

## Managing conflict in semi-military public organisations: the role of emotional intelligence, digital communication skills, mindfulness, and resilience

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### Abstract

Conflict management in semi-military public organisations remains underexplored, particularly in decentralised enforcement contexts characterised by emotionally charged interactions and increasing demands for digital communication. This study investigates the effects of emotional intelligence and digital communication competence on conflict management styles, incorporating workplace mindfulness as a mediating mechanism and psychological resilience as a moderating factor. Data were collected from 100 Civil Service Police Unit (SatPol PP) officers across four regencies in Central Java using stratified random sampling and analysed with Partial Least Squares Structural Equation Modelling (PLS-SEM). The results indicate that both emotional intelligence and digital communication competence significantly influence conflict management styles, directly and indirectly through workplace mindfulness, while psychological resilience strengthens the positive effect of mindfulness on conflict behaviour. These findings suggest that effective conflict management in high-pressure public enforcement settings depends on integrating emotional, digital, and psychological resources. This study contributes by developing an integrated multidimensional framework that extends Conservation of Resources theory within a semi-military public service context and provides practical insights for competency-based training, digital capability development, and resilience strengthening in public enforcement institutions.

### Keywords:

conflict management style; digital communication competence; emotional intelligence; mindfulness; psychological resilience

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## Introduction

Indonesia's decentralised public administration system places strong responsibility on local governments to maintain public order and enforce regional regulations (Matsui, 2005; Rose, 2004). Semi-military public organisations such as the Civil Service Police Unit (SatPol PP) operate at the intersection of law enforcement, public service, and social interaction, where officers frequently face high-intensity and emotionally charged encounters with citizens (Djiwandono, 2018; Rusfiana & Kurniasih, 2024). In such environments, effective conflict management becomes essential to ensure both regulatory compliance and public trust (Reinke de Buitrago, 2009).

Prior studies have established that emotional intelligence improves interpersonal effectiveness and reduces conflict escalation in organisational settings (Cao et al., 2022; Mayer et al., 2016). Similarly, digital communication competency has been shown to enhance clarity, transparency, and responsiveness in technology-mediated interactions (Hirsch et al., 2023; Xu & Dai, 2024). In addition, workplace mindfulness supports emotional regulation and adaptive behavioural responses in high-pressure environments (Liu et al., 2025).

However, existing research largely examines these factors in isolation and predominantly within corporate or conventional bureaucratic contexts, with limited attention to semi-military public organisations operating under decentralised governance systems (Rahim, 2023; Soriano-Vázquez et al., 2023). Moreover, prior studies rarely integrate emotional (Attri et al., 2015; Tasci et al., 2025), digital (Murthy et al., 2025; Subramanian et al., 2026), and psychological resources (Divyakala & Vasumathi, 2025) within a single mediation–moderation framework, particularly in enforcement settings characterised by hierarchical authority and direct citizen confrontation (Chen & Grupe, 2021; Kaczmarek et al., 2025). This gap limits the understanding of how emotional, digital, and psychological resources jointly shape conflict management behaviour in high-pressure semi-military public organisations (Peen Rodt, 2012; Soeters et al., 2020). Therefore, this study aims to examine how emotional intelligence and digital communication competence influence conflict management behaviour through workplace mindfulness, with psychological resilience as a moderator.

Therefore, this study employs a quantitative explanatory design using Partial Least Squares Structural Equation Modelling (PLS-SEM) (Hair & Alamer, 2022; Sharma & Kim, 2013) to examine the effects of emotional intelligence and digital communication competency on conflict management styles, with workplace mindfulness as a mediating variable and psychological resilience as a moderating variable among semi-military public organisation officers.

This study contributes to the literature by proposing an integrated multidimensional framework that combines emotional, digital, and psychological resources within a single model tailored to semi-military public enforcement contexts. It extends the Conservation of Resources Theory by demonstrating how

internal and operational resources are transformed into adaptive conflict behaviour through mindfulness and conditioned by resilience. Additionally, it provides practical insights for competency-based training, digital communication development, and resilience strengthening in public enforcement institutions operating under decentralised governance systems.

## **Literature review**

### ***Conservation of resource theory***

This study is grounded in the Conservation of Resources (COR) theory (Hobfoll, 1989), which explains how individuals acquire, preserve, and mobilise psychological and operational resources to cope with demanding situations. In semi-military public organisations, conflict situations require officers to regulate emotions, process digital information, and maintain professional judgment under pressure. Within this framework, emotional intelligence functions as an internal emotional resource that supports empathy and self-control (Chen & Grupe, 2021; Soriano-Vázquez et al., 2023), while digital communication competency serves as an operational cognitive resource that reduces ambiguity and enhances clarity in technology-mediated interactions (Adzimah & Yaqin, 2024; Hirsch et al., 2023).

