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

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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