CONFLICT MANAGEMENT STRATEGIES USED BY NURSING EXECUTIVES : A INTEGRATIVE REVIEW

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Abstract

Backgrounds: Workplace conflict is a global phenomenon that occurs frequently in all environments where people work together. One of the most common conflicts is among nursesaround the world. The most important causes of conflict among nurses are differences in management strategies, employee perceptions, staff shortages, goal differences, and competition between work groups. **Objective**: to identify scientific literature related to conflictmanagement strategies often used by nurses. **Methods**: an integrative review was conducted based on Cooper's Whittemore & Knafl approach. **Results**: The source of conflict that is often experienced by executive nurses identified is conflict with coworkers. Conflict management strategies used by executive nurses were identified as collaboration conflict management. Thechallenge of nurses in applying conflict management strategies is the emotional intelligence of executive nurses. **Conclusion**: The use of conflict management strategies directly helps executive nurses in resolving conflict management.

Keywords: Conflict, Conflict Management Strategy, Nurse Executive.

BACKGROUND

Workplace conflict is a global phenomenon that occurs frequently in all environments where people work together. Although workplace conflict is not a contemporary issue, it remains a serious challenge for many organizations. One of the most common conflicts is among nurses around the world. The most important causes of conflict among nurses are differences in management strategies, employee perceptions, staff shortages, goal differences, and competition between work groups. Conflict between nurses is considered a very important issue in healthcare environments around the world. Conflict has an adverse impact on productivity, morale, and patient care across healthcare teams, possibly leading to rapid turnover or dissatisfaction. Using conflict resolution strategies in the workplace will help maintain a healthy work environment.

Conflict is a consistent and unavoidable problem in healthcare teams. Although nurse leaders and managers have been trained in conflict resolution, problems with staff relations, stress, illness, and retention persist. Conflict arises from interpersonal relationship issues, change, and poor leadership. 4. Unmanaged and continuous conflict among healthcare workers, including nurses creates a toxic work environment that can cause adverse effects on patients. 5. Managing conflict among nurses is an ongoing challenge, regardless of the position must effectively manage conflict to provide an environment that stimulates personal growth and ensures quality patient care. 6. The use of appropriate conflict management tools in day-to-day decision-making is one of the many challenges faced by nurse managers who are influenced by the individual and the environment in which they work. Managing workplace conflict is a time-consuming, yet important task for nurses.

Previous reviews have shown that nurses and other healthcare professionals are poorly equipped with the skills and knowledge of effective conflict management. 5. A study showed that ineffective conflict management is a threat to teamwork. 5. Another review suggests that nurses working in management should support others in adopting strategies to resolve conflicts in a more assertive manner. 7. However, none of these reviews highlightedthe nature, challenges and conflict management strategies that nurses use in conflict management resolution.

The purpose of this integrative review is to identify scientific literature related to conflict management strategies often used by nurses. This information can assist nurses in resolving conflict management in nursing/health services.

METHODS

There are many studies on conflict management used by nurses working in hospital institutions. We sought to focus and understand more about the types of conflicts, conflict management strategies, and challenges faced by nurses in using conflict management. Specifically, we are interested in exploring the following:
a. What are the types of conflicts often experienced by Nurse Executives?
b. What conflict management strategies are frequently used by nurse executives?
c. What challenges do nurse executives face in implementing conflict management strategies?

Search Strategy

The integrative review method, updated by Whittemore & Knafl of Cooper, was chosen to increase the accuracy of this integrative review. An integrative review allows various research designs to be summarized, providing a comprehensive picture of a phenomenon. This integrative review followed the PRISMA checklist 2020 guidelines to improve accuracy

