



## The relation of conflict management with work productivity in nursing staff of Babylon educational hospitals 2022.

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### ABSTRACT

**Background:** Nursing organizations are particularly prone to conflict; work may be difficult and stressful. power struggles are a significant cause of stress in nursing units. For nursing organizations to function well, early conflict management training is essential.

**Objectives:** To determine the relation of conflict management with work productivity among the nursing staff in Babylon educational hospitals.

**Methodology:** A Descriptive cross-sectional be used research the relation of conflict management with work productivity among the nursing staff in Babylon educational hospitals.

**Results:** there was a direct and significant relationship between conflict management in nurses with work productivity scores in terms of working conditions. ( $r = 0.028$   $p = 0.128$ ) and job perceptions ( $r=0/139, p=0.15$ ).

**Conclusion:** After gathering data from 306 participation that came from Babylon educational hospitals. Most of the nurses are under 30 years old (75.5 percent) Conflict management was according to the results that appeared in the middle category in this study the researcher determined that relation between conflict management and work productively among nursing staff shows a positive significant relationship between the conflict management score in nurses and their work productivity score.

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### INTRODUCTION

Conflict can occur in human interactions and dealings, which is a widespread and acknowledged truth. According to studies, the majority of these conflicts are still not fully resolved and in some cases, they are even unanswered. Conflicts might arise. Conflicts negatively impact an organization's

productivity and the wellbeing of the individuals involved, but they can also be advantageous to an organization because they foster healthy competition that leads to creative problem-solving techniques, which improves the organization's efficiency and output (Pirani, 2018) Different ideologies of work,

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different backgrounds and culture of people, and a large number of health workers, It will affect the level of services provided to satisfy the patient.

Nursing organizations are particularly prone to conflict, work may be difficult and stressful. power struggles are a significant cause of stress in nursing units. For nursing organizations to function well, early conflict management training is essential (Vivar, 2006).

Conflict has historically been seen as dangerous and damaging But behavioral scientists have investigated and found that not all conflict is harmful and that some conflict is necessary (Kılınçarslan, 2022).

There are many sources of conflict in the modern healthcare environment, despite some studies focusing on the causes and effects of conflict in nursing units. Divergent management styles and staff viewpoints, less staff resources on the unit leading to higher levels of stress, different work group goals, and competition are some of the most significant reasons of conflict in nursing environments, As a result, nurses now have more decision-making authority, which has raised tension between them and doctors. Additionally, the primary causes of increased conflict have been changes in organizational structures, Conflict levels have increased as a result of changes made to healthcare institutions, such as the National Health Care Service's adoption of new policies (Vivar, 2006).

Conflict can occur between individuals, among individuals, within groups, and between groups, for

example, between a doctor and a nurse, a nurse and a patient, a nurse and another healthcare worker(Al-Hamdan et al., 2014).

There are four general sources of conflict:

1. Real or imagined differences in values
2. Dissimilar goals among individuals
3. Poor communication and
4. Personalization of generic or organizational issue.

There are four general types of conflicts: (Pirani, 2018)

1. Intrapersonal
2. Interpersonal
3. Intragroup
4. Intergroup.

### Significance of the study

Recent studies highlight that conflicts and conflict management are strongly associated with job satisfaction, workers' quality of life and stress levels. Expendably, studies show that personnel's work-related stress is linked with high rate of job absence and high turnover. Notably, conflict is associated with significant cost for the health organizations, as recent evidence from a study conducted in a sample from nine countries reveals that there is important time lost in conflict management leading in low productivity and increased cost for the organization. In the field of nursing, researcher investigating the conflict management have to take into account that they deal with a female-dominated profession profession (Patelarou A1, 2018).

### AIMS OF THE STUDY

To determine the relation of conflict management with work productivity among the nursing staff in Babylon educational hospitals.

**Research questions:**

Q1\What is The relation between conflict management and work productivity among nursing staff in Babylon educational hospitals?

**Definition of Terms:**

▪ **Theoretical definition: Conflict management:** defined as a systematic process aiming at the discovery of satisfying solutions for the members involved in the conflict, At the same time, its ultimate purpose is to decrease non-functioning conflicts that reduce the group's efficiency, and in turn, to use effective or constructive conflicts to create positive results (Al-Hamdan et al., 2014).

▪ **Operational definition:** Evaluated of Conflict management for nurses by answer the questions by indicating how you would behave rather than how you think you should behave. Each question provides a strategy for dealing with a conflict. Rate each statement on a scale of 1 to 4. (university, 2020). 1 = Rarely 2 = Sometimes 3 = Often 4 = Always

▪ **Theoretical definition: Work productivity:** As nurses' perception of being efficient, being effective, committed and good at job. Staff productivity is an important factor for the survival and success of any organization, including health care centers and hospitals (Dehghan Nayeri et al., 2011).

