

A STUDY OF CONFLICT MANAGEMENT STYLE AND EMPLOYEE'S JOB
SATISFACTION AT KARIMUN GENERAL HOSPITAL (INDONESIA)

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DEDICATION

To my beloved Parents, Siblings, husband and Son

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ABSTRACT

The aim of this study is to examine the relationship between supervisor's conflict management style and job satisfaction among nurses at Karimun General Hospital (KGH), Indonesia. There are five conflict management styles, namely; integrating; obliging; dominating; avoiding; and compromising styles (Rahim 1983). This study uses Rahim organizational conflict inventory-II (ROCI-II) to determine the relationship between supervisors' conflict management style and nurses' job satisfaction. To measure job satisfaction, Spector's (1997) job satisfaction survey (JJS) was used. There are nine indicators in JJS, namely, salary; promotion; supervision; additional profit; contingent reward; operating condition; co-worker; nature of work; communication. The population of this study is 181 nurses and midwife at KGH. Using a simple random sampling, 142 questionnaires were distributed. The findings indicated that the nurse's job satisfaction is at a moderate level and, that the conflict management style mostly practiced by supervisors at KGH is dominating style. In addition, only two styles significantly influence the nurses' job satisfaction, which are the obliging and compromising style. Meanwhile, integrating, dominating, and avoiding conflict management style do not significantly influence job satisfaction among nurses at KGH.

Keywords: Conflict, organizational conflict, conflict management style, Handling conflict, ROCI, JJS spector, job satisfaction, nurses satisfaction

ABSTRAK

Matlamat kajian ini adalah untuk melihat hubungan antara gaya pengurusan konflik pimpinan dan kepuasan kerja dalam kalangan jururawat di Hospital Umum Kabupaten Karimun, Indonesia. Terdapat lima gaya menangani konflik: *integrasi*; *obligasi*; *dominasi*; *pengelakan*; dan *kompromi* (Rahim 1983). Kajian ini menggunakan *Rahim organizational conflict inventory-II* (ROCI-II) untuk menentukan hubungan antara 'gaya pengurusan konflik' penyelia dan kepuasan jururawat. Untuk mengukur kepuasan kerja, telah digunakan (1997) *job satisfaction survey* (JSS) oleh Spector. JSS mempunyai sembilan indikator, iaitu; gaji; kenaikan pangkat; penyeliaan; keuntungan tambahan; ganjaran kontingen; keadaan operasi; rakan sekerja; jenis kerja; komunikasi. Populasi kajian ini terdiri daripada 181 jururawat dan juga bidan di Hospital Umum Kabupaten Karimun. Dengan menggunakan kaedah persampelan rawak mudah, soal selidik diedarkan kepada 142 responden. Hasil daripada kajian ini menunjukkan bahawa tahap kepuasan kerja di kalangan jururawat didapati berada pada tahap sederhana dan gaya pengurusan konflik yang paling kerap digunakan oleh penyelia di Karimun General Hospital adalah gaya *dominasi*. Hanya dua gaya secara signifikan mempengaruhi kepuasan kerja jururawat, iaitu gaya *obligasi* dan *kompromi*. Manakala, *integrasi*, *dominasi*, dan *pengelakan* gaya pengurusan konflik tidak secara signifikan mempengaruhi kepuasan kerja di kalangan jururawat di KGH.

TABLE OF CONTENT

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENT	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENT	vii
	LIST OF TABLE	xi
	LIST OF FIGURE	xii
	LIST OF APPENDICES	xiii
	LIST OF ABBREVIATION	xiv
1	INTRODUCTION	14
	1.1 Background	14
	1.2 Problem Statement	17
	1.3 Research Questions	20
	1.4 Research Objectives	21
	1.5 Scope of Study	22
	1.6 Significance of study	22
	1.7 Conceptual and Operational Definition	23
	1.7.1 Conflict Management Style	23
	1.7.2 Job Satisfaction	25
	1.8 Structure of the Study	26
	1.9 Summary	26
2	LITERATURE REVIEW	28
	2.1 Conflict	28
	2.2 Conflict Management Style	31

2.3	Job satisfaction	38
2.4	Relationship between Conflict Management Style and Job Satisfaction	41
2.5	Research Framework	46
2.6	Hypothesis	47
2.7	Summary	48
3	RESEARCH METHODOLOGY	49
3.1	Research Design	49
3.2	Population and Sampling	51
3.2.1	Population	52
3.2.2	Sampling	52
3.3	Research Instrument	53
3.3.1	Conflict Management Instrument	54
3.3.2	Job Satisfaction Instrument	55
3.3.3	Validity and reliability of instrument	56
3.4	Data Analysis	58
3.4.1	Descriptive Analysis	58
3.4.2	Pearson product moment correlation analysis	59
3.4.3	Regression Analysis	60
3.5	Summary	61
4	DATA ANALYSIS	62
4.1	Demographic	62
4.2	Normality Test	64
4.3	Conflict management style of the supervisor at KGH	65
4.3.1	Integrating Style	65
4.3.2	Obliging Style	67
4.3.3	Avoiding Style	68
4.3.4	Compromising Style	69
4.3.5	Dominating Style	70