These resources become behaviorally effective through workplace mindfulness, which reflects present-moment awareness and non-reactive processing (Hülshager et al., 2025; Liu et al., 2025). Psychological resilience further strengthens the ability to sustain these resources under intense and unpredictable conditions (Zhang et al., 2023). Accordingly, conflict management styles represent adaptive behavioural outcomes derived from the deployment of these interrelated resources in hierarchical enforcement settings.

Conflict management styles refer to behavioural strategies used to address disagreements and public resistance during enforcement activities (Rahim, 2021). Prior studies show that emotional, communication, and self-regulatory competencies influence whether individuals adopt integrative, compromising, or avoidant responses (Shahbaz & Parker, 2022). In public sector environments characterised by direct citizen interaction, the effectiveness of conflict handling depends on officers' psychological resources and situational awareness, making semi-military organisations a relevant context for examining these relationships.

### ***Workplace mindfulness and conflict management styles***

Drawing on COR (Hobfoll, 1989), workplace mindfulness can be understood as a self-regulatory attentional resource that helps officers maintain cognitive clarity, emotional stability, and behavioural control during demanding interactions. In semi-military public organisations, conflict situations often trigger defensive reactions that may escalate tension, whereas mindfulness enables present-moment awareness, emotional regulation, and more accurate interpretation of conflict cues,

leading to adaptive responses such as integration and compromise rather than domination or avoidance (Shahbaz & Parker, 2022).

Empirical evidence supports this mechanism, showing that workplace mindfulness reduces aggression, enhances respectful communication, and improves the management of stressful social interactions (Singh & Bodhi, 2025), particularly in public sector contexts where officers engage directly with citizens under pressure (Liu et al., 2025). Therefore, workplace mindfulness is expected to positively influence conflict management styles.

H1: Workplace mindfulness significantly influences conflict management styles

### ***Emotional intelligence and workplace mindfulness***

Drawing on COR (Hobfoll, 1989), emotional intelligence can be viewed as a key internal resource that enables officers to maintain emotional balance, attentional control, and interpersonal awareness in demanding situations (Cattani, 2024; Grigsby et al., 2026; Izzarelli, 2022). In semi-military public organisations, officers frequently face emotionally intense encounters requiring rapid judgment and restraint, where those with higher emotional intelligence are better able to recognise emotional cues, regulate reactions, and sustain present-moment awareness and non-reactive attention as core elements of workplace mindfulness (Cao et al., 2022).

Empirical evidence supports this mechanism, showing that emotional intelligence enhances stress regulation, attentional stability, and present-focused awareness in high-pressure contexts (Zhou et al., 2025), while also enabling officers to maintain calmness and situational awareness during confrontational interactions (Moreno et al., 2024). Therefore, emotional intelligence is expected to positively influence workplace mindfulness.

H2: Emotional intelligence significantly influences workplace mindfulness

### ***Digital communication competence and workplace mindfulness***

Drawing on COR (Hobfoll, 1989), digital communication competence can be conceptualised as an operational cognitive resource that helps officers reduce communication ambiguity, cognitive overload, and technological stress in digitally mediated enforcement settings. In semi-military public organisations, officers increasingly rely on mobile reporting systems, real-time communication platforms, and electronic documentation during high-pressure field operations. Officers with stronger digital communication competence are therefore better able to process information efficiently, maintain attentional control, and remain psychologically composed, which supports present moment awareness and non-reactive engagement as key aspects of workplace mindfulness (Rehman et al., 2024; Hirsch et al., 2023).

Recent empirical studies further reinforce this mechanism. Digital fluency has been shown to reduce frustration, improve ethical communication awareness, and

strengthen attentional regulation in stressful professional contexts (Mumtaz & Arshad, 2025). Similarly, enhanced digital competence contributes to well-being and better focus under operational pressure, enabling employees to sustain mindful behaviour during complex tasks (Kaczmarek et al., 2025; Kumpikaitė et al., 2021). In the semi-military public organisation context, where officers manage real-time communication and electronic reporting under duress, digital communication competence is therefore expected to positively influence workplace mindfulness. Accordingly, the following hypothesis is proposed:

H3: Digital communication competence significantly influences workplace mindfulness

#### ***Emotional intelligence and conflict management styles***

Drawing on COR (Hobfoll, 1989), digital communication competence can be conceptualised as an operational cognitive resource that reduces communication ambiguity, cognitive overload, and technological stress in digitally mediated environments (Hollebeek et al., 2023). In semi-military public organisations, officers rely on digital tools for real-time reporting and communication, where higher digital competence enables more efficient information processing, attentional control, and psychological composure, thereby supporting present-moment awareness and non-reactive engagement as core aspects of workplace mindfulness (Hirsch et al., 2023).

