

Principal's Interpersonal Conflict Management: A Literature Review

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Abstract: The importance of interpersonal conflict management for principals makes researchers interested in making literature reviews. There are many articles that discuss interpersonal conflict management for principals. This article is a literature review that aims to find out the interpersonal conflict management of the principal and the principal's strategy in managing conflict, so it will give a positive impact on the environment of the school organization. Based on the results of literature reviews from many studies in various countries in the world, it is known that conflict has a positive effect when managed together effectively and can be very useful for the effectiveness of individuals and groups and will affect the sustainability of school organizations. So, we are interested to follow up research related to Interpersonal Conflict Management for the Principal.

Keywords: Conflict Management, Interpersonal Principal, Interpersonal conflict management strategies

I. INTRODUCTION

Must be possessed by the principal is management. Managerial competence (management) requires the principal to be able to plan, to develop, to overcome, and to manage all available resources in school optimally, both human and non-human resources. Besides, managerial competence is intended to produce leaders who are able to create a conducive and innovative school culture (Muslim, 2014). The success of an organization, such as a school, depends on the quality of the leader in making a decision (Hariri, Monypenny, & Prideaux, 2014). The different in characteristics, background, work intensity, interests, and goals of each member of the organization allows conflict to grow (Beenen, Pichler, & Davoudpour, 2018). Three main things in dealing with problems in an organization or institution are perception, emotions and communication (Wulandari, 2019). The results of conflict can have positive or negative, destructive or constructive effects. Some positive results can create new ideas, release tension, re-evaluate and clarify goals, and strengthen collaboration between team members in the future.

Conflict resolution in an educational institution becomes the task of a leader, in this case the Principal, who leads the staff, teachers, and all students (Lalegani, Isfahani, Shahin, & Safari, 2019). A school principal must be able to manage conflict. Conflict management is one of the efforts to deal with problems, both conflicts within his self and conflicts with others (Sridasweni, Yusuf, & Sabandi, 2017). Interpersonal

conflict is a very important dynamic in organizational behavior. Because this conflict will involve several members of the organization that can influence the process of achieving organizational goals (Siswidiyanto & Puspasari, 2018).

Wahjosumidjo stated that the principal is a functional teacher who is given the task to lead a school where teaching and learning is held or where interaction occurs between the teacher and student (Djafri, 2020). Leadership competence in interpersonal conflict promotes structured thinking and is very important for solving management problems (Englefield, Black, Copsey, & Knight, 2019). Some researchers argue that diversity and conflict facilitate team effectiveness by promoting understanding of complex problems and developing good quality solutions. A conflict can encourage group members to improve their thinking, look for more effective ideas, be open minded and consider opposing perspectives, combine diverse ideas into creative and high-quality decisions that are committed to being implemented in order to achieve a school organization's goals. There are several issues related to interpersonal conflict management for principals. To find the answer of these issues, a literature review will be conducted on "Interpersonal Conflict Management for Principals".

II. METHODOLOGY

The review of this library focuses on the Principal's Interpersonal Conflict Management.

Search and Review Methods

The review process starts from the search engine, Google Scholar, to search for articles with keywords: "Interpersonal Conflict Management". The search ranged from articles to the 2013-2020 publication year, identified 150 studies and articles related to the topic. Criteria for articles that can be used in this study are:

- a. Qualitative and quantitative results of relationships about interpersonal management of principals.
- b. Research from various countries in the world
- c. The articles were written in english
- d. Dissertations and theses are excluded

The steps in this Literature Review are:

Step 1: Formulate the Problem

- Choose a topic that fits the issue and interest
- The problem must be written completely

Step 2: Find Literature

- Find literature that is relevant to the research Get an overview of the research topic
- Research sources are very helpful if supported by knowledge of the topic.
- The articles provide an overview/summary of previous research.

Step 3: Data Evaluation

- Focus on articles’ findings/contributions related to the topics discussed
- Find the right data source as needed to support research
- Data can be in the form of qualitative data, quantitative data or a combination of both

