

Considering the Relationship between Physical Stressors in Nurses and Appearance of Organizational Noncreative Conflicts

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ABSTRACT

Nowadays, stress is one of the phenomena in the life which is changed to a main argument for organizational behavior due to its effects on mental and physical health of people. Nursing, by itself, is a stressful occupation. Behavioral coarseness is an effect of stress which has a negative impact on total proficiency. Organizational conflicts and especially noncreative conflicts are among these coarsenesses which makes difficult to reach the targets of organization. This paper aims to distinguish the relationship between physical stressors in nurses and appearance of organizational noncreative conflicts in hospitals of Shahid Beheshti University.

To reach this target, 300 questionnaires were distributed among statistical society and 296 questionnaires were returned. This research has an applied target and is done based on descriptive data gathering method, type of measurement and correlation. Questionnaire is the tool to gather data. Findings of this research show that physical stressors in nurses may cause noncreative conflicts. Each aspect of independent variable also causes this kind of conflict. To perform structural equation model to test the main hypothesis in Lizrel Model, confirmation factorial analysis related to observed variables for each of the hidden variables is represented. The proportion of this model is shown appropriately according to K-Score level and p-value.

KEYWORDS: Stress, conflict, destructive conflict, conflict management, creative conflict

INTRODUCTION

In such an age we live that despite technological developments, depression, anxiety and stress are common deceases of century.[9] Relaxation and confidence and avoidance of depression and stress are basic requirements of human nature and have been among basic needs of people[16]. Exciting states are the subjects which accompany human despite modern technologies and human has not succeeded to remove it completely.[4] On the other hand, hygiene and mental health is one of the social requirements because appropriate function of society requires healthy members to be able to make effort properly. In this regard, one of the targets and plans of social discipline is to elevate the level of welfare and comfort in the society[16]. In order to have preventing programs and to increase the level of health in the society, it is necessary to represent an image of situation of health and mental calm which are personal requirement and social necessity. This requires to be familiar with the meaning of health and methods to assess it.[16] In medicine, stress is called “erosion of body”. In fact, stress is an inseparable part of human life and maybe stress is the most general problem in modern life of human.[8] Occupational environment always impresses human.[11]In other words, occupational aspects and mental aspects always have a bilateral and active relationship.[13] Anger Mayer and colleagues during their researches understood that nurses are among those employed groups who are affected by stress and mental problems. [20]Depression, anxiety and tiredness are common problems of this group.[20] Smith believes that nurses experience a great stress and pressure in their working environment that may affect their mood and make them disappointed.[14] Malakooti and colleagues showed in their research that there is a positive correlation between the level of stress and anxiety among the personnel of hospitals and also therapeutic and administrative groups, and their relation with stress and anxiety is meaningful.[12] Khaje-Nasiri performed a study on nurses of Imam-Khomeini Hospital and concluded that 5% of them had hard stress, 21% had average stress and 73.4% had very little stress.[17] The Organization of Occupational Health and Security which has considered the relationship between occurrence of mental deceases and stress, has reported that nurses, among more than 130 considered occupations, are in 27th position due to occupational mental problems. National Association of Occupational Security of United States has introduced nursing as as one of the 40 high stress jobs.[18] As mental health of nurses has a direct relation with their quality of function to take care of patients, healthy working environments provide situation to remove any stress, anxiety and depression in nurses and

at last, increase their satisfaction and efficiency. On the other hand, stress in nurses causes coarseness during working period and also makes a lot of problem for their organization. One of these problems is destructive or noncreative conflict among these people which decreases personal and organizational efficiency. It seems, at last, that stress in nurses creates organizational noncreative conflicts and deviates organizational approaches and destroys targets.

Research hypothesis

Main Hypothesis

There is a meaningful relation between physical stressors and organizational conflict in hospitals of Shahid Beheshti University.

Secondary Hypothesis

- 1-There is a meaningful relation between hours of working shift and organizational conflict in hospitals.
- 2-There is a meaningful relation between inappropriate feeding and conflict in hospitals.
- 3-There is a meaningful relation between too less resting and conflict in hospitals.
- 4-There is a meaningful relation between physical pressure and conflict in hospitals.

To assess above mentioned theories, two standard questionnaires in Lickert spectrum were distributed as multiple choice questions with 5 answers. The questionnaire of physical stressors included 22 questions and its Cronbach's alpha coefficient was calculated 0.76. Cronbach's alpha coefficient for questionnaire of noncreative conflict with 16 questions was 0.74. Total questionnaire was distributed among 300 nurses in our statistical society after testing its admissibility and permanency. 296 questionnaires were replied and returned.