Empirical evidence supports this mechanism, showing that digital fluency reduces frustration, enhances ethical communication, and strengthens attentional regulation in high-pressure contexts, while also improving well-being and focus during complex tasks (Kaczmarek et al., 2025). Furthermore, digital competence has been linked to reduced technostress and improved adaptive behaviour in technology-intensive environments (Golz et al., 2021). Therefore, digital communication competence is expected to positively influence workplace mindfulness.

H4: Emotional intelligence significantly influences conflict management styles

#### ***Digital communication competence and conflict management styles***

Drawing on Conservation of Resources Theory (Hobfoll, 1989), digital communication competence can be viewed as an operational cognitive resource that enables officers to manage information flow, minimise ambiguity, and sustain interactional clarity in conflict-prone public encounters. In semi-military public organisations, where enforcement activities rely heavily on digital platforms for reporting, coordination, and public interaction, higher digital competence allows officers to communicate regulations more effectively, respond to citizen concerns promptly, and prevent misunderstandings that may escalate conflict (Hirsch et al., 2023; Kaczmarek et al., 2025).

Empirical evidence reinforces this argument, indicating that digital competence enhances organisational agility, improves citizen-centred responsiveness, and reduces communication-related stress in high-pressure environments (Atobishi et al., 2024). Moreover, digital fluency has been shown to reduce cognitive overload and support more accurate judgment during complex interactions, thereby facilitating adaptive conflict management behaviour (Rehman et al., 2024). In addition, effective digital communication contributes to transparency and trust-building, which are critical for de-escalating tensions in public service contexts (Hollebeek et al., 2023).

H5: Digital communication competence significantly influences conflict management styles

#### ***Workplace mindfulness, emotional intelligence and conflict management styles***

Drawing on Conservation of Resources Theory (Hobfoll, 1989), workplace mindfulness functions as a self-regulatory mechanism through which emotional intelligence is translated into adaptive conflict behaviour. While emotional intelligence enables emotion recognition and regulation, its effectiveness depends on sustained attention and non-reactive processing, which mindfulness facilitates, leading to more constructive rather than impulsive responses (Shahbaz & Parker, 2022).

Empirical evidence shows that mindfulness enhances attentional focus, emotional stability, and situational awareness under stress, thereby channelling emotional competencies into constructive behaviour (Chen & Grupe, 2021; Liu et al., 2025), while emotionally intelligent individuals are more likely to adopt integrative and compromising conflict strategies (Soriano-Vázquez et al., 2023). Therefore, workplace mindfulness is expected to mediate the relationship between emotional intelligence and conflict management styles.

H6: Workplace mindfulness mediates the relationship between emotional intelligence and conflict management styles.

#### ***Workplace mindfulness, digital communication competence and conflict management styles***

Drawing on COR (Hobfoll, 1989), workplace mindfulness functions as a self-regulatory mechanism through which digital communication competence is translated into adaptive conflict behaviour. While digital competence reduces communication ambiguity and cognitive strain, its effectiveness depends on attentional stability and non-reactive processing, which mindfulness facilitates, leading to more constructive conflict responses (Liu et al., 2025; Singh & Bodhi, 2025).

Empirical evidence shows that digital competence enhances operational clarity, emotional composure, and stress tolerance, thereby strengthening mindful engagement and enabling more adaptive conflict management (Kaczmarek et al.,

2025). Therefore, workplace mindfulness is expected to mediate the relationship between digital communication competence and conflict management styles.

H7: Workplace mindfulness mediates the relationship between digital communication competence and conflict management styles.

