

CONFLICTS IN THE MEDICAL TEAM: THE ROLE OF NURSES***¹Zh. Zhalimbetova, ²Hanna Hopia, ¹D. Ospanova**¹ Kazakh Mezhitsin University of Continuing Education² JAMK University of Applied Sciences, Finland**ANNOTATION**

Nursing is a profession in which you need to show communication skills and develop interpersonal relationships. The Mininel et al. study (2011), conducted among nurses and nursing auxiliaries, showed that mental burnout caused by the nature of the work, such as caring for seriously ill people, has less impact on their quality of life than the emotional stress situations and interpersonal relations that are present in the workplace. [1] Organizational conflicts can be positive if they contribute to personal growth and increase productivity. However, in most cases, conflicts have negative consequences and can include irresponsible behavior, unfair treatment, and disagreement in work [2]. As described by Ahmed Higazee Manal [3], among nurses, there are intra-group conflicts that arise between different departments or in one department, a competitive conflict that arises between nurses as a result of injustice of the nurses' managers, and a conflict between a nurse and a doctor, followed by a devastating conflict. Intra-group and competitive conflicts are related to each other as they arise among nurses due to competition, and the unfair attitude of some nursing managers towards all nurses. There are also conflicts with the attending physician because of close interaction between nurses and doctors during care of patients. Such conflicts can be called inter-professional, as they are of great importance for the coordinated work of the team. [2] Improper management of conflicts leads to such negative consequences as the outflow of personnel, the decline in the quality of medical services, and the threat to the safety of the patient [4]. All this will have a significant impact on the reputation of the medical institution.

Key words: *conflicts, nursing, conflicts in the workplace.*

Introduction. Currently, Kazakhstan is actively reforming the health care system. The transition to the system of compulsory social health insurance since 2017 [5] has led to an increase in the competitiveness of commercial and public health institutions, which has a beneficial effect on the quality of medical services. Therefore, the problem of increasing the effectiveness of professional activities, including nursing personnel, comes to the fore, as the professional team is one of the factors determining the economic situation in medical organizations. For the provision of quality medical services, a favorable social and psychological climate in the team is needed. [6]

The problem of conflicts and stress is a much-discussed topic in all spheres [7]. Medical organizations have many different

professions, and every day there is a close interaction of different views and opinions. Such relationships sometimes generate conflicts, positive or negative, that can affect the entire team. [8]

A conflict is a lack of agreement between two or more parties that may be specific individuals or groups of individuals. In medical institutions, where a large number of nurses work, the emergence of conflicts is inevitable. [9] When people think about a conflict, they most often associate it with aggression, threats, disputes, and hostility [10]. As a result, there is an opinion, especially in our mentality that conflict is always an undesirable phenomenon, that it should be avoided, if possible. But such behavior does not always lead to conflict resolution. Therefore, the inadequate management of conflicts in

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health organizations causes unhealthy working conditions, worsening of working capacity, the dissatisfaction of patients, and a decline in the quality of medical care [11]. The causes of conflicts in most cases are the individual characteristics of each nurse (character, education, disrespect, poor communication skills) and organizational factors [12]. Due to conflicts and the subsequent outflow of personnel, while finding a replacement, there will be an acute shortage of nurses in the workplace, leading to increased levels of stress, stress on other staff, and disagreements with the Matron [13].

The ability to properly exit the conflict provides favorable working conditions for the team. In such an environment, there will be greater labor productivity, reduced outflow of personnel, patient safety is preserved, and the quality of medical services will improve. Not everyone is able to correctly exit conflict situations and as a result, misunderstandings, quarrels and stress arise. And what does conflict mean in the healthcare community where the daily stress of health workers is perceived as a norm of life? A conflict is a disagreement and not always a negative phenomenon. Under the guidance of a competent Head Nurse, a favorable microclimate in the team can be achieved, where everyone respects the leadership and each other. All this prevents the outflow of personnel, and most importantly, it allows new employees to quickly join the team. [14] Moreover, if the conflict is not effectively managed, it reduces the level and quality of service, which affects the competitiveness of the organization and affects the prestige of the profession of the nurse in general. [15]

Materials and methods. This article is a review article that includes previous articles on conflicts. Various search engines such as Cinahl (EBSCO), PubMed, Science Direct were used to collect data. Considered articles published over the past 10 years, with the full text available in English. The key word for the search was «nurse conflicts.» The search result gave 136 articles. After reading the titles and abstracts selected 21 articles.

