

**A descriptive study to assess the conflict management style among staff nurses in multispecialty hospital, Health city campus, Bengaluru.**

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**ABSTRACT**

A Descriptive was undertaken to assess the conflict management style among the staff nurses in multispecialty hospital, Health city, Bengaluru. The objectives of the study were: to assess the conflict management style among the staff nurses. To determine the association between selected demographic variables and conflict management styles of nursing staffs'. A group of 30 nurses were selected by non-probability convenient sampling technique. Conflict management was assessed by questionnaire. The experts in the field of nursing did the content validity of the tool. The data obtained was analyzed in the form of descriptive statistics. The analysis revealed that 11(36.7%) of the staff nurses were using avoidance style to manage the conflict and 19(63.3%) of the staff nurses were using approach style of conflict management. There was no association found between demographic variables & conflict management styles.

**Key Words** : conflict, conflict management style, staff nurses.

**Introduction**

Peace is not the absence of conflict but the presence of creative alternatives for responding to conflict – Dorothy Thompson,

According to Marshall (2006) "conflict is neither good, nor bad. It can occur at any time and in any place, originating between two individuals or groups when there is a disagreement or difference in their values, attitudes, needs or expectations, misconceptions or lack of information".

According to Johnson (1994) – cost containment, restructuring of healthcare organizations, and competition have given rise to increased conflict for nursing. A study by the American management association foundation found that nursing managers now spend an average of 20% of their time dealing with conflict and that conflict management skills are rated as being equally or slightly more important than planning, communication, motivation and decision making.

Conflict is neither good nor bad, it can produce growth or destruction, depending on how it is managed.

Nurses needs to achieve effective team building skills within nursing groups in order to deliver quality and productivity required for the organizational structure. Nurses must possess effective conflict resolution skills to be able to function successfully in the evolving healthcare system. Most of the nurses are felt conflict during their working environment. So, this made the investigator to assess the type of style in conflict situation among nurses.

### Objectives

- To assess the conflict management style among staff nurses.
- To determine the association between selected demographic variables and conflict management styles of nursing staffs'.

### Review of Literature

- **Spagnol CA, Santiago GR et al.** conducted a study “conflict situations experienced at hospital: the view of nursing technicians and auxiliaries”. This study developed at the Federal University of Minas Gerais Hospital with the purpose to analyze how nurses deal with the conflicts that occur in the work environment. The research was developed in two data collection stages. Authors applied a questionnaire, followed by a semi-structured interview. According to the interviewed workers, the term conflict has a negative denotation. Some subjects pointed out the following types of conflict: intrapersonal, interpersonal and intergroup. Some of them also reported that nurses are prepared to face conflict situations using dialogue and negotiation. However, others answered that nurses are not prepared, due to professional inexperience and the lack of interaction with the team. Authors considered that these results must encourage nurses reflecting about their management practice.
- **Cavanagh SJ.** Conducted a study on “conflict management style of staff nurses and nurse managers”. There are few research studies which examine the nature of nursing conflict and how conflict is managed by nurses in the workplace. This study presents a review of some aspects of conflict and its management and specifically investigates the conflict management style of staff nurses and nurse managers in the hospital setting. The results suggest that avoidance is the most commonly used conflict management strategy, with competition being the least favoured.
- **Faculdade de Enfermagem,** conducted a study on modalities of conflict administration adopted by nurses in professional praxis. It is intended to identify nurses managing styles in conflict administration, analyzing their interactions. A questionnaire composed with 25 items, in its majority of popular adagios which express the five basic models of the management grid, has been tested. The research was run at the Rio de Janeiro State University Pedro Ernesto university Hospital from June, 1996 to August 1997, and descriptive method and check-list schedule type functional analysis techniques have been used. The factorial analysis of items has showed an occurrence of eight interdependent factors which designing the following styles that have been adopted by nurses: confrontation, negotiation, facing, conciliation, manipulation, acceptance, submission and withdrawing.
- **Valentine PE,** conducted a study on “management of conflict: do nurses/ women handle conflict differently?” at university of Alberta, Edmonton, Canada. This study uses a case study of conflict management of nurse educators as a basis for contrast with the conflict managing strategies of other women, staff nurses and nurse managers. Other studies found that women and nurses tend to handle conflict using compromise and avoidance, with competition used the least often. Nurse Managers used compromise as their major strategy for handling conflict, while the staff nurses used avoidance.