▪ **Operational definition:** The Quality of nursing work life questionnaire consisting of 42 items answered on a 6-point Likert scale. Out of the whole 42 questions, eight questions assess the dimension of personal life, 10 questions assess the dimension of work framework, twenty items assess the dimension of work field and six questions assess the dimension of global work (Bayan Kaddourah, 2018).

**METHODOLOGY****Research Design:**

Descriptive cross-sectional design be used.

**Setting:**

The participants for this study is nurses working in hospitals in the province of Babylon (Hilla). There are four education hospitals in the Hilla city, including Imam Al-Sadiq Hospital and Marjan teaching Hospital, which specialize in cardiology diseases, Where the participants work in cardiopulmonary resuscitation and pulmonary resuscitation, emergency and general wards that deal with heart, kidney and respiratory diseases. As well as the participants from Al- Hilla Teaching Hospital, which specializes in surgical operations, fractures and burns. Participants from Babel Teaching Hospital, which specializes in women's deliveries and general pediatric diseases.

All participants are working between morning and evening shift. Hospitals from the public sector provide health services supported by the government, Such as treatment services, cardiac catheterization and surgery operations, supportive examinations and laboratory tests.

**Population and Sample:**

Using the simple randomization method for the method of sampling, The number of real nurses present in Babylon hospitals is (1500 nurses). We choose the sample size of (N=306samples) distributed among hospitals, according to what was mentioned in the source related to the descriptive, analytic study. Papulation, Merjan teaching hospital (N=616) Imam-al sadeq teaching hospital (N=450), Al-Hilla teaching hospital (N=106) and Babylon teaching hospital (N=328). (Krejcie, 1970).

### Data Collection and Instruments:

Data were collected through a self-administered questionnaire in Babylon education hospitals in 2022; The self-administered questionnaire was constructed based on the expert review from the researcher's thesis committee members and a review of the relevant literature. The beginning of the questionnaire of demographic data information such as age, gender, marital state, with or without children, educational level, hospital work, position, shift, level of experience and nurse as a second job.

Followed by 15 open-ended questions that focused on Conflict Management Questionnaire Each question provides a strategy for dealing with a conflict by scale from 1 to 4.

In this study used Quality of Nursing Work Life Survey (QNWL) to measure due to variability in personal characteristics and social, organizational and environmental components. The QNWL was developed by Beth A. Brooks in USA in 2001 to determine nurses' work life quality. The scale consists of 42 items and it has four subscales (Home/Work Life, Work Organization/ Design, Work Conditions/ Contention and Work World), Each item in the original scale is scored in 5-point Likert scale ranging from completely agree (5) point to completely disagree (1).

### Data Analysis:

All data obtained were extracted from the study instruments and entered by the researcher into a Microsoft Excel spreadsheet. Data will be summarizing and will be checking for completeness and consistency. The analysis performing using Statistical Package for Social

Sciences (SPSS) software, version 23 (IBM Corp.). Data collecting subjected to descriptive and analytical statistics. Categorical variables will be presenting as frequencies and percentages, while continuous variables will be presenting as means and standard deviations (SD).

Analytic tests (K2 and paired t -test) was used to determine of correlation between the all-demographic variables.

### Ethical considerations:

Approval was taken by the Babylon Health Department to facilitate the task of collecting samples in education hospitals. Approval was also taken by the nursing staff officials, as well as the nurse's approval and his right to refuse to fill out the form.

- Obtain permission from hospitals.
- Obtaining informed consent from the research units (nurses).
- Assuring the research units about the confidentiality of information and confidentiality.
- Respecting the rights of hospitals and universities in publishing information.
- Obtain permission from Babylon Health Administration and educational hospital administrations.
- Obtain permission from participation (nurses).

### RESULTS

The largest number of nurses (74.8%) were working in the public sector 87.3% of them worked as nurses, 82.0% worked in the morning shift 75.5.2% of nurses had less than 5 years of work experience. 90.8% of nurses did not have a second job.

Table (1): Descriptive indicators of conflict management scores of nurses:

Variable	Number	Limited points possible	The lowest amount	The maximum amount	Average	Standard deviation
Conflict Management	306	15 - 60	16.00	60.00	38.30	7.70

The score of conflict management in nurses was in the range of 16 to 60 with an average of 38.30 and a standard deviation of 7.70.

Table (2): Descriptive indicators of nurses' work productivity scores

Variable	Number	Number of questions	Limited points possible	The lowest amount	The maximum amount	Average	Deviation Criterion	Scaled average
Work place	306	9	9-45	14.00	45.00	34.03	6.72	3.78
Relationship with managers	306	5	5-25	5.00	25.00	19.63	4.55	3.93
working conditions	306	10	10-50	10.00	50.00	35.02	7.06	3.50
Job perception	306	7	7-35	14.00	35.00	29.63	4.55	4.23
support services	306	4	4-20	4.00	20.00	14.29	3.96	3.57
Work productivity	306	35	35-175	69.00	175.00	132.60	20.21	3.79

Productivity score of nurses was in the range of 69 to 175 with an average of 132/60 and a standard deviation of 20.21.