LITERATURE REVIEW

Conflicts have positive and negative effects on the function of people and organizations. Appropriate use of conflict will improve function of organization and will elevate the level of health. Inappropriate use will decrease the function and will create struggle and confusion in the organization. Effective use of conflict requires a complete understanding from its nature and factors, and skillfulness to control and manage it. This is known as one of the most important aspects of management. Capability to manage a conflict has a significant role in the success of managers. If conflicts are creative, will initiate new and creative ideas and will provide bases for changes, innovation and construction in the organization, and at last will help managers reach their organizational targets. In Persian lexicons, conflict means "to bother", to have problem and to commit offences. Robins says: "conflict is a procedure in which person A intentionally tries to stop person B to reach his interests and targets". He continues that the concepts of perception, opposition, scarcity and blockage are features to represent the nature of conflict. Other common aspects of conflict are opposition, struggle, quarreling and riot.[3]

The Position of Conflict in Management:

According to described procedure, various ideas and incompatibility among those ideas are the reasons to form a conflict. Understanding different ideas will help managers to select a suitable method to resolve the conflict. According to progress of intellectual schools of management in recent years, there are three various concepts of conflict in organizations. The first concept says that conflict should be avoided because it will have harmful effects in any organization. This concept is called "traditional concept" (unity theory). Second concept refers to human relationship and believes that conflict is a natural event and will have certain results in any organization. It is harmless and creates a potential positive power to help organizational function. And the third concept, as the most important concept, says that not only conflict is able to create a positive power in the organization, but also it is an obvious necessity for organizational activities. This concept is called "conflict interaction theory".[10]

Aspects of Organizational Conflicts:

Creative conflict: Creative conflict has positive effects for organization or group. This kind of conflict makes the opportunity for involving individuals to recognize opportunities and problems which are forgotten. As the result, creativity and function of organization will be improved. Creative conflict also produces required changes and innovations. [5]

Destructive conflict: There are too many probable disadvantages in any conflict because conflict harms cooperation and group working. Unreliability will grew up among those individuals who require cooperation. Some staff feel failure, imagine a feeble structure and their motivation subsides. This reduces cooperation in any organization and

weakens effective control quality. In the same way, any difference in interests, ideals, loyalty, satisfaction and rewards will cause unreliability, opposition and hostility and at last, will damage control and cooperation. [6]

Creative Conflict against Destructive Conflict:

Another form of conflict which is more popular among all forms of conflict is divided into two groups: creative conflict against destructive conflict. Interactional theory does not indicate that all conflicts are useful, but it says that some of them support organizational targets and are called creative conflicts, and some other prevent organizational targets which are called destructive conflicts. No level of conflict is rejected or accepted in all conditions. There is this possibility for a conflict to increase health and to fulfill organizational targets. In such this situation, the conflict is called creative conflict. But, there is also this possibility for any conflict to be very destructive in another organization or even in the same organization, but in a different time. The function of organization is criterion to assess destructiveness or creativity of any conflict. By means of the concept of conflict management, the nature and application of conflict in any organization will be understood more. Conflict management, on one hand, minimizes destructive power of conflict and on the other hand, changes the conflict to an effective, creative and profitable phenomenon. [19]

