

**Influence of Conflict Management Strategies
on Organizational Commitment
among Staff Nurses**

Thesis

*Submitted for Partial Fulfillment of Master Degree
in Nursing Administration*

By

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Mona Mostafa Ali Ahmed 

Dedication

*This work dedicated to individual who give
meaning to my life:*

To Soul of My Father Cornerstone of
My Success.

To My Mother the Cornerstone of My
Success.

To My Husband and My Sons, they Most
Helpful for Me All the Time.

To My Brothers and also My Friends.

Thank you

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ABSTRACT

Background: Conflict is one of many issues found in any organization, including hospitals; and differences among nurses may be the source of conflict; and positive conflict in organization leads to higher levels of organizational commitment. **Aim of the study:** The study was aimed to identify the influence of conflict management strategies on organizational commitment among staff nurses through; assessing conflict management strategies used by staff nurses, measuring level of organizational commitment among staff nurses and finding out the influence of conflict management strategies on their organizational commitment. **Research design:** a descriptive correlational study design was utilized. **Setting & sample size:** The study was conducted on 262 staff nurses working at Ain Shams University Hospital. **Tools:** Two tools were used to collect data. **First tool:** Self administrated questionnaire sheet which was consisting of two main parts as follows: **Part I:** Socio demographic data sheet and **part II:** Conflict management strategies questionnaire sheet. **Second tool:** Organizational commitment questionnaire sheet. **Results:** The study results revealed that, the conflict management strategy mostly used was the competing strategy by staff nurses and the normative type was the highest type presented among the staff nurses of organizational commitment dimensions. **Conclusion:** There was statistically significant positive correlation between conflict management strategies and organizational commitment dimensions. **Recommendations:** The study recommended the following: Increasing awareness of the importance of organizational conflict; using the most organizational commitment; using an appropriate strategy to deal with conflict which in turn carry organizational commitment; administration has to focus more on needs and wishes of staff and encouraging more use of the collaborating strategy.

Key words: Conflict, conflict resolution strategies, organizational commitment.

Introduction

In recent years, work organizations have been confronted with an increasingly competitive global business climate. This forces organizations to develop policies to enhance workplace commitment on the one hand, and leads managers to develop their skills on effective conflict management on the other. Those who are more committed to their organizations are assumed to be more productive persons and behave with a higher sense of responsibility and loyalty (*Ulrich, 2014*).

Nurses are vulnerable to conflict situations in which they may be required to deal with verbal abuse, substandard practice, family demands, authority figures, assignments they would prefer to decline, role conflicts, and differences of opinion regarding the best treatment modality to be used for a patient. Rapidly advancing technology, the increasing complexities of the work situation, conflicting desires and opinions, and individual reactions to the changing system are all predisposing factors of dissension. Conflict therefore has to be recognized and accepted as a way of life (*Alsam et al., 2013*).

Conflict within the work setting is a natural phenomenon, if no conflict ever occurred and there was always complete agreement, everyone would think alike,

much like robots, not only would the work environment be dull and boring, but no progress would be made, creativity would not exist. Although conflict occurs as a normal part of work, it quickly grows in intensity if ignored. It is a natural, inevitable condition in organizations and it is often a pre-requisite to change in people and organizations (*Moisoglou et al., 2014*).

Organizational conflict is now considered a legitimate and inevitable and represents an effective regulatory management for a positive sign. Conflict can be functional to the extent that leads to an innovative solution to the problems or the effective achievement of organizational objectives whether or not the lack of conflict in organizations may lead to a recession, bad decisions, and ineffective. On the other hand, the current attitude toward the conflict is that it is necessary to achieve and maintain an optimal level of organizational effectiveness (*McDonald, 2014*).

Management of conflict is extremely important for effective functioning of organization and for the personal, cultural and social development of human beings. Constructive and creative conflict management is a challenge and a goal for any profession who is genuinely interested in assisting others and the organization in changing unfavorable (*Iacon, 2015*).

Commitment to job and work group, especially in hard situations, is more significant and fateful. Perhaps, the best time for evaluating employees' commitment is when difficulties emerge. Of course, the commitment of group's members will be stronger when it is based on human and moral values and also when it has taken place as a result of conscious selection; because doing affairs under compulsion and imposition will work in opposite direction of commitment (*Isaiah, 2013*).

Organizational commitment is a multidimensional structure and it is the relative strength of an individual's identification with an involvement in a particular organization and is characterized by at least three factors; the first one is a willingness to exert considerable effort on behalf of the organization; the second one is a strong belief in and acceptance of an organization's goals and values; the third one is a strong desire to maintain membership in the organization (*Chen, 2012*). Employees' organizational commitment has serious and potential effects on organization's performance and can be an important predictor of organizational effectiveness; therefore, ignoring it is damaging to organization conflict and may impose extra costs (*Feldman & Moore, 2011*).

Generally people tend to regard conflict as an undesirable component of human life. The influence of

conflict management on an organization's success cannot be overlooked; the commitment of an organization's staff is dependent on various factors one of which is on how organizational conflicts are effectively and efficiently managed. Conflict management strategy has an important place in the study of organizational commitment. The commitment of staff of an organization is a very important factor for an organization to be successful (*Hamadi, 2012*).

Significance of the study:

Health care professionals face more conflict and greater complexity than other any profession that affecting employees' morale, turnover and commitment. As a complex system, a hospital employee personnel from various professions, those employees especially nurses are faced by different types of conflict they can affect patient treatment, as well as the well-being of nurses. Nurses at Ain Shams University Hospital are always in conflict related to a variety of work environment stressors, high turnover rate and absenteeism which can affect the hospital as a whole. This study was conducted to identify the conflict management strategies used by staff nurses to prevent or manage conflict in the workplace, their commitment level and find out the influence of conflict management strategies on organizational commitment among staff nurses.