The average work productivity score of nurses in the work environment dimension is equal to  $34.03 \pm 6.72$ , in the dimension of relationship with managers it is equal to  $19.4 \pm 6.36$ , in the dimension of working conditions it is equal to  $35.02 \pm 7.06$ , in the dimension of job perception equal to  $29.63 \pm 4.55$  and in the dimension of support services equal to  $14.29 \pm 3.96$  was observed. Based on the average value scaled on the Likert spectrum from 1 to 5, the highest average score was related to the job perception dimension with a value of 4.23 and the lowest average score was related to the dimension of working conditions with a value of 3.50.

Table (3): Correlation between conflict management scores and nurses' work productivity

Variable	Conflict management				
	Number	Pearson	p value	Result	The intensity of the relationship
Workplace	306	.076	.184	meaningless	very weak
Relationship with managers	306	.096	.094	meaningless	very weak
working conditions	306	.126	*.028	Meaningful	weak
Job perception	306	.139	*.015	Meaningful	weak
support services	306	-.001	.993	meaningless	very weak
Work productivity	306	.122	*.033	Meaningful	weak

Showed a direct and significant relationship between the conflict management score in nurses and their work productivity score ( $r=0.122$ ,  $p=0.033$ ).

Therefore, with increasing conflict management in nurses, their work productivity has increased. The value of the correlation coefficient  $r$  is in the range of 0.1-0.3 and indicates the existence of a weak relationship between the two indicators.

There was a direct and significant relationship between conflict management in nurses with work productivity scores in terms of working conditions ( $r = 0.028$   $p = 0.128$ ) and job perceptions ( $r = 0.139$ ,  $p = 0.15$ ).

**Table (4):** Examining the relationship between conflict management scores and individual characteristics of nurses

Variable	Category	Number	Average	Standard deviation	Statistics	p value
<b>Gender</b>	Man	131	38.51	7.29	.407	.684 <sup>a</sup>
	Female	175	38.15	8.01		
<b>Age</b>	Under 30 years	231	37.35	7.11	.180 <sup>**</sup>	.002 <sup>b</sup>
	years 31-40	42	40.74	7.99		
	years 41-50	20	42.90	9.84		
	years 51-60	13	40.31	9.41		
<b>Education</b>	Nursing school	74	38.00	7.64	.769	.464 <sup>c</sup>
	diploma	117	38.99	7.77		
	Bachelor's/master's	115	37.80	7.67		
<b>Material statue</b>	Single	147	37.22	7.18	-2.363	.019 <sup>a</sup>
	married	153	39.31	8.08		
<b>Number of children</b>	without children	135	37.34	6.81	-1.999	.047 <sup>a</sup>
	have children	171	39.06	8.28		

Based on the independent t-test results, the average score of conflict management between male and female nurses was not significantly different ( $p = 0.684$ ). The mean score of conflict management in married nurses was significantly higher than that of single nurses ( $p = 0.019$ ) and in nurses with children it was significantly higher than that of nurses without children ( $p = 0.047$ ).

Based on the results of the significance test of Pearson's correlation coefficient, a direct and significant relationship was observed between the conflict management score and the nurses' age ( $p = 0.002$ ). So, with the increase in the age of nurses, the score of conflict management has been higher in them. According to the results of one-way analysis of variance, there was no significant difference in the average conflict management score of nurses based on their education level ( $p = 0.464$ ). Nurses with "separated" marital status were not included in the comparison due to small numbers.

**Table (5):** Examining the relationship between work productivity scores and individual characteristics of nurses

Variable	Category	Number	Average	Standard deviation	Statistics	p value
<b>sex</b>	Man	131	138.34	19.55	4.421	<.001 <sup>a</sup>
	Female	175	128.31	19.67		
<b>Age</b>	Under 30 years	231	129.38	19.61	.317 <sup>**</sup>	<.001 <sup>b</sup>
	years 31-40	42	138.00	20.23		
	years 41-50	20	151.85	13.18		
	years 51-60	13	142.92	17.34		
<b>education</b>	Nursing school	74	135.07	21.74	1.242	.290 <sup>c</sup>



	diploma	117	133.15	19.26		
	Bachelor's/master's	115	130.46	20.09		
<b>marital status</b>	Single	147	130.52	18.57	-1.844	.066 <sup>a</sup>
	married	153	134.84	21.80		
<b>Number of children</b>	without children	135	129.64	18.19	-2.337	.020 <sup>a</sup>
	have children	171	134.94	21.43		