In this research, noncreative or destructive conflicts are discussed. That refers to such a thing which any organization intends to remove it or at least to minimize its effects. Robert Ones shows creative and destructive conflicts as a spiral and declares that if manager responses to a conflict negatively and creates an environment to make circumstances more convulsive, the spiral will be downward (destructive conflict) and the conflict will create failure and will damage organizational health. Managers know that some part of conflict is inevitable in their organization and insufficient relationships are the main reason of organizational conflict. Various perception-based conflicts exist in various aspects of organization and have a close relation with behavior of people. Improper relationships and obstacles, will reinforce disagreeing issues and will create conflict. Managing an organization, encounters managers with opposite and disagreeing ideas. Regarding this point and other destructive effects of conflict, managers should know how to manage a conflict. "Conflict management" means a kind of management to be able to manage an organization in the best way when a conflict is arisen, to balance personnel and organization and to remove the conflict. Of course sometimes managers should be worried about lack of conflict in their organization.[15] Foder says that existence of conflict in any organization will transfer managing methods from a cooperative and democratic method to a dictatorship. Because the group who use conflict or are under pressure, require a direct and stronger management. For this reason, managers will be conducted to dictatorship. Tenan Boom believes that if conflicts are not confronted properly, negative effects will be remained. In his idea, conflict may block satisfaction of needs and decrease interest and motivation. Secondly, conflict stops effective cooperation and control. If members or higher positions in an organization disagree to understand and perceive various problems and managers are not informed by required data to make decision, the level of cooperation will be decreased and effective control quality will be damaged. Similarly, any problem in interests, ideals, loyalty, satisfaction and rewards may create unreliability, opposition and hostility and at last, will damage control and cooperation. Thirdly, conflict creates opposition in an organization and for managers. Conflict may create various kinds of passive resistance such as not presenting required data, insufficient working, malingering and absence. Conflicting group may find any legal way for their protest, conflict, complaint, strike, arousal, threat, aggression, demolition, etc.[7] Beside positive feature of conflict, we should confirm that some researchers believe in conflict as an insufficient and harmful phenomenon. This group believes that conflict increases excitement and tension in an organization and reduces occupational satisfaction and as the result, reduces productivity. They believe in following negative points: 1- Some members feel failure. 2- The distinctions and differences between members will be increased. 3- Unreliability and suspicion environment will be created among members. 4- Groups and members pay more attention to their own minor and limited benefits 5- Resistance will be replaced with group working 6- Occupational changes will be increased.[1]

Conflict is such a double-edged sword and its negativity or positivity depends on its application and those who apply it. He believes in passive feelings and viewpoints, communication obstacles, incoordinaiton, coalition of forces, selfish management and reduced efficiency in the organization as negative results of conflict. An investigative view over the trend of viewpoints about conflict shows that viewpoints have changed from negative to a positive state.[2] Tomas believes that our opinion about conflict has been changed. Today, we believe that while two or more people live together, there is this possibility for a conflict to be created due to various ideas, experiences, viewpoints, expectations, hopes and values. He says that even in utopia with optimum coordination, conflicts there exist. It can be concluded that the best organization are not those with no conflict, but are those which encounter conflicts properly and remove it creatively. Enough perception about conflict and methods to remove it will not only increase efficiency, but also improve relationships. Generally, negative or destructive conflict acts

against advantage of people, groups or organization. Negative conflict is stressor and destroys any coordination and cooperation between individuals.

History of Research:

Various studies have been done to assess stress and its creative factors among nurses. Ajloo and Ghorbani considered the relationship between conflict management methods and occupational stress among employees in a university. The study shows a meaningful relation between these two variables. Ashad and colleagues (2007) considered the relationship between conflict strategies and occupational stress in high school teachers and found a meaningful relation. Bazrafkan in his research investigated the conflict relationship between work/family and mental health with occupational stress mediator role in administrative staff on an industrial company in Iran (Ahwaz). He has considered all aspects.

Research Model

Following is the model of current research according to points and items which are explained in literature:

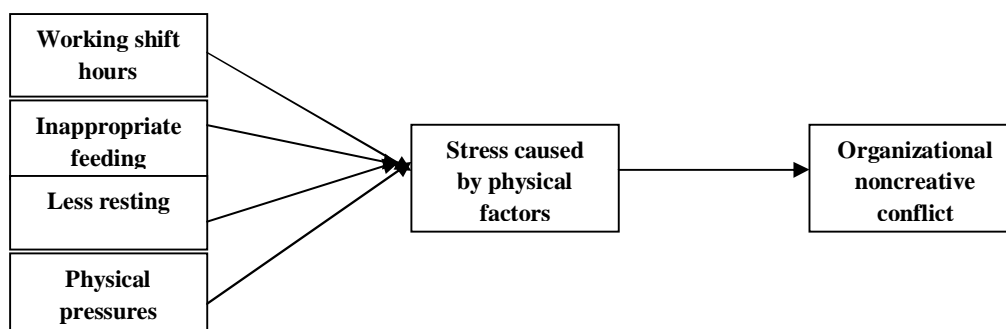


Diagram 1. Perpetual research model

Findings of Research

A.Descriptive results of research

Average age of male and female nurses was 62.39 and 45.34 respectively. From working shifts, 23.5% of nurses were working in morning shift and 76.5% were working in night shift. Average weekly hours were 59.24 hours and average working background was 6.65 years.

