

The Impact of Organizational Conflict Management Methods on Organizational Performance: An applied study in King Faisal Hospital in Makkah City

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Abstract. The aim of current study is to study the impact of organizational conflict management methods such as accommodating, collaborating, compromising, competing, and avoiding on organizational performance. To achieve the aims of the study, the researchers used the descriptive analytical approach and the questionnaire to collect data. The study was applied to a sample of King Faisal Hospital in Makkah City amounted to (302) employees. Among the most important results of the study: there is a correlation between organizational conflict management methods and organizational performance, and the most methods affecting by correlation coefficient are accommodating method with a correlation coefficient (0.679), collaborating method (0.671), compromising method (0.662) avoiding method (0.655), and competing method (0.2 27) respectively, Recommendations include the following: managers are keen to encourage their subordinates to rely on themselves in solving their problems without interference from management. Promoting the method of cooperation as it is a method that everyone benefits from using it, by involving all hospital employees in setting goals and plans and dealing with them with all transparency and clarity.

Keywords: Conflict Management, Competing Method, Avoiding Method, Accommodating Method, Collaborating Method.

1 BACKGROUND

Organizational conflict is one of the most important challenges facing hospital management. Organizational conflict is inevitable and sometimes desirable when it helps to develop and improve hospital performance and increase its effectiveness. It may be unhelpful and may hinder the achievement of hospital goals in other circumstances (Bernard, 2014).

Hospitals play a vital role to achieve the objectives of health systems and this role has distinguished them from other health-related organizations because hospitals depend on collaboration of different health professionals such as physicians, nurses, and paramedical and administrative staffs, which has evolved from a physician-centric approach to a teamwork approach (Akel, 2015). However, hospitals in particular suffer from many problems resulting from the interaction of individuals, as individuals work in different administrative levels in the hospital, leading to continuous interaction with each other by virtue of working in the

hospital environment in order to achieve its goals, and often these practices result in organizational conflicts that affect hospital performance. Organizational conflicts require the intervention of managers. Conflict is defined as "doubt or questioning, opposition, incompatible behavior, controversy or antagonistic interaction and disputes is one of the range of events considered as conflict" (Brown, & Marriott's, 1993). There are many conflict management methods as it is emerged in the literature. This study aims to identify the impact of organizational conflict management methods on the organizational performance of King Faisal hospital in Makkah which include accommodating, collaborating, compromising, competing, and avoiding methods.

In accommodating method, the manager behaves believing that the conflict will cease with time, and calls on parties of the conflict to cooperate for reducing tensions. This method encourages parties to hide their feelings, therefore it has little effectiveness in dealing with many problems. This method can be used if personalities of parties involved in the conflict differ (Zhenzhong, 2007). Collaborating method means that the individual works in cooperation with the other party to find a solution that meets the needs of the two parties, and takes into account the concerns of each of them. This is known as the "win strategy", as it is characterized by interest in the individual and performance within the organization (Michele, et al, 2012). Compromising method stand for the strategy in which the manager tries to find a compromise that partially satisfies the wishes of parties of the conflict and is characterized by an average degree of firmness and cooperation. Manager also resorts to the policy of give and take in cooperation with parties of the conflict to reach common ground and partial solutions that satisfy them. This model's main advantage is that it allows the existence of a solution to most conflicts and does not lead to a sole winning party. It can be used to reach a temporary settlement of outstanding issues and urgent solutions (Ho-Won, 2010). Regarding the competing method, it is represented by lack of cooperation and firmness. According to this strategy, the manager tries to compel conflicting parties to comply with his point of view, due to the authority he possesses, and conflicting parties often see a negative relationship between their goals and goals of the manager or goals of one of the parties, which negatively affects the achievement of goals of the other party. This strategy often does not solve the conflict, but rather makes it latent and reappears later (Mitzi, et al, 2011). Finally, the avoiding method is intended not to confront the conflict, and is characterized by little interest in other parties. According to this strategy, the interests of all parties are not considered nor pursued, so little interest is in individuals. This strategy is non-cooperative, characterized by low firmness, and often leads to prolonging the conflict (Yorid & Pakiza, 2013).

