

The Effect of Conflict Management With Work Stress of Nurses in The Tgk Chik Ditiro Sigli Regional Hospital

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Abstract.

Conflict is a problem that often arises in the nursing work environment. Good conflict management for nurses is essential so that the conflict that occurs has a functional impact so that it can reduce nurses' work stress. The purpose of this study was to identify the relationship between conflict management with work stress of nurses in the Tgk Chik Ditiro Sigli Regional Hospital. This type of research is quantitative; correlative with a cross-sectional study design. The study population was all nurses in the Tgk Chik Ditiro Sigli Regional Hospital. The sampling technique used total sampling with a total of 58 respondents. The data collection tool was a questionnaire. Data analysis used the Chi Square statistical test. The results of data processing showed that of the 30 nurses with good conflict management, most of the nurses' work stress levels were mild, namely 22 nurses (73.3%). Meanwhile, of the 28 nurses with poor conflict management, 17 nurses (40.5%) felt mild stress with their work. The results of the study generally found that there was an influence of conflict management on work stress ($p\text{-value} = 0.000$). Therefore, it can be concluded that conflict management has a significant impact on nurses' work stress. Hospital management is expected to facilitate nurses' education and training on conflict and conflict management, thereby improving their ability to select appropriate conflict management strategies.

Keywords: Conflict Management, Work Stress and Nurses.

I. INTRODUCTION

Hospitals are required to improve the quality of their healthcare services to survive and thrive in the current era of national health insurance. The quality of hospital services is strongly supported by the human resources within them, one of which is nurses. Nurses are the most numerous human resource in hospitals and are therefore required to perform optimally (Syahputra, 2018).

As an organization grows, workloads increase, requiring maximum support from its human resources. With this growth, many employees are unable to cope with the pressures of work and the demands of assigned targets. In such situations, various problems, including conflict and stress, can affect individuals or organizational members, including stress and conflict within the organization (Suryani & Yoga 2019).

Conflict is unavoidable in everyday life. It's even a major cause of decreased employee productivity. Conflict can occur within families, within the community, and even within medical personnel (Abqariah et al., 2023).

Factors causing conflict in hospitals are individual, organizational, and interpersonal factors that have been statistically proven to trigger conflict in the workplace (Almost et al., 2016; Ellis & Hartley, 2012). The prevalence of conflict in hospitals is reported to be quite frequent, both with patients and families, nurses, doctors, and other health workers (Erdenk & Altuntas, 2017).

Conflict results in patient care goals not being achieved optimally. The process of conflict includes the background of the conflict (antecedence), latent conflict, perceived conflict, felt conflict, and conflict resolution (aftermatch). The impact of conflict that arises causes member dissatisfaction, loss of trust, quarrels, a lack of a sense of belonging, and even group breakdown (Robbins & Judge, 2018).

Factors influencing conflict occurrence and identifying strategies used in conflict resolution. This is because conflict itself is not directly related to positive or negative impacts; rather, effective conflict management skills determine the final outcome (Alhagh et al., 2016). Conflict among healthcare workers impacts stress levels, job satisfaction, and teamwork effectiveness, resulting in a decline in healthcare services (Kustriyani, 2016).

Job stress is a condition that causes tension, affecting a person's emotions, thought processes, and overall well-being in the workplace. High levels of work stress that are unmanageable by employees can threaten their ability to work, ultimately disrupting their task performance and ultimately reducing their performance (Saputra, M.G. et al., 2020).

Nurses often experience stress while working, and have the highest level of stress in nursing care services. This condition arises due to work demands regarding the quality of service and minimal interaction with colleagues, which indirectly often gives rise to conflicts (Longe. O, 2015).

Work stress experienced by nurses often arises when interacting with patients, patient families, coworkers, and hospital regulations that do not align with personal wishes, this will disrupt the physical, psychological and emotional condition of the individual (Fajrilah and Nurfitiriani 2017).

According to the American National Association for Occupational Health and Safety, nursing is ranked as the top occupation for stress-inducing nurses (Kawatu et al., 2019). A 2007 survey by the Indonesian National Nurses Association (PPNI) showed that 50.9% were likely to experience stress (Rhamdani and Wartono, 2019).

The prevalence of occupational stress among healthcare workers, particularly nurses, varies across countries. In the United States, occupational stress among nurses reached 89.2% in 2018, followed by several other countries, including South Korea (85.2% in 2019), Europe (58.2% in the same year), India (50%), and Australia (44.82% in 2020) (Sailaxmi et al., 2020).

