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A study to assess conflict management style among nursing supervisor

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Abstract

Background: The conflict is a disagreement within oneself or differences or dispute among persons that has potential to cause harm. It is inevitable and may occur in nursing supervisor

Purpose: The purpose of current study was to assess the conflict management style among nursing supervisors determine the association between the level of conflict management style among nursing supervisor with their selected demographic variables.

Materials and Methods: A Quantitative approach with descriptive research design was adopted for the current study, 30 nursing supervisor were recruited by using Simple Random sampling technique based on the inclusion criteria. A self- structured questionnaire was used to collect the demographic data. The study was conducted 27.07.2022 to 03.08.2022. The data was summarized, processed with descriptive and non- parametric statistics.

Results: Shown statistically significant association with level of conflict management among Nursing Supervisors at $p < 0.05$ level.

Conclusion: Conflict management style questionnaires are useful to assess the level of conflict management among nursing supervisors

Keywords: Conflict management style, nursing supervisors

Introduction

In daily social, organizational, and professional nursing life, conflict is unavoidable ^[1]. Conflict still remains a crucial topic in healthcare contexts all over the world since it is a clear condition of the nature and substance of nurses' job. Conflicts inside an organization are normal, according to researchers, because they are inevitably characterized by human contact, interdependence, and different levels of hierarchy ^[2].

The most significant sources of conflict in nursing environments are differences in management styles, employee perceptions, personnel inadequacies, goal differences, and competition between workgroups. Conflict can be interpersonal, intrapersonal, intragroup, and intergroup, such as physician-nurse, nurse-patient, nurse-nurse, and nurse-other health care professionals ^[3]. when people struggle to communicate with each other and have different feelings, mental processes, attitudes, goods, and needs, a conflict will arise. When people have different perspectives on the same situation and can't agree on a solution, a conflict arises ^[4]. A person's physiological response to conflict is either to "stay away from the dispute" or to be prepared to "take on the conflict." We often adopt either avoidance or an approach style of conflict ^[5]. The organization's structure, the hospital's management style, the type and circumstances of job assignments, personal traits,

and mutual understanding and interaction are some of the factors that lead to conflict among hospital nurses and nurse managers ^[6].

There are many negative consequences of conflict. Conflict if not directed appropriately may disrupts collective efforts cause unprofessional performance weaken the workers loyalty toward the organization increase level of stress cause patients negligence ^[7].

They think that by hiring the correct individuals, thoroughly describing job descriptions, organizing the company so as to provide a clear chain of command, and setting clear rules and processes to handle various scenarios, conflicts might be reduced or prevented. All conflicts are seen as disruptive by top management officers, and their role is to resolve them. The underlying worry was that untreated minor conflict might eventually escalate into intense confrontation. Proactive officers must find the issues that lead to conflicts both within and across groups, rather than allowing such a tense conflict to develop. For a group to be effective, individual members need to be able to work in a conflict-free environment. If conflict is well managed, it adds to innovation and productivity ^[8].

As a result, it's critical for managers to employ the right conflict management strategies in any given circumstance. Managers should still be competently equipped with these styles in order for them to appropriately address the

operations of an organization and when they are confronted with problems, despite the fact that there is no hard and fast rule regarding which style of leadership, management, or conflict management works best [9]. So the current study aimed to assess the conflict management style among nursing supervisor and to determine the association regarding conflict management style among nursing supervisor with their selected demographic variables [10].

Material and Methods

Study design

A Quantitative approach with descriptive research design was adopted for the study. Study Setting: This study was conducted in the department of nursing at Saveetha Medical College and Hospitals after obtaining ethical clearance from the Institutional Ethical Committee (IEC) of Saveetha Medical College and Hospitals (SIMATS) and a formal permission from the departmental head of nursing, the main study was conducted.

Study Participants

A total nursing supervisor working in the host institution and various hospital who fulfills and meets the inclusion criteria were recruited as study participants. All the nursing supervisor with both genders who are willing to participate and can read write English and Tamil were included in the current study. Auxiliary Nurse Midwives (ANM), staff nurses and matron were excluded as they are involved in administrative activities. The purpose of the study was explained in depth by the investigator to each of the study participants and a written informed consent was obtained from them.

Sampling Techniques

A total of 30 staff nurses were recruited based on the inclusion criteria by using Simple Random sampling technique. A self-structured questionnaire method was used to gather the demographic data as well as assessing conflict management style. The collected data was summarized, and tabulated in a Microsoft office excel and analyzed using descriptive and inferential statistics.