4.4	Nurses level of job satisfaction at KGH	72
4.5	Correlation Analysis	76
4.6	Analysis of regression	77
	4.6.1 Multicollinearity	78
	4.6.2 Normality, Linearity and Homoscedasticity	79
	4.6.3 Multiple Regression analysis	81
4.7	Conclusion	82
5	DISCUSSION, RECOMMENDATION, CONCLUSION	84
5.1	Discussion	84
5.1.1	Conflict management style of the supervisor at KGH.	85
5.1.2	Nurses level of job satisfaction at KGH	86
5.1.3	Conflict management style and job satisfaction at KGH	87
5.2	Recommendation	90
5.3	Conclusion	92
	REFERENCES	93
	APPENDIX I	98
	Organizational chart of KGH	98
	APPENDIX II	99
	Rahim organizational conflict inventory–II, Form A	99
	APPENDIX II	102
	Job satisfaction survey	102
	APPENDIX III	104
	SPSS result of regression analysis	104

LIST OF TABLE

TABLE NO.	TITLE	PAGE
Table 3.1	: Instrument of ROCI-II	55
Table 3.2	: Subscale job satisfaction by Spector (1997)	56
Table 3.3	: Cronbach's Alpha of Questionnaires	57
Table 3.4	: Benchmark of Mean Score	58
Table 3.5	: Classification of Pearson Correlation Values (r)	59
Table 3.6	: Summary of Analysis Techniques for Research Question	61
Table 4.1	: Demographic Summary	63
Table 4.2	: Normality Score for each variable	64
Table 4.3	: Descriptive statistic for Conflict Management Style (Integrating)	66
Table 4.4	: Descriptive statistic for Conflict Management Style (Obliging)	67
Table 4.5	: Descriptive statistic for Conflict Management Style (Avoiding)	68
Table 4.6	: Descriptive statistic for Conflict Management Style (Compromising)	70
Table 4.7	: Descriptive statistic for Conflict Management Style (Dominating)	71
Table 4.8	: Overall mean for conflict management style	72
Table 4.9	: Descriptive statistic of job satisfaction among nurses	73
Table 4.10	: Descriptive statistic summary of nine indicator of job satisfaction	76
Table 4.11	: Correlation analysis of conflict management style and job satisfaction	77
Table 4.12	: Tolerance and VIF Value for Independent Variables	78
Table 4.13	: Multiple regression of conflict management style on job satisfaction	81
Table 4.14	: Hypothesis Result	83

LIST OF FIGURE

FIGURE NO	TITLE	PAGE
Figure 2.1	: Development of organizational conflict	30
Figure 2.2	: A Two Dimension Model of the styles of Handling Interpersonal Conflict	34
Figure 2.3	: Relationship between conflict management style and job satisfaction	42
Figure 2.4	: Research Framework	47
Figure 3.1	: Survey Method Process	51
Figure 4.1	: Normal P-P Plot of the Regression Standardized Residual	80
Figure 4.2	: Scatterplot of Standardized Residual	80

LIST OF ABBREVIATION

N	-	Population
S	-	Sample
SD	-	Standard Deviation
SPSS	-	Statistical Package of the Social Sciences
KGH	-	Karimun General Hospital
CMS	-	Conflict Management Style
JJS	-	Job Satisfaction
ROCI	-	Rahim Organizational Conflict Inventory

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
I	Organizational Chart of KGH	98
II	Rahim Organizational Conflict Inventory–II, Form A	99
III	Job Satisfaction Survey	102
IV	SPSS Result of regression analysis	104

CHAPTER 1

INTRODUCTION

1.1 Background

No man is an island. In other words, being a human, biologically we need to be part of larger a community. Greek philosopher Aristotle (384-322 BC) states that humans are “zoon politicon” which means that human are essentially social beings. With all the social interactions and relationship created, conflicts are bound to occur, in other words, conflict is inevitable. This is because conflicts are often triggered by differences in values, ideas, and principal that we, as individuals or group, hold compared to others.

