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The Relationship between Conflict Management Strategy and Nurse Job Satisfaction at the Pidie District General Hospital, Indonesia

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Abstract

Background: Conflict is a process of contention between one or more parties and will appear to be tension in feelings, thoughts, and actions within the nurse. Effective conflict management strategies are needed so that conflict has positive impacts and can increase the satisfaction of nurses.

Methods: The kind of research quantitative. Correlational study cross-sectional by design, with the simple random sampling of some 168 nurses who work in the inpatient ward. Data collection using a questionnaire the womb organizational conflict inventory-II (ROCI-II) and Minnesota Satisfaction Questionnaire (MSQ), data analysis using descriptive statistics, chi-square, and logistic regression multiple test.

Results: The results of the study show that there is a relationship between conflict management strategies; collaborating (p-value = 0.000), compromising (p-value = 0.003), avoiding (p-value = 0.041), accommodating (p-value = 0.010) and there is no competing relationship (p-value = 0.098) with job satisfaction nurse at the Pidie District General Hospital. Conflict management strategy; collaborating is the most related strategy (p-value = 0.001 with odds ratio = 3.672).

Conclusion: To hospital management, they can facilitate nurses to choose the right conflict management strategy so that they can improve the ability of nurses to resolve conflicts which can create nurse job satisfaction.

Keywords: Conflict Management Strategy, Job Satisfaction, Nurse

1. Introduction

The hospital consists of multidisciplinary groups with various scientific backgrounds, each of which has its uniqueness in providing quality health services (Al-Hamdan *et al.*, 2016) ^[1]. One of the health services provided is treatment facilities and the availability of various kinds of medical equipment, in which case there will be interactions between one another, so that conflicts tend to arise, where conflict is the result of an interaction that cannot be avoided and becomes a challenge for health workers. In carrying out their duties (Simamora, 2012) ^[16].

Conflict according to the past sociological view can be interpreted as a phenomenon that occurs naturally and is highly expected in organizations to achieve a major change, whereas according to the current sociological view that conflicts that occur in organizations cannot be avoided but must be managed properly (Marquis & Huston, 2017) ^[9]. The factors that often cause conflict are the individual itself, the organization, and interpersonal relations which are statistically proven to be triggers for the high incidence of conflict in the work environment (Almost *et al.*, 2016) ^[2].

According to Huber (2010) ^[6] five types of conflict management strategies are often used, namely competing, collaborating, compromising avoiding, and accommodating which are assessed on cooperative and assertive dimensions. However, conflict strategies can vary and depend heavily on the conflict situation and the party handling the conflict.

Research by Tuncay *et al.* (2018) ^[17] at a Turkish Hospital for 116 nurse managers found that the factor influencing the choice of conflict management strategy is age. Nurse Managers aged 24-29 years choose to use avoiding, compromising, and accommodating strategies. Lower education levels use avoiding. Long work 1-10 years using avoiding. Being a manager for 1-5 years chooses to use avoiding.

Effective conflict management can have effects in the form of job satisfaction, the desire to stay at work, improve service quality, and reduce incidence of medication errors (Mckibben, 2015) ^[10]. However, conflict management that is not handled properly is identified as a problem that has proven to affect commitment to the organization, and one's the desire for an organization and also causes feelings of pressure at work (Johansen & Cadmus, 2016) ^[7].

Job satisfaction refers to an individual's general attitude toward his work (Robbins & Judge, 2018) [15]. Job satisfaction is obtained if the job is fun to do, whereas job dissatisfaction is obtained if the job is not fun to do (Bagun, 2012) [3]. A person with a high level of job satisfaction shows a positive attitude toward his work, while a dissatisfied person shows a negative attitude toward his job (Robbins & Judge, 2018) [15].

Research by Daniyanti and Kamil (2016) [4], found that of the 40 executive nurses who served at the Regional General Hospital (RSUD) dr. Zainoel Abidin Banda Aceh chose the category of good conflict management, 22 (55.0%) of the implementing nurses were satisfied with their work. While the category of conflict management was not good as many as 33 implementing nurses, 24 (72.3%) implementing nurses felt dissatisfied with the work they were doing, thus it can be concluded that conflict management had a significant influence on nurse job satisfaction, this was evidenced by the value (p-value = 0.0032).

2. Materials and Methods

This type of quantitative research; correlational with a cross sectional study design, with a simple random sampling method of 168 nurses working in inpatient rooms. The research was conducted in November 2022. Data was collected using the Rahim Organizational Conflict Inventory-II (ROCI-II) and Minnesota Satisfaction Questionnaire (MSQ) questionnaires. Data analysis used descriptive statistical tests, chi-square and multiple logistic regression.

3. Results and Discussion

Table 1: Respondent Demographic Data

Demographic Data	f	%
Age		
Early Adult	7	4,2
Middle Adult	131	77,9
Late Adult	30	17,9
Gender		
Man	43	25,6
Woman	125	74,4
last education		
D-III Nursing	139	82,7
Nurse Profession	29	17,3
Marital status		
Marry	123	73,2
Not married yet	45	26,8
Length of work		
< 5 years	58	34,5
5 – 9 Years	68	40,5
≥ 10 Years	42	25,0

Table 1 shows that out of 168 respondents, 131 (77.9%) were aged in early adulthood, 125 (74.4%) female gender, 139 (82.7%) D-III nursing education, status married marriage amounted to 123 (73.2%) respondents and 5-9 years of service category as many as 68 (40.5%) respondents.

