



CONFLICT MANAGEMENT STRATEGY IN AN EFFORT TO INCREASE NURSE JOB SATISFACTION AT MAWADDAH MEDIKA HOSPITAL, MOJOKERTO

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ABSTRACT	Keywords
Conflict is one part that often occurs in the nurse's work environment. One of the conflicts that often occurs is with clients and colleagues. Prolonged conflict can disrupt a person's physical and mental health and needs immediate treatment. The aim of this research is to determine the relationship between conflict management strategies and nurses' job satisfaction at Mawaddah Medika Hospital, Mojokerto. The research design uses Correlation. The research sample was executive nurses who worked in the inpatient ward of Mawaddah Medika Hospital, totaling 31 respondents. The sampling technique used is proportional random sampling. The research results showed that conflict management strategies used integration strategies (compromise, collaboration and accommodation) were 71%. Statistical tests showed that there was a relationship between conflict management strategies and nurses' job satisfaction with $p=0.02$ with a strong category of relationship. The relationship pattern is positive, meaning that the better the use of integrated management strategies (compromise, collaboration and accommodation), the higher the nurse's job satisfaction. Efforts to improve the ability to handle conflict can be done with conflict management training, conflict handling roleplay with small group discussions.	Job satisfaction, conflict management, nurses, strategy

INTRODUCTION

Hospital organizations are providers of health services with the main product being services to consumers. This will have an impact on the demand for good quality service for consumers so that it is necessary to improve services according to consumer

needs. Kinreja is one of the benchmarks for the success of health services that shows good accountability (Maharani & Vembriati, 2019) .

The organization's work performance must be well developed in order to provide quality services, which is

influenced by the quality of the components of health service providers, one of which is nursing services and also human resources as the main motor (Abdi & Rohmah, 2020) .

The condition of conflict management strategies is one of the main aspects that influences nurses' job satisfaction. Organizations must be able to build a positive work climate and provide comfort to their employees in working optimally.

Conflicts in hospitals often occur both between colleagues and their own profession or conflicts between nurses and clients. Prolonged conflict will have a major impact on employees' physical and mental health which can result in a decline in employee performance. Uncontrolled conflict will have a negative impact on the organization. The results of research by Shamoradi, et al in 2014) show that the negative impact of conflict can cause stress, mental damage, reduce job satisfaction, reduce productivity and cause problems in health services (Sukmawati & Susilo, 2023) .

The results of research conducted by Menik (2016) stated that the source of conflict in the provision of health services with patients is the existence of personal/health worker differences , unclear job descriptions and limited resources , resulting in increased workload and high levels of stress. resulting in less than optimal performance. research by Moisoglou, et al (2014) found that the profession of doctors had more frequent conflicts with their colleagues (74.3%) than nurses (40.4%) and nursing assistants, this happened because there was less communication with their colleagues than with nurse. Putri, Sriatmi, & Fatmasari (2018) in the Inpatient Room at Tugurejo Regional Hospital as many as 30

respondents (51.7%) while 28 respondents (48.3%) were satisfied.

Murray and Frenk (2010) conducted research on the performance of the health system in the United States compared to other countries in the world. Their results showed that although the United States has the highest per capita health spending, its performance ranked 37th in terms of population health outcomes. The study revealed significant gaps in the effectiveness of health services, showing that high spending does not always lead to better outcomes. Researchers emphasize the need for reform in the health system to increase efficiency and equity in health services.

Kruk et al. (2018) examined the quality of health systems in low- and middle-income countries. They found that low quality health services were the main factor causing preventable deaths in these countries. This research shows that even if access to health services improves, poor quality remains a significant barrier to achieving better health outcomes. Researchers recommend improving the quality of the health system through strengthening infrastructure, training medical personnel, and using appropriate health technology.

Research conducted by Rasanathan et al. (2011) highlighted the importance of primary health care in reducing health inequalities, especially in developing countries. This research finds that a strong primary health-focused approach, which includes equitable access and equitable distribution of health services, is effective in addressing the social determinants of health that lead to inequities. The results show that improving primary health systems can significantly improve population health by reducing disparities in access and health outcomes.

Diah Ayu Kusuma, et al 2018 with the title Exploring the challenges in providing health services in remote areas: A qualitative study of community health workers in Indonesia. This research examines the challenges faced by public health workers in providing health services in remote areas in Indonesia. The research results show that the main challenges faced include limited access to health facilities, lack of medical resources, and limited infrastructure. This research also found that health workers often work under high pressure with minimal support from the government. Researchers recommend increasing infrastructure support and training for health workers in remote areas to improve the quality of health services in these areas.