in article searches. The literature search was conducted on six online databases in December 2023. For five of these databases: PubMed, ProQuest, Scopus, Cumulative Index to Nursing and Allied Health Literature (CINAHL). The keywords used were "Conflict", or "Conflict Management", or "Conflict Resolution", and "Conflict Management Strategy" or "Conflict Management Style", and "Nurse". As for the Garuda database, the keywords are "Nurse Conflict Management Strategy" or "Nurse Conflict Management Style". The English keywords used are "Conflict", or "Conflict Management", or "Conflict Resolution", and "Conflict Management Strategy" or "Conflict Management Style", and "Nurse" or "Nurse Executive". Garuda is a database recommended by the Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia. Inclusion criteria were set as follows: 1) Published in English or Indonesian, 2) Original research, 3) Published in the previous ten years (between 2013 and 2023), 4) The research focused on nurses' conflict management strategies, 5) nurses in the nursing room. The exclusion criteria were: 1) Review studies, 2) Studies related to the development of assessment tools, and 3) Unpublished studies.
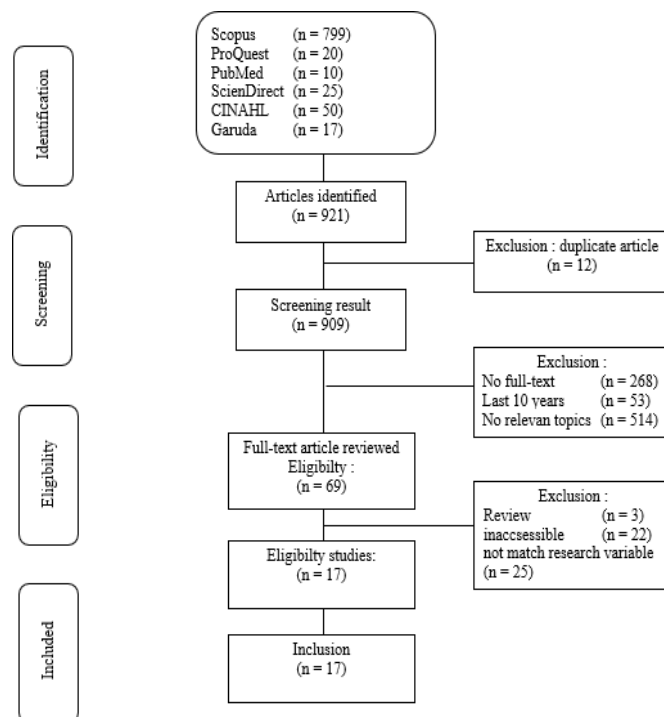

Figure 1. Prisma Flowchart

Data extraction and quality assessment

An initial search was conducted based on predefined keywords, resulting in articles from six databases. After identifying the articles, duplicate articles were removed. This was followed by selection of articles related to full-text availability, publication within the last ten years, and topic suitability to obtain full-text articles that met the eligibility criteria. The process continued with careful observation of the available full-text articles. Articles that met the inclusion criteria were then selected for the integrative review process (figure1).

Table 2.1 Quality Assessment

Author	Objectives are clearly explained	The research design is described	Appropriate research methods	Adequate description, sample, and exclusion criteria	Ethics Presented	Results Reported	Results are in line with the research question and literature	Limitations presented	Implications discussed	Grade/level
8	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Yes	Yes	8/9 High
9	Yes	Yes	Yes	Bad	Not reported	Yes	Yes	Yes	Yes	7/9 Average
2	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9/9 High
10	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Yes	Yes	8/9 High
11	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Yes	Yes	8/9 High
12	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Yes	Yes	8/9 High
13	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9/9 High
14	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Yes	Yes	8/9 High
15	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Not reported	Not reported	7/9 Average
16	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9/9 high
17	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Yes	Yes	8/9 High
18	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Yes	Yes	8/9 High
19	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9/9 high
20	Yes	Yes	Yes	Yes	Not reported	Yes	Yes	Yes	Yes	8/9 High
21	Yes	Yes	Yes	Bad	Yes	Yes	Yes	Not reported	Yes	7/9 average
22	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9/9 high
23	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9/9 High

In integrative reviews, although quality assessment is not a requirement, scoring an assessment can support the interpretation of an assessment. Two authors scored the identified articles to determine whether they were eligible for inclusion and interpretation in our integrative review. Nineteen selected studies were then critically assessed for quality using an instrument created by Bowling. These studies were included in a table for scoring and interpretation. The assessment used three scales: "yes", "not reported", and "poor". The results of this assessment were used to determinethe quality of the selected articles. This quality assessment method was chosen because it can assess both quantitative and qualitative. From the quality assessment results, fifteen studies were rated as high quality, and three studies were rated as average quality.It was determined that the selected articles were of sufficient quality to be reviewed (table 2.1).

