



## Conflict Management on Team Performance in Hospitals

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**Abstract:** The purpose of this literature review is to identify Conflict Management factors on Team performance and conflict management solutions in the nursing workplace, and the variables that influence the success of conflict resolution. The results of the study indicate that conflict in the workplace is often caused by differences in interests, ineffective communication, and high work pressure. However, with the implementation of appropriate conflict management strategies, such as open communication, fair mediation, and strengthening a collaborative work culture, conflict can be transformed into an opportunity to improve team dynamics and innovation. Good conflict management also contributes to creating a more harmonious work environment, increasing job satisfaction, and strengthening employee loyalty to the organization.

**Keywords:** complication management, team performance, hospital.

## INTRODUCTION

Hospitals are a form of health service organization that provides comprehensive health services that include promotive, preventive, curative, and rehabilitative aspects for all levels of society. Data from the Health Human Resources Development and Empowerment Agency shows that nurses (48.36%) dominate the proportion of human resources in hospitals (Ministry of Health, 2017). This indicates that nurses, with their nursing services, play a dominant and essential role in achieving optimal hospital performance. Nursing services are a form of professional service that is an integral part of health services, based on nursing knowledge and skills aimed at individuals, families, groups, or communities, whether healthy or sick (Undang-Undang No. 38 tentang Keperawatan, 2014).

Nurses cannot be separated from conflict in their nursing care. Conflict is a serious problem in nursing care because it undeniably impacts patient safety. According to Bubbers, the main problem is not the conflict itself, but rather poor conflict management. Therefore, understanding the sources and mechanisms of conflict is crucial (Bubbers, 2016;

Khalid & Fatima, 2016). Therefore, as an element that has a strong influence on nursing continuity in the health care sector, nurse managers must understand the types and sources of conflict and use appropriate conflict management styles to prevent and resolve it.

Conflict is generally understood as a problem or disagreement, both internal and external, caused by several factors. Conflict in all organizational environments is normal and can hinder work. In healthcare organizations, conflict can arise from structural issues, personality inconsistencies, or differences of opinion. Furthermore, other factors that can exacerbate this situation include increased work demands, long working hours, limited resources, and various other social determinants (Assi et al., 2022). These findings align with research conducted by Nowrouzi-Kia et al. (2022) in Canada, which revealed that such work systems can create uncertainty about duties and responsibilities among nurses, and role conflict between nurses can naturally develop and lead to workplace bullying. Conflict can impact the quality of nursing care, as unresolved or poorly managed conflict can undermine work unit unity and create a hostile work environment (Wulandari et al., 2019).

Conflict in healthcare, like any other work environment, presents inevitable challenges in the working relationship between nurses and other healthcare team members or other employees within the organization, which is also believed to be complex (Lahana et al., 2019). Another perspective on conflict management is that conflict is a sign that something is wrong and must be addressed by finding solutions through problem-solving, clarifying group goals, and establishing and defining group norms and boundaries (Saifudin et al., 2021). Conflict is unavoidable in an organization, but it can be resolved and managed through conflict management, which is one of the supporting implementations for providing superior and high-quality healthcare (Wulandari & Wihardja, 2022).

It is crucial for organizations to have the right conflict management strategies to channel differences into positive opportunities. Open communication, empathy, and responsive leadership are key to constructive conflict resolution. By implementing the right approach, organizations can not only mitigate the negative impacts of conflict but also leverage it to foster team growth, innovation, and effectiveness in achieving shared goals (Amir, Taufik, 2017).

Differences in opinions, goals, and interests between individuals or groups are often the main triggers of conflict in the workplace. If not managed properly, conflict can create tension, hinder productivity, and reduce teamwork effectiveness. Conversely, conflict

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handled constructively can create opportunities for innovation, strengthen working relationships, and improve overall team performance. Conflict management in the workplace is a key factor in determining the success of an organization. The ability of leaders and team members to identify sources of conflict, develop appropriate resolution strategies, and create a collaborative work environment significantly impacts team effectiveness. Various conflict management approaches, such as mediation, negotiation, and collaboration, are often used.

## RESEARCH METHODS

The method used in this study is a literature review, which aims to analyze and summarize various previous studies on conflict management and team performance in hospitals. Data sources used in this study come from scientific journals, books, and research reports relevant to the topic discussed. Data collection was conducted by searching academic databases such as Google Scholar, Scopus, and ScienceDirect using keywords such as "conflict management in team performance" and "conflict resolution strategies." The selected articles were published within the last ten years to ensure relevance to current developments in this field.

