

## **LEADER, CONFLICT MANAGEMENT AND STRESS**

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**ABSTRACT:** *The journey in life does not always go as straight as expected, this is influenced by many factors in carrying out a journey that needs to be addressed wisely. As a leader, you need to have a strategy for dealing with conflict and stress in an organization. This study aims to find out previous research discussing leadership, conflict and stress management. This research was conducted using the literature review method obtained in research on Scopus indexed journals as well as previous studies on leadership, conflict and stress management in an organization. From the study of the literature it can be obtained an understanding of the notion of leadership, leadership styles and definitions of conflict, causes of conflict, positive and negative impacts of conflict, conflict management strategies, conflict management processes, phases of team development related to conflict, the relationship between conflict and stress, conflict from a personality perspective, and the role of leadership theory in conflict management. With this literature review, it can provide an understanding to leaders in giving attention and needs to stakeholders in the organization by analyzing and minimizing conflict and stress with an approach and openness to every problem that occurs, both internal and external. The strategy of family and mutual openness has a positive impact on reducing conflict and stress in the organization. In fact, life is expected to be harmonious and sustainable by prioritizing concepts and upholding respect and mutual respect among others and being optimistic about making changes, being grateful and patient for everything that has been ordained by Allah. As a leader who is a role model in making decisions fairly and wisely and needs to strive to manage time, solve problems and share experiences in leading.*

**Keywords:** *Leaders, Conflict Management, Stress*

## **INTRODUCTION**

Leadership can be seen as an instrument in an effort to influence and control a person or group of people to want to work together in achieving certain goals. In addition, leadership is needed in driving the activities of an organization. So, this leadership is one of the determining and most important factors in an organization (Aditya et al., 2021). Leadership is an art. As in the opinion of John Pfiffner, stated that: "leadership is the art of coordinating and providing encouragement to individuals or groups to achieve the desired goals" (Taufiq et al., 2020).

*The behavior of a leader related to his ability to direct and influence subordinates to complete tasks is referred to as his leadership style. Thus, all assumptions that are accepted become an element that causes a change in one's character. Character is a key determinant in the success of an organization. As in the opinion of Anthony Harrigan, a prominent businessman in the United States (US), who argued that: "the role of character is a key factor in the rise and fall of nations, a nation can survive not because it is smarter or more sophisticated than other nations, but because of its inner strength" (Taufiq et al., 2020). It is clear that leadership character is one of the keys to the success of an organization and a benchmark for one's style of leadership. Good relationships between members must be created, but it is unavoidable if the organization finds various differences in one aspect that cause conflict because this is something that is bound to happen. Conflict occurs because humans are social creatures who interact with one another (Putu Misiliana Christi W, 2020). One of the parties that has an important role in managing the relationship between HR within the organization is the leader. Leaders have the authority and obligation to carry out their duties in order to achieve the organizational goals that have been set agreed together. Conflicts can occur between members of the organization, between leaders and members, or between groups and other groups. We often encounter it turns out that the cause of conflict can come from trivial things, and if this conflict is not resolved immediately it can cause delays in organizational progress. Every incident must have had an impact on the incident, as well as the existence of a conflict must have had an impact on the organization itself but not always a negative impact because by leaving the conflict towards a solution it becomes an evaluation material not only for the organization but also for every individual involved or not involved, so that it can be used as a note that must be considered and avoided in an effort to prevent the occurrence of the same conflict. Then, if we observe science and technology which are currently developing so rapidly, which of course results in changes in human life. These changes result in higher demands on each individual to further improve their own performance. This also affects the scope of the organization with these developments, resulting in leaders and members having to change their work patterns and systems in accordance with current demands. Through the development of the times, humans will tend to face something new, for decades they have learned about the dangers of stress in the workplace. In addition to decreased work performance, work stress can also cause mental health diseases such as depression and cardiovascular-related diseases such as high blood pressure (Song et al., 2017). So it is stressful if he is unable to adapt his desires to the reality that exists, both the reality that is inside and outside of him. All kinds of stress are basically caused by human ignorance of their own limitations. The inability to fight against these limitations will lead to frustration, conflict, anxiety, and guilt which are the basic types of stress. For decades, it has been studied about the dangers of stress in the workplace. In addition to decreased work performance, work stress can also cause mental health diseases such as depression and cardiovascular-related diseases such as high blood pressure (Harms et*

