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LEVEL OF CONFLICT MANAGEMENT AMONG NURSING FACULTY – A DESCRIPTIVE STUDY0

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ABSTRACT

Background: Conflict at work is certain also an inevitable and integral part of any work environment including in nursing; however, effective conflict management encourages enthusiasm, boosts morale, and stimulates individual and organizational development and also involves the use of an assortment of styles dependent on the conditions of the conflict. The focus of every organization in the society is to create a very conducive environment where employees can carry out their duties effectively without any negative influence that could hinder the achievement of individual and organizational goals. Hence, organizational effectiveness which includes customer/client satisfaction, as well as quality of work-life, is essential to every institution. At its core, organizational behavior analyzes the effect of social and environmental factors that affect the way employees or teams work. The way people interact, communicate, and collaborate is key to an organization's success. Aim of the study: To assess the level of conflict management among Nursing Faculty. Methods: In this Descriptive study, 30 faculty working at 2 colleges under Meenakshi Academy of Higher Education and Research in Kanchipuram, were selected using convenient sampling technique and to complete a standardized organizational conflict resolution systems design assessment tool. The data from these scales was used to examine the level of conflict management among the Nursing Faculty. Results: The mean score of conflict management is 35.40 with SD 4.43. The majority (53.3%) of them are in the "moderate level" conflict management and (43.3%) of them have "high level" conflict management and 3.3% of them have low level conflict management among nursing faculty in selected colleges . This suggests that 3.3% need to have conflict resolution strartegies in the institute. There was no association between the level of conflict management and the demographic variables (p<0.01). Conclusion: This study concurs that high and moderate level of conflict management is present among the nursing faculty in selected colleges.

Key words: Conflict Management, Nursing Faculty.

INTRODUCTION

Conflict at workplace even in nursing is certain; however, the result may be influenced by the manner in which the conflict is managed. The volume and intensity of impending conflict is determined by how the conflict is handled. Effective conflict management encourages enthusiasm,boosts morale, and stimulates individual and organizational development; while ineffective conflict management produces more conflict and destructively effects the whole organization and also involves the use of an assortment of styles dependent on the conditions of the conflict. Human being cannot avoid conflict in their life, at home, at play, and even at work. However, the outcome of the conflict is not predetermined. So, the conflict management is very important for the Organizations. It is the principle that all conflicts cannot resolved, but learning how to manage conflicts can decrease the odds of non-productive escalations. It involves acquiring skills related to conflict resolution, self-awareness of conflict patterns, conflict communication skills, and establishing conflict management structures for any organization, especially in the workplace, under current conditions. The conflict arises the interdependency of

relationship between the employees [1]

Research shows that unresolved conflict can lead to aggression. Most people avoid conflict and see it as a huge negative. While conflict in the workplace is inevitable, it can be overcome. However, unresolved conflicts can lead to retreat, aggression, verbal abuse and resignation. But conflict, when handled appropriately, can lead to awareness that change is necessary and can be helpful and productive. Conflict in the workplace is overcoming when managers provide clear, transparent communication, set goals that are consistent with a simple, understandable mission statement, provide clarity in job responsibilities. Most of the people use conflict skills that also observed growing up, unless people have made a conscious effort to change their conflict management style. Some of the people observed good conflict management, while others observed faulty conflict management. Most of the people have several reassign to improve their conflict management skills. Hence, it is important to understand clearly, what the conflict is, why conflict occurs, challenges in conflicts management and various methods for resolving conflicts in our nursing profession/ organization. [2]