Step 4: Analysis and Interpretation

Discuss and find and summarize the literature

Table 1. Interpersonal Conflict Management in School

Author and Publication Year	Title	Country	Methods	Sample	Findings
Moch. Khafidz Fuad Raya (2016)	Resolusi Konflik Dalam Institusi Pendidikan Islam (Conflict Resolution in Islamic Education Institution)	Indonesia	Descriptive	-----	Based on this research, conflicts in school can have positive and negative impacts, and can encourage innovation, creativity, and adaptation. Conflicts that are well managed can be used as a means of change. However, if the conflict is not managed properly, it will adversely affect the school organization.
Federica Vallone, Elena Dell’ Aquil, Maria Clelia Zurlo, Davide Marocco (2019)	Design Methods for Training Teachers in Conflict Management Within Multi-Ethnic and Multicultural Classes: A Proposed Psychological Framework	Italy	Qualitative	-----	This study provides information that management styles for interpersonal conflict refer to two basic dimensions: self-care (the level at which individuals aim to satisfy their own beliefs in the conflict management process) and care for others (the level at which individuals try to resolve conflicts by empathy).
Rommel Pilapil Sergio (2015)	Emotional Intelligence, Work or Family Conflict, and Work Value Between Customer Representatives: Basis for Organizational Support	Dubai	Qualitative	437 CSR	The findings of this study stated that there is a significant relationship between emotional intelligence and work or family conflict. In addition, it was also found that there is a significant relationship between emotional intelligence with work values in determining the future of the organization.
Gerard Beenen, Shaun Pichler, dan Shahin Davoudpour (2018)	Interpersonal Skills in MBA Admissions: How Are They Conceptualized	California	Quantitative	1.365 schools	Based on this study, differences in the characteristics, background, work intensity, interests, and goals of each member of the organization can create conflicts within an organization.
Dede Mustomi, Siswidiyant, Aprilia Puspasari (2020)	Pengaruh Komunikasi Dan Kepemimpinan Dalam Penyelesaian Konflik	Indonesia	Correlation	53 people	The findings of this study revealed that, conflicts within organizations can be reduced through adequate work, detailed specifications on relationships between positions, and comprehensive training for “the use of resolution and stimulation techniques to achieve the desired degree of conflict”.
Englefield, Black, Copsey, & Knight, (2019)	Interpersonal competencies define effective conservation leadership	London	Qualitative	5 professional organizations	The ability to build trust between individuals is considered as the most important leadership competency. These beliefs include; Strong interpersonal skills, promote a strong team culture, and lead the team to higher performance.
Solomon Taayina Ane (2019)	Mechanisms For Preventing, Managing And Resolving Inter-Religious Conflicts In Some Selected Senior High Schools In The Upper West Region	Ghana	Qualitative	230 Respondents	Conflict management has 5 models: accommodate, avoid, collaborate, compete and compromise. The most widely used are two main dimensions: assertive and cooperative.
Owan, Valentine Joseph (2018)	Conflict Management Strategies And Secondary School Teachers’ Job Effectiveness In Obubra Local Government Area Of Cross River State, Nigeria.	Cross River State	Correlation with factorial design	222 Teachers	The study shows that there are four conflict management strategies (arbitration, dialogue, effective communication and smoothing) that have a joint and significant influence on teacher performance in secondary school.
Yemeng Lu-Myers, and	Incorporating Interpersonal Skills into Otolaryngology	United States	Qualitative	-----	The findings of this study showed that skills and strategies for managing personal conflicts and

