

CHAPTER I

INTRODUCTION

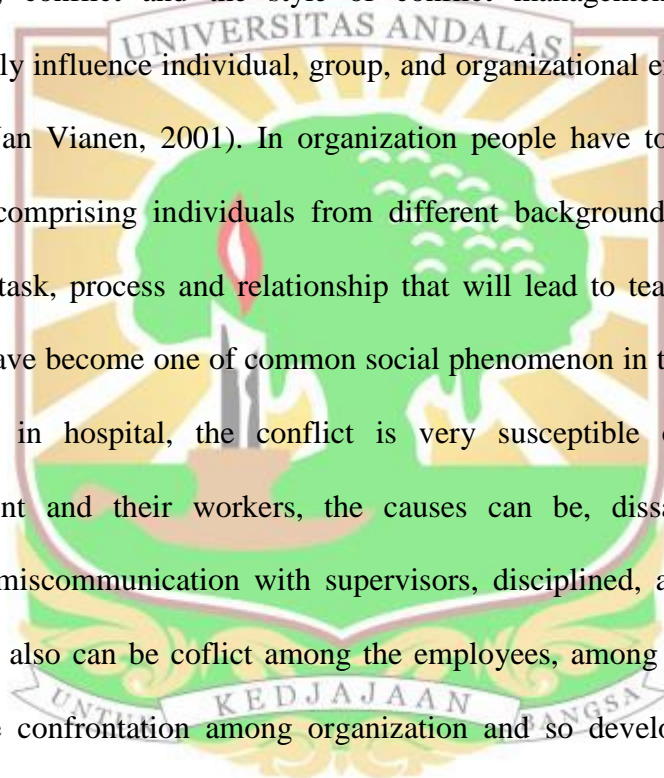
1.1. Background of the Research

Nowadays, pressure of organizational environment is increasingly since the organizations and their environment have transformed quickly over the past year. Improving the performance of employees has been a topic of great interest to researchers (Madsen et al., 2005). But what is job performance and how it is measured so that it reflects individual's contribution, effort and motivation into that job has become great topic among scholars. In the context of nursing, job performance refers to how effective employees are in accomplishing their task, responsibilities related to direct patient care (Abu Airub, 2004). Many developed organization compete to get best human resource, here in this case what we called as employee. Because the main drivers on organizations are humans. They give life to the organizations and provide goals. They determine organization's productivity. So, it is very important to find the best skill in order to create best performance for organization.

However, in the reality is not easy to make the employee improve their performance because there are several factor which is affect worker's performance. According to Abu Alrub in 2004, in the context of nursing, job performance refers to how effective employees are in accomplishing their tasks and responsibilities related to patient care. Followed by Bell and Menguc

in 2002, nurses perform the job providing care and interpersonal support to patients. In 2005 Baker et al. noted that nurses demonstrated nursing performance in both in-role (task behaviours) and extra-role (contextual) behaviours.

There are several factors influence job performance. One of them is the way management solved conflict that occurs in the organization. In the workplace, conflict and the style of conflict management implemented, substantially influence individual, group, and organizational effectiveness (De Dreu & Van Vianen, 2001). In organization people have to work in team, which is comprising individuals from different backgrounds face conflicts regarding task, process and relationship that will lead to team performance. Conflict have become one of common social phenomenon in the organization. Especially in hospital, the conflict is very susceptible occur both the management and their workers, the causes can be, dissatisfaction with payment, miscommunication with supervisors, disciplined, absenteeism and another. It also can be conflict among the employees, among departments, or maybe the confrontation among organization and so develop to enterprise (Wall and Callister, 1995, Jehn, 1997). The conflict that occur in the organization can lead to lower employee's performance. Based on Hom and Kinicky in 2001 those employees who leaves their jobs is not resolved conflict in their work, it just increasing employee turnover and also resulting job dissatisfaction and lead to low productivity. Support by their previous study, Barki and Hartwick said that conflict are detrimental factors, which have



negative impact on employees performance and job satisfaction. Actually some researchers are inclined to promote the contingency view which states that whether conflict is good or bad depends on the way of conflict management is used by employees (Rahim,1986, 2002; Callanan and Benzing, 2006; Wall and Callister, 1995). Based on Gordon in 2003, supposed Conflict management is the capability to handle conflict, conflict management refers to the method applied by either or both parties to deal with conflict. Rahim and Bonoma in 1979 classified style of handling conflicts in two basic dimensions: concern for self and concern for others. The first dimension explains the degree (high or low) to which a person attempts to satisfy their own concern. Another dimension explains the degree (high or low) to which a person attempts to satisfy the concern of others. Combination of this two dimensions result five specific styles of handling interpersonal conflict, according to Rahim's meta-model in 2012 examined the five framework management approaches of conflict in organization that are integrating, obliging, dominating, avoiding, and compromising.

