration, and integrate empathy into their conflict resolution strategies (Batjo, 2023).

Empathetic leaders are leaders who recognize and understand the emotions of subordinates, encourage subordinates to express concerns, and build a work environment of mutual trust and respect (Tudor, 2023). If a leader has empathy and applies empathy-based leadership, it will be able to facilitate good conflict resolution. Empathetic leadership is a significant predictor of effective conflict resolution in various contexts. By fostering understanding and collaboration, empathetic leaders can create an environment that is more prepared to handle conflict constructively. This approach not only resolves conflict but also improves overall organizational performance and employee engagement (Babalola, 2016).
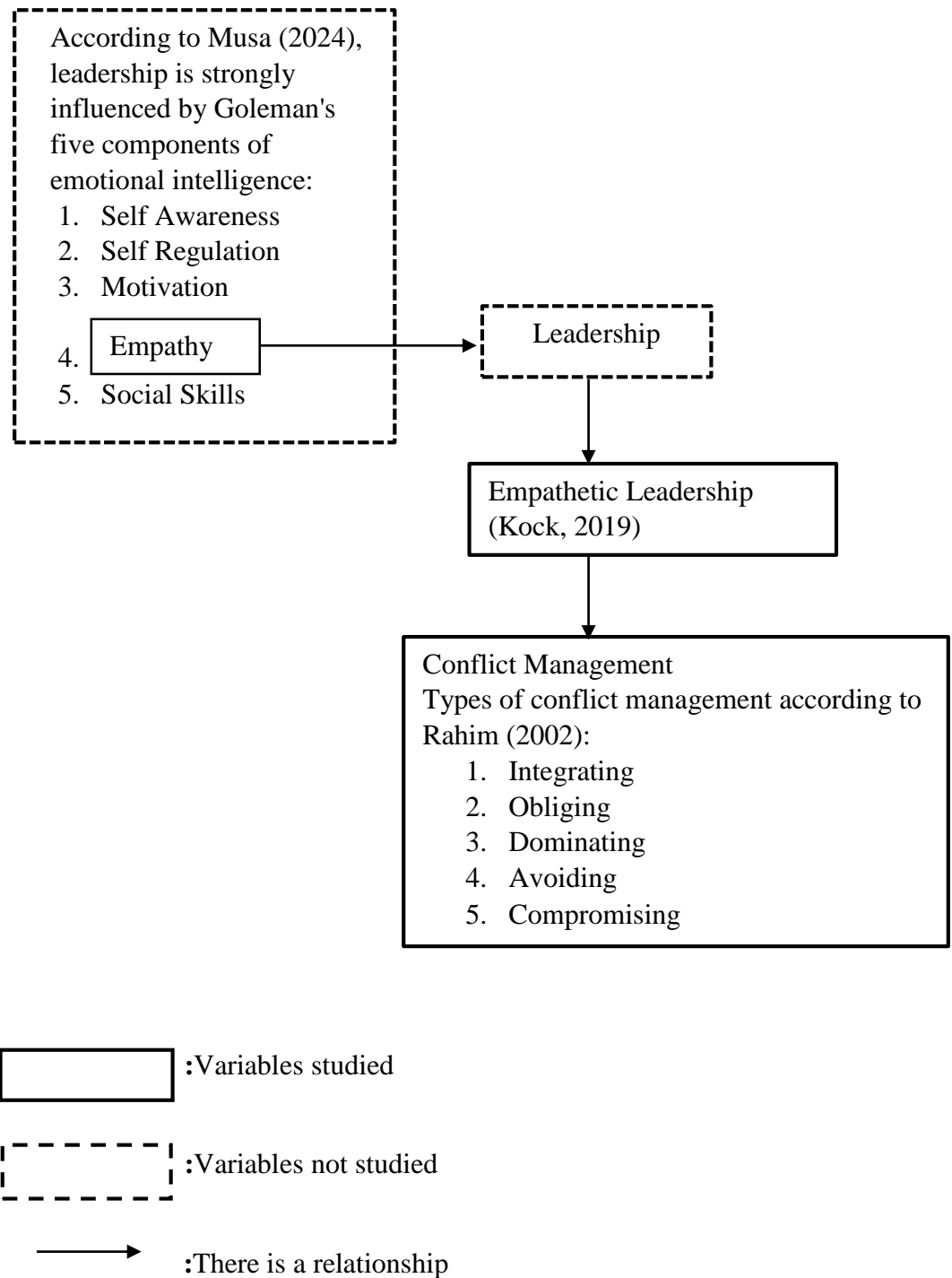
2.4 Conceptual Framework

Figure 2.2 Conceptual Framework of the Relationship between Empathetic Leadership with Conflict Management Among Nursing Team at Dr. Soedomo Trenggalek Hospital

2.5 Hypothesis

Based on the problem formulation, literature review, conceptual framework, the research hypothesis is:

H1: There is a relationship between empathetic leadership with conflict management among nursing team at Dr. Soedomo Trenggalek Hospital.