Christopher G. Myers (2018)	Resident Selection and Training				working in teams are very necessary. Selecting skills in important interpersonal leadership represents a dual assessment and development process that contributes to knowledge, excellence, skills and abilities
Andrea E. Zuelke (2020)	Are social conflicts at work associated with depressive symptomatology? Results from the population-based LIFE-Adult-Study	Europe	Qualitative	-----	This research reveals that, related to the emergence of a conflict, it is necessary to do a conflict mapping. Conflict mapping is the first step that must be done in solving a problem, both in individuals and groups so that we can manage conflicts properly
James B. Abugre (2020)	The Moderating Role of Affective Interpersonal Conflict on Managerial Decision-making and Organizational Performance in Private Sector Organizations: A Study of Ghana	Ghana	Quantitative	197 managers in Ghina	The findings of this study reveal the fact that interpersonal conflict supports the relationship between managerial decisions in organizational performance.
Elisavet Chandolia and Sophia Anastasiou (2020)	Leadership and Conflict Management Style are Associated with the Effectiveness of School Conflict Management in the Region of Epirus, NW Greece	Greece	Quantitative	128 Teachers	The findings of this study indicate that the style of leadership and conflict management is related to the effectiveness of conflict management demonstrated by the School Principal. In-service or pre-service training of school principals in human resource management skills, including leadership and conflict management, can help improve the efficiency of schools. Effective conflict management can create conditions that will improve school climate, job satisfaction and teacher commitment and school performance.
Lynne Kerrigan (2019)	Strategies for managing conflict within a team	United Kingdom	Qualitative	-----	An unresolved conflict will cause an increased level of stress and eventually arise feelings of anger and hatred, which can seriously damage the team and can eventually be threatening. Before dealing with individuals, leaders can think of strategies in overcoming problems, so that problem solving will be more controlled, rational and remain on target
Mehmet Üstüner, Ali Kış (2014)	The Relationship between Communication Competence and Organizational Conflict: A Study on Heads of Educational Supervisors	Turkey	Correlation	446 Educational Supervisors	Based on this study, there is a significant correlation between school principals conflict management strategies based on gender and school culture, emotional intelligence and conflict management styles, self-confidence and teacher conflict. Differences between members of the organization have led to increased conflict between members who frequently interact with one another. Poor communication underlies interpersonal conflict. The level of interpersonal communication significantly determines the organization's performance and information transmission.
Hasan Hariri, Richard Monypenny, Murray Prideaux (2014)	Leadership styles and decision-making styles in an Indonesian school context	Indonesia	Survey	475 Teachers	This research proves that there is a significant correlation between leadership style and decision-making style. Each leader has a different style of decision making for each problem in the educational organization.
Mahbub Parvez, Mohammad Anisur Rahman (2020)	Interpersonal Conflict Management Strategies in Private Universities of Bangladesh	Dhaka (Bangladesh)	Quantitative	29 Officials in Bangladesh	Based on this research, to gain the trust from the employees, and to deal with dynamic situations in dealing with conflict situations, the leaders use a collaborative approach and a contingency leadership approach to managing conflict in the organization
Rosmala Dewi (2013)	Kinerja Kepala Sekolah: Pengaruh Kepemimpinan Transformasional, Konflik Dan Efikasi Diri (Principal's Performance: Its Effect on Transformational Leadership, Conflict and Self-Efficacy)	Indonesia	Explanatory	200 People	The principal must have many ideas in solving problems with conflict management such as; motivate, inform, inspire, technical competencies, communicate effectively, and convey a vision to staff and teachers in order to achieve organizational goals effectively and efficiently.

Ahmad Muslim (2014)	Manajemen Konflik Interpersonal (Interpersonal Conflict Management)	Indonesia	Qualitative	-----	This study states that the causes of interpersonal conflict are grouped into eight factors: personality, knowledge, communication, human relations, discipline, effectiveness of learning, welfare, and availability of facilities and infrastructure. Interpersonal conflict approach is a preventive approach (conflict prevention) and a curative approach (conflict resolution).
Christopher J. Hopwood, Alana L. Harrison (2018)	Properties of the Continuous Assessment of Interpersonal, Level of Familiarity, and Interpersonal Conflict	United States	Qualitative	6 Samples	Based on this research, an interpersonal conflict approach can be done by letting group members express their feelings, so, a warm working atmosphere can be created. Besides, there is a strong motivation to build, work together, and seem approachable.
Jemal Adem (2019)	The Practices and Challenges of Conflict Management in Government Secondary Schools in Arada Sub-city in Addis Ababa	Addis Ababa, Ethiopia	Mix methods	60 Samples	The results of interpersonal conflict can be either positive or negative. Positive results increase engagement, initiate growth, and strengthen relationships and increase productivity. Conversely, negative conflict can destroy morale, polarize individuals and groups, produce irresponsible behavior, create suspicion and distrust, and reduce productivity.
Hisny Fajrussalam, Badrudin Badrudin, Moh. Sulhan (2018)	The Influence of Principal's Communication and Conflict Management towards the Work Discipline of Teachers at SMA PGRI Tanjungsiang Subang	Indonesia	Survey	15 Teachers	The results of this study state that school principal conflict management has a positive influence on the discipline of teacher performance. Thus, conflict management plays an important role in improving the discipline of teacher performance and conflict management is one of the important characteristics that must be possessed by the principal. Conflict will not happen if the relationships in the organization are harmonious.
Abdul Razzaque Bhayo, Prof. Dr. Naimatullah Shah, Ayaz Ahmed Chachar (2017)	The Impact of Interpersonal Conflict and Job Stress on Employees Turnover Intention	Pakistan	Survey	400 Questionnaire	Based on this research, conflict management that is not managed properly will cause employees to leave work, to leave the organization, reduce organizational performance and also reduce the productivity and profitability of the organization.
Pridianti, Kartika Pricylia Wulandari (2019)	Interpersonal Communication Approach to School Head of Teacher Development	Indonesia	Qualitative	-----	This research stated that, in establishing a good working relationship, must be based on accurate, clear perceptions, good communication, and the right emotions (positive or negative). Good and bad communication that occurs in schools depends on the leadership of the principal.
Nur Agus Salim (2017)	Analisis Pengaruh Manajemen Konflik Terhadap Efektivitas Pengelolaan Sd Di Kab. Kutai Kartanegara (Analysis of the Effect of Conflict Management on the Effectiveness of Primary School Management in Kutai Kartanegara District)	Indonesia	Quantitative	282 Respondents.	Based on this research, conflicts that occur within an organization certainly result in the implementation of work that is ineffective and inefficient. For this reason, every leader and member of the organization must be able to resolve or help resolve conflicts in the organization with maximum conflict management.
Michael A. Hignite, Thomas M. Margavio, Jerry M. Chin (2020)	Assessing the Conflict Resolution Profiles of Emerging Information Systems Professionals	United States	Quantitative	225 Students	Based on this research, the conflict resolution style in the conflict management series is located in the lower right quadrant, which is to accommodate, avoid, collaborate, and compromise. While no conflict resolution style is always right for all conflicts, certain styles may be more appropriate for certain conflict situations.
Jacqueline Akhurst, Simnikiwe Magqamfana and John Day (2020)	An Action Research-Based Intervention To Tackle Inter-Group Conflict: A Case Study Of Work With Educators In A South African Secondary School	Africa	Case Study	-----	The results of this study emphasize that it is important to create an organizational atmosphere that focuses on conflict management issues with the main problem; personality clashes, communication problems, overwork, cultural differences, personal problems that affect work performance, feeling misunderstood, lack of respect and unresolved conflicts.