***Psychological resilience, workplace mindfulness and conflict management styles***

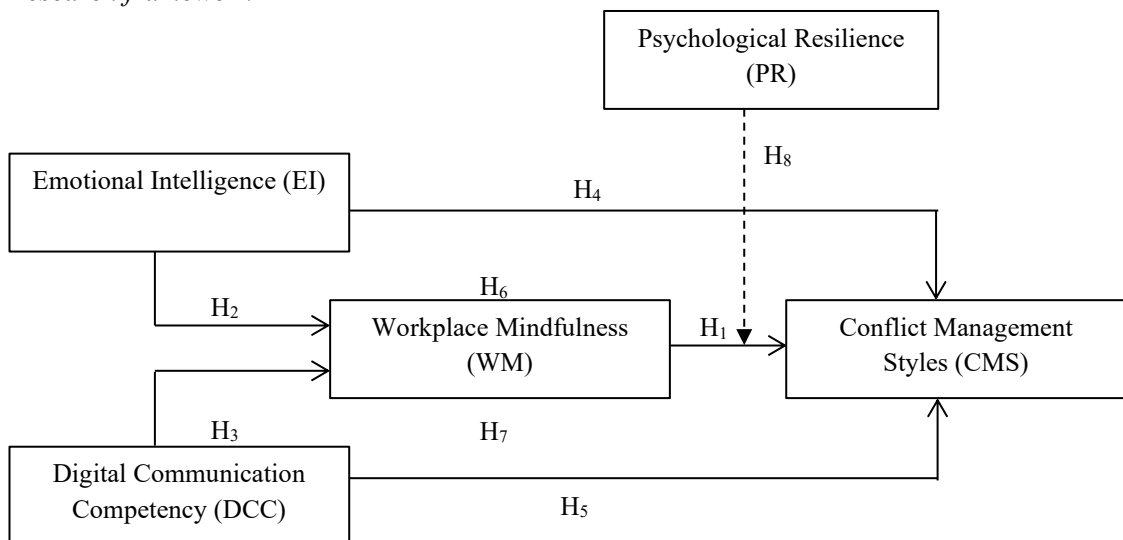
Drawing on COR (Hobfoll, 1989), psychological resilience functions as a protective resource that strengthens the effect of workplace mindfulness on adaptive conflict behaviour. While mindfulness supports attentional control and emotional regulation, its translation into constructive conflict responses depends on individuals' capacity to withstand stress and uncertainty, positioning resilience as a boundary condition that amplifies this relationship (Chen & Grupe, 2021; Zhang et al., 2023).

Empirical evidence confirms this moderating role, showing that individuals with higher resilience are better able to convert mindful awareness into constructive interpersonal outcomes in high-pressure contexts (Balafkan et al., 2023), while also sustaining emotional regulation and mindful functioning under prolonged stress (Kumpikaitè et al., 2021). Therefore, psychological resilience is expected to strengthen the positive influence of workplace mindfulness on conflict management styles.

H8: Psychological resilience moderates the relationship between workplace mindfulness and conflict management styles.

***Figure 1.***

*Research framework*



Source: Authors' work (2026)

## **Research method**

### ***Population and sample***

This study employed a quantitative explanatory design to examine the effects of emotional intelligence and digital communication competence on conflict management styles, with workplace mindfulness as a mediating variable and psychological resilience as a moderating variable. The study was conducted from February 1 to March 15, 2025, and involved semi-military public organisation officers from Banyumas, Cilacap, Purbalingga, and Banjarnegara, four regencies in Central Java, selected for their comparable administrative structures and active public order enforcement responsibilities.

The total population consisted of 380 full-time semi-military public organisation officers across the four regencies based on official personnel records obtained from each local unit. A stratified random sampling technique was employed, with each regency treated as an independent stratum to ensure proportional representation across the study area. Following (Hair et al., 2025), the minimum sample size requirement for PLS-SEM was determined using the 10 times rule based on the largest number of structural paths directed to an endogenous construct. Based on this guideline and to ensure sufficient statistical power, 100 officers were randomly selected proportionally from the four strata.

### ***Data collection and instruments***

Primary data were collected using a self-administered questionnaire consisting of closed-ended statements measured on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The instrument was pre-tested on 15 officers from a neighbouring regency to assess clarity, contextual relevance, and item consistency before the full survey administration. Minor wording adjustments were made to improve contextual fit with semi-military public organisation operational duties. All constructs were operationalised as reflective measures adapted from validated prior studies and contextualised for the semi-military public organisation environment. Emotional intelligence was measured using 5 items adapted from Zhou et al. (2025). Digital communication competence was measured using 5 items adapted from (Adzimah & Yaqin, 2024). Workplace mindfulness was assessed using 5 items adapted from Liu et al. (2025) and (Hülshager et al., 2025). Psychological resilience was measured using 5 items adapted from (Zhang et al., 2025). Finally, conflict management styles were measured using 5 items adapted from (Rahim, 2021). This measurement structure is consistent with the reflective indicators used in the SmartPLS analysis.