In organizational life, conflict is also inevitable. According to Muhammad (2009), a perfect and healthy organization is not free from conflicts and it is certainly one of the main organizational phenomena (Rahim 2001). Similarly, like a society, conflicts in organizations are due to differences of goals, value, culture, attitudes, beliefs, skill and the way of thinking of the employees (J winardi, 2011; Mcshane & Von Glinow, 2010; M. A. Rahim, 2001). If societies fail to manage its conflict properly, it can cause severe consequences such as higher crime rate, social ills and etc; likewise, if

an organization fails to manage its conflicts effectively, it may impact the organizations negatively as well, such as increased in turnover rate, negligence, tardiness, disciplinary problems, among other things (Alper, Tjosvold, & Law, 2000; Alzahrani, 2013; Hall, 1999; A. Rahim, 2001; Scher, 2006; Voon, Lo, Ngui, & Ayob, 2011).

This study will be focus on health organization (hospital). Hospital identically has high pressure and often facing any demands of customers who come from various background, conditions, situation, and characteristics that would be a trigger of conflict. Therefore, hospital has high potential to conflict exist. In Indonesia, government's hospitals are identical with bad service image. It may caused by several factors such as the complex bureaucracy, have many patients but not comparable to number of employees, lack of facilities, and so on. These conditions also occurred at Karimun General Hospital (KGH). The authors have chosen to study conflict in KGH, because KGH is the only one government's and major hospital at Karimun Regency. There is only one private hospital as a substitution, but however facility and polyclinic are incomplete, therefore KGH has a vital role as a health organization at Karimun Regency.

Hospital leader must be maintaining human resources in their organization. Human resources who are directly involved in to the patients are doctors, nurses, midwives, and other supporting staff. Nurse profession is one of the medical personnel that must be considered. Huber (1996) reported that 70% of medical worker in hospital are nurse and Gillies (1994) estimates that approximately 75% of nursing staff at the hospital are nurses. That is why one of indicator in health care quality in the hospital is a nurse's job satisfaction (Astuty, 2011). Maylor and Newman (2002) mentions in their study, that the job satisfaction of nurses would cause retention of nursing staff that will have an impact on the quality of nursing services. However, organization would be more effective if they have many workers who are satisfied with their work than organizations that have worker with less satisfied (Robbins, 2003). Work satisfaction of nurse also affects on their performance and services, therefore good quality of nurse services will support quality of hospital services and patient satisfaction.

Isneini (2014) states conflict in hospitals mostly occurred at nursing environmental. Johnson (2009) revealed that in his survey were showed that 98% from nurses and doctors have been experienced and witnessed the behavioral problems among nurses and doctors, such as degrading comments or insults, shouting, cursing and inappropriate jokes. As many as 30% from nurses and doctors say the problem behaviors that occur every week while 10% are witnessed the problems between nurses and physicians occur every day. A research conducted by Azoulay (2009) in Isneini (2014) reported that Incentive Care Unit (ICU) in U.S 71% of the 7498 nurses feels the conflict in the ICU in a week. 80% of the conflict is seen as dangerous and more than 50% of the conflict described in the category of severe. The statistics also indicate conflicts between nurses and doctors are the most common (32.6%), followed by a conflict between nurses (27.3%) and conflicts with the staff (26.6%). In Indonesia, for example, Islamic Hospital in Yogyakarta IVMA, conflicts occurred because of work stress and fatigue. A survey of 52 nurses at the hospital showed the 82.3% categorized as medium intensity of conflict and 28.85% in conflict with high frequency (Hariyono et al, 2009). The percentage of conflict potentially would be increase if leader not managed the conflict properly.

Leader must be the key player in managing conflict in organization. Leader must be able to handle conflict properly to prevent conflict from becoming 'dysfunctional'. According to scholars in psychology , conflict might change people's feeling and individual characteristic (Alper et al., 2000; Rahim & Magner, 1995), which may impact the organizations negatively. High intensity of conflict will affect organizational members' commitment, performance, and job satisfaction (Rahim, 2002). Ongoing conflict will be affecting the effectiveness of achieving organization's goal. Moreover, conflicts drive people to be dissatisfied, stressful, unhappy, and heightened distrust at the workplace. Uncontrollable organizational conflict may also change employee's behavior and attitudes. It can makes employees feel uncomfortable at the workplace, weakened ties among the employees, which most often affects group cohesiveness negatively (Alper et al., 2000; Kimball, 2004; Rahim, 2001). Therefore, it is important that conflict is managed effectively in order to minimize the effects of its becoming dysfunctional.