Ali Sabanci, Dr. Ahmet Şahin, İzzet Özdemir (2020)	Interpersonal Communication Skills of the Leaders of Inspection Groups in Turkey	Turkey	Quantitative	2493 Inspectors	Effective managers and leaders must be skilled in human relations, be able to develop the skills of others, be able to make decisions, set an example, joke, understand positive nonverbal language, develop networks and encourage communication, listen effectively, develop strong symbolic messages, and apply power effectively.
Syarnubi (2016)	Manajemen Konflik Dalam Pendidikan Islam Dan Problematikanya: Studi Kasus Di Fakultas Dakwah Uin-Suka Yogyakarta (Conflict Management in Islamic Education and Its Problems: Case Study at Dakwah Faculty of UIN Sunan Kalijaga Yogyakarta)	Indonesia	Qualitative	-----	Based on this research, conflict management methods use the terms integrating, obliging, dominating, avoiding and compromising. The role of the leader in resolving conflicts uses the method of uniting, negotiating (compromising) and appealing.
Novianty Djafri (2020)	Efektivitas Kepemimpinan Kepala Sekolah Dasar di Kota Gorontalo (The effectiveness of Elementary School Principal Leadership in Gorontalo)	Indonesia	Qualitative	66 Principals	Based on this research, principals in primary schools in Gorontalo are always responsive in resolving conflicts, either conflicts between teachers, or conflicts between parents of students and teachers, even between students. The principal always tries to mediate between the two parties without taking sides. Sometimes, conflict exists because of a lack of understanding for the issuing of opinions and expressions, resulting in misunderstanding between the two parties.
Zeinab Lalegani, Ali Nasr Isfahani, Arash Shahin and Ali Safari (2019)	Developing a model for analyzing the factors influencing interpersonal conflict	Iran	Mix Methods	160 Employees	Based on the results of this study, interpersonal conflict includes individual factors (personality and individual differences); Organizational factors include five dimensions: organizational culture, organizational structure, management characteristics, intra-organizational factors and human resources; and environmental factors influence the creation of interpersonal conflicts. Organizational factors are identified as the most important factors affecting interpersonal conflict.
Malikeh Beheshtifar, Elham Zare (2013)	Interpersonal Conflict: A Substantial Factor to Organizational Failure	Iran	Qualitative	-----	Differences in terms of goals, expectations, values, proposed actions, and suggestions on how to handle a situation cannot be avoided. Interpersonal conflict management involves changes in attitudes, behavior, and organizational structure, so that members of the organization can work with each other effectively to achieve individual goals.

III. RESULT AND DISCUSSION

Based on the results of reviews from various sources obtained, the analysis shows that most articles focus on how a conflict arises in schools, what causes an interpersonal conflict in schools, and how the role of the principal in handling a conflict to have a positive impact on school organizations. As can be seen from the articles reviewed that conflicts that are well managed by principal will have a positive impact on school organization.