*al., 2017). Cases like this can continue to occur in every development of the era when leaders and members stop learning and moving, and obstacles to achieving goals have arisen. This means that the basics of this stress can cause organizational decline, because the stress experienced reduces the quality of the performance of members of the organization or if this is experienced by the leadership of the organization then surely there are signs of organizational decline. Of course from this the leader must really fortify himself with knowledge and faith so that he can handle himself when facing any problem without disturbing the stability of the organization. Pressure, demands and daily routines at work contribute greatly to stress. There are many things associated with stress in the workplace that pose many risks. Workload, social pressure and company are some of the causes of stress in the workplace. For example, long working hours, overload, pressure, complicated assignments, shorter rest periods, monotonous work, inadequate facilities are also causes of stress. Stress in work or organization can be prevented and can be faced without having a negative impact. Stress management is the right way to deal with it, namely learning to manage it in an adaptive and effective way. Understanding the basic principles of stress is an important part so that someone is able to plan for problems that arise. Departing from the statement above, it can be concluded that the handling of conflict and stress is inseparable from the role of the leader, conflict that is managed and controlled properly can lead to benefits for the organization as a unit (Nasrudin et al., 2021).*

*Conversely, conflicts that are not handled properly and escalate openly can be detrimental organizational interests. Therefore, managers or leaders in the organization must be able to manage conflicts that exist within the organization properly so that organizational goals can be achieved without any obstacles creating their occurrence conflict (Nurhalim, 2022). One of the things that must be owned by a leader or manager is how to manage a conflict. Thus this research was written to convey some of the results of the literature that can guide someone in leading an organization/company, including conflict and stress management in it which is expected to reduce the magnitude of possible obstacles to the advancement of an organization or company.*

## **THEORETICAL STUDIES**

*Leaders are found in leadership theory with their own point of view about the meaning of "leader" and "leadership". A leadership theory can be created from a series of observations, a collection of historical literature, even based on the actions of the most influential leaders in the world, such as the Prophet Muhammad SAW and the world leaders of the president of the Republic of Indonesia Soekarno, Mahatma Gandhi, Adolf Hitler and Theodore Roosevelt. A leader is someone who can show the direction to go so that people believe and follow his words. Leaders are needed by an organization to survive and develop. Ever-increasing competition, technological developments, changing government regulations, and the*

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*changing attitudes of workers also require the agility of leaders in managing the organizations they lead. A very dynamic market climate has a great impact on organizations, especially in dealing with changes that occur. This change must be faced positively, especially by a leader. One way is to improve the quality of human data sources within the organization (Gunawan, 2022). The leader is a person who has a certain superiority, so that he has the authority and power to move others to make a joint effort to achieve certain goals. In addition, the definition of a leader can be interpreted as someone who has certain skills that can influence his followers to cooperate towards achieving predetermined goals and finally, a leader is someone who is able to influence other people to do or not do something they want (Nuraeni, Linna Meilia Rasiban, Candradewi Wahyu Anggraeni, 2022). Leaders are the most valuable organizational assets. Therefore, they must manage their own time, abilities and emotions wisely and with discipline. The old military motto, when the leader acts, so do the troops, also applies to business organizations. One of the most important responsibilities of a leader is to use resources selectively and focus on the areas that will produce the greatest results. As an important asset within their organizational layer, leaders must allocate personal priorities as wisely as possible, like other priorities from the organization. In essence, to set priorities, leaders must: a) think about the end result. Emphasize accomplishments, not activities, b) don't take difficult positions on anything that is irrelevant to the extraordinary, c) concentrate on doing the right things, not just doing them right, d) think about costs versus benefits in setting personal priorities, e) finally, work diligently to unleash the potential of people in the organization (Neuschel, 2008).*