Managers have an important role in resolving organizational conflicts by creating a calm work environment so that it can provide comfort at work, innovation and increased productivity (Marquis & Huston, 2013). Based on the data, it was found that managers will spend 30 -40% of their working days dealing with various forms of conflict in hospitals (Haraway, 2005)

Efforts that hospitals can make to improve the ability of nurses or room heads in handling conflict are by providing training on how to deal with conflict, providing assistance and increasing emotional intelligence and supportive supervision which makes workers feel comfortable in their work environment and increases their efficiency, which in turn will increase job satisfaction (Bekru, Cherie, & Anjulo, 2017) . Nurse job satisfaction can increase with responsibility from managers, a satisfying work environment, rewarding nurses' performance, and creating a balanced work situation (Rismayadi et al., 2016) . Based on this background, researchers are interested in conducting research on conflict

management strategies that will have an impact on nurses' job satisfaction which can influence nurses' performance in providing services to consumers. Prolonged conflict will cause job satisfaction to decrease which can reduce work productivity.

RESEARCH METHODS

This research uses a correlation analytical design, namely a study that aims to determine the relationship between population characteristics or groups of individuals and the frequency of health problems. The approach used is a *cross-sectional study* , namely a study that aims to determine the relationship between certain factors and health problems that are discovered and collected at a certain time (Lapau & Barwin, 2017) . The cross-sectional research method is an observational research design used to assess the prevalence of a phenomenon or condition in a particular population at one point in time. In this method, data is collected from an entire population or representative sample at one time, without repeated data collection or long-term observations. This research can involve the entire population or a sample that reflects the main characteristics of the population. The main goal of cross-sectional research is to determine the prevalence or frequency of a particular phenomenon, condition, or variable when data is collected, such as the prevalence of smoking among adolescents. This research is observational, where the researcher only observes and records information without intervening or manipulating variables. In addition to measuring prevalence, cross-sectional research can also be used to analyze relationships between variables, such as the relationship between risk factors and health outcomes. The *independent* research variable is conflict management strategy and

the *dependent variable* is nurse performance .

RESULTS

Characteristics of Respondents Based on Age

Table 4.1 Frequency distribution based on respondent age at Mawaddah Mmedika Hospital, Mojokerto

NO	Age	Amount	Percentage (%)
1	Less than 29 years old	17	54.8
2	more than 29 years	14	45.2
Total		31	100

Table 4.1 shows that the majority of the 31 respondents aged less than 29 years, namely 17 respondents (54.8%).

Characteristics of respondents based on education

Table 4.2 Frequency distribution based on respondent education

NO	Education	Amount	Percentage (%)
1	S1	23	74.19
2	D3	8	25.81
Total		31	100.

, the majority had a Bachelor's degree, namely 23 respondents (74.19 %).

Characteristics of respondents based on gender

Table 4.3 Frequency distribution based on respondent gender

NO	Gender	Amount	Percentage (%)
1	Man	4	22.9
2	Woman	27	87.1
Total		31	100

Table 4.3 shows that of the 31 respondents, the majority were women, namely 27 respondents (87.1 %).

Characteristics of respondents based on length of service.

Table 4.4 Frequency distribution based on respondents' length of work

NO	Length of Employment	Amount	Percentage (%)
1	< 4.29 years	20	64.32
2	≥ 4.29 years	11	35.68
		31	100.0

Table 4.4 shows that of the 31 respondents, most of them had worked for a long time, < 4.29 years, namely 20 respondents (64.32 %).

Cross Tabulation Between Conflict Management Strategies and Job Satisfaction

Table 4.5 Cross Tabulation of conflict management strategies with Job Satisfaction at Mawaddah Medika Hospital in 2023

Conflict management strategy	Satisfaction					
	Total		Low		Total	
	f	%	f	%	f	%
Competition	1	3.2	0	0	1	3.2
compromise	8	25.6	4	12.9	12	38.7
collaboration	6	19.3	0	0	6	19.3
accommodation	0	0	2	6.5	2	6.5
dodge	8	25.6	2	6.5	10	32.3
	23	74.1	8	25.9	31	100

Table 4.5 shows that the majority (38.7%) of respondents who used the Compromise conflict management strategy had high job satisfaction.

The results of the Spearman Rho test show that $p\text{-value} = 0.001$ and the coefficient correlation is 0.565 so that H_1 is accepted, meaning that there is a relationship between conflict management strategies and nurses' job satisfaction with a close relationship in the medium category. The relationship has a positive pattern, where the use of integrated conflict management strategies (compromise, collaboration and accommodation) will be followed by higher job satisfaction for nurses at Mawaddah Medika Mojokerto.

DISCUSSION

The research results based on table 4.5 show that of the 31 respondents, almost half used the Compromise conflict management strategy, namely 12 respondents (38.3%). This means that the majority of nurses have the perception of using good strategies in dealing with conflicts that occur in their work environment.

The conflict handling strategy for nurses at Mawaddah Hospital, Mojokerto, uses a compromise strategy, which is a strategy for finding solutions to problems together by respecting other people. The choice of this strategy shows that the majority of nurses have a good understanding of dealing with conflict. Factors that influence conflict handling strategies include age and education. Based on the age of the respondents, most of them were young and had a bachelor's level education. This education is what dominantly influences the way strategies are taken, where nurse graduates have received material and training on conflict management strategies during the education process.