Assessing (Conflict Management Style)

A total of 30 staff nurses were recruited in Saveetha Medical College and Hospital and various hospital based on the inclusion criteria by using Simple Random sampling technique. A self-structured questionnaire method was used to gather the demographic data as well as assessing conflict management style.

Analysis

The data were analyzed by descriptive and inferential statistical SPSS statistical package (IBM SPSS Statistics, Armonk, NY). The demographic were described as frequency and percentage. The mean score of conflict management was 78.83 ± 6.45 with minimum score of 64.0 and maximum score of 95.0. The median score was 77.50.

Results

Among 30 participants, based on demographic variables shows that, most of the Nursing Supervisors, 14 (46.6%) were aged between 30 – 50 years, 22 (73.3%) were female, 15 (50%) had 5 – 10 total years of experience, 17 (56.7%) were married, 22 (73.3%) were qualified with P.B.B.Sc. (Nursing) and 20(66.7%) were working in Ward.

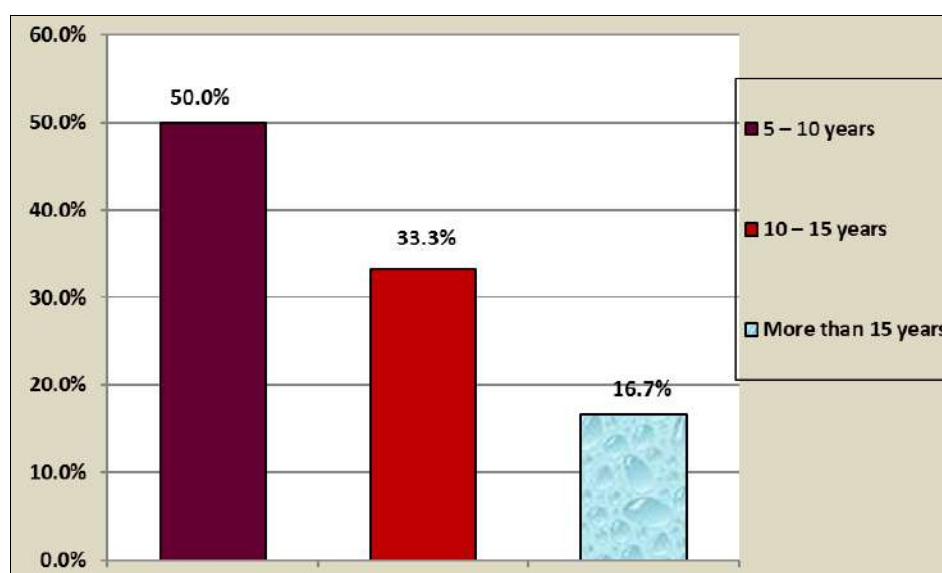


Fig 1: Percentage distribution of total years of experience in their service among nursing supervisor

Table 1: Frequency and Percentage Distribution of Demographic Variables among of Nursing Supervisor

Demographic Variables	Frequency No.	Percentage %
Age of the Nursing supervisor		
Below 30 years	8	26.7
30 – 50 years	14	46.6
Above 50 years	8	26.7
Gender of the Nursing supervisor		

Male	8	26.7
Female	22	73.3
Total years of experience in their service		
5 – 10 years	15	50.0
10 – 15 years	10	33.3
More than 15 years	5	16.7
Marital status		
Unmarried	13	43.3
Married	17	56.7
Educational qualification of Nursing Supervisors		
GNM	5	16.7
P.B.B.Sc. (Nursing)	22	73.3
M.Sc. (Nursing)	3	10.0
Department / Unit		
Ward	20	66.7
ICU	6	20.0
Emergency	4	13.3

Table 2: Frequency and percentage distribution of level of conflict management among the Nursing Supervisors. N = 30

Level of Conflict Management	No.	%
Poor (0 – 20%)	-	-
Fair (21 – 40%)	-	-
Good (41 – 60%)	-	-
Very good (61 – 80%)	19	63.3
Excellent (81 – 100%)	11	36.7

The above table 1 shows that 19(63.3%) had very good conflict management and 11(36.7%) had excellent conflict management.