*Conflict is a dispute or struggle between two parties that is characterized by openly showing hostility and/or intentionally interfering with the achievement of the goals of the opposing party. Distractions can include active attempts to hinder the achievement of one's goals or passive resistance. Conflict can occur regardless of whether two parties have aligned goals. That is, conflict can occur even when the goals of the two parties are aligned and the consequences will only be damaging or detrimental for the people involved. The negative consequences of conflict lie primarily in the breakdown of communication, engagement and cooperation. If organizational members have interdependent activities, then the implementation of these activities will be disrupted if there is a decrease in cooperation such as refusal to share information caused by severe conflict (Kenneth N. Wexley, 2005). Six important categories of initiation conditions include: (1) competition for resources, (2) job dependency, (3) job field confusion, (4) status problems, (5) communication barriers and (6) individual traits. Many conflicts involve more than one initiating condition and the classifications are not always mutually exclusive.*

*Conflict is also called inner conflict. A stressful situation because there are two or more conflicts of one's desires. In humans there are various impulses, desires that compete with each other to be fulfilled or satisfied. There are also those that contradict each other, so that*

*at the same time they cannot be fulfilled. Conflict is as a state feeling accompanying the process of conflict. Conflict is a state of feeling accompanied by a conflict process. As frustration, conflict is a conflict of obstacles to the achievement of a goal (HS, 2005). Conflict or inner conflict is the existence of two or more types of encouragement that are different or contradictory to one another, and it is impossible to fulfill them at the same time. The conflict can be divided into various kinds, namely: First, the conflict between the two things that are desired, namely the existence of two things that are equally desirable but it is impossible to take both. Second, the conflict between two things, the first is desirable while the second is unwanted. Third, the conflict between two unwanted things; that is, people face situations that give rise to two things that are equally unpopular (Ardani, 2012).*

*Stress is a term used by experts to express a condition of tension in a body or object. The word stress comes from the English "stress" which means difficulty and "estrece" from French which means oppression. Stress is often associated with things that are considered negative compared to positive things, therefore stress needs to be managed properly. Stress is a mechanism for survival to increase self-awareness of the existence of danger and change the body's resources to a higher level of readiness (Armanu, 2021). Stress is the inability to deal with threats faced by human mental, physical, emotional and spiritual, which at one time may affect the human's physical health. Regardless of the various viewpoints (mental, emotional, physical, or spiritual) used to assess stress. No job is free from stress. In fact every job has some level of challenge and difficulty. Effective work stress management makes us maintain a sense of self-control in the work environment so that some matters will be accepted as a challenge and not a threat. However, first of all for an effective stress management strategy it is necessary to reconsider some of the basic concepts of the characteristics of stress. The reasons for job stress are numerous, ranging from economic changes to rapid technological advances. Advances in technology, which should be able to increase free time, actually increase the pressure to do more in a shorter time (Widyastuti, 2004).*

## **METHOD**

*The review of this library focuses on the "Leader, Conflict Management and Stress". The review process starts from the search engine, Google Scholar, to search for articles with keywords: "Leadership, Conflict Management & Stress". The search ranged from articles to the 2016-2022 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 Leadership, Conflict Management & Stress, b) Research from various countries in the world, c) The articles were written in English or Indonesia, d) Dissertations and theses are excluded.*

*The steps in this Literature Review are:*

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*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 research overview of the research topic, Research sources are very helpful if supported 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, 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.*

<b>Author and Publication Year</b>	<b>Title</b>	<b>Country</b>	<b>Methods</b>	<b>Sample</b>	<b>Findings</b>
<i>Muhammad Tahir Masood &amp; Saman Javed</i>	<i>Impact Of Conflict Management Styles On Affective And Cognitive Trust: Moderating Role Of Transformational Leadership</i>	<i>Pakistan</i>	<i>Quantitative</i>	<i>300 Questionnaires (195 filled &amp; returned)</i>	<i>The research produced a wealth of material for understanding the general behavior of the variables under consideration. Additionally, empirical research from the corporate sector may help Pakistani companies understand the causes and consequences of workplace disputes and trust. The addition of transformative leaders as a moderator demonstrated the significance of leadership positions in impacting organizational</i>