## Methodology

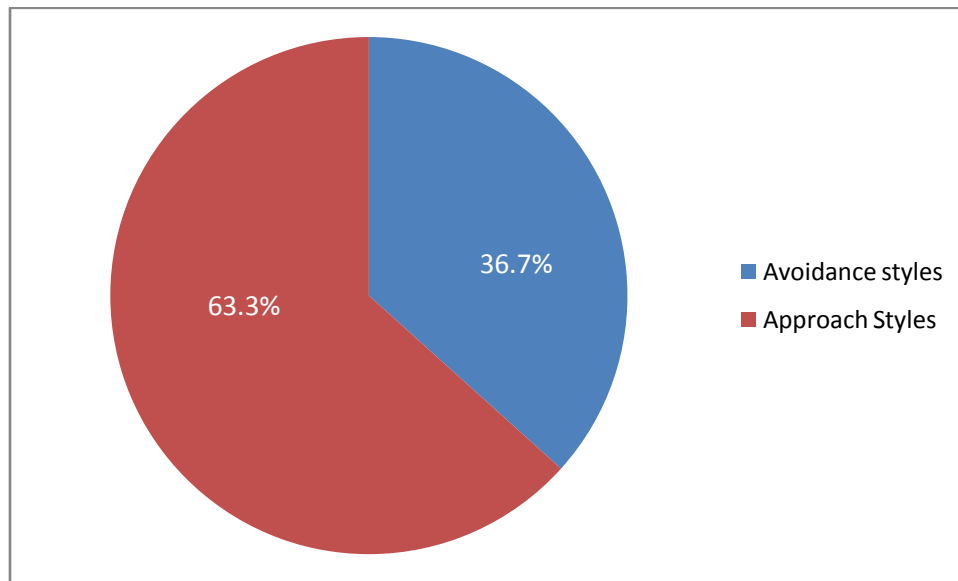
A descriptive survey approach was adopted to examine a group of people by asking individuals belonging to that group to answer a series of questions. The study was conducted in Multi-specialty hospital, Health city campus, Bengaluru. The study was conducted among 30 nursing staffs, and were selected using non-probability convenient sampling technique. A structured interview schedule was used for data collection. The tool was validated by the experts in nursing faculty. The investigator introduced himself to each staff and obtained the permission. Ethical clearance for the study was taken from the institutional ethical committee.

## Results

**Table:1 Frequency and Percentage of conflict style management among staff nurses'**

Styles of Conflict management	Frequency	Percentage
Avoidance styles	11	36.7
Approach Styles	19	63.3

**Figure:1 Percentage of conflict style management among staff nurses'**



**Table:2 Association of pretest knowledge score and demographic variables**

Sl.no	Demographic Data	Fisher's exact Value	Significance
1	Age	0.327	>0.05 <sup>NS</sup>
2	gender	0.225	>0.05 <sup>NS</sup>
3	Education	0.215	>0.05 <sup>NS</sup>
4	marital Status	0.708	>0.05 <sup>NS</sup>
5	Designation	1	>0.05 <sup>NS</sup>
6	Income Per month	1	>0.05 <sup>NS</sup>
7	Institution changed	0.015	<0.05 <sup>S</sup>

### **Discussion**

The aim of the present study was “To assess the conflict management style among staff nurses in Multi-specialty hospital, Health city campus, Bengaluru”.

Age wise distribution of study samples according to their age shows that greater percentages (83.3%) were in the age group of 21-30 years. Samples according to their gender showed that greater percentages (70%) were females. Percentage of distribution of samples according to the educational status reveals that most (76.&%) of the nursing staffs' had diploma qualification. According to designation the distribution of samples reveals that higher percentage (66.7%) were staff nurse. According to income per month most (46.6%) were found to have 5000-10,000 income. The distribution of samples according to institution changed reveals that most (66.7%) of the samples had not changed the institution.

Among 30 staff nurses, 11(36.7%) of staff nurses are using avoidance style and 19 (63.3%) of staff nurses are using approach style of conflict management. This study is supported by a study on “conflict management style of staff nurses and nurse managers” by **Cavanagh SJ**.

The study shows that there is no association between the demographic variables and the conflict management style of nursing staffs'. This study is supported by a study conducted by **Kantek F, Kavla I** to determine the conflict management styles used by nurse managers.

**Nursing Implications*****Nursing Practice:***

In nursing practice the conflict management is playing a major role. This can be facilitated by motivating the staff nurses to use the conflict management style.

***Nursing Administration:***

- Arrange and conduct workshops, conferences, seminars on conflict management style.
- Provide opportunities for the staff nurses to attend training programmes on conflict management style.

***Nursing Education:***

- As a nurse researcher, promote more research on assessing the conflict management style.
- Disseminate the findings of the research through conferences, seminars and publishing in nursing journals.
- Promote effective utilization of research findings on the style of conflict management.

**RECOMMENDATIONS FOR FUTURE STUDY**

1. A similar study could be conducted in various Hospitals.
2. A study could be conducted in community based nurses.
3. A study could be conducted in larger sample, so that the research can be generalized.
4. A study could be conducted for over-stress areas.

**CONCLUSION**

The study findings revealed that there was 19(63.3%) of staff nurses using approach style and 11(36.7%) of nursing staffs' are using avoidance style of conflict management and no association was found with the selected demographic variables in Multi-specialty hospital, health city campus, Bengaluru.

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