Background of the Study

In every organization, conflicts are bound to happen, even in any work environment including nursing. Conflict is a common phenomenon that creates problem as a result of disputes, misunderstanding, grievances, discontent and disagreement of management and workers in a workplace. This has resulted in a lot of activities which sometimes is contrary to both organizations and employee's aim and objectives. Conflict is a healthy part of every relationship which can exist in the form of individual, inter-personal and intergroup conflicts [3]. This is because two or more persons can't be expected to agree on the same thing at every given period in time. Organizational conflict is a specific type of conflict that occurs in the workplace. Conflicts need to be managed and resolved effectively. It is not only important to resolve the conflict, but also is equally important to ensure that the parties involved in conflict do not unnecessarily end up being in any kind of emotional stress during the resolution process of the conflict. Resolving conflict and maintaining the emotional wellbeing of people involved will be critical to successful conflict management. Hence, it is important to understand clearly, what the conflict is, why conflict occurs, challenges in conflicts management and various methods for resolving conflicts. There are different views on conflicts. The traditional view says all conflicts are bad and must be totally avoided or discouraged [4], the human relations view sees conflict as a something that comes naturally and cannot be avoided in any organization, and it cannot be done without. The third view of conflict is that of the interactionist which explains that conflicts are necessary for group to perform effectively. This suggests that conflicts can be constructive and good and different ways of thinking should be encouraged to get multiple ideas and solutions to problems in hand [5]. Another school of thought is the integrationist, their view highlights that conflicts should not only be seen as good or bad but as something that is really necessary for a group to function effectively [6]. This view of conflict agrees with the interactionist view of conflict. Thus, conflict management should be approached with the idea that conflicts can be good for the team. So for effective conflict management, there is a need for creating a right atmosphere which empowers people to think originally and encourages them to put forth their suggestions and opinions without fear because when properly managed, conflict provides an opportunity for growth, ultimately strengthening the bond between people, organizations and the society at large. Conflict management refers to techniques to resolve conflicts in the organization to facilitate organizational goals and objectives. Thus, if the conflict does not hinder attainment of goals and objectives, it is not considered conflict. Management of conflict is extremely important for the effective functioning of organizations and for the personal, cultural and social development of individual.

Need and Significance of the Study

Conflicts are an everyday phenomenon in work place for each organization. Conflict is an inevitable and integral part of any work environment including in nursing. Conflicts are impossible to avoid, but it is possible to manage them in a way that we recognize the conflict symptoms in time. It is necessary to continuously track the organizational signals, which point to their existence. In case we do not react in due time, this can lead to a situation where the conflict itself manages the organization. At its core, organizational behavior analyzes the effect of social and environmental factors that affect the way employees or teams work. The way people interact, communicate, and collaborate is key to an organization's success. Therefore, the investigator has chosen this topic to prevent any foreseen events in the organization she is working.

STATEMENT OF THE PROBLEM
A study to assess the level of conflict management among nursing faculty at selected colleges in kanchipuram
Objectives
- To assess the level of conflict management among Nursing Faculty.
- To find out the association between the selected demographic variables and the level of conflict management of the Nursing Faculty.

Assumptions

There is a high level of conflict management among Nursing Faculty in selected colleges.

Operational Defintions

Assess:

It refers to making judgement of the conflict resolution management among Nursing Faculty.

Conflict Management :

It is the set of techniques required to identify and resolve conflict in the workplace.

Nursing Faculty:

An individual employed by a nursing education program who is responsible for developing, implementing, evaluating, updating, and teaching nursing education program curricula.

Delimitations

The Study is delimited to Nursing faculty of selected colleges

METHODOLOGY

Research Approach and Research Design

The present study was conducted in a Nursing Colleges in Kanchipuram District. A quantitative approach and non-experimental Descriptive design were adopted.

Setting of The Study

The study was conducted among Faculty working at 2 colleges under Meenakshi Academy of Higher Education and research in Kanchipuram.(Meenakshi College of Nursing and Arulmigu Meenakshi College of Nursing).

POPULATION

The population of present study was Nursing Faculty in selected colleges in Kanchipuram.

Sample and Sample Size

In this study, the samples were Nursing Faculty. The sample size in the present study was 30 faculty.

SAMPLING TECHNIQUE

Convenient sampling technique.

CRITERIA FOR SELECTION OF SAMPLE

Inclusion Criteria

- Subjects who are willing to participate in the study
- Subjects who are available at the time of data collection

Exclusion Criteria

- Subjects who are not willing to participate in the study

- Subjects who are not available at the time of data collection.