Considering the situation of independent and dependant variables of research

To assess and evaluate variable of physical stressors (independent variable) in hospitals of Shahid Beheshti University, 4 indicators were used and also 22 questions were used in Lickert 5-level scale. An interval variable with 88 degrees of amplitude was achieved after summing up ranking questions. 110 refers to high physical stressors and 22 refers to low physical stressors. According to table 1, it is seen that physical stressors in hospitals of Shahid Beheshti University is approximately less than average of grades (average 62.5). Physical stressors in four above mentioned aspects are represented in table 1.

To assess and evaluate organizational noncreative conflict variable (dependent variable) in hospitals of Shahid Beheshti University, a questionnaire including 16 questions in systematic assessment level and based on Lickert amplitude was designed with 5 multiple choices. After summing up systematic questions, an interval variable with 100 degrees of amplitude was achieved. 125 refers to high level of organizational conflict and 25 refers to low level of organizational conflict. According to table 1 it can be said that organizational conflict in hospitals is approximately more than average grades (average=88.4). Organizational conflict is represented in creative and noncreative aspects in table 1:

Table 1.Situation of dependent and independent variables

Variable	Average	Mean	Mode	Standard deviation	Variance	Amplitude of changes	Minimum statistics	Maximum statistics	Total
Physical stressors	62.5	63	65	3.43	11.78	20	52	72	296
Less resting	9.03	9	10	1.9	3.8	8	4	12	296
Working shift hours	16.9	17	17	2.4	5.6	12	11	23	296
Physical pressure	27.04	27	27	1.8	3.4	9	22	31	296
Inappropriate feeding	9.6	10	10	0.995	0.991	4	7	11	296
Organizational noncreative conflict	88.4	88	87	9.2	85.09	47	68	115	296

A.Theory Testing

The relationship between various aspects of physical stressors (Less resting, Working shift hours, Physical pressure, Inappropriate feeding) and organizational noncreative conflicts:

The results of r-Pierson test indicate that there is a meaningful correlation in conception of nurses about working shifts hours to appear organizational noncreative conflict in hospitals of Shahid Beheshti University (Sig=0.000). So, the total idea says that more conception of nurses, more organizational noncreative conflict in hospitals of Shahid Beheshti University. The correlation between two variables is linear that means both of them increase or decrease together. The correlation between two variables is strong ($r=0.498$). So, the theory is confirmed temporarily. The conception of nurses about inappropriate feeding and noncreative conflict has a meaningful correlation in hospitals of Shahid Beheshti University (Sig=0.000). The total conclusion says that more conception of nurses, more organizational destructive conflict in hospitals. The correlation between these two variables is linear and both of them increase or decrease together. Correlation intensity between these two variables is less than average ($r=0.153$). So, the theory is confirmed temporarily. The conception of nurses about less resting and noncreative conflict has a meaningful correlation in hospitals of Shahid Beheshti University (Sig=0.000). The total conclusion says that more conception of nurses, more organizational destructive conflict in hospitals. The correlation between these two variables is linear and both of them increase or decrease together. Correlation intensity between these two variables is strong ($r=0.484$). So, the theory is confirmed temporarily. The conception of nurses about physical pressure and noncreative conflict has a meaningful correlation in hospitals of Shahid Beheshti University (Sig=0.000). The total conclusion says that more conception of nurses, more organizational destructive conflict in hospitals. The correlation between these two variables is linear and both of them increase or decrease together. Correlation intensity between these two variables is average ($r=0.203$). So, the theory is confirmed temporarily. The achievements of Pierson test indicate that in meaningful level (Sig=0.000), variables of physical stressors and organizational destructive conflict in hospitals have a relation of ($r=0.65$) and it can be evaluated that correlation between two variables is 0.65 which is very strong. The correlation between two variables is direct (positive) and meaningfulness level (Sig=0.000) is less than α of this research ($\alpha=0.05$) which refers to a meaningful relation between two variables. So, the main theory of research is approved temporarily. As the result, it can be said that conception of physical stress, will affect organizational destructive conflict in hospitals. More conception of stress, more organizational noncreative conflict. The results of theory tests are represented in table 2:

