

## Summary

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Conflict within the work setting is a natural phenomenon, if no conflict ever occurred the work environment would be dull and boring, but no progress would be made, creativity would not exist. Although conflict occurs as a normal part of work, it quickly grows in intensity if ignored. It is inevitable condition in organizations, and it is one factor that interacts with nurses' perceptions of their work environment to create either a positive or negative impression. Conflict is pervasive in work environments, also it is often a pre-requisite to change in people and organizations. Nurses who work in health care encounter have different levels of organizational conflicts, whether interpersonal, intrapersonal, or intergroup conflict,

The aim of this study is three folds. *First*, to determine level and types of conflict among nurses at Benha University and Teaching hospitals. *Second*, to find out sources of conflict perceived by staff nurses at Benha University and Teaching hospitals. *Third*, to investigate the relationship between nurses' conflict and their job satisfaction.

The intensive care units, general medicine, dialysis, pediatric, general surgical, surgical specialties, and obstetric unit at Benha University and Teaching Hospitals were taken in the study. The subjects included in the study consist of 400 staff nurses working in the above-mentioned setting with minimum of one-year experience.

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Three measurements were used for data collection in the study. First, *the perceived Conflict scale*, to measure the conflict and determine its types among hospital nurses using questionnaire in (*Huber, 1996*). This questionnaire contains (16) items subdivided under main four subscales, interpersonal conflict, intrapersonal conflict, intergroup /support group conflict, intergroup /other units conflict. Second, *Questionnaire sheet*, this type to determine sources of conflict among nurses, according to (*Hein, 1998; and Ibrahim 1990*) causes of conflict are six major causes modified by the researcher to seven causes, these were unclear expectations, poor communication, lack of clear jurisdiction, incompatibilities or disagreements, individual or group conflicts of interest, operational or staffing changes, and home overlapping. Third, *job satisfaction scale*, To measure global or general Job satisfaction of nurses using job satisfaction questionnaire in (*Swans burg, 1996*) This questionnaire contains (41) items subdivided under five main factors. (1) Salaries and fringe benefits (2) staffing philosophy, (3) professionalism; (4) staff development (5) administration support. The study tool was distributed to the study subjects in their work setting by the researcher.

### **The study has generated the following findings:**

Conflict is higher among staff nurses working in Benha university hospital (74.4%) than conflict among staff nurses working in Benha teaching hospital (64.3%). Intergroup/ support services( intragroup) conflict was the most frequent type of conflict among studied staff nurses followed by Intergroup/other units' conflict, and intrapersonal conflict, while interpersonal conflict was the least frequent type. Staff nurse

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working in intensive care units and surgical specialties units perceived conflict more than staff nurse in dialysis unit and general surgery unit.

Regarding the Sources of nurses' conflict as perceived by nurses were unclear expectations, conflicts of interest, unclear jurisdiction, incompatibilities or disagreements, operational or staffing changes, home overlapping and poor communication.

Regarding the nurses' job satisfaction; the study results indicated that more than half of the nurses working in Benha University and Teaching hospital were dissatisfied in all domains of job satisfaction. The lowest level of job satisfaction among five parameters was (26.7%) recorded by salaries and fringe benefits, while the highest level of job satisfaction was related to administration support (44.9%) which recorded by the study staff nurses.

There was a negative correlation among conflict and each component of job satisfaction. The more conflict, the lower job satisfaction, as well as the correlation among conflict and each of age and year of experience were negative correlation

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

- 1-Improving working environment to decrease conflict among staff nurses.

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- 2- Efforts should be made by nursing service administrators to improve the nurses' interpersonal relationships with subordinates. Weekly group-dynamics sessions focusing on intermember communication and group cohesiveness could be instituted on each unit.
- 3- Develop head nurses and supervisors' skills in understanding the causes of conflict and its management resolution as well as to emphasize the concept of teamwork.
- 4- Staff nurses should be represented in the hospital meetings, sharing and participating in decision-making about patient's problem and hospital policies.
- 5- In-service training and education programs must be a continuous process for increasing cognitive abilities of staff underlying decision-making, and behavioral competencies.
- 6- The hospital policies and rules should be communicated to staff accompanied with any change in it.
- 7- Nursing administrators, researchers, and educators may use the findings of this study as a guideline for developing effective strategies to advocate conflict and job satisfaction which may result in decreasing the rate of turnover and shortage of nursing personnel.
- 8- Opportunities for further studies are recommended to:
  - Investigate conflict and its sources among nurses and head nurses in more different settings.
  - Identify conflict resolution strategies as utilized by head nurses.