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					<i>characteristics (Masood &amp; Javed, 2016)</i>
<i>Priest Winka Sajida, Moeljadi</i>	<i>The Effect Of Strategic Leadership And Role Conflict To Employee's Commitments With Work Stress As Mediation</i>	<i>Indonesia</i>	<i>Quantitativ e Explanator y Research</i>	<i>60 Sample</i>	<i>This study presents empirical evidence of the effect of strategic leadership and role conflict on employee commitment, with workplace stress serving as a mediator. Employee commitment is directly connected to employees' low level of workplace stress. Role conflict has a bigger effect on job stress than strategic leadership (Effect et al., 2018)</i>
<i>George Krauter</i>	<i>Context And Conditions Matter: Stress And Strain In The Exercise Of Leadership Power</i>	<i>Germany</i>	<i>Quantitativ e</i>	<i>93 Particip ant, 43 Comple ted</i>	<i>The results of this study emphasize how crucial it is to be clear about demands and standards in order to preserve resources and avoid having leaders engage in negative power-related behavior. Additionally, it highlights the need for better leadership position comprehension in light of the evolving demands for</i>

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					<i>ambidexterity and flexibility (Krauter, 2020)</i>
<i>Oachesu Madalina</i>	<i>Conflict Management, a new challenge</i>	<i>Italy</i>	<i>Quantitative</i>	<i>80 Employees</i>	<i>The finding of the research are about Organizations, as social structures, are divided into departments, and individuals are defined by the ubiquitous conflicts that arise within this hierarchy. Since that disputes may have both positive and negative repercussions, managers must define their management structures. Effective organisational conflict management is crucial to the institution's mission (Madalina, 2016)</i>
<i>Andres Dharma Nurhalim</i>	<i>Conflict Management And How To Manage Conflict In Organizations</i>	<i>Indonesia</i>	<i>Literature Studied</i>	<i>-----</i>	<i>The research of that literature are talked about many conclusions may be derived from the discussions, as follows: (1) Conflict may be perceived in three ways. The positive meaning is that the organization will</i>



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					<p><i>develop as a result of the conflict, whereas the neutral meaning is that the conflict has no influence on the organization and may be described as a variation. Next comes the negative connotation, in which disagreement reduces organizational effectiveness; (2) Conflict may be caused by both external and internal sources in particular companies. Personality differences, stress, and lower productivity are examples of internal influences. External factors might include communication issues, insufficient resources, sexual harassment, and so forth. Principals who are unable to lead effectively will only generate issues in the school organization; (3) The approach to dispute resolution necessitates</i></p>
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					<p><i>leadership abilities. There are eight conflict resolution approaches: deliberation, third-party intervention, confrontation, bargaining, compromise, mediation, conciliation and consultation, and increasing resources; and (4) conflict can impede an individual's performance, but not all conflicts are negative; conflict can have a positive impact if it is managed properly (Nurhalim, 2022)</i></p>
<i>Putu Misiliana C.W, Nyoman Sri Subawa</i>	<i>Leadership, Job Stress, Motivation, Work Environment and Employee Performance</i>	<i>Indonesia</i>	<i>Quantitative</i>	<i>68 Sample</i>	<p><i>The results of this study indicate that there is a significant effect of leadership on employee work performance. Job stress has a significant effect on employee work performance. Motivation has a significant effect on employee work performance. The work environment has a significant</i></p>

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					<i>effect on employee work performance. Leadership has a significant effect on motivation. The work environment has a significant effect on motivation in employees of Airnav Indonesia Denpasar Branch (Putu Misiliana Christi W, 2020)</i>
<i>Joseph M J Renwarin</i>	<i>The Impact Of Job Design, Conflict And Workplace Stress On Elementary Theacher's Job Performance</i>	<i>Indonesia</i>	<i>Quantitative (Survey &amp; experiment )</i>	<i>159 Teachers Samples</i>	<i>The significance of conflict for job performance because significant conflict in the workplace - dysfunctional conflict - frequently leads to negative behavior, resulting in low performance. In this scenario, the high conflict is regarded as functional conflict - constrictive that supports the group's mission in attaining the objective, repairing and improving work performance. There is a considerable relationship among Work design, Conflict, and Stress</i>