According to the results of the independent t-test, the average score of work productivity in male nurses was significantly higher than that of female nurses ( $p < 0.001$ ) and in nurses with children it was significantly higher than that of nurses without children ( $p = 0.020$ ). But there was no significant difference between married and single nurses ( $p = 0.066$ ). Based on the results of the significance test of Pearson's correlation coefficient, a direct and significant relationship was observed between the work productivity score and the age of the nurses ( $p < 0.001$ ). So, with the increase in the age of nurses, their work productivity score has been higher. According to the results of the one-way analysis of variance, there was no significant difference in the average work productivity score of nurses based on their education level ( $p = 0.290$ ).

## DISCUSSION

Study findings provided preliminary insight into the multidimensional nature of The relationship between work experience and dealing with conflict and its impact on work productivity. The study showed the increase of work experience in nurses the score of conflict management has been higher in them, with the increase in the age of nurse's conflict management has been higher. The free-responses provided by 306 nurse participation providers in the supplementary quantitative component of the study provided an opportunity to better understand specific problems, The research questions were formulated to determine impact of the educational opportunities.

The results of analysis showed a direct and significant relationship between the conflict management score in nurses and their work productivity score, The study also showed that increasing conflict management leads to an increase in work productivity for nurses. Nursing staff productivity is highly important since hospital is a place to take care of the patients who have several, complex needs, and, as it was mentioned before, nurses are the largest staff of the Health Care System. the five dimensions of work productivity in the study showed the highest value of the job

perception dimension with a value of 4.23 and the lowest average score was related to the dimension of working conditions with a value of 3.50. the study shows the relationship between work productivity scores and individual characteristics of nurses with the increase in the age of nurses, their work productivity score has been higher.

Similar findings (Piryan, 2018) show Conflict as a major cause of poor work productivity, and conflict management mainly contributes to reducing workloads, The sample of the study consisted of a convenience sample of 120 nurses working in surgical units of the university hospital. The majority was female (83.2%,  $n = 94$  and 13.3% ( $n = 10$ ) hold a Master's degree, while only 4% ( $n = 3$ ) hold a Doctorate Degree. 73.3% ( $n = 88$ ) of the sample hasn't received any education regarding conflict management, since high school. Half of the participants highlighted the high overload in combination with a low salary as a reason for conflict (50%,  $n = 60$ ), as well as a moderate level of job satisfaction (35.8%,  $n = 43$ ). As a result, conflicts among health professionals are inevitable and the best way to manage this problem is reducing its frequency and its intensity through educational interventions). Also result showed conflicts as a result

of overwork and poor rewarding system, (Akpabio et al., 2016).

Based on the results of the significance test of Pearson's correlation coefficient, a direct and significant relationship was observed between the conflict management score and the nurses' age ( $p=0.002$ ). So, with the increase in the age of nurses, the score of conflict management has been higher in them.

According to the results of the independent t-test, the average score of work productivity in male nurses was significantly higher than that of female nurses ( $p<0.001$ ) and in nurses with children it was significantly higher than that of nurses without children ( $p=0.020$ ). Where is the justification for this part??? You need to add more to your discussion parts.

## CONCLUSION

After gathering data from 306 participation that came from Babylon educational hospitals. Most of the nurses are under 30 years old (75.5 percent) Conflict management was according to the results that appeared in the middle category In this study the researcher determined that relation between conflict management and work productively among nursing staff shows a positive significant relationship between the conflict management score in nurses and their work productivity score, The value of the correlation coefficient between them indicates the existence of a weak relationship between the two indicators.

### Implications the research in nursing practice

1. Identify conflict management among nursing staff in Babylon education hospitals.
2. Identify work productively among nursing staff in Babylon education hospitals.
3. Identify impact and relation of conflict management on work productively .
4. Identify individual characteristic and its relation on conflict management, work productively.

### Recommendation for improving of conflict management among nurses:

1. Conflict occurs in all institutions, especially health institutions, and directly effects on work productivity, so the psychological and supporting aspects of nursing staff must be taken into account through educational and awareness programs
2. Motivate the medical and nursing staff to work in a spirit of cooperation and avoid conflicts to reach satisfactory patient care.
3. Make a balance between the number of nursing staff working in the morning and evening shifts
4. Work experience play a very important role in resolving the conflict and increasing communication skills and work productivity.

### Limitations

The fact that this study was completed in only in educational hospitals, limits the ability to generalize the results to other health insinuation. This was a small, well-defined population In this particular nursing staff. The answers to the research questions were mostly from young age groups, where the element of work experience and knowledge is lacking, as well as the difficulty of obtaining answers to the night shift because of their workload In contrast to the morning shift, which was abundant with nursing staff.

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