Object of research. The object and purpose of this article is to describe what

conflicts and conflict situations may arise in nursing.

Conclusion. Nursing is a profession in which you need to show communication skills and develop interpersonal relationships. The Mininel et al. study (2011), conducted among nurses and nursing auxiliaries, showed that a mental burnout caused by the nature of the work, such as caring for seriously ill people, has less impact on the nurses' quality of life than the emotional stress situations and interpersonal relations that are present in the workplace. [1] Organizational conflicts can be positive if they contribute to personal growth and increase productivity. However, in most cases conflicts have negative consequences and can include irresponsible behavior, unfair treatment, and disagreement in work [2].

As described by Ahmed Higazee Manal [3], among the nurses, there are intra-group conflicts that arise between different departments or in one department, a competitive conflict that arises between nurses as a result of injustice by the nurses' managers, and a conflict between a nurse and a doctor, followed by a devastating conflict.

Intra-group and competitive conflicts are related to each other as they arise among nurses due to competition, and the unfair attitude of some nursing managers towards all nurses. There are also conflicts with the attending physician because of close interaction between nurses and doctors during care of patients. Such conflicts can be called inter-professional, as they are of great importance for the coordinated work of the team. [2]

Some studies have shown that the prevalence of stress among health workers is high [8].

Medical workers represent a risk group for the development of anxiety and depressive disorders [16], and this affects not only the work, but also their quality of life. Dissatisfied and disinterested in their work, a nurse provides poor quality care [17], and as a result of all this, there may be conflicts. Interest in conflicts is explained by the fact that they are unavoidable, and they play a weighty, complex, and often negative role in the lives of the group and intergroup relations [18].

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ТҮЙІНДІ

Мейірбике ісі – бұл мамандықта коммуникативтік дағдыларды көрсету және тұлғааралық қарым-қатынасты дамыту қажет. Әр түрлі стресстік жағдайлар, тұлғааралық және кәсіби қарым-қатынастар жанжалды жағдайларға әкелуі мүмкін. Мұндай жағдайлардан көбісі дұрыс шеше алмайды, және қақтығыстар позитивті емес теріс деп қабылданады. Бұл мақалада мейірбикелік ұжымдағы конфликт дегеніміз не және қандай салдарлар болуы мүмкін екенін түсінеміз. Қақтығыстарды дұрыс және табысты басқару кадрлардың кетуінің алдын алуға, көрсетілетін медициналық қызметтердің сапасын жақсартуға және пациенттердің қауіпсіздігін арттыруға мүмкіндік береді.

Кілт сөздер: қақтығыстар, мейірбике, жұмыс орнындағы қақтығыстар.

АННОТАЦИЯ

Сестринское дело-это профессия, в которой нужно проявить коммуникативные навыки и развивать межличностные отношения. Различные стрессовые ситуации, межличностные и межпрофессиональные отношения могут приводить к конфликтным ситуациям. Не все умеют правильно выходить из таких ситуаций, и чаще всего конфликты воспринимаются негативными, нежели позитивным. В этой статье разберем, что значат конфликты в сестринском коллективе и какие последствия могут быть. Правильное и успешное управление конфликтами дает возможность предотвратить отток кадров, улучшить качество оказываемых медицинских услуг и повысить безопасность пациентов.

Ключевые слова: конфликты, уход за больными, конфликты на рабочем месте.