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					<i>on Job Performance. This suggests that Work Design, Conflict, and Stress all have an impact on Job Performance (Renwarin, 2016)</i>
<i>K.Tirumalaiah, V.Sreecharan, W.R.Sony</i>	<i>A study on Stress Factors Influencing Conflict Management</i>	<i>India</i>	<i>Quantitative</i>	<i>72 Employees</i>	<i>The research revealed that an individual's efficacy in conflict management aimed at preserving mental health is closely related to biological health protection and the optimal operation in resolving disputes, in which the conflict manager plays a significant role (Tirumalaiah &amp; Sony, 2014)</i>
<i>John Antonakis</i>	<i>The Future of The Leadership Quarterly</i>	<i>Switzerland</i>	<i>Literature Studied</i>	<i>-</i>	<i>Based on the study, leadership is a critical component in addressing social science riddles, whether they are applied to the functioning of people, groups, organizations, or society. What determines whether a leader is effective—however defined—and how</i>

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					<i>organizations and collectives pick who takes the helm is worthy of serious scientific inquiry. We have made strides in the scientific community toward understanding how leadership functions: its antecedents, effects, and contextualized character (Quarterly et al., 2017)</i>
<i>Nathan Eva, Mulyadi Robin, Sen Sendjaya, Dirk Van Dieredonck, Robert C. Liden</i>	<i>Servant Leadership: A Systematic Review And Call For Future Research</i>	<i>-----</i>	<i>Literature Studied</i>	<i>-</i>	<i>Based on that, the researchers established a research agenda focused on improving how the field examines servant leadership. The assessment indicated that the area of servant leadership has progressed over the previous 20 years; nonetheless, the profession of servant leadership still has its detractors. Specifically, there are still unanswered questions about the conceptual and empirical overlap between servant</i>

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					<p><i>leadership and transformational, ethical, and authentic leadership, and there are concerns about how much existing research in this field can tell us because it is constrained by its own research design limitations. In our opinion, pressing the restart button on the field would be premature. Several of the issues have emerged as a result of inadequate construct clarity, measurement, and design (Eva et al., 2019)</i></p>
<p><i>Fadime Cinar, Ayca Kaban</i></p>	<p><i>Conflict Management and Visionary Leadership: An Application in Hospital Organizations</i></p>	<p><i>Turkey</i></p>	<p><i>Quantitative - Survey</i></p>	<p><i>284 Hospital Staff</i></p>	<p><i>Leadership in conflict management, and visionary leadership characteristics. In addition to the reasons for their visionary leadership at the level of conflict management style. People's skills to manage conflict improve as visionary leadership behaviors improve. As a result of conflict in the visionary leadership</i></p>

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					<i>dimensions and the dimensions of the study, the causes of conflict management and visionary leadership are associated with the features of conflict resolution without compromising the institutions' objectives (Çınar &amp; Kaban, 2012)</i>
<i>Evren Erzen, Yasir Armagan</i>	<i>The Effect of Leadership On Conflict Management</i>	<i>Turkey</i>	<i>Meta Analystic and Literature Review</i>	<i>----</i>	<i>In fact, a major impact of leadership on conflict management is to be expected since leaders who play a constructive role are likely to ensure that a group of followers joins under a single goal by resolving and preventing conflict or by becoming the source of conflict. One leader may intervene in a way that causes conflict, whilst other leaders may want to settle problems by consensus (Erzen &amp; Armagan, 2017)</i>
<i>Amin Akhavan Tabassia, David James</i>	<i>Conflict Management Style Of Team Leaders I</i>	<i>Malaysia</i>	<i>Quantitative Survey</i>	<i>378 Members of 126 Constru</i>	<i>Based on the studied. Our study didn't find the any such statistically</i>