### ***Validity and reliability testing***

To ensure the measurement quality, the author conducted multiple validity and reliability tests using SmartPLS 4. Convergent validity was assessed through outer loading values, with acceptable thresholds set at  $\geq 0.70$ , and Average Variance

Extracted (AVE) values greater than 0.50. Composite Reliability (CR) and Cronbach's Alpha values for all constructs exceeded 0.70, confirming internal consistency. Discriminant validity was examined using both the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT), ensuring empirical distinctiveness of each latent construct.

### ***Data analysis technique***

Data were analysed using Structural Equation Modelling Partial Least Squares (SEM-PLS) with the SmartPLS 4.0 software. This technique was chosen for its robustness in handling small to medium sample sizes, its ability to model latent constructs, and its suitability for complex moderated-mediation frameworks. The author tested seven hypotheses, involving both direct and indirect effects among the variables. The model's explanatory power was evaluated using R-squared ( $R^2$ ) values, while predictive relevance was assessed through Q-squared ( $Q^2$ ) values using blindfolding procedures. Model fit was further examined using the Standardised Root Mean Square Residual (SRMR) index, with values below 0.08 considered acceptable.

Additionally, a non-parametric bootstrapping procedure with 5,000 resamples and a 95% confidence interval ( $t$ -critical  $\geq 1.96$ ) was employed to assess the significance of each path coefficient. The analysis focused not only on path significance but also on effect size ( $f^2$ ), variance explained ( $R^2$ ), and interaction effect testing for the moderating role of Psychological Resilience. This analytic approach enabled a comprehensive examination of how emotional and digital competencies, in conjunction with psychological variables, influence conflict resolution behaviour in the unique organisational setting of a semi-military public organisation.

## **Results**

### ***Respondent characteristics***

A total of 100 semi-military public organisation officers participated in this study, proportionally representing Banyumas, Cilacap, Purbalingga, and Banjarnegara. The respondent profile shows that 72 officers were male and 28 were female, reflecting the operational nature of semi-military public enforcement roles. In terms of age, the largest proportion of respondents (38 officers) were in the 31–40 years category, indicating a professionally mature workforce with substantial field experience. Regarding educational background, most respondents held a bachelor's degree (40 officers), followed by high school graduates (35 officers). In addition, the dominant tenure group was 5–10 years of service (34 officers), suggesting that the sample largely consisted of officers with sufficient operational exposure to conflict-prone enforcement situations.

***Outer loadings of measurement items***

The outer loading values indicate the extent to which each indicator contributes to its corresponding latent construct. According to (Hair et al., 2023), an outer loading value above 0.70 suggests strong convergent validity. Table 1 presents the outer loading values for all reflective indicators used in this study.

**Table 1.**  
*Outer loadings of measurement items*

Indicator	CMS	DCC	EI	PR	WM	PR × WM
CMS1	0.947					
CMS2	0.927					
CMS3	0.946					
CMS4	0.954					
CMS5	0.942					
DCC1		0.929				
DCC2		0.947				
DCC3		0.939				
DCC4		0.951				
DCC5		0.955				
EI1			0.951			
EI2			0.947			
EI3			0.948			
EI4			0.931			
EI5			0.949			
PR1				0.727		
PR2				0.861		
PR3				0.780		
PR4				0.826		
PR5				0.746		
WM1					0.942	
WM2					0.943	
WM3					0.938	
WM4					0.929	
WM5					0.917	
PR × WM						1.000

Source: Authors' work (2026)

All indicator loadings are well above the threshold of 0.70, indicating strong indicator reliability and convergent validity for all constructs in the measurement model. The interaction term for the moderating variable (Psychological Resilience × Workplace Mindfulness) has a perfect loading of 1.000, as expected for a two-stage moderation analysis in SmartPLS. These results confirm that all items contribute strongly to their respective latent variables, validating the use of the selected measurement instruments in this study

***Construct reliability and validity***

Construct reliability and validity were assessed using three main criteria: Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). According to (Hair et al., 2023), a construct is considered reliable if

Cronbach's Alpha and CR values are above 0.70, and convergent validity is established if the AVE value exceeds 0.50.