The reason why researcher choose to decide hospital as an object of research is because hospital has different rules for the work time especially for nurse, it different with another instances which mostly has 7-9 work hours per day. Meanwhile hospital should open for 24 hours, so the nurse will has changed shifted for three times (morning,noon,night). In each shift they will also work with different co-worker. In the hospital, nurses also will be worked in several units, not just have changed shift, and it really need solidarity

among the nurses. But sometimes there are differences can create conflict among the employees. Different type of hospital like public and private hospital will has different rules, where it will also lead to different conflict management. Based on several opinion from some article the way nurses faces the problem or handle the conflict that occur among them will be different between nurses who work in public hospital and in the private hospital. Likewise about the performance of nurses, as far as researcher knew people with more money tend to come to private hospital because the nurses gives better services or in the other word has better performance, meanwhile public hospital usually gives standard service to their patient even lower sometimes. Indeed, as reported by Tyson and Pongruengphant in 2004, nurses who work in public hospital generally indicated to experience more stress than those in private hospital. Because based on the number of patient daily, nurse who work in public hospital will face more patient.

Based on the background above, the researcher would like to analyze the conflict handling style used by two types of hospital, and how it influence on nurse's performance, where the researcher would like to make comparison between public and private hospital. For supporting the analysis, researcher chooses RSUP M.Djamil and RSI Siti rahmah Padang to be analyzed in order to compare between public and private hospital.

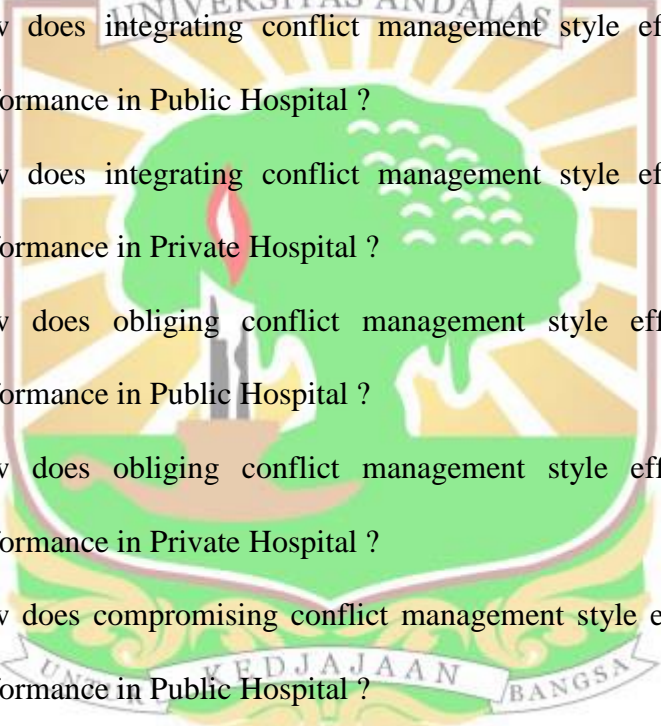
Based on that, the researcher will analyze through discussion on tittle **“THE EFFECT OF CONFLICT MANAGEMENT STYLE ON NURSES PERFORMANCE IN COMPARE BETWEEN PUBLIC AND PRIVATE**

HOSPITAL (STUDY OF : RSUP DR.M.DJAMIL AND RSI SITI RAHMAH, PADANG)”

1.2.Problem Statement

Nurse's performance improvement will be succeed with supported by good handling style of conflict management in the organization

Thus research questions formulated as follows :

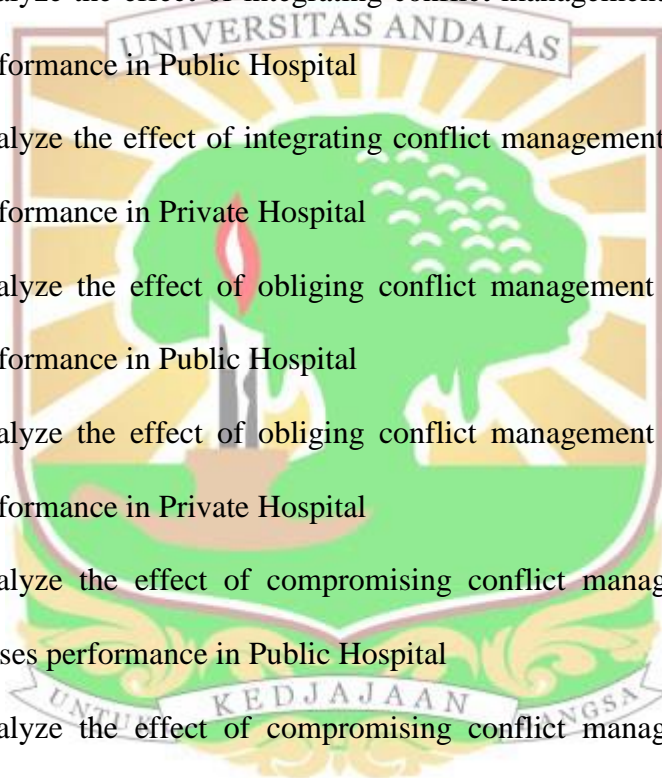
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1. How does integrating conflict management style effect on nurses performance in Public Hospital ?
 2. How does integrating conflict management style effect on nurses performance in Private Hospital ?
 3. How does obliging conflict management style effect on nurses performance in Public Hospital ?
 4. How does obliging conflict management style effect on nurses performance in Private Hospital ?
 5. How does compromising conflict management style effect on nurses performance in Public Hospital ?
 6. How does compromising conflict management style effect on nurses performance in Private Hospital ?
 7. How does dominating conflict management style effect on nurses performance in Public Hospital ?
 8. How does dominating conflict management style effect on nurses performance in Private Hospital ?