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<i>Bryde, Aldrin Abdullah, Maria Argyropoulou</i>	<i>Multicultural Work Environment In the construction Industry</i>			<i>ction</i>	<i>significant connection based on text. On top of that, neither team coordination nor team success were significantly correlated with the other conflict management approaches, compromising and competitive. A measure that has not yet been demonstrated in earlier research has been explored in the study as well as the exclusive roles of conflict management, team coordination, and team success in a nomological network. Additionally, the present study demonstrates that conflict avoidance and cooperation have a significant impact on team coordination, which has an impact on team performance. In this interdependence, team coordination mediates the effects of project team</i>
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					<p><i>leaders' cooperative and conflict-avoidance management approaches on the effectiveness of their teams by respectively. According to this study, there is a significant mediating effect between the team leaders' preferred conflict resolution method and the performance outcomes. Additionally, team coordination and cooperative and avoidant conflict handling ideas have a direct impact on team performance. (James et al., 2017)</i></p>
<i>Sophia Anastasiou</i>	<i>The Significant Effect of Leadership and Conflict Management on Job Satisfaction</i>	<i>Greece</i>	<i>Description Review</i>	<i>----</i>	<p><i>Based on the article, increased employee work satisfaction can be influenced by a number of factors. Examples showing the substantial impact of leadership on job satisfaction are provided by the data reviewed in this work. It is important to note that the data under review came</i></p>

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					<p>from various professional fields and employee communities, showing the broad range of factors that may vary depending on factors like age, education level, working conditions, cultural differences, and expectations. Despite the broad range of determining factors, the present analysis's reviewed data showed that leadership has a significant impact on both conflict resolution and job satisfaction. The aforementioned parameters for managing conflict should be understood by leaders (Anastasiou, 2020)</p>
<p><i>Elisavet Chandolia, Sophia Anastasiou</i></p>	<p><i>Leadership and Conflict Management Style Are Associated with the Effectiveness of School Conflict Management in the Region</i></p>	<p><i>Greece</i></p>	<p><i>Quantitative</i></p>	<p><i>128 Teachers from, 12 Randomly Selected School</i></p>	<p>The findings of this study lend support to the idea that leadership and conflict management styles may have an impact on how successful school conflict management is. According to teachers' views, there</p>

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	<i>of Epirus, NW Greece</i>				<p><i>are often conflicts at schools, and school principals may use a variety of leadership and conflict resolution techniques. The results indicate that conflict is a frequent problem, and conflict frequency and conflict resolution may vary. The results provide some evidence about the significant role of school leaders and on the effectiveness of school leaders' conflict management in Greece and can be used to identify possible weaknesses in the current settings in respect to conflict management (Chandolia &amp; Anastasiou, 2020)</i></p>
<i>Almuhajir</i>	<i>Conflict Management: Building the Dynamics of Leadership in Islamic Educational Institutions</i>	<i>Indonesia</i>	—	—	<p><i>The studied says in order to manage and control conflicts that occur and achieve their objectives as effectively as possible, an institution or organization's</i></p>

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					<p><i>leadership may adopt a conflict management stage or policy. Interaction between all parties engaged creates dynamics. Changes in the dynamic or structure of an educational establishment will lead to conflict. Because conflict can negatively affect performance and achievement, educational establishment leadership must be able to manage it. Conflict will inevitably arise in schools as a result of the demands of work and life becoming more complex. Conflicts do not spontaneously emerge in Islamic educational institutions. Conflicts arise as a result of particular occurrences or processes, including both ideas and policies. In an attempt to accomplish the</i></p>
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					<i>shared vision and purpose, conflict management suggests that a leader of an Islamic educational institution can turn it into a constructive dynamic. To analyze and choose strategies or solutions for resolving a conflict, leaders in Islamic educational organizations must be aware of the origin or cause of the conflict (Almuhajir, 2022).</i>
<i>Zelda Amini, Hasan Hariri, Riswanti Rini</i>	<i>How Do Interpersonal Conflict Management of Principal Develop Teacher Pedagogical Competence: Literature Review</i>	<i>Indonesia</i>	<i>Literature Review</i>	<i>---</i>	<i>The article text said that The way the principal manages conflicts among students—especially teachers—can improve relations between them. It will be feasible to create a positive working environment for teachers. so that they can work together to improve their teaching expertise. There are instructors who fail to educate their students, not students who are incapable of learning.</i>

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					<i>There are principals who are incapable of assisting teachers in effectively educating their pupils, but there are no teachers who are incapable of teaching (Amini et al., 2022)</i>
<i>Rizka Maulinda Aftikasari</i>	<i>Conflict Management Options on Job Stress</i>	<i>Indonesia</i>	<i>Quantitative</i>	<i>70 Employees</i>	<i>In this research, integrating conflict management (integrating) and dominating conflict management are the two conflict management strategies that have an impact on work stress and are risk factors. (dominating). This is due to the prevalence ratio number of 1 for integrating and dominating conflict management. Additionally, there are two conflict management strategies—obliging conflict management and compromising conflict management—that influence work stress and serve as protective factors. This is due to the dominance ratio</i>

					value of 1 for accommodating and compromising conflict management (Aftikasari & Artikel, 2021)
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## RESULTS AND DISCUSSION