Meanwhile, nurses with D3 nursing education tend to use avoidance strategies. This strategy was chosen by the nurse because she was afraid of facing problems so she just tried to be safe. Even though this conflict is important for nurses and organizations to resolve it together with the best strategy. Low education and a lack of understanding of how to handle conflict also influence nurses in determining strategies. Conflict management strategies are grouped into two types, namely type 1) integration style (compromise, collaboration and accommodation) and type 2 consisting of dominance and avoidance styles.

This is in line with the results of research conducted by Doris in 2018 with the results that there was a relationship between good conflict management and nurses' job satisfaction with a significance value of 0.000.

Saka Aditya's 2018 research also shows the relationship between conflict management and job satisfaction. Conflict management has 5 conflict management styles, of these 5 factors, only 2 factors are formed, namely factors 1 and 2. Factor 1 includes collaboration style (integrating style), accommodation (obliging style), and compromise (compromising style). Factor 2 includes dominating style and avoiding style. In general, conflict management style has an influence on job satisfaction, with a significance value of 0.000

The results of Oktoviyani and Siti Anisah's research in 2022 at Taman Harapan Baru Hospital found that from 36 respondents it could be seen that well-implemented conflict management of the head of the room had an impact on the job satisfaction of implementing nurses by 100%, while poor implementation of conflict management of the head of the room had an impact on 46.7% of nurses were dissatisfied with their work and 53.3% of nurses were satisfied with their work. with p value = 0.001 or p value < α (0.05) meaning that there is an influence between conflict management and job satisfaction (Idealistiana & Salsabila, 2022) .

Based on the research results, it shows that the majority of the 31 respondents Nurse satisfaction was in the high category , namely 27 respondents (74.1 %) .

Job satisfaction of nurses at Mawaddah Medika Hospital in categories tall. This is influenced by many factors,

including: Age , Gender , Education , Years of Work , Marital Status. According to Robin (2002) and (Mangkunegara, 2009) . The age of nurses in the Mojokerto hospital inpatient room showed that most of the average age was 29 years or more , as many as 48 respondents (57 , 1 %). This is in accordance with (Mangkunegara, 2009) which states that a person's age has an influence on the level of job satisfaction. Older employees tend to be more satisfied than younger employees. It is assumed that older employees have experience adjusting to their work environment. Meanwhile, younger employees have more ideal expectations about their work, so if there is a gap between expectations and work reality, it causes nurses to feel dissatisfied .

The results of the research show that there is a relationship between conflict handling strategies and job satisfaction, the level of closeness of the relationship is moderate. This means that both variables have a positive pattern, the more appropriate the choice of conflict handling strategies (compromise, collaboration and accommodation), the nurse satisfaction will also increase.

Conflict management strategies play an important role in supporting work motivation to achieve job satisfaction which includes: communication, growth potential, individual wisdom, wages/salary, conducive working conditions. Apart from that, there are other factors that influence work satisfaction. Job security, interest in the workplace and work, work pressure, and interpersonal relationships at work are factors that have a big influence on job satisfaction (OECD, 2017) .

According to researchers, nurses who use compromise conflict management strategies will tend to have high job satisfaction. This happens because using this

strategy will help nurses solve problems and improve relationships between both parties so they can carry out their daily tasks well. When someone is able to deal with problems well, it will create a high sense of self-satisfaction at work and provide comfort.

Meanwhile, the use of avoidance strategies also has high satisfaction. This strategy was chosen by the nurse because it was not able to solve the problem well. Education is one of the factors that influences the implementation of conflict management. The majority of respondents' education is still D3 nursing . This will influence nurses' understanding of how to handle conflict in the organization. Nurses do not understand how to face and resolve problems either with patients, with collaborative teams or fellow colleagues. There is high satisfaction among nurses because they feel comfortable when working in a hospital that has a conducive work environment, good co-worker relationships, and support. Conflict handling strategies are very closely related to nurses' work, good skills in resolving conflicts will support better nurse performance so that nurses will feel satisfied with their work. Likewise, if the ability to handle conflict is less than optimal, then job satisfaction will also be sufficient because nurses feel uncomfortable working due to conflicts with colleagues or other health teams so nurses will tend to avoid that person. Prolonged conflict will psychologically disturb nurses and cause someone to feel depressed at work and ultimately leave the job.

The results of this research are in line with research by Oktoviyani and Siti Anisah in 2022 at Taman Harapan Baru Hospital, it was found that from 36 respondents it could be seen that well implemented head of room conflict management had an impact on the job satisfaction of implementing nurses by 100%, while the implementation of head of

room conflict management was good. Not being good has an impact on the job dissatisfaction of 46.7% of nurses and 53.3% of nurses are satisfied with their work. with p value = 0.001 or p value < a (0.05) meaning that there is an influence between conflict management and job satisfaction .

CONCLUSION

There is a relationship between conflict handling strategies and nurses' job satisfaction in conflict handling strategies. The close relationship in the category is strong and has a positive pattern. The better the use of integration style conflict management strategies (compromise, collaboration and accommodation), the more nurses' job satisfaction will increase.

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