Research on interpersonal conflict management in school has been studied in various countries. Table 1 shows that research related to this topic has been done in various educational institutions. Most of the research results show that conflict is an inseparable part of organizational life. This was explained by Adem Jemal in his research, conflict can not be avoided, but the impact can be minimized and -in many cases- can be resolved. Teachers and principals must have sufficient

knowledge about how to minimize conflict, and how they can respond or manage it so that it can bring positive change and minimize negative effects. (Adem, 2019). Ahmad Muslim in his research stated that the causes of interpersonal conflict in schools are these eight factors: personality, knowledge, communication, human relations, discipline, effectiveness of learning, welfare, and availability of facilities and infrastructure (Muslim, 2014). For this reason, interpersonal leadership skills are needed as a dual assessment and development process that contributes to knowledge, skills and abilities (Lu-Myers & Myers, 2018). A school principal must be able to manage conflict. Conflict management is an effort to deal with problems or conflicts that occur both to themselves and to others (Sridasweni et al., 2017). Leaders or principals must have ideas in resolving conflicts with conflict management such as, motivating, informing, inspiring, technical competence, communicating effectively, and conveying visions of interpersonal conflict to the staffs in

order to achieve organizational goals effectively and efficiently (Dewi, 2013). Furthermore, explained in Owan's research, Valentine Joseph that there are four main conflict management strategies, including: arbitration, dialogue (face to face), effective communication and expediting conflict management strategies (Owan, 2018). It can be concluded that conflict is an important part of management that cannot be avoided, but can be resolved and managed. However, the effect is highly dependent on how the principal in managing and deepening the understanding about interpersonal conflict so as to produce a positive impact. This must be done because the principal is the key in the decision-making process, ensuring growth, achievement of goals, and success of the school.

The general conclusion is that when conflicts are managed effectively, they can be very useful for the effectiveness of individuals and groups and will affect the sustainability of the organization.

As research in general, this review also has limitations. First, the articles reviewed were only articles written in English, so research in other languages was not reviewed due to language limitations. Second, the scope of the article reviewed is still very limited, in Indonesia, articles that fit the topic only focus on the empathy issues on the conflicting parties, as well as conflict contributions to decision-making strategies that can encourage all group members to continue to do good in achieving organizational goals.

There are many examples of leadership competencies that have been identified in the literature on how principals manage their resources. However, so far, leaders only assess the state of leadership and identify the competencies needed to succeed. (Shabbir, Atta, & Adil, 2014).

IV. CONCLUSION

Despite the limitations of the literature, our findings are expected to contribute information about the importance of interpersonal conflict management for principals. Conflict management is the art of managing and resolving conflicts that happen within a group or organization, including educational institutions. This research looks at from a broad context, the literature used is also from various countries in the world. Besides, this research is expected to help develop knowledge about the causes of conflict and how to effectively manage conflict, as well as strategies in interpersonal conflict management. We hope that the results of this study can be useful to help principals in dealing with conflicts that occur between individuals and groups, so that principals can provide opportunities for individuals or teams to contribute to the organization. In managing interpersonal conflict, the principal must have Ideas in resolving conflict problems, such as, motivating, informing, inspiring, technical competencies, communicating effectively, and conveying interpersonal conflict vision to subordinates, in order to achieve organizational goals effectively and efficiently. It can be

concluded that conflict management has a positive and significant effect on school if managed properly by the principal.

V. SUGGESTION

In this study it was found that conflict management can have positive and negative impacts, and can encourage innovation, creativity, and adaptation for members of the organization. If conflicts are managed properly, and the communication is better, the conflict will have a positive impact by making changes (in a positive way) for school organizations. The principal must have many ideas in resolving conflicts with conflict management, such as, motivating, informing, inspiring, technical competence, communicating effectively, and conveying visions of interpersonal conflict to teachers and staffs in order to achieve organizational goals effectively and efficiently. Because, in implementing interpersonal conflict management, the principal must have the right approach to be able to manage conflict optimally. The actual impact of appropriate interpersonal conflict management is that it can shape a better school environment, motivate and support the achievement of the goals of school organization. This research is still very limited, it is even difficult to obtain literature that explains the effective approach strategies to be carried out by principals in managing interpersonal conflict. The next step that must be taken is that further studies (another research) must be carried out related to the strategic approach in interpersonal conflict management for the school principal.

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