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### Conflict Management for Nurses: Promoting Job Satisfaction & Respect for Organizational Justice

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# 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 / Hierarchal 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

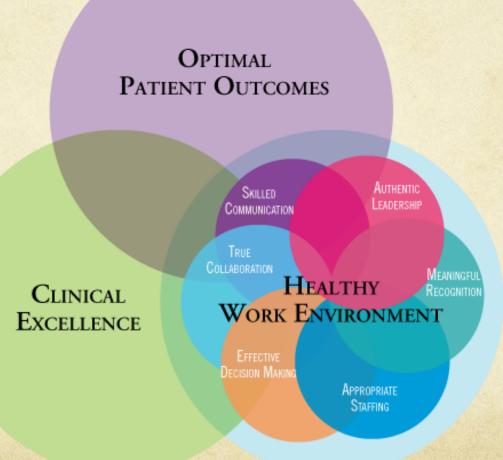
#### Collaboration

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



Source: American Association of Critical Care Nurses