In more developed countries, nurses experience higher levels of occupational stress. Indonesia, a developing nation with many islands, exhibits similar levels of occupational stress. In Semarang, the prevalence of occupational stress among nurses reached 82.8% in 2019, followed by Manado, Kalimantan (60.9%), Banda Aceh (52.5%), Gorontalo (55.1%), Yogyakarta (80.3%), and Padang (55.8%) in the same year (Aftikasari, 2021).

According to Setyawan, FEB, & Supriyanto, S. (2020), the data above can be concluded that work stress in every city in Indonesia has a fairly high value, with Aceh province ranking third among several other provinces. High work stress, if left unchecked, will negatively impact individuals and organizations, and each hospital naturally has its own management system.

There are five types management frequent conflicts used namely avoiding, competing, accommodating, compromising, and collaborating which are assessed in dimensions cooperative and assertive (Robbins & Judge, 2013).

The unavoidable nature of conflict in the hospital environment requires health workers to have good conflict management skills so that they can reduce fatigue, improve teamwork and increase job satisfaction (Merrill & Miller, 2015).

Based on interviews conducted on February 4, 2026, with three nurses from the Neurology and Internal Medicine Units at Tgk Chik Ditiro Sigli Regional Hospital, it was found that the total number of nurses is 58. Any problems or conflicts between healthcare workers are always discussed in monthly meetings held routinely in each unit at Tgk Chik Ditiro Sigli Regional Hospital.

From the interview results, information was obtained that the causes of the conflict were due to workload, individual circumstances, leadership or work organization, collaborative relationships between health teams, pressure from patients' families and monthly salaries with workload. As explained by Robbins and Judge (2018), indicators of work stress are divided into five, namely: task demands, role demands, interpersonal demands, organizational structure, and organizational leadership.

Stress and conflict management are closely linked to a hospital's success. Effective conflict management is a key determinant of outcomes, while stress is a barrier to achieving the hospital's vision and mission. Therefore, researchers are interested in conducting a study entitled "The Effect Of Conflict Management With Work Stress Of Nurses In The Tgk Chik Ditiro Sigli Regional Hospital".

II. METHOD

Study This use *cross-sectional* design . Population in study This is all over The population of this study was all nurses in the neurology room and internal medicine room of Tgk Chik Ditiro Sigli Regional Hospital, totaling 58 nurses, using the *total sampling technique* .

Data collection used a demographic sheet instrument (age, education, gender, marital status, length of service, and employment status). The study was conducted from March 9 to 14, 2026, in the Tgk Chik Ditiro Sigli Regional Hospital.

A 20-item conflict management questionnaire was administered to nurses: 5 on compromise, 3 on competition, 3 on accommodation, 3 on softening, 3 on avoidance, and 4 on collaboration. For nurses' work stress, 35 questions were distributed through a questionnaire at Tgk Chiek Ditiro Regional Hospital.

Univariate analysis uses descriptive statistics , bivariate analysis uses the *Chi Square test* .

III. RESULTS AND DISCUSSION

A. RESULT

1). Univariate Analysis

Table 1. Frequency Distribution of Demographic Data of Nurses in the Tgk Chik Ditiro Sigli Regional Hospital (n=58)

No	Demographic Data	F	(%)
1.	Age :		
	17 - 25 (Late teens)	1	1.7
	26 - 35 (Early adulthood)	35	60.3
	36 – 45 (Late adulthood)	17	29.3
	46 – 55 (Early elderly)	5	8.6
2.	Gender :		
	Man	19	32.8
	Woman	39	67.2
3 .	Education		
	Diploma III in Nursing	49	84.5
	Bachelor of Nursing	2	3.4
	Nurses	7	12.1
4.	Marital status :		
	Marry	50	86.2
	Single	8	13.8
5.	Length of service		
	> 5 years	43	74.1
	< 5 years	15	25.9
6.	Employment Status		
	civil servant	13	22.4
	Non-civil servant	45	77.6

Table 1. can concluded that dominant nurse room nerves and disease in Tgk Chik Ditiro Sigli Regional Hospital are aged 26-35 years (adults) initial) namely 35 people (60.3%), type sex dominant is Woman namely 39 people (67.2%), education dominant is DIII Nursing namely 49 people (84.5%), marital status dominant is marry namely 50 people (86.2%), length of service dominant is > 5 years namely 43 people (74.1%), and work status dominant is a non- civil servant namely 45 people (77.6%).

Table 2. Frequency Distribution of Conflict Management of Nurses in the Tgk Chik Ditiro Sigli Regional Hospital (n=58)

No	Conflict Management	F	%
1.	Good	27	46.6
2.	Not good	31	53.4
	Total	58	100

Based on table 2, it can be seen that for conflict management, the dominant nurses in the Tgk Chik Ditiro Sigli Regional Hospital are in the less good category with a total of 31 nurses (5.4%).