DESCRIPTION OF THE TOOL

The instrument consist of two parts

Part 1 comprises of the items seeking information on the demographic data of nursing faculty such as name of the Organization, duration of work, age, Gender, education, designation, Experience, Professional upliftment in work place.

Part 2 A standardized organizational conflict resolution systems design assessment tool was used. [7].

They are designed to explore the following point , opportunities to resolve conflicts, conflict resolution training or support ,manage conflicts within our organization with support system, Work place culture positive work environment. For each items there was five options Strongly Disagree / Somewhat Disagree / Neither Agree nor Disagree / Somewhat Agree / Strongly Agree. The items was scored using 5 point Likert scale used to assess the conflict management. An option of Strongly Agree have a score of 5, Somewhat Agree have a score of 4, Neither Agree nor Disagree have a score of 3, Somewhat Disagree have a score of 2 and Strongly Disagree have a score of 1. The maximum score was 50. The score was calculated by dividing the total number of obtained score by the total number of maximum score and was expressed in percentage. Based on the scores the conflict management was graded.

Interpretation of the score:

Grading (%)	Level of Conflict management
< 50%	Low conflict Management
50 – 75	Moderate conflict Management
76% - 100%	High conflict Management

Ethical Consideration

The study was conducted after approval of the Principals of the 2 Nursing Colleges in Kanchipuram. Formal Informed consent from all the teachers was obtained. Confidentiality of data is maintained.

Data Collection Procedure

Nursing Faculty who fulfilled the inclusion criteria were selected. After obtaining the consent self introduction was done and the purpose of the study explained, to gain their co- operation. The baseline data was collected after which the faculty marked their responses, to assess the the conflict management.

Plan for Statistical Analysis

- The data was analysed using descriptive statistics and inferential statistics.
- Frequency and percentage distribution for demographic variable of the Nursing Faculty in selected colleges.

- Chi-square method used to determine the association between the selected demographic variables and the level of conflict management of the Nursing Faculty.

Table 1 shows, that among the thirty samples, with regard to the description of the Nursing Faculty by their demographic variables, the majority (78%) working in MCON, 43% are working since 3 years, 47% are in the age group of 31-40 years, among that 93% of them Females, 54% are M.Sc(N) Faculty , 37% of them are having 6-10 years of experience in the Nursing field,

100% of them have Professional upliftment due to Organization.

SECTION B

Table 2 shows , that among 30 samples the majority (53.3%) of them are in the level of "moderate conflict management", 43.3 % of them have "high conflict management "and 3.3 % of them have "low conflict management".

Table 3, reveals that there is no association between the selected demographic variables and the level of conflict management of the Nursing Faculty

Table 1: Frequency and percentage distribution of Nursing Faculty by their demographic variables N= 30

1. Duration of work		
a. 0 – 9 months	6	20.0
b. 1 – 3 years	13	43.3
c. 4– 5 years	4	13.3
d. 6 – 10 years	5	16.7
e. > 10 years	2	6.7
2. Age Group		
a. 21-30 years	9	30.0
b. 31-40 years	14	46.7
c. 41-50 years	6	20.0
d. 51-60 years	1	3.3
3. Gender		
a. Male	2	6.7
b. Female	28	93.3
4. Educational status		
a. Ph.D. nursing	7	23.3
b. M.Sc. nursing	16	53.3
c. B.Sc. nursing	7	23.3
5. Designation		
a. Professor / Principal	1	3.3
b. Professor / Vice Principal	1	3.3
c. Professor	4	13.3
d. Assoc Professor	1	3.3
e. Asst Professor	3	10.0
f. Nursing Tutor	13	43.3
g. Clinical Instructor	7	23.3
6. Experience		
a. 0 – 5 years	6	20.0
b. 6 – 10 years	11	36.7
c. 11 – 15 years	4	13.3
d. 16 – 20 years	6	20.0
e. 21 – 30 years	3	10.0
7. Organization upliftment		
a. Yes	30	100.0
b. No	0	0.0

Table 2: Assessment of Frequency and percentage of the level of conflict management among Nursing Faculty.