## RESULT AND DISCUSSION

Aspects that cause conflict in healthcare. Conflict is common in management. Conflict is a situation that arises when there are differences in values, perspectives, ideas, and feelings between two or more individuals. All aspects, such as poor communication, differing perspectives on a problem, and relationships accompanied by change, are examples of the main sources of problems/conflict (Oktoviyani & Anisah, 2022).

In this literature review, researchers identified several causes of conflict in nursing services, including: Nurses' work stress. Work stress is a crucial aspect to consider because it can negatively impact organizational performance if it persists and is not promptly addressed. Insan's (2019) research found that work-family conflict impacts nurses' work stress by 41.2%, or 0.412%.

Furthermore, research by Amin et al. (2020) showed that the causes of occupational stress in nurses were excessive workload, a risky work environment, and stressful operating hours. This indicates stress related to physical activity and the environment. Emotional

burdens, such as concerns about contracting viral infections, also contribute to stress in nurses (Muz & Erdoğan, 2021).

**Low job satisfaction:** Because nursing work sometimes does not align with job descriptions, most nurses remain dissatisfied with the tasks they complete and are unable to complete them within working hours. This work system can create uncertainty about duties and responsibilities among nurses (Nowrouzi-Kia et al., 2022). Furthermore, according to nurses, promotions or salary increases are still less than ideal. If a nurse is satisfied with their job, they will work diligently and fulfill their responsibilities to the best of their ability (Avsah & Hikmatul, 2021).

**Low work motivation,** According to Mangkunegara in (Gulo, 2019) work motivation can be increased with several indicators such as achievement (success in completing tasks), advancement (career development), work it self (diversity of work and its control), recognition (appreciation by external parties), security (feeling safe from all risks/dangers), coworkers (coworkers), incentives (income received), working conditions (workplace conditions), and benefits (available facilities). Problems of work coordination and interdisciplinary collaboration, The basic and important thing that can cause conflict in nursing services is the low interprofessional communication skills and the low attitude of nurses in building relationships with others (Wijayanti & Mudzakkir, 2019).

According to Ropiah & Tjitra (2023), conflicts that often arise in health care facilities are conflicts that originate from interpersonal sources in the implementation of collaboration, both in interactions and interdisciplinary in providing services to patients.

In Vafadar et al.'s (2021) study, military nurses stated that they focused solely on their individual work rather than on relationships and collaboration that could strengthen and advance collaborative work. This was also due to the heavy emphasis on hierarchy and power levels in interprofessional interactions, which were associated with the neglect of nurses' roles and perspectives, resulting in decreased nurse confidence and self-esteem. Toxic leadership impacts the organizational commitment of nursing staff.

To maintain service quality, nurses must contend with incompetent, toxic leaders who resolve conflicts with violence and rely on strict rules, structures, and power relationships (Ramadan & Eid, 2020). **Lack of empathy.** In a study conducted by Marlina et al. (2020) on handling conflict management skills, the competency encompasses knowledge, attitudes, and skills. Among these three management skills, the results obtained showed that the empathy dimension still needs to be studied.

Poorly managed conflict can create a stressful work environment and negatively impact various aspects of an organization. Decreased productivity is often a major consequence, as team members involved in conflict tend to lose focus on their work. Time that should be used to complete tasks is instead spent on handling disputes, hindering target achievement and reducing work efficiency. Furthermore, protracted conflict can create feelings of discomfort within the team, with individuals reluctant to communicate or collaborate with coworkers involved in the conflict (Gibson, James L, et al., 2017).

Increased work stress due to unresolved conflict can have a far-reaching impact on individual well-being and overall organizational effectiveness. When conflict persists without a clear resolution, employees tend to experience higher levels of emotional distress. This can lead to feelings of anxiety, frustration, and dissatisfaction in carrying out daily tasks. Over time, prolonged stress can decrease work motivation, make individuals feel burdened, and even decrease their level of engagement in the team (Kusworo, Kusworo, 2019). In addition to impacting psychological aspects, increased stress due to conflict can also impact employees' physical condition. Several studies have shown that high levels of work stress can lead to health problems such as headaches, high blood pressure, sleep disorders, and chronic fatigue.