2 METHOD

The current study adopted a descriptive analytical approach. This section explains how the study was conducted in technical terms; it elaborates how the researchers conduct sample selection, data collection instrument that was used and research procedures among other specified tasks. Study population includes all staff of King Faisal Hospital in Makkah city. The total numbers of the population is (1430). This study employed simple random sampling to select the sample. A sample comprises a group of respondents who are carefully selected to represent the population (Cooper and Schindler, 2014). Therefore, the sample was selected based on the formula used by Cooper and Schindler (2014):

$$n = \frac{n N}{N + n - 1} \cdot \text{sample} = \frac{384 * 1430}{1430 + 384 - 1} = 302$$

Accordingly, the sample size in the current study is 302.

The researchers used questionnaires to collect primary data. In designing the questionnaire for the current study, the researchers used a study questionnaire of (Marzouk, 2011) after modifying statements in line with the current study. The questionnaire was divided into two sections. The first section captured the participants' demographics data. The second section includes the following axes accommodating method; collaborating method; compromising method; competing method; and avoiding method. Data will analyze using software of Statistical package of Social Sciences. The following statistical methods and tests were applied to analyze the data: mean, standard deviation, and Chi-Square test.

3 RESULTS

Table (1): The Impact of Organizational Conflict Management Methods on Organizational Performance

	S	Statements	Mean	Std. deviation	Chi-Square	Sig.
Accommodating method	1	The manager is concerned with the feelings of others and maintaining good relations with them	4.17	1.058	244.19	0.047
	3	He tries to do whatever is necessary to prevent stress.	4.07	1.039	195.11	0.041
	2	He cares about the wishes of others when he started negotiations	4.03	0.973	184.82	0.038
	6	He tries to meet the expectations of his subordinates.	3.96	1.142	168.53	0.035
	5	Take the position of silence so as not to exacerbate the conflict.	3.80	1.204	123.23	0.025
	4	Sometimes it reverses some of the decisions that were previously taken	3.79	1.073	135.25	0.028
		Total	3.97	1.0815	899.82	0.023
collaborating method	10	Helps subordinates solve problems they encounter.	3.99	0.988	106.21	0.022
	9	It sets common goals, the achievement of which requires the cooperation of all.	3.96	1.057	116.7	0.024
	8	The director pushes the conflicting parties to prevail over the public interest on issues of dispute.	3.94	1.008	136.97	0.030
	7	The director is keen to understand the causes of the conflict in cooperation with the parties to the conflict.	3.93	0.982	138.69	0.031
	12	Seeking access to compromise.	3.92	0.983	168.16	0.028
	11	Interested in providing incentives to push workers to cooperate.	3.77	1.136	105.08	0.022
		Total	3.91	1.0257	884.16	0.021
compromising method	14	He makes an effort to reach a solution that satisfies all the conflicting parties.	3.94	1.015	189.88	0.040
	17	He tries to find a way to reconcile the conflicting parties.	3.93	0.875	121.07	0.028
	16	Seek to converge viewpoints about points of disagreement.	3.90	1.026	162.70	0.035
	13	using compromise method to reduces the differences between the conflicting parties.	3.88	0.944	156.97	0.034
	18	It works to achieve the benefits of the parties to the conflict to obtain the satisfaction of all.	3.86	0.952	169.29	0.037
	15	It depends on negotiation based on concessions between the parties to the conflict.	3.83	0.986	135.91	0.030
		Total	3.89	0.967	1018.40	0.040
competing method	20	It seeks to confront the conflict with facts in order to solve or reduce conflict.	3.60	1.101	167.27	0.035
	19	The parties to the conflict are forced to accept a solution that is appropriate for the benefit of the business.	3.53	1.083	140.94	0.029