*The results of the review through various sources that contribute specifically to Leaders, Conflict Management and Stress, what can cause conflict in an institution and what is the role of leaders in managing employee stress so that it has a positive impact on an organization. Supporting articles can be discussed by reviewing that conflict management and stress can be managed properly by leaders who have a high spirit and fighting spirit to build a healthy organization. Previous research has yielded a wealth of material for understanding the general behavior of the variables under consideration. In addition, empirical research from the corporate sector can help companies understand the causes and consequences of discord and trust in the workplace. The addition of transformative leaders as moderators shows the importance of leadership positions in influencing organizational characteristics (Masood & Javed, 2016). The same thing strengthens from previous research. The results of this study indicate that there is a significant influence of leadership on employee performance. Work stress has a significant effect on employee performance. Motivation has a significant effect on employee performance. The work environment has a significant effect on employee performance. Leadership has a significant effect on motivation. The work environment has a significant effect on motivation (Muslim, 2014), so that many variables contribute to the closeness of the variables in showing the influence of each supporting variable. Research on conflict management reveals that individual efficacy in conflict management aimed at maintaining mental health is closely related to biological health protection and optimal operations in resolving disputes, in which conflict managers play an important role (Tirumalaiah & Sony, 2014). According to these studies, leadership is an important component of solving social science conundrums, whether it is applied to the functioning of people, groups, organizations or society. What determines whether a leader is effective—however defined—and how organizations and collectives choose who leads is a serious scientific inquiry. We have made progress within the scientific community in understanding how leadership functions: its antecedents, effects, and contextual character (Quarterly et al., 2017). Strengthening existing research, the findings of this study support the idea that the study said that in order to manage and control the conflicts that occur and achieve their goals as effectively as possible, the heads of institutions or organizations can adopt stages or*

*policies for managing conflicts. The interaction between all parties involved creates dynamics. Changes in the dynamics or structure of an educational institution will lead to conflict. Because conflict can have a negative impact on performance and achievement, the leadership of educational institutions must be able to manage it. Conflicts will definitely arise at school due to the increasingly complex demands of work and life. Conflicts do not necessarily arise in Islamic educational institutions. Conflict arises as a result of certain events or processes, including ideas and policies. In an effort to achieve a common vision and goal, conflict management suggests that a leader of an Islamic educational institution can turn it into a constructive dynamic. To analyze and choose a strategy or solution to resolve a conflict, leaders in Islamic education organizations must know the origins or causes of the conflict (Almuhajir, 2022). In the style of leadership and conflict management and minimizing stress can have an impact on how successful conflict management is in the organization. The results show that conflict is a frequent problem, and the frequency of conflict and conflict resolution can vary. The results provide some evidence about the significant role of the leader and about the effectiveness of the leader's conflict management which can be used to identify possible weaknesses in the current setting with respect to conflict management.*

## **CONCLUSION**

*This research is despite the limitations of the literature, with the results of supporting literature that can provide information about the importance of leaders, conflict and stress management in an organization. Good leadership is able to manage stress management and make stress an opportunity for improvement in every performance achieved, both in managing time, energy and strategy. Apart from that, this research is expected to be a reference in the development of further knowledge in giving birth to new theories and breakthroughs in creating an idealistic world of work and being able to read the colors of conflict and its resolution. We hope that this literature review can be enriched again from various supporting articles with the latest and updated references according to the times so that the vision of an institution can be realized by visionary leaders capable of managing stress management well.*

## **SUGGESTION**

*This research is still very limited, it is even difficult to find literature that explains leadership, conflict and stress management. What needs to be done is to conduct further studies (other researchers) to conduct research that enriches literature focusing on leadership, conflict and stress management and to conduct research in nationally accredited journals and to be published in reputable international journals.*



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