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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

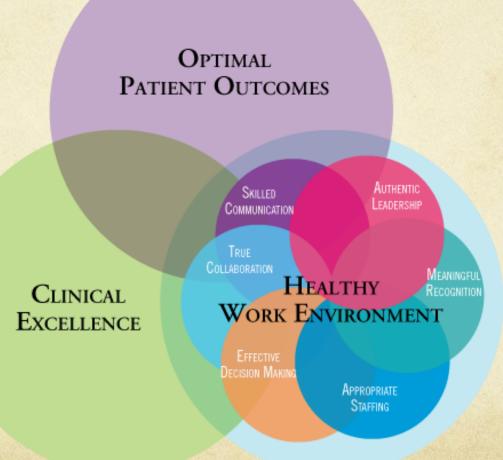
Collaboration

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