



School of Management and Medical Information

Master Thesis in Health Services Management

**Title: Investigating the extent and causes conflict and identifying its
among nurses in Kerman's Educational Hospitals, 2019**

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Abstract

background and objectives: Conflict is an avoidable part of social life. Many factors cause conflicts which can be classified as individual and organizational factors. Identifying these factors and their intensity is an important step toward conflict management. Organizational conflicts at hospitals is very important since they play an important role in society health, meanwhile, nursing staff has always been at special attention because of their critical and important role in treating patients. This study aimed to determine the extent and causes conflict and identifying its management styles among nurses in Kerman's Educational Hospitals .

Methods: This is a consecutive mixed method study which was carried out cross sectional in teaching hospitals of city of Kerman in 2019. The quantitative part of the research was descriptive – analytical and investigated the rate of conflict and its causes. The quantitative data was gathered using two standard questionnaires which were completed by 400 nurses . For the qualitative part of this research, 29 semi– structured interviews were conducted to identify nurses ' conflict management styles. Quantitative data were analyzed by One–way analysis of variance, scheffe post hoc test, and ordinal logistic regression using SPSS software version 24 and. Qualitative data were analyzed using MAXQDA 10 software.

Results: The rate of conflict among nurses of teaching hospitals in Kerman was moderate. Among the individual factors of conflict, the difference between employees attitudes and tastes and differences in employees ethics were the leading conflict factors on the one hand and factors related to values, employees contradicting beliefs as well as employees misperception of individual needs were the least conflict producers on the other hand. Workload and existence of many discriminations in work environment were identified two main factors of organizational

conflict, while formal processes and communication and weak leadership have caused conflicts in hospitals. The difference between means showed that the mean of conflict among the nurses of Afzalipour hospital was significantly different with shafa hospital. There is a significant relationship between the rate of conflict with age and source of conflict (individual and organizational) according to significance level ($P\text{-value} < 0.05$) and confidence interval.

Analysis of interviews led to the identification of Five themes and eighteen sub-themes which were replaced by five styles of conflict management (compromise, collaboration and resolving, avoidance, adaptation, competition and compulsion) and sub themes were expressed.

Conclusion: The present study showed that the level of conflict in the studied hospitals is moderate, although some differences were observed between the hospitals. In addition to this qualitative part of the study, it showed that the conflict management model in these medical centers is within the framework of the models proposed by management experts. It may be concluded that the role of culture in conflict management is only in the choice and adoption of style. In order to improve conflict management in these hospitals, it is recommended to hold training workshops in the field of ethics in the nursing profession and conflict management and to develop programs to reduce the workload of nurses.

Key words: conflict, nurses, conflict management styles, teaching hospital