After the quality assessment, data analysis was conducted through several stages: data reduction, display, comparison, inference, and verification. Data reduction was done by classifying the data, which was then extracted, simplified, organized into a framework, and analyzed sequentially (table 2.1). next, the data was compared to be checked repeatedly to identify patterns, themes, or relationships. Similar data was regrouped and harmonized with each other. At the last stage, data analysis became verification of data sources to ensure accuracy, followed by drawing conclusions.

Table 2.1 Data extraction

First Author	Year/Country	Research Objectives	Methods	Samples/Settings	Type of conflict	Conflict Management Strategies		Challenge
Manar AlAzzam, et al	2017/Jordan	To explore the incidence of work-family conflict and the relationship between work-family conflict and satisfaction levels among nurses in Jordan.	Cros-Sectional Descriptivity & Correlation	333/RS. Education	- Work &Family	- Not explained		skills - Mood - Education level - Work shifts - Nurse Age
Nigar Erdenk, et al	2017 / Turkey	To know the conflict management strategies of nurses according to their characteristics	Descriptive correlation &cross sectional	237 / Different hospitals	- Patient - Patient's family	- Integration Management Strategy - Domination Management Strategy - Openness Management Strategy - Avoidance Management Strategy - Compromise Management Strategy - Liability Management Strategy	Conflict Conflict Conflict Conflict Conflict Conflict	- Nurses' personality traitsinfluence someconflict resolution strategies

First Author	Year/Country	Research Objectives	Methods	Samples/Settings	Type of conflict	Conflict Management Strategies		Challenge
Lieve Lembrechts, et al	2014 / Belgium	The relative impact of three sources of work-family conflict among hospital nurses	Web Survey with Hierarchical Linear Regression	453 / Hospital & Nurse	Work Family Family	& Support from superiors		Excessive workload & overtime hours
Mohammad Re z Ahanchian, et al	2015 / Iran	To evaluate the prevalence of conflict management styles and related factors among critical care staff in Iran.	Descriptive Cross-Sectional	149 / Critical care in 4 hospitals	Coworkers	- Collaborative Management Strategy - Conflict Management Strategy Compromise - Accommodative Management Strategy - Avoidance Management Strategy - Campaign Management Strategy	Conflict Conflict Conflict Conflict	- Nurse behavior - Characteristics (gender & age) - Work shifts
(Basoğul & Özgür, 2016)	2016 / Turkey	To determine the level of emotional intelligence andconflict management strategies of nurses and the relationship between the two.	Cross-Sectional Descriptive	277/RS. Turkish University	- Coworkers - Doctor	- Avoidance Management Strategy - Dominant Management Strategy - Conflict Management Strategy Requires - Compromising Management Strategy - Integration Management Strategy	Conflict Conflict Conflict Conflict	- Emotional intelligence influences nurses' conflict management strategies - Intrapersonal skills - Adaptability - Interpersonal

First Author	Year/ Country	Research Objectives	Methods	Samples/ Settings	Type of conflict	Conflict Managemen t Strategies	Challenge
Eleni Lahana, et al	2017 / Australia	To identify the main sources of interpersonal conflict in nurses and their strategies in dealing with conflict individually and by nurse management.	A Cross-Sectional Study	100/Hospitals in Thessalonica	- Other Health Professions &Doctors	- Conflict Management Strategy Avoidance (64%) - Collaborative Conflict Management Strategy - Compromise Conflict Management Strategy - Competition Conflict Management Strategy - Mediation Conflict Management Strategy - Conflict ManagementStrategy Accommodation	- Nurses' perceptions, knowledge andwork experienceof conflict and its management strategies
(Pishgooie et al., 2019)	2019 / Iran	To determine the frequency, degree, level of exposure and type of ethical conflict among nurses working in the intensive care unit.	Descriptive Cros-Sectional	382/intensive care unit hospital. Iran	- Patient's family - Doctor - Nurse	- Not explained	- Moral ability to befirm, and - courageous, realistic, differentpoints of view