Employees experiencing prolonged stress are also more susceptible to burnout, which is characterized by emotional exhaustion, feelings of cynicism toward work, and decreased personal accomplishment. If this condition is not addressed promptly, organizations can face increased absenteeism and decreased overall productivity (Marwansyah, 2017). Furthermore, stress triggered by work conflict often affects how individuals interact with coworkers. Stressed employees tend to withdraw from social interactions, avoid teamwork, and even display defensive or aggressive behavior in communication. This can worsen team dynamics, widen gaps between individuals, and hinder effective collaboration (Mulyasa, 2013). To address these negative impacts, organizations need to implement proactive conflict management strategies.

Open communication, emotional support from management, and policies that support work-life balance can help reduce stress caused by conflict. By creating a more supportive work environment, organizations can ensure that conflicts are not only resolved effectively but also transformed into opportunities to improve employee relationships and strengthen team effectiveness (Poltak, Lijan, 2017). Ongoing tension can increase employees' emotional burden, leading to anxiety, dissatisfaction, and even mental exhaustion. This can

impact employees' physical and psychological health, such as decreased motivation, increased absenteeism, and reduced engagement in organizational activities. If left untreated, this condition can impact the overall work culture and create an environment less conducive to individual and team growth (Hanafi, Mamduh, 2011).

Good conflict management is crucial for maintaining team effectiveness in the workplace because it creates a more harmonious and productive environment. When conflict is handled strategically, team members can focus more on shared goals without being distracted by interpersonal tensions. The right approach to conflict resolution also encourages more open communication, so every team member feels heard and valued in decision-making. This strengthens working relationships, increases mutual trust, and fosters collaboration in completing tasks.

Furthermore, effective conflict management enables teams to learn from disagreements and transform them into opportunities for innovation and the development of better work strategies. Well-managed differences in perspective can lead to more creative solutions and enhance the team's ability to solve problems more comprehensively. Conversely, if conflict is left unaddressed, these differences can develop into barriers that hinder productivity and reduce team members' work motivation. In practice, good conflict management also contributes to employee psychological well-being. A work environment with minimal destructive conflict will reduce stress levels and increase job satisfaction.

Employees who feel comfortable in a team are more proactive, have higher engagement, and demonstrate greater loyalty to the organization. In other words, team effectiveness is determined not only by technical skills or work experience, but also by how conflict is managed professionally and constructively (Kusworo, Kusworo, 2019). To achieve optimal team effectiveness, organizations need to implement various strategies in conflict management, such as building a culture of open communication, providing training in conflict resolution skills, and ensuring that team leaders have the ability to act as fair and objective mediators. With these steps, organizations can ensure that emerging conflicts do not become obstacles, but rather become catalysts for team growth, innovation, and success in achieving common goals (Hendrick, William, 2016).

When conflict is managed strategically, teams can maintain work stability, improve coordination among members, and create a more harmonious work environment. One of the key factors contributing to team effectiveness is the ability to prevent prolonged conflict

that can hinder productivity. With a clear approach to conflict resolution, team members can focus more on shared goals without being distracted by interpersonal tensions.

Good conflict management also impacts the development of interpersonal skills within a team. Through a positive conflict resolution process, team members learn to understand different perspectives, increase empathy, and develop better negotiation skills. This transforms conflict from a threat to an opportunity to strengthen working relationships and improve overall team dynamics (Hasibuan, Malayu, 2012). Therefore, organizations need to ensure they have policies and training that support constructive conflict management. By creating a work culture that values open communication, transparency, and collaborative solutions, organizations can ensure that emerging conflicts are not only resolved effectively but also positively impact team effectiveness and the achievement of overall company goals.

With the right conflict resolution strategies, teams can improve coordination, strengthen employee engagement, and achieve organizational goals more efficiently. Therefore, it is important for organizations to continuously develop conflict management policies and training to ensure a harmonious and productive work environment.

## CONCLUSION

The conclusion of this study confirms that workplace conflict management plays a crucial role in determining team effectiveness. Poorly managed conflict can have various negative impacts, such as decreased productivity, increased work stress, and weakened relationships among team members. Conversely, effective conflict management can enhance collaboration, strengthen communication, and create a more harmonious and productive work environment. Furthermore, appropriate conflict resolution allows teams to learn from disagreements, develop innovative solutions, and increase employee engagement and job satisfaction. By implementing appropriate strategies, such as open communication, fair mediation, and policies that support employee well-being, organizations can transform conflict into an opportunity for growth and strengthen team dynamics. Therefore, companies need to pay more attention to conflict management by providing training, building a supportive work culture, and ensuring responsive leadership in handling differences. With a proactive and systematic approach, conflict can not only be minimized but also optimized as a tool to increase team effectiveness and achieve organizational goals more efficiently.

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