Table 3: Assessment of mean and standard deviation of conflict management among the Nursing Supervisors. N = 30

Variables	Scores
Minimum	64.0
Maximum	95.0
Median	77.50
Mean	78.83
S.D	6.45

The table 2 shows that the mean score of conflict management was 78.83 ± 6.45 with minimum score of 64.0 and maximum score of 95.0. The median score was 77.50.

Association of level of conflict management among Nursing Supervisors with their selected demographic variables

The table 2 shows that the demographic variable Total years of experience in their service ($\chi^2=7.177$, $p = 0.028$) had shown statistically significant association with level of conflict management among Nursing Supervisors at $p<0.05$ level. The other demographic variables had not shown statistically significant association with level of conflict management among Nursing Supervisors.

Discussion

Nurse unit managers are identified as vital role players in conflict management because they represent the first level of management in a hospital and provide a link between the strategic vision of the organization and frontline nurses (Cipriano 2011:01). Nurse unit managers also have a direct impact on human resource management and their ability to

deal with conflict should be well developed. The current study findings in the demographic variables most of the Nursing Supervisors, 14(46.6%) were aged between 30 – 50 years, 22(73.3%) were female, 15(50%) had 5 – 10 total years of experience, 17(56.7%) were married, 22(73.3%) were qualified with P.B.B.Sc. (Nursing) and 20(66.7%) were working in Ward. The demographic variable Total years of experience in their service ($\chi^2=7.177$, $p = 0.028$) had shown statistically significant association with level of conflict management among Nursing Supervisors at $p<0.05$ level. The other demographic variables had not shown statistically significant association with level of conflict management among Nursing Supervisors. (Leodoro J Labrague et al 2018) [16] to determine critically appraise and synthesize empirical studies that examined conflict-management styles used by nursing professionals when dealing with conflict. Conflict is an organizational issue not new to the nursing profession. An integrative review method was used to analyze the findings. The primary databases used to access articles published from 2000 onwards were CINAHL, Medline, Psych Info, ERIC, Embase and SCOPUS. Twenty-five studies met the inclusion criteria. Integration was the most frequent style employed by nursing professionals when dealing and managing conflict, followed by accommodation. Avoiding and competing were found to be the least frequently used styles. Mixed and conflicting results were obtained when nurses' demographic variables were considered. Studies are needed to examine how organizational and interpersonal factors influence nurses' choice of style for handling conflicts. (Zaid Al-Hamdan *et al.*, 2019) [14] to determine the emotional intelligence can help managers to effectively deal with conflicts in the workplace. However, the correlation between conflict management styles and emotional intelligence has not been fully conceptualized. To examine the impact of demographic variables and emotional intelligence on conflict management styles among nurse managers from Jordan. A descriptive correlational design was used. A sample of 248 nurse managers completed the study. The study findings revealed that integrating style was the most commonly used style among Jordanian nursing managers, while the least frequently used style was the dominating style. Conflict management styles significantly differed according to hospital type and years of experience. There

were significant relationships between emotional intelligence and conflict management styles, but the direction of this relationship is not fully consistent with previous literature. (Mohammad Dar Assi *et al.*, 2022) ^[15] to determine the study identify the relationship between mindfulness and conflict resolution and to predict the conflict resolution styles of nurse managers through mindfulness. A descriptive correlational cross-sectional design was employed. A convenience sample of 197 nurse managers was recruited from five public and two university hospitals. Data about nurse managers' mindfulness and conflict management styles were collected through self-reported scales. The data was collected. The study findings revealed that Mindfulness was significantly associated with integrating ($r = 0.31, p < .001$) and obliging ($r = 0.14, p = .045$) conflict resolution styles. Mindfulness was able to uniquely predict using the integrating conflict resolution style ($\chi^2 = 4.65, p = .031$) ^[16].

Conclusion

As studies on conflict management style a significant role in the development in nursing supervisor should have a greater impact, and a change in knowledge, attitude and behavior should be pursued. This study aimed at exploring how nurse unit managers manage conflict in nursing units. It is evident that specialized training on conflict management should form part of all postgraduate courses for nurses, especially those involved in supervising subordinates in nursing units. For instance, clinical team leaders and nurse managers are expected to be role models for other staff members, and therefore need to actively resolve conflict in the workplace. Based on the findings of the current study, it was evident that had shown there was significant association with level conflict management style among nursing supervisor.

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Conflict of interest: Authors declare no conflict of interest.

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