	22	The manager is trying to downplay from the point of view opposition to him.	3.33	1.157	107.17	0.022
	23	Depends on laws and regulations to force the conflicting parties to accept the solution.	3.33	1.249	58.36	0.012
	21	He holds his opinion to force his subordinates to make concessions.	3.04	1.222	53.92	0.011
	24	It uses sanctions to allow the conflicting parties to back down	2.82	1.354	28.16	0.005
	Total		3.27	1.194	472.70	0.003
avoiding method	28	Avoid taking positions that would create disputes with his subordinates.	3.83	1.051	147.04	0.031
	29	Conflict is postponed to another time until things calm down.	3.76	1.157	127.23	0.026
	27	Stay away from conflict-causing issues.	3.74	1.134	140.21	0.029
	30	The director believes that conflict resolution lies in avoiding it.	3.50	1.208	88.26	0.018
	25	He avoids discussing disputes with his subordinates.	3.42	1.126	149.88	0.031
	26	It leaves the topics of the conflict to the conflicting parties to find a solution.	3.32	1.236	60.15	0.012
	Total		3.59	1.152	977.39	0.031
Statistical analysis of the organizational performance	31	Managers are keen to know the individual differences between employees in their behavior at work	4.02	1.000	206.84	0.043
	34	Hospital staff are technical and professional when dealing with patients.	3.88	1.025	218.82	0.046
	32	The bosses ensure that the prevailing managerial style is to motivate employees and push them to creative work.	3.87	1.112	166.11	0.035
	36	The results of the work are compared with standards predetermined.	3.82	0.961	128.96	0.028
	33	The work tasks are accomplished within the specified time without delay.	3.79	1.063	213.82	0.045
	35	Employee feedback on how best to do work gaining the attention of their superiors.	3.77	0.999	150.64	0.033
	Total		3.85	1.0267	180.865	0.0383

The table No. (1) shows the research results were the general mean of all statements under the first domain “accommodating method on organizational performance” is (3.97) and this value according to the relative weight criterion indicates a high degree.

Averages range between (3.79 and 4.17). Statements are ranked according to the value of the mean: (1), (3), (2), (6), (5), and (4). Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (accommodating method) and organizational performance.

Regarding the “impact of collaborating method on organizational performance”, the general mean of all statements (3.91) and this value according to the relative weight criterion indicates a high degree. Averages range between (3.77 and 3.99).

Statements are ranked according to the value of the mean: (10), (9), (8), (7), (12), and (11). Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (collaborating method) and organizational performance.

For the “impact of compromising method on organizational performance”, the results also shows that the general mean of all statements (3.89) and this value according to the relative

weight criterion indicates a high degree. Averages range between (3.83 and 3.94). Statements are ranked according to the value of the mean: (14), (17), (16), (13), (18), and (15).

Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative

hypothesis, which indicates a relationship between (compromising method) and organizational performance.

In terms of the “impact of competing method on organizational performance”, the general mean of all statements (3.27) and this value according to the relative weight criterion indicates a medium degree. Averages range between (2.82 and 3.60). Statements are ranked according to the value of the mean: (20), (19), (22), (23), (21), and (24).

Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (competing method) and organizational performance.

The table No. (1) also shows that the general mean of all statements under “impact of avoiding method on organizational performance” is (3.59) and this value according to the relative weight criterion indicates a high degree. Averages range between (3.32 and 3.83). Statements are ranked according to the value of the mean: (28), (29), (27), (30), (25), and (26).

Chi-Square test shows that the level of statistical significance for all statements under this domain is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (avoiding method) and organizational performance.

Finally, referring to the “responses related to the organizational performance”, the results showed that the general mean of all statements (3.85) and this value according to the relative weight criterion indicates a high degree. Averages range between (3.77 and 4.02). Statements are ranked according to the value of the mean: (31), (34), (32), (36), (33), and (35).

Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (organizational conflict management methods and organizational performance).