Based on table 2, the research results show that there is a relationship between conflict management strategies; collaborating (p-value = 0.000), compromising (p-value = 0.003), avoiding (p-value = 0.041), accommodating (p-value = 0.010) and there is no competing relationship (p-value =

0.098) with job satisfaction nurse at the Pidie District General Hospital.

Table 2: Relationship between Conflict Management Strategy and Nurse Job Satisfaction

Variable	Job satisfaction		Total	p-values	
	Satisfied	Less satisfied			
Competing	Strong	76 (72,4)	29 (27,6)	105 (100)	0,098
	Weak	37 (58,7)	26 (41,3)		
Collaborating	Strong	93 (75,6)	30 (24,4)	123 (100)	0,000
	Weak	20 (44,4)	25 (55,6)		
Compromising	Strong	93 (73,8)	33 (26,2)	126 (100)	0,003
	Weak	20 (47,6)	22 (52,4)		
Avoiding	Strong	95 (71,4)	38 (28,6)	133 (100)	0,041
	Weak	18 (51,4)	17 (48,6)		
Accommodating	Strong	87 (73,7)	31 (26,3)	188 (100)	0,010
	Weak	26 (52,0)	24 (48,0)		

Table 3: Subvariables most related to Nurse Job Satisfaction

Subvariables	p-values	95%CI	OR/Exp (B)
Collaborating	0,001	1,757-7,675	3,672
Compromising	0,006	1,359-6,166	2,895

Table 3 can be concluded that the most dominant sub variable is the conflict management strategy collaborating p-value 0.001 with exp value (B) 3.672. This means that respondents who choose a strong collaborating conflict management strategy will have a 3.672 times chance of increasing the job satisfaction of practicing nurses, compared to respondents who have a weak collaborating conflict management strategy.

Competing is a win-lose strategy by ignoring the needs and expectations of other parties and pursuing the desires used by individualists. One feature of competing conflict management is imposing a solution, meaning that a person or group in power decides the outcome (Kazimoto, 2013) [8]. The results of this study explain that conflict management competing not suitable for complex problems because the solution obtained only satisfies one party and forces the other party to accept it because the party providing the solution has a higher and stronger position or power, in this strategy the implementing nurse does not have the power to make decisions in resolving conflicts.

According to Moisoglou *et al*, (2014) [11] collaboration is a win-win strategy in which each party respects the ideas and values of the opposing party, in order to find a solution that satisfies both parties, although collaboration is a time-consuming process, it is an integrated approach and long-term conflict resolution. The collaboration strategy is the strategy that has the most influence on nurse job satisfaction. The results of research conducted by previous researchers have similarities with the results of the analysis that I did that there is a relationship between collaborative conflict management and job satisfaction because with good management problems can be resolved properly so that it can affect the comfort of nurses at work. Conflict management is a problem-solving effort to overcome conflict. Conflict resolution requires skills to solve problems, self-awareness about the types and causes of

conflict, communication skills, and the ability to plan problem-solving strategies to be used (Nischal, 2014) ^[14]. When compromising, everyone gives something and everyone gets something they want in return (Murray, 2017) ^[12]. Menurut Na'im (2021) ^[13] is a compromise strategy used between the two conflicting parties to hear each other's opinions, and accept all mistakes and mistakes to create an effective conflict resolution. The results of this study explain that there is a relationship between compromising conflict management strategies and job satisfaction of implementing nurses because people can lower their expectations of others, can find a middle way to resolve conflicts, and minimize differences to reach an agreement, so they can negotiate to reach an agreement, exchange opinions about solutions, open, the solution is a decision or mutual agreement so that both parties can create satisfaction from the decision.

The avoidance strategy involves withdrawing or hiding from the conflict. This strategy is not always effective in resolving conflicts and only delays conflicts because conflicts are not resolved and conflicts may reappear (Murray, 2017) ^[12]. The results of this study explain that there is a relationship between avoiding conflict management strategies and the job satisfaction of practicing nurses. The ability needed to use avoidant conflict management is the ability to forget something that hurts, the implementing nurse chooses to ignore issues that are not too important, to increase satisfaction at work.

An accommodating strategy is a conflict management strategy that prioritizes other parties rather than oneself. Accommodating strategies tend to be willing to sacrifice their interests for the benefit of others and to produce a peaceful atmosphere. Accommodating is marked by agreeing with the opinions of others without having critical thinking (DuBrin 2015) ^[5]. From the results of the study, it was found that there is a relationship between accommodating conflict management strategies and job satisfaction of implementing nurses because accommodating is a strategy that prioritizes the interests of others and does not impose one's desires. Although sometimes with the strategy of accommodating the goals that are owned, it will be difficult to achieve because each implementing nurse is too busy to give in to one another so the solutions obtained are not as expected and not optimal.

4. Conclusion

Based on the results of this study, it is hoped that it will become a reference for hospitals in avoiding conflicts by implementing collaborative conflict management strategies so that implementing policies on these strategies can increase nurse job satisfaction.

5. Suggestion

What must be done by the hospital management is as follows:

1. Implementing collaborative conflict management strategies in solving problems to achieve harmony in the work environment.
2. The distribution of remuneration is following the work assessment.
3. The nurse's workload is adjusted to the needs of the inpatient room.

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