

# Conflict Management for Nurses



Promoting Job Satisfaction &  
Respect for Organizational Justice

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# Concerns about Conflict

- Nurses have the most exposure to the patient and are the strongest advocate
- More than 50% of Nurses report being abused at work
- More than 90% of Nurses report having witnessed abusive behavior
- New Nurses are the highest segment of health care workers that are subject to workplace violence
-  Aging Population +  Nurses = **Disaster!**

# Effects of Unresolved Conflict

- **High Nurse Turnover Ratios**
  - Decreased Job Satisfaction / Lack of Organizational Respect / PTSD / Suicide
- **Increased Organizational Expenses**
  - Hiring & Training
- **Patient Safety Compromised**
  - Break in Chain of Care
  - Increased Medical Errors

# Types and Causes of Conflict

- Conflict can be Intrapersonal / Interpersonal / Intergroup
- Conflict can be caused by:
  - Lack of Organizational Commitment
  - Ineffective Leadership / Abusive Supervision
  - Horizontal Hostility / Bullying / Hierarchical Violence
  - Stress / Anger / Anxiety / Outbursts / Burnout
  - No Respect / No Empowerment / No Recognition
  - Moral Distress
  - Personal Issues

# Failure to Report Conflict

- Unnecessary
- Increases Workload
- Junior Staff Blamed
- Busy/Forget
- Worried about Litigation
- Unsupported
- Fear of Disciplinary Action
- **Lack of Confidence in Organizational Justice**

# Responses to Conflict

- **Avoidance**
  - Isolation, Withdrawal, Passive, Submissive
- **Assertiveness**
  - Insistence, Personal Attacks, Domination, Interruption
- **Compromise**
  - Concessions, Brainstorming, Solve Quickly, Appears Fair
- **Accommodate**
  - Sacrificial, Agreeable, Preserving Peace, Apologetic
- **Collaboration**
  - Mutual Satisfaction, Attentive Listening, Win-Win Outcome

# Elements of an Effective Conflict Resolution Strategy

- Transformational Leadership & Organizational Culture
- Employee Training / Zero-Tolerance / Access Resources
- Proactive Monitoring / Resolve Disputes before Conflicts
- Establish Confidence in Reporting & Non-Retaliation
- Encourage Communication / Listen / Maintain Respect
- Empower Employees / Build Trust / Accountability
- Promote Teambuilding / Collaboration
- Assess, Improve & Evolve Evidence-Based Interventions

# A Healthy Work Environment

