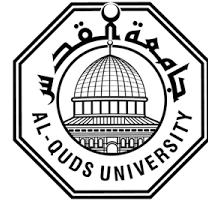


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**Conflict Management Strategies Used by Nurse
Managers at European Gaza Hospital and
Nasser Medical Complex**

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M.Sc.Thesis

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**Conflict Management Strategies Used by Nurse
Managers at European Gaza Hospital and
Nasser Medical Complex**

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Thesis Approval

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Dedication

To my beloved family ... my great father ... my sincere mother ... my wonderful brothers and sisters ... I deeply appreciate that you were always there in spirit with me ... gave me the support and space I needed to realize this accomplishment ... and inspired me with your love and warm feelings

Heartfelt thanks and appreciations to all those who contributed to the completion of this thesis ... without your support, this work would not come to end.

Ahmed Nasr

Declaration

I certify that this thesis submitted for the degree of Master, is the result of my own research, except where otherwise acknowledged, and this study (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed: Ahmed Mustafa Nasr

Date: Jan 2020

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Abstract

Nurse Managers are central to conflict management and a healthy work environment. Conflict is a consistent and unavoidable issue within healthcare teams. Despite training of nurse leaders and managers around areas of conflict resolution, the problems in work environment remain. The aim of the study was to describe conflict management strategies used by nurse managers within European Gaza Hospital and Nasser Medical Complex to deal with conflicts with subordinates. The study design was descriptive cross-sectional taken. The sample was convenient and included the various levels of nursing management investigated within the hierarchy and these level were nursing ward managers, nurse supervisors and the executives and their count was 85. The tool of the study was adapted by the researcher, a self-administered questionnaire to gather data about the participants' demographics and preferred conflict management style. The questionnaire delivered in European Gaza Hospital and Nasser Medical Complex. Response rate was 100%. Analyzes were undertaken of the Likert Scale indicators reporting participant's preferred style in managing conflict through 28 questions. The result of this study identified that nurse managers in European Gaza Hospital and Nasser Medical Complex generally use collaborating as the most preferred strategy by 72.6%, then compromising by 70.4%, followed by accommodating by 62.9%, after that avoiding by 62.5% and lastly competing by 61.6%. The researcher concluded that the outcome of the research generated a clear results of how nurse managers deal with conflicts with subordinates and investigated many variables affect the used conflict management strategy and recommended that the nurse managers need for courses to enhance the process of decision making while handling with conflicts.

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List of Abbreviations

ANOVA	One Way Analysis of Variance
CINAHL	Cumulative Index of Nursing and Allied Health Literature
EGH	European Gaza Hospital
GS	Gaza Strip
Km	Kilometer
km²	Kilometers Square
MoH	Ministry of Health
NGO	Non-Governmental Organization
NIS	New Israeli Shekel
OCHA	Office for the Coordination of Humanitarian Affairs
PCBS	Palestinian Central Bureau of Statistics
ROCI	Rahim Organizational Conflict Inventory
SPSS	Statistical Package System for Social Sciences
UNRWA	United Nations Relief and Works Agency
USA	United States of America
WB	West Bank
Yrs	Years

Chapter One

Introduction

1.1. Background

Conflict is a reality in the nursing profession. Although no formal definition has been agreed upon, conflict can be broadly described as “an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities” (Rahim, 2011). This has arisen as result of several elements such as complexity in the organization, varying role expectations, communication problems, constraints in the decision making process, competition over limited resources, unclear job boundaries, and personality differences (Almost et al., 2016; Azouley et al., 2009; Nayeri & Negarandeh, 2009 and Patton, 2014) and it usually occurs between and among nurses, doctors, patients and their family (Johansen, 2012).

Conflict is a consistent and unavoidable issue within healthcare teams. Despite training of nurse leaders and managers around areas of conflict resolution, the problem of staff relations, stress, sickness and retention remain. Conflict arises from issues with interpersonal relationships, change and poor leadership. New members of staff entering an already established healthcare team should be supported and integrated, to encourage mutual role respect between all team members and establish positive working relationships, in order to maximize patient care. Good leadership, nurturing positive team dynamics and communication, encourages shared problem solving and acceptance of change. Furthermore, mutual respect fosters a more positive working environment for those in healthcare teams. As conflict has direct implications for patients, positive resolution is essential, to promote safe and effective delivery of care, whilst encouraging therapeutic relationships between colleagues and managers (McKibben, 2017).