**Table 2.**

*Construct reliability and validity*

Construct	Cronbach's Alpha	Composite Reliability	AVE
Conflict Management Styles	0.969	0.976	0.890
Digital Communication Competency	0.970	0.976	0.892
Emotional Intelligence	0.970	0.977	0.893
Psychological Resilience	0.849	0.892	0.624
Workplace Mindfulness	0.963	0.972	0.873

Source: Authors' work (2026)

All constructs demonstrated high internal consistency, with Cronbach's Alpha and Composite Reliability values exceeding the recommended threshold of 0.70. Additionally, Average Variance Extracted (AVE) values for all constructs were above 0.50, confirming strong convergent validity (Fornell & Larcker, 1981). These results indicate that the reflective measurement model has acceptable levels of reliability and validity, supporting the appropriateness of the constructs used in the structural model.

**Discriminant validity**

Discriminant validity was evaluated using the Heterotrait–Monotrait Ratio (HTMT) criterion, which is considered a more robust approach compared to the traditional Fornell–Larcker method (Roemer et al., 2021). According to Hair et al. (2023), HTMT values should be below 0.90 to confirm that each construct is empirically distinct from the others. Values closer to 1.0 indicate a lack of discriminant validity.

**Table 3.**

*Construct reliability and validity*

Construct	CMS	DCC	EI	PR	WM	PR × WM
Conflict Management Styles	–					
Digital Communication Competen	0.752	–				
Emotional Intelligence	0.730	0.279	–			
Psychological Resilience	0.293	0.204	0.128	–		
Workplace Mindfulness	0.875	0.561	0.790	0.191	–	
PR × WM	0.056	0.039	0.059	0.436	0.047	–

Source: Authors' work (2026)

All HTMT values are below the conservative threshold of 0.90, indicating adequate discriminant validity among the constructs. Notably, the highest HTMT value (0.875) is between CMS and WM, which are theoretically related yet still statistically distinct. The interaction term (PR × WM) also displays low HTMT values with all other constructs, validating its distinctiveness as a moderating variable in the structural model. These findings confirm that all constructs in the

model exhibit sufficient discriminant validity and can be confidently used in further structural equation modelling.

**Coefficient of determination ( $r^2$ )**

The coefficient of determination ( $R^2$ ) is used to assess the explanatory power of the structural model. According to Hair et al. (2023),  $R^2$  values of 0.75, 0.50, and 0.25 can be interpreted as substantial, moderate, and weak, respectively. In this study,  $R^2$  values were generated for the endogenous variables WM and CMS. As shown in Table 4, the  $R^2$  value for Workplace Mindfulness is 0.706, indicating that approximately 70.6% of the variance in Workplace Mindfulness is explained by the exogenous constructs Emotional Intelligence and Digital Communication Competency. This represents a substantial level of explanatory power. Meanwhile, the  $R^2$  for Conflict Management Styles is 0.868, which means that 86.8% of the variance in CMS is explained by Workplace Mindfulness, Emotional Intelligence, Digital Communication Competency, and the interaction effect of Psychological Resilience  $\times$  Workplace Mindfulness. This  $R^2$  also falls within the substantial category, suggesting that the structural model explains conflict management behaviour among semi-military public organisation officers exceptionally well.

**Table 4.**

*R-Square values of endogenous constructs*

Endogenous Construct	$R^2$	Adjusted $R^2$
Workplace Mindfulness	0.706	0.700
Conflict Management Styles	0.868	0.861

Source: Authors' work (2026)

**Hypothesis testing and structural model assessment**

**Table 5.**

*Path coefficients and hypothesis testing results*

Hypothesis	Path	O	STDEV	T-stat	p-value	Result
H1	WM $\rightarrow$ CMS	0.361	0.067	5.371	0.000	Supported
H2	EI $\rightarrow$ WM	0.666	0.055	12.014	0.000	Supported
H3	DCC $\rightarrow$ WM	0.362	0.064	5.623	0.000	Supported
H4	EI $\rightarrow$ CMS	0.294	0.059	4.977	0.000	Supported
H5	DCC $\rightarrow$ CMS	0.433	0.056	7.796	0.000	Supported
H6	EI $\rightarrow$ WM $\rightarrow$ CMS	0.241	0.047	5.123	0.000	Supported
H7	DCC $\rightarrow$ WM $\rightarrow$ CMS	0.131	0.037	3.514	0.000	Supported
H8	PR $\times$ WM $\rightarrow$ CMS	0.097	0.047	2.083	0.037	Supported

Source: Authors' work (2026)

To improve the interpretation of the significant moderation effect, Figure 1 presents the interaction slope generated from SmartPLS 4. The figure clearly shows that the positive relationship between workplace mindfulness and conflict management styles becomes stronger as psychological resilience increases. This is indicated by the steeper slope at high psychological resilience (+1 SD) compared to the mean and low resilience conditions. The result confirms that psychologically



The structural model was evaluated to examine the significance and strength of hypothesised relationships among the latent variables using the bootstrapping method with 5,000 subsamples at a 95% confidence level. As presented in Table 5, the analysis revealed that all proposed hypotheses (H1–H8) were statistically supported, with all p-values below the 0.05 threshold and t-statistics exceeding the critical value of 1.96. These results affirm the robustness of the theoretical model and the meaningful contribution of each construct in explaining conflict management behaviour in semi-military public organisations.