First Author	Year/ Country	Research Objectives	Methods	Samples/ Settings	Type of conflict	Conflict Managemen t Strategies	Challenge
Maura Galletta et al	2019 / Italy	To investigate the moderating role of affective commitment to collaboration as a protective resource in the relationship between Work-Family Conflict (WTC) and emotional exhaustion.	Cross Sectional	647/ 66 work units in Italian hospitals	- Jobs - Family	- Investigative Conflict Management Strategy	- Emotional exhaustion - Behavior - Work (shift work)
Adventy Riang Bevy Gulo, et al	2019 / Indonesia	To identify the influence of *compromising* and *dominating* conflict management styles in reducing work stress of executive nurses.	quantitative with a correlative approach andcross *sectional* research design.	105/ RS l meldaPekerja Indonesia and RS MarthaFriska	- Not explained	compromising & conflict management styles - dominating conflict management style	*The compromising conflict management style requires sacrifice from one of the parties involved in the conflict, only provides a temporary solution in conflict resolution and can sometimes create new conflicts*

First Author	Year/ Country	Research Objectives	Methods	Samples/ Settings	Type of conflict	Conflict Management Strategies	Challenge
The-Feng Yeh, et al	2020 Taiwan	/ The influence of supervisor support and work-family conflict on resource loss and burnout	Cross-Sectiona Method & Quantitative Anapproach.	328/ RS. Taiwan	- Jobs - Family		Emotional exhaustion a ndlack of supervisorsupport
L.J. Labrague, et al	2020 Oman	/ To identify predictors of work-family conflict and its relationship with Filipino nurses' work outcomes and perceived quality of care.	A descriptive research	1010/Hospital	- Work &Family	Not explained	Age, workload & time
Hajah Marlita Haji Matarsat,et al	2020 Brunei Darusala m	/ To explore the relationship between work- family conflict and health status and job satisfaction among nurses.	A Cross-sectional study	426 / Hospital. in Brunei Darusalam.	- Work &Family	Transformation & organizationstrategy.	Work pressure
Ceyda Basoğul	2021 Turkey	/ To examine nurses' conflict management strategies and teamwork attitudes	Cross-Sectional Description	288/Hospital in S outhernTurkey	- Nursing Manager - Nurses in other rooms/uni.	- Compromise Management Strategy Conflict - Integration Management Strategy Conflict - Domination Conflict	Nurse attitude and communication

First Author	Year/ Country	Research Objectives	Methods	Samples/ Settings	Type of conflict	Conflict Management Strategies	Challenge
					- ts, Nurses in-the same unit - Doctor - Assistant Staff	Management Strategy - Compromising Conflict Management Strategies Conflict Management Strategies to Avoid	
Barbara Delak, etal.	2021 Slovenia	/To examine the conflict resolution styles used in teamwork doctor-nurse relationships in primary health care, depending on individual characteristics, contextual factors as well as organizational and socio-cultural contexts.	A descriptive, cross-sectional, correlational design	173/ Community Health Center Ljubljana, Slovenia	- Not explaine,d	- Conflict Management Strategy Compromise - Avoidance Conflict Management Strategy - Conflict Management Strategies to Accommodate - Collaborative Conflict Management Strategy - Competitive Conflict Management Strategy	- Culture - Work experience - Individual Characteristic s Length of Service
Dhiyah Afifah, etal.	2023 / Indonesia	Overview of nurses' conflict management strategies	Descriptive Quantitative-Cross Sectional Study	36/RS. Syiah Kuala University Education	- Cowork ers.	- Collaborative Conflict Management Strategy - Conflict Management Strategy Compromise - Accommodation Conflict Management Strategy	Individual personality inresolving conflict