Level of Conflict management	Number	Percentage
< 50 Low conflict management	1	3.3
50-75 Moderate conflict management	16	53.3
> 75 High conflict management	13	43.3

TABLE 3: Association between demographic variables and the Level of Conflict management among nursing faculty N=30

Demographic variables	50 – 75%		>75 %		Chi-Square and
	No.	%	No.	%	p value
1. Duration of work					χ 2 = 2.047
a. 0 – 9 months	4	66.7	2	33.3	d.f =4
b. 1 – 3 years	6	46.2	7	53.8	p= 0.727 (N.S)
c. 4– 5 years	2	50.0	2	50.0	
d. 6 – 10 years	4	80.0	1	20.0	
e. > 10 years	1	50.0	1	50.0	
2. Age in years					χ 2 =7.182
a. 21-30 years	2	22.2	7	77.8	d.f =3
b. 31-40 years	9	64.3	5	35.7	p= 0.066 (N.S)
c. 41-50 years	5	83.3	1	16.7	
d. 51-60 years	1	100.0	0	0.0	
3. Gender					χ 2 = 2.802
a. Male	0	0.0	2	100.0	d.f = 1
b. Female	17	60.7	11	39.3	p= 0.094 (N.S)
4. Educational status					χ 2 = 3.493
a. Ph.D. nursing	4	57.1	3	42.9	d.f =2
b. M.Sc. nursing	7	43.8	9	56.3	p= 0.174 (N.S)
c. B.Sc. nursing	6	85.7	1	14.3	
5. Designation					χ 2 = 11.342
a. Professor / Principal	1	100.0	0	0.0	d.f = 6
b. Professor / Vice Principal	1	100.0	0	0.0	p=0.078 (N.S)
c. Professor	3	75.0	1	25.0	
d. Assoc Professor	1	100.0	0	0.0	
e. Asst Professor	2	66.7	1	33.3	
f. Nursing Tutor	3	23.1	10	76.9	
g. Clinical Instructor	6	85.7	1	14.3	
6. Experience					χ 2 =5.843
a. 0 – 5 years	1	16.7	5	83.3	d.f =4
b. 6 – 10 years	8	72.7	3	27.3	p= 0.211 (N.S)
c. 11 – 15 years	3	25.0	1	25.0	
d. 16 – 20 years	3	50.0	3	50.0	
e. 21 – 30 years	2	33.3	1	33.3	
7. Organization upliftment					Not applicable
a. Yes	17	56.7	13	43.3	
b. No	0	0.0	0	0.0	

Note: * - p<0.01 Level of Significant, N.S. – Not Significant

DISCUSSION

The aim of the study was to assess the level of conflict management among Nursing faculty in selected colleges at Kanchipuram.The study findings are discussed based on the objectives.

The first objective of the study was to assess the level of conflict management among Nursing faculty

The level of conflict management among nursing faculty was assessed. Out of 30 subjects, 3.3% had low level conflict management, 53.3% had moderate conflict management and 43.3 % high conflict management. These findings concurs with the result of a study done by Desheng Dash Wu (2012), did a study with a sample of 333 which includes only Chinese employees. The author has examined the effects of conflicts with respect to performance in Chinese contexts. The findings of this paper are, Compromising style of Conflict management is absolutely related to job fulfillment. This paper offers some useful suggestions to managers to improve the job satisfaction of employees and to innovate in their performance.

The second objective was to find out the association between the selected demographic variables and the level of conflict management of the Nursing Faculty.

The "Chi Square" value is less than p<0.01, so there was no significant association found between the selected demographic variables and the level of conflict management of the Nursing Faculty.

CONCLUSION

The study revealed that the vast majority of Nursing faculty have moderate to high level of conflict management. This study concurs that high and moderate level of conflict management is present among the nursing faculty in selected colleges. This suggests that 3.3% need to have conflict resolution stratergies in the institute.

RECOMMENDATIONS

- Impact of conflict management technique on employee relations within a nursing organizations in larger scale.
- A study to assess the conflict management style of employees in an organization.
- The study can be conducted on a larger sample in different settings to validate and generalize the result.
- A similar study can be conducted in hospital setting for various level of employees.

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