The relationship between study variables had shown that there is indeed a moral impact on each Organizational Conflict Management methods (Collaborating, Compromising, Accommodating, Competing, and Avoiding) and Organizational Performance.

Accommodating method Chi-Square test value is (899.82), with a degree of freedom of (420) and statistical significance of (0.023). Therefore, we accept the alternative hypothesis, which is that there is a moral impact on the Accommodating method and Organizational Performance. Correlation coefficient equals (0.679).

Collaborating method Chi-Square test value is (884.16), with a degree of freedom of (420) and statistical significance of (0.021). Therefore, we accept the alternative hypothesis, which

is that there is a moral impact on the Collaborating method and Organizational Performance. Correlation coefficient equals (0.671).

Compromising method Chi-Square test value is (1018.40), with a degree of freedom of (483) and statistical significance of (0.040). Therefore, we accept the alternative hypothesis, which is that there is a moral impact on the Compromising method and Organizational Performance. Correlation coefficient equals (0.662).

Competing method Chi-Square test value is (472.70), with a degree of freedom of (462) and statistical significance of (0.003). Therefore, we accept the alternative hypothesis, which is that there is a moral impact on the Competing method and Organizational Performance. Correlation coefficient equals (0.227).

Avoiding method Chi-Square test value is (977.39), with a degree of freedom of (462) and statistical significance of (0.031). Therefore, we accept the alternative hypothesis, which is that there is a moral impact on the Avoiding method and Organizational Performance. Correlation coefficient equals (0.655).

Table 2 Results of the Chi-Square test

independent variable (Organizational Conflict Management Methods)	Dependent variable (Organizational Performance)				
	Chi-Square	DF	General mean	Sig.	Correlations
Accommodating method	899.82	420	3.97	0.023	0.679
Collaborating method	884.16	420	3.91	0.021	0.671
Compromising method	1018.40	483	3.89	0.040	0.662
Competing method	472.70	462	3.27	0.003	0.227
Avoiding method	977.39	462	3.59	0.031	0.655

Table 2 had shown that accommodating method had the highest correlation (0.679) among the different Organizational Conflict Management Methods. It is closely followed by Collaborating method (0.671), Compromising method (0.662), Avoiding method (0.655), and Competing method (0.227).

4 DISCUSSION

Through the current study, the results concluded that the Accommodation method, with the correlation coefficient 0.679 is in the most influential ranking. This result is consistent with a study (Muslim, 2017) which concluded that learning conflict management may help nurses feel more job satisfaction and it is clear that it has positive effects on patient care, meaning that accommodation is one of the effective methods in Organizational conflict management and also this result is in agreement with the study (Maria et al., 2018), which concluded that the way in which conflicts are managed contributes to the smooth functioning of organizations and improves the effectiveness of the services provided.

As for the second result, which indicates that there is a correlation between the cooperative method, as one of the methods of managing organizational conflict, on organizational performance, where the correlation coefficient reached 0.671, which is consistent with the study (Ibtisam and Aya, 2018). Which concluded that the hospital should implement a continuous in-service training program on policies and guidelines that facilitate cooperative practice and use a proactive measure to address conflict issues and advance towards resolution, and is also consistent with a study (ICWA, 2016) which showed the importance of

cooperation between management and worker representatives. The results also indicated the need for managers to be keen on helping their subordinates in solving the problems they face, as well as understanding the causes of conflict in cooperation with the parties to the conflict, and seeking to reach a compromise solution. It also agrees with the results of the study (Emerole and Ukah, 2018), which indicated that the aforementioned organizations should use integrated strategies to manage conflict, and this would reduce conflicting positions in the organization.

The third result of this study indicated that there is a correlation between the bargaining method as one of the methods of managing organizational conflict on organizational performance, where the correlation coefficient reached 0.662. The results concluded that a way must be found to reconcile the conflicting parties and try to resolve disputes through bargaining between the conflicting parties. Through the convergence of views on points of contention. And the use of the settlement method to reduce differences between the conflicting parties, and this is what I agreed with in the study (Jaden, 2018), which indicated that the bargaining method has a great relationship with the employee's performance. This result also coincided with a study (Younbook & Heakyung, 2015), which indicated the use of relatively positive conflict management methods such as types of synthesis and modifications.