First Author	Year/ Country	Research Objectives	Methods	Samples/ Settings	Type of conflict	Conflict Management Strategies	Challenge
- Management Strategy - *smoothing* - Management Strategy						Avoidance Conflict Conflict Management Strategy Competition Conflict	
Sheren Abd El-Moneam Ahmed	2023/Eg ypt	To explore the level of conflict and communication gaps amongclinical care nurses while caring for Covid19 patients.	Exploration Description	80 / Critical Care Room	- Interperso nal conflict - Interperso na conflict - Conflict Intergrou p - Intergro u p Conflict	- Collaborative conflict management strategies - Competing conflict management strategies - Conflict management strategy of compromise - Conflict management strategies accommodate - Avoidance conflict management strategy	Nurses' unpreparedness & inexperience in - identifying thecauses of conflicts
Iris Soriano-Vázquez.et al	2023/Sin gapore.	To assess the mediating role of conflict management and the relationship between emotional intelligence and job satisfaction among nurses.	Strobe Checklist-cross-sectional studies	208 / CriticalCare	- Intraperso nal& Interperso nal	- Mediation Conflict Management Strategy - Collaborative ConflictManagement Strategy	- Limited resources and communicatio n issues - Work environment Organizational culture

RESULTS AND DISCUSSION

Seventeen articles were critically analyzed and synthesized, resulting in answers to questions about types of conflict, conflict management strategies and challenges nurses facein implementing conflict management strategies. The studies were conducted in different contexts in different countries: Belgium (n=1), Iran (n=2), Turkey (n=3), Jordan (n=1), Australia (n=1), Italy (n=1), Indonesia (n=2), Taiwan (n=1), Oman (n=1), Brunei Daarusalam (n=1), Slovenia (n=1), Egypt (n=1), Singapore (n=1).

1.1 Types of Conflict that are often experienced

Sixteen of the seventeen studies reviewed focused on discussing types of conflict in relation to conflict management. According to the research [2] types of conflict with coworkers (nurses) are often experienced by executive nurses.

Some of the sources of the types of conflict that are often experienced by executive nurses according to the research reviewed include:

a. Types of conflict with coworkers
b. Type of conflict with patient's family
c. Types of conflicts with patients
d. Type of conflict with other health workers
e. Types of conflicts with doctors

1.2 Conflict Management Strategies

Of the studies reviewed, twelve identified conflict management strategies. Collaborativeconflict management strategies frequently used by nurse executives. This finding is inline with research conducted by who stated that nurse executives use collaboration strategies in managing conflict management.

Some of the conflict management strategies used by nurses, according to the research reviewed, include:

a. Collaborative conflict management strategies, strategies that require a holistic examination of the collaboration, clarity, information exchange, and differences between the two parties.
b. An integrating conflict management strategy, this strategy involves openness in problem solving which can lead to creative solutions.
c. A compromise conflict management strategy, this strategy involves sharing where both parties give up something, make a sacrifice, or make a joint decision.
d. Avoidance conflict management strategies, strategies by withdrawing, running awayfrom responsibility, avoidance, ignoring the problem, tending not to listen to the problem and not talking about the problem.
e. A competing conflict management strategy, this strategy is characterized by behaviors that put other behaviors in difficulty.
f. Accommodative conflict management strategies, strategies that include emphasizing similarities to reduce the importance of differences and satisfy the other party's interests.

1.3 What challenges do nurse executives face in implementing conflict management strategies.

Of the studies reviewed, two identified the challenges of emotional intelligence in implementing conflict management. In the face of conflict management strategies, emotional intelligence plays a pivotal role in implementing conflict management. This finding is in line with research conducted by.

1.4 Types of Conflict that are often experienced

The type of conflict that is often discussed in this review is the type of conflict with nurses. On average, executive nurses experience this type of conflict with coworkers. Based on the report. It is important for nurses to identify and address the types of conflictexperienced.

1.5 Conflict Management Strategies

The conflict management strategy mentioned in this review is the collaboration conflictmanagement strategy.

1.6 What challenges do nurse executives face in implementing conflict management strategies?

The main challenges that nurses often face in implementing conflict management strategies are emotional intelligence, perception and moral ability to be assertive, realistic, different points of view and courage.

CONCLUSION

This integrative review synthesizes and evaluates various studies by investigating the types of conflicts, conflict management strategies and challenges faced by nurses in implementingconflict management strategies. This review is fundamental in illustrating to nurse practitioners the importance of understanding conflict management strategies. The use of conflict management strategies directly helps nurse executives in resolving conflict management.

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