Table 3. Frequency distribution of work stress in nurses in the Tgk Chik Ditiro Sigli Regional Hospital (n=58)

No	Nurses' Work Stress	F	%
1.	Light	24	41.4
2.	Currently	15	25.9
3.	Heavy	19	32.8
	Total	58	100

Based on table 3, it can be concluded that the work stress of nurses in the Tgk Chik Ditiro Regional Hospital is predominantly in the light category with a total of 24 people (41.4%).

2). Bivariate Analysis

Table 4. Relationship between Conflict Management With Nurses' Work Stress in the Tgk Chik Ditiro Sigli Regional Hospital (n=58)

Stres Work Nurse									p-value
Management Conflict	Light		Currently		Heavy		Total		
	f	%	F	%	f	%	f	%	
Good	20	74.1	5	18.5	2	7.4	27	100	0,000
Not good	4	12.9	10	32.3	17	54.8	31	100	
	24	41.4	15	25.9	19	32.8	58	100	

Based on table 4. shows the research results that from 31 nurse with management conflict on less category Well, most nurses' work stress levels are light, namely 20 nurses (74.1 %). Results test statistics shows that the *p-value* is 0.000. Thus it can be concluded that H_0 is rejected, meaning there is a relationship between conflict management and work stress of nurses in the Tgk Chik Ditiro Sigli Regional Hospital.

IV. DISCUSSION

Based on Table 4, the results of the study show that of the 31 nurses with conflict management in the poor category, the majority of nurses' work stress levels were mild, namely 20 nurses (74.1%). The results of the statistical test showed that the *p-value* was 0.000. Thus, it can be concluded that H_0 is rejected, meaning there is a relationship between conflict management with work stress of nurses in the Tgk Chik Ditiro Sigli Regional Hospital.

Conflict management is a method for handling complaints or disputes so that alternative middle paths can be found for decision making (Longe, 2015).

Conflict management is the steps taken by the perpetrator or third party in a series of directing a dispute towards a certain outcome which may or may not result in an end in the form of a conflict resolution and may result in calm, positive, creative, consensual or aggressive things (Ross, 1993; Sumayanto 2015).

Nurses are the largest healthcare workers in hospitals and interact directly with patients 24/7. Therefore, the public's perception of a hospital's success or failure depends on its nurses. Therefore, minimizing nurses' work stress is crucial for optimal performance and improving the quality of hospital care (Haan, Bidjuni, & Kundre, 2019).

Research conducted by Susilo & Wahyudi (2020) on the relationship between conflict management and work stress positively impacts employee performance. Based on the research results, the *p-value* ($0.000 < 0.05$) indicates that this relationship is highly credible.

The results of the study also showed that there was a relationship between the conflict management of the ward head and the work stress of nurses in hospitals, this was indicated by the *p-Value* from the Kendall tau test of 0.020 which was far below the error level of 0.05. The result ($0.020 < 0.05$) means that there is a significant relationship between the conflict management of the ward head and the work stress of nurses in hospitals. The results of this study are supported by research by Muharni et al. which showed the results of the chi-square test obtained a *p-Value* of 0.041 ($p < 0.05$) so that it can be seen that there is a

relationship between the conflict management style of the ward head and the work stress of nurses (Muharni. et al., 2022).

Research conducted by Adventy & Gulo (2019) found that there was an influence of *compromissing conflict management style on the work stress of implementing nurses* ($p = <0.001$; $PR = 1.33$ 95%CI 1.180-1.516), and there was an influence of *dominating conflict management style on the work stress of implementing nurses* ($p = 0.012$; $PR = 1.10$ 95%CI 1.021-1.189) Conclusion: Compromising and dominating conflict management styles of ward heads have an effect on reducing the work stress of implementing nurses.

Based on the above research, researchers concluded that when conflict management skills within a group or organization are good, the conflict has a functional impact, generating positive emotions in individuals about their work, thereby reducing work stress. Conversely, poor conflict management will have an undesirable, dysfunctional impact, generating negative emotions in individuals about their work, thus preventing work stress from being reduced.

V. CONCLUSION AND SUGGESTIONS

The conclusion that can be drawn from the research is that conflict management has a significant influence on the work stress of nurses at Tgk. Chik Ditiro Sigli Hospital.

Hospital management is expected to facilitate nurses to receive education and training on conflict and conflict management so that they can improve the ability of nurses in choosing appropriate conflict management strategies.

of Tgk Chik Ditiro Sigli Regional Hospital.

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