The fourth result of this study indicated that there is a correlation between the avoidance method as one of the methods of managing organizational conflict on organizational performance, where the correlation coefficient reached 0.655, where this result is consistent with the study (Jaden, 2018), which concluded that the results of public hospitals use the negotiation method and the avoidance method Basically in conflict management, both the negotiation and avoidance methods have a relationship with the employee's performance, which has an impact on the quality of health care. The study also clarified the importance of managers' keenness to reach a solution that satisfies all conflict parties. And finding a way to reconcile the conflicting parties.

The results also concluded that there is a correlation between the competing method as one of the methods of managing organizational conflict over organizational performance, where the correlation coefficient reached 0.227. The results indicate the negative impact of the conflict between diseases and their negative impact on the quality of health care and indicated that some managers use the powers granted to them to force the parties to the conflict to accept an appropriate solution in favor of work, but this strategy is used moderately. The results are consistent with the study (Patton, 2014), in which this study found that dysfunctional conflict has the potential to negatively affect the healthcare workplace on a variety of levels, including impacts on patient care quality and employee satisfaction.

This result is also consistent with a study (Mitzi, et al, 2011), which indicated, according to this strategy, that the manager tries to force the conflicting parties to comply with his point of view, due to the authority he possesses. It also agrees with the results of the study (Patton, 2014) which indicated the need for hospital administrators to learn to recognize precursors of conflict in order to prevent any ill effects.

It also agrees with the study (Fadime and Ayea, 2012) that indicated what has been confirmed in cases of disagreement faced by hospital staff is that the primary duty of managers should not be to settle all kinds of disputes that arise in the hospital. It should be. Minimizing the negative impacts of such conflicts by managing them rationally while striving to maximize the benefits to the business. These results are consistent with the results of the current study which indicated that managers avoid taking positions that would create disagreements with their subordinates and the conflict is postponed to another time until something happens. From the foregoing, we conclude that the current study is consistent with many previous studies in terms of results on the issue of administrative conflict and its impact on the organizational performance and what methods can be used to manage conflicts.

4.1 Limitation of the research:

The lack of availability of resources that dealt with the subject of his study, especially in health organizations, which led to his taking a long time and effort for research, and on the other hand and at the same time, there were precautionary measures due to the Covid-19 pandemic, which led It also pointed to the difficulty of communicating with members of the study community of hospital workers to motivate them to participate in answering the questionnaire statements.

5 CONCLUSIONS

Since the study was applied in the hospital sector, the results are suitable to be applied in health organizations by focusing on educating and training managers and heads of departments on how to use organizational conflict management and its relationship to improving organizational performance, which ultimately leads to improving the performance of the health organization in general. The study recommends managers to encourage their subordinates to rely on themselves in solving their problems without interference from management, taking into account that they are provided with all information that helps them to do so. Promoting the method of cooperation as it is a method that everyone benefits from using it, by involving all hospital employees in setting goals and plans and dealing with them with all transparency and clarity. Respecting the employees' views and getting acquainted with their opinions, and asking the parties to the problem to put each person in the place of the other, then think about the appropriate solution in a way that does not conflict with the policies followed in the hospital.

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Authors' Contributions

All authors contributed to revision of the manuscript and approved the final version of the manuscript prior to its submission.

Data Availability Statement

The datasets generated during and/or analysed during the current study are not publicly available due to privacy, confidentiality and other restrictions, but are available from the corresponding author on reasonable request.

Compliance with Ethical Standards Institutional Review Board Opinion Letter, H-02-K-076-1120-409.

Informed consent: Consent was secured from all the respondents who participated in the study.

Conflict of interest: No conflict of interest.

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