The first hypothesis (H1), which proposed that Workplace Mindfulness positively influences Conflict Management Styles, was supported ( $\beta = 0.361$ ,  $t = 5.371$ ,  $p < 0.001$ ). This finding confirms that individuals who are more mindful at work tend to adopt more constructive, adaptive approaches to managing conflict. Hypotheses H2 and H3 tested the influence of EI and DCC on Workplace Mindfulness, and both were significantly supported (EI  $\rightarrow$  WM:  $\beta = 0.666$ ,  $t = 12.014$ ,  $p < 0.001$ ; DCC  $\rightarrow$  WM:  $\beta = 0.362$ ,  $t = 5.623$ ,  $p < 0.001$ ). These results indicate that emotionally intelligent officers and those with strong digital communication skills are more likely to maintain present-moment awareness and emotional regulation in the workplace.

Hypotheses H4 and H5 examined the direct effects of EI and DCC on Conflict Management Styles. Both relationships were significant, with EI  $\rightarrow$  CMS ( $\beta = 0.294$ ,  $t = 4.977$ ,  $p < 0.001$ ) and DCC  $\rightarrow$  CMS ( $\beta = 0.433$ ,  $t = 7.796$ ,  $p < 0.001$ ), suggesting that both emotional and digital competencies contribute independently to the selection of positive conflict resolution strategies. This highlights the dual importance of internal emotional regulation and external communication skills in field-based public enforcement roles.

Furthermore, the analysis confirmed the mediating role of Workplace Mindfulness, as reflected in H6 and H7. The indirect effects of EI and DCC on CMS through WM were both significant (EI  $\rightarrow$  WM  $\rightarrow$  CMS:  $\beta = 0.241$ ,  $t = 5.123$ ,  $p < 0.001$ ; DCC  $\rightarrow$  WM  $\rightarrow$  CMS:  $\beta = 0.131$ ,  $t = 3.514$ ,  $p < 0.001$ ), indicating that mindfulness partially mediates the relationship between personal competencies and conflict behaviour. This supports the theoretical assumption that emotional and communication capacities influence behaviour through heightened self-awareness and regulation.

Finally, hypothesis H8 addressed the moderating role of Psychological Resilience in the relationship between Workplace Mindfulness and Conflict Management Styles. The interaction effect (PR  $\times$  WM  $\rightarrow$  CMS) was statistically significant ( $\beta = 0.097$ ,  $t = 2.083$ ,  $p = 0.037$ ), suggesting that officers with higher resilience are more likely to translate mindful awareness into constructive conflict responses. This result emphasises the importance of internal psychological strength in amplifying the behavioural benefits of mindfulness, particularly in high-pressure environments such as semi-military public organisations.

Collectively, these findings validate the proposed conceptual framework, demonstrating that conflict management among semi-military public organisation personnel is shaped not only by emotional and digital competencies but also by psychological mechanisms of mindfulness and resilience. The model explains 86.8% of the variance in Conflict Management Styles and 70.6% in Workplace Mindfulness, confirming its strong explanatory power and relevance for policy, training, and institutional development in semi-military public organisations.

## **Discussion**

The findings confirm that workplace mindfulness significantly enhances conflict management styles, supporting Conservation of Resources (COR) theory, which posits that attentional resources help individuals maintain emotional stability and adaptive behaviour under pressure (Hobfoll, 1989). Mindful officers are better able to regulate reactions and adopt integrative rather than aggressive responses in conflict situations (Liu et al., 2025; Shahbaz & Parker, 2022). This highlights mindfulness as a key mechanism for transforming psychological awareness into constructive conflict behaviour, particularly in high-pressure public service contexts (Singh & Bodhi, 2025). Emotional intelligence was also found to significantly influence both workplace mindfulness and conflict management styles. Consistent with COR theory, emotional intelligence functions as an internal resource that enhances emotional regulation and situational awareness, enabling more adaptive conflict responses (Cao et al., 2022). Moreover, its indirect effect through mindfulness confirms that emotional competencies are translated into behaviour via self-regulatory processes (Chen & Grupe, 2021).