Table 2. Results of correlation test for theory testing of research

	Addressees	Correlation intensity	Sig	Result
Secondary theory 1: There is a relationship Between working shift hours and organizational noncreative conflict	296	0.498	0.000	confirmed
Secondary theory 2: There is a relationship Between inappropriate feeding and organizational noncreative conflict	296	0.153	0.000	confirmed
Secondary theory 3: There is a relationship Between less resting and organizational noncreative conflict	296	0.484	0.000	confirmed
Secondary theory 4: There is a relationship Between physical pressure and organizational noncreative conflict	296	0.203	0.000	confirmed
Main theory: There is a relationship Between physical stressors and organizational noncreative conflict	296	0.65	0.000	confirmed

Analysis of conformational direction according to model of structural equations

In order to be assured of existence or nonexistence of any cause and effect relation between variables of this research and to consider proportion between observed data and research model, we tested theories of research by means of model of structural equations. As it is seen in the chart, in order to perform structural equations model to test the main theory, output of software shows a processed structural model ($\chi^2/df < 1$, less χ^2 : more appropriate processed structural model of research. In other words, observed data conforms to research model.

Table 3. Fitness criteria of structural model

RMSEA	IFI	NNFI	NFI	CFI	GFI	RMR	AGFI
0.008	0.93	0.93	0.89	0.92	0.89	0.033	0.89

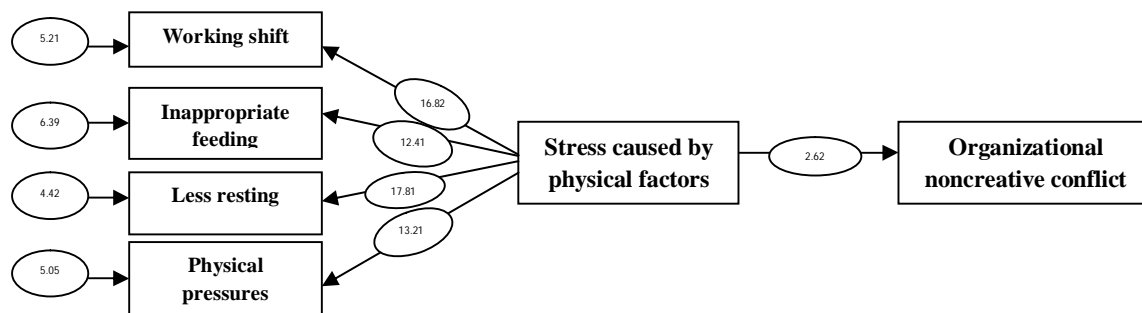


Diagram 2. Liserel General Model, designed to explain theoretical framework of research

Conclusion and Suggestions

The results of this research showed that there is a meaningful and direct relationship between physical stressors in nurses and noncreative or destructive conflict. Stress in nurses is a complex phenomenon which has harmful potential results. Stress disturbs mental and physical balance in people, creates physical and mental problems and decreases proficiency of people in various aspects, as the results creates and develops noncreative conflict. "Cohen" believes that conflict in organizations is destruction of cooperation. He believes that conflict is natural in organizations and is expected between people, so conflict is inevitable and nobody can claim that will never face a conflict. The main point is our view about conflict and appropriate confrontation against it and also identification of its correctness based on creating factors and suggestion of logical and legal solutions for optimum operation. For this reason, it is important to govern the conflict not to suppress. It should not be also allowed to be violated and out of control. Recognition of reasons of conflict may be helpful to find probable solutions. The consequences arising by conflict may be so harmful for any organization in conflicts between workers and managers, conflicts between different units and organization or conflict between people. Knowing more about personality differences of people in an organization can help managers of offices and organizations to resolve many problems. When they accept that people are different in inherent and acquisition abilities, they will not intend to have equal expectations. As, people in organizations have various personalities such as control center (introvert, extrovert), self-interest, self-respect, compatibility, risk-taking, etc, more conflict may occur among them. In this regard, it is suggested to managers of hospitals to consider other reasons of stress among nurses and follow some approaches to remove them. Time shortage and high load working can be resolved by appropriate programming and optimum use of time. If working time of nurses is reduced to 36 hour per week, they will have higher efficiency. The payments to nurses should be enough and proportional to their work, so they will not be forced to work in extra shifts and their physical stress will be decreased. Some other effective measure are making managers familiar with discussions of conflict, changing viewpoint of managers about conflict, changing their behavioral patterns by passing some programs about conflict, revealing instructional pamphlets, holding some programs to increase conflict, paying attention to material and spiritual needs, motivating nurses to decrease destructive conflicts, fair behavior to assess the function of nurses to improve their mental condition and at last, decreasing destructive conflict among nurses.

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