9. How does avoiding conflict management style effect on nurses performance in Public Hospital ?
10. How does avoiding conflict management style effect on nurses performance in Private Hospital ?

1.3.Objective of the Research

Based on the question above, the objective of this research are :

1. Analyze the effect of integrating conflict management style on nurses performance in Public Hospital
2. Analyze the effect of integrating conflict management style on nurses performance in Private Hospital
3. Analyze the effect of obliging conflict management style on nurses performance in Public Hospital
4. Analyze the effect of obliging conflict management style on nurses performance in Private Hospital
5. Analyze the effect of compromising conflict management style on nurses performance in Public Hospital
6. Analyze the effect of compromising conflict management style on nurses performance in Private Hospital
7. Analyze the effect of dominating conflict management style on nurses performance in Public Hospital
8. Analyze the effect of dominating conflict management style on nurses performance in Private Hospital

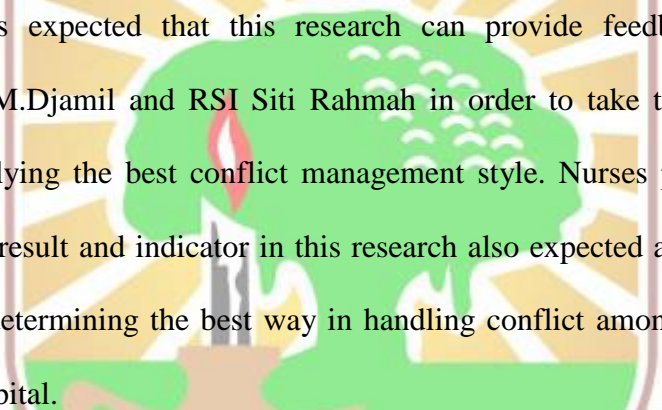


9. Analyze the effect of avoiding conflict management style on nurses performance in Public Hospital
10. Analyze the effect of avoiding conflict management style on nurses performance in Private Hospital

1.4. Contribution of the Research

This research is expected to give contribution and benefit:

1. For RSUP Dr.M.Djamil and RSI Siti Rahmah



It is expected that this research can provide feedback to RSUP Dr.M.Djamil and RSI Siti Rahmah in order to take the best way in applying the best conflict management style. Nurses performance as the result and indicator in this research also expected as consideration in determining the best way in handling conflict among nurses in the hospital.

2. For Human Resource Department

As the consideration for the human resources department in every company in the application of theory and concept appropriate to find the best conflict handling style for the nurses in the hospital.

1.5. Scope of the Research

This research will be limited to those problems that only relate to conflict management, that include integrating, dominating, avoiding, obliging, and compromising, and how it is effected on nurses performance compare between

public and private hospital. The primary data used in this study is secured through survey questionnaire. This research has purpose only for nurses in RSUP Dr.M.Djamil and RSI Siti Rahmah Hospital

1.6 Outline of Research

In order to make it easier and make moderate the forwarding of content, this research is divided into five chapter, they are:



CHAPTER I : Introduction

That is containing about background of the research, problem statement, and objective of the research, contribution of the research, and scope of research.

CHAPTER II : Review of The Literature and Developing Hypothesis

This chapter contains descriptions of theoretical variables that include the theories that support and underlie the variables used in the research and framework.

CHAPTER III : Research Methodology

Explaining about research method which discussing about research design, population and sample, data collecting method, operational of variables, data processing, data analysis method and data analysis.

CHAPTER IV : Result and Discussion

Explain about validity and reliability test, analyzing the influence of conflict management style to the employee performance on RSUP Dr. M. Djamil and RSI Siti Rahmah Padang.

CHAPTER V : Conclusion, Limitation, and Recommendation.

On this chapter, researcher will explain about conclusion of research, suggestion of research, limitation of the research, and recommendation for further research.