Similarly, digital communication competence significantly affects both mindfulness and conflict management. As an operational cognitive resource, digital competence reduces ambiguity and cognitive strain while improving responsiveness and communication clarity (Hirsch et al., 2023). Its mediating effect through mindfulness indicates that digital skills influence behaviour not only directly but also through attentional and psychological regulation mechanisms (Kaczmarek et al., 2025).

The results further confirm the mediating role of workplace mindfulness, demonstrating that both emotional intelligence and digital communication competence are translated into constructive conflict behaviour through enhanced attentional control and non-reactive processing (Chen & Grupe, 2021; Shahbaz & Parker, 2022). This finding extends prior research by highlighting mindfulness as a central mechanism linking internal and operational resources to behavioural outcomes in conflict situations.

Furthermore, psychological resilience was found to strengthen the relationship between workplace mindfulness and conflict management styles. In line with COR theory, resilience acts as a protective resource that enhances individuals' ability to sustain and apply psychological resources under stress

(Hobfoll, 1989). Individuals with higher resilience are better able to convert mindful awareness into adaptive conflict responses, particularly in high-pressure environments (Zhang et al., 2025). This confirms resilience as a critical boundary condition that amplifies the effectiveness of mindfulness in shaping behaviour (Chen & Grupe, 2021).

### **Conclusion, limitation, and future research**

This study investigated the interplay between emotional intelligence, digital communication competence, workplace mindfulness, and psychological resilience in shaping conflict management styles among officers in semi-military public organisations across four regencies of Central Java. The findings confirm that both emotional and digital competencies significantly influence officers' conflict handling strategies, both directly and indirectly through workplace mindfulness. Workplace mindfulness serves as a key mediating mechanism, enabling officers to transform cognitive and emotional resources into measured, constructive responses to conflict. These results underscore the need for integrated competency development within public enforcement units operating under hierarchical, high-pressure conditions. The key novelty of this study lies in its integrated multidimensional framework that simultaneously combines emotional, digital, and psychological resources within a semi-military public enforcement context, thereby extending Conservation of Resources Theory in explaining conflict management behaviour in decentralised public institutions.

The findings provide important managerial and organisational implications for public enforcement institutions. The significant effects of emotional intelligence and digital communication competence indicate that officer development programs should integrate training in emotional regulation, de-escalation communication, digital reporting systems, transparent public messaging, and real-time coordination platforms to improve conflict-sensitive field performance. The mediating role of workplace mindfulness further underscores the need to embed short reflective briefings, attention-control routines, and awareness-based operational exercises into regular training schedules so that officers can maintain composure and situational judgment during citizen-facing encounters. In addition, the moderating role of psychological resilience highlights the importance of institutionalising stress management workshops, adaptive coping programs, peer support mechanisms, and post-incident debriefing systems to strengthen officers' ability to remain professional under emotionally charged conditions. Collectively, these findings support a multidimensional human resource development framework for semi-military public institutions that combines emotional, digital, attentional, and adaptive capabilities as core competencies for effective conflict management.

Despite these contributions, the study has certain limitations. First, the use of cross-sectional survey data restricts the ability to draw causal inferences, as the relationships among variables were assessed at a single point in time. Second, the

sample size, although adequate for PLS-SEM analysis, was limited to four regencies in Central Java and may not fully reflect the diversity of enforcement cultures across Indonesia's regions. Third, all constructs were measured through self-reported questionnaires, which may be subject to social desirability bias or response inflation, particularly in constructs such as emotional intelligence and mindfulness.

Future research can address these limitations by adopting longitudinal designs to explore changes in conflict management behaviour over time, particularly following interventions or training programs. Expanding the sample to include broader geographic areas or comparative analyses between civil, military, and semi-military public institutions could offer more generalizable insights. Additionally, integrating qualitative methods, such as interviews or behavioural observations, could enrich understanding of how emotional and digital competencies are enacted in real enforcement contexts. Researchers may also consider exploring other moderating variables, such as organisational culture, leadership style, or stress exposure, which could further illuminate the dynamics of conflict resolution in public service.

#### **Author contribution**

**Yusmedi Nurfaizal:** Conceptualisation, Methodology, Data Curation, Formal Analysis, Writing – Original Draft, Supervision. **Zaenal Khafidin:** Conceptualisation, Data Curation, Writing – Review & Editing. All authors have read and approved the final version of the manuscript.

#### **Declaration of interest**

The authors declare that they have no known competing financial interests or personal relationships that could have influenced the work reported in this paper.

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