

Summary

Management of conflict is extremely important for effective functioning of organization and for the personal, cultural, and social development of human beings. Constructive and creative conflict management is a challenge and a goal for any profession who is genuinely interested in assisting others and the organization in changing unfavorable.

The present study aims at assessing the effect of implementing conflict resolution strategies program to head nurses on the stress level among head nurses and their staff nurses through: - Assessing the knowledge of head nurses related to the concept of conflict and its resolution strategies. Develop an educational program about conflict resolution strategies for head nurses. Assessing levels of stress, conflict and conflict resolution strategies among head nurses before and after the program. Assessing levels of stress and conflict among staff nurses before and after the program.

The medical and surgical units at Benha University Hospital were taken in the study. The subjects included in the study consisted of (54) head nurse and assistants and (180) staff nurse working in the above-mentioned setting with minimum of one year experience.

Five tools were used for data collection in the study. *First, Conflict Knowledge Questionnaire* to assess head nurses and assistants knowledge about conflict and its resolution strategies. It consisted of two parts. The first one included questions about personal data. The second part included (20) items subdivided into four major categories namely concept and importance of conflict (six items), types of conflict (three items), sources of conflict (three items), and resolution strategies of conflict (8 items). *Second, the perceived Conflict scale*, to measure the conflict and determine its types among hospital nurses .This tool

Summary

contains (16) items subdivided under main four subscales, interpersonal conflict, intrapersonal conflict, intergroup /support group conflict, intergroup /other units conflict. *Third, Thomas- Kilmann Conflict Mode instrument* to measures the five conflict management modes: Avoiding, Accommodating, Competing, Collaborating and Compromising. It was consisted of 30 pairs "A" and "B" of statements describing possible behavioral responses in times of conflict. *Fourth, Stress Assessment Checklist* This instrument used for measuring the perception of stressors in the workplace. It was consisted of (42) items were subdivided under (11) subscale : Organizational function and culture (4 items), Participation (one item), Career development and job status(6 items) , Role in organization(3items), job content(6 items) , Workload and work pace(5 items), Working time(4 items), Interpersonal relationship at work(5 items), Home-work interface (3 items) , Preparation and training(3 items) , and Other problems (2 items) . *Fifth, Handout about conflict and its resolution strategies* for head nurses.

The study has generated the following findings:

- 1- (80.0%) of surgical of the head nurses , and (75.6 %) of surgical staff nurses had high level of conflict in their job .
 - 2- there was improvement in the level of the surgical head nurses' conflict as it was decreased (69.2%) and (65.4%) that represent post and after three months follow up the program respectively. Also there was improvement in the level of the surgical staff nurses' conflict as it was decreased (65.9%) and (61.2%) that represent post and after three months follow up the program respectively.
 - 3- The most frequent type of conflict among studied head nurses was interpersonal conflict followed by intergroup/other units' conflict, intergroup/support services conflict and lastly intrapersonal conflict. While the most frequent type of conflict among studied staff nurses was intergroup/ support services followed by intergroup/other units' conflict, interpersonal conflict and lastly intrapersonal conflict.
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Summary

- 4- the head nurses were used Avoiding Strategy followed by Competing Strategy as a primary style to resolve conflict that represent preprogram. While they changed it to Competing Strategy followed by Compromising Strategy that represent post program. As regarding after three months follow up program, it was changed again to Competing Strategy followed by Avoiding Strategy .
 - 5- More than three quarter of surgical head nurses (76.9%) and more than half of medical staff nurses (63.3%) had a moderate level of stress in their job.
 - 6- There was improvement in the level of the surgical head nurses' stress as it was decreased (57.7%) and (61.5%) that represents post and after three months follow up the program respectively. In addition to, there was improvement in the level of the medical staff nurses' stress as it was decreased (52.9%) and (55.3%) that represents post and after three months follows up the program respectively.
 - 7- Career development and job status, Interpersonal relationships at work, job content, and working time were the major source of workplace stress for head nurses and assistants. While Interpersonal relationships at work, Career development, job status, workload and work pace were the major source of workplace stress for staff nurses.
 - 8- There was negative relationship between stress and conflict resolution strategies(Collaborating Strategy and Compromising Strategy) used by head nurses and assistants, while there was positive relationship between stress and conflict resolution strategies(Competing Strategy, Avoiding Strategy and Accommodating Strategy))which used by head nurses assistants.
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Summary

In the light of the findings obtained from the present study, these points are recommended:

1. In-service training and education programs must be a continuous process for increasing staff nurses, head nurses and supervisors' skills in understanding the causes of conflict and stress and its management as well as to emphasize the concept of teamwork.
 2. Hospital administration had to initiate an In-service education department concerned with the training for other staff in the different departments of the hospital.
 3. Improving working environment to decrease conflicts and stressors among head nurses and staff nurses.
 4. Nurses should be given an opportunity for participation in decisions, which affect their practical and educational growth.
 5. Opportunities for further studies are recommended to:
 - Identify conflict resolution strategies as utilized by staff nurses .
 - Investigate sources of occupational stress and its management used by head nurses.
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