Managing conflict properly by leader it may also can maximize the functional outcome of conflict. Most of previous studies relate with conflict management argued that appropriate style for handling conflict by leader will maximize functional outcome of conflicts in an organization. Leaders' ability in dealing with conflict effectively often resulted in better communication, improved group effectiveness, and cohesiveness (Lin, 2003; Raditya, 2012; A. Rahim, 2001; Williams, 2011). Williams (2011) asserts that functional outcome of conflict may stimulate new ideas, creative thinking, and innovation (Alper, Tjosvold, & Law, 2000; Chen, Liu, & Tjosvold, 2005; Kaitelidou et al., 2012). By managing conflict properly, various alternatives solutions to a problem, new approaches and clarifications are discovered which consequently, helps organization makes better decisions and are able to stimulate change and growth for the betterment of the organization (Chen et al., 2005; Enock, Julius, & Assumpta, 2013; Kimball, 2004; Lee, 2008; Lin, 2003; Williams, 2011). All these positive outcome of conflict in an organization will keep employee satisfied.

1.2 Problem Statement

Karimun General Hospital is a government hospital located in Kepulauan Riau Province, Indonesia. As the only government hospital in Karimun Regency, KGH has vital role in the health care services. The latest data shows that total of patient at KGH in 2012 are 54.149 (KGH website), whereas the amount of medical personnel were only 30 doctors and 180 nurses/midwives. The small amount of medical personnel compared to patient's number may lead to work overload. This can be seen that many complaints came from patients about their dissatisfaction of KGH medical personnel services (Terkini news, 2013; Batam today 2014).

Nurses have an important role in the hospital, it's not only are the making decision, they are essentially completing task that can save a person's life. Nurses have to deal with different type of patients, who sometime are too sensitive, impatient, as well as, who are angered easily, making these nurses job highly stressful compared to other professions (Mcshane, 2010). And because they are dealing with matter which involved the possibility of death, nurses are consistently under constant pressure (James A. Johnson, 2009). Main problem at KGH is the number of medical personnel especially doctor and nurse. Limited nurse numbers at KGH usually result in higher levels of stress, which may constitute another important source of conflict (Jones & Cheek 2003, Zakari et al. 2010). Moreover, nurses have to work side by side in order to provide safe, effective care to patients, and often they report overlapping of roles and not well-distinguished duties and responsibilities. In addition, Devi (2011) who had been conducted a research at KGH reported that many nurses at KGH complained that they have high workload. Devi (2011) analyzed about requirement of nurse in inpatient unit of KGH, and she reported that workload of nurses in the inpatient unit are exceeds the capacity. The ratio number of nurses compared to number of patients in the Edelwiss room is 1: 3, Kenanga 1: 5, Flamboyan 1: 5, Gardenia 1: 2, Orchid 1; 4 and Perina 1; 3. Devi (2011) also stated that inpatient unit at KGH still requires an additional 35 nurses, which requires additional space Edelwiss room 4 nurses, Kenanga 7 nurses, Flamboyan, 8 nurses, 2 Gardenia nurses, Orchid 9 nurses , and perinatology 5 nurse.

High workload can create conflicts sensitively occurs. Swansburg (1993) in Hendel (2005) lists six areas that cause conflict within nursing: Defiant behavior; stress; space; doctor authority; beliefs, values and goals; and others. High workload of nurse will make them become stressed easily. Workload, unethical behavior by colleagues, social exclusion, time pressure, downsizing, and organizational change program can all be easily identified as thing that cause stress at work and accordingly bring out some type stressor response (Bright and Jones, 2001 in Graham, 2009). For example, if a nurse has a patient to nurse ration 8:1 only a few shifts would have to pass before manager might notice frustration and potentially exhaustion. Once the nurse becomes

burned out, patient care will suffer, bedside manner will decline, and common interaction with worker will be rough.

For health care organization, conflict must be inevitable, but it can be handled. Leader in hospital is one who have main role to handle conflict in order to keep nurse satisfy. Leader have a significant role in helping to reduce the pressure they are facing, by helping manage conflict effectively. Managing conflict is something that all professionals in healthcare have to deal with on a daily basis. Learning how to deal with conflict effectively is what will make the difference between a good and great manager. It is critical to understand the different methods available when attempting to manage conflict in an organization; and to understand that there is not a "one size fits all" method. The best style of managing conflict is depending on such situation they are dealing with. Moreover, handling conflict by leader within organization is also significant to influence job satisfaction of nurse (Kaitelidou et al., 2012; Kunaviktikul, 1994; Lin, 2003; Mishra, 2013; Scher, 2006). Keep nurse satisfy is important because it will had an impact on patient's satisfaction (Bulgarella, 2005). Nurses those who satisfy were more motivated and empowered. They have high energy and willingness to fulfill customer goals, needs and deliver adequate effort and care (Bulgarella, 2005).

Conflict management style by leader may be able to be influenced by its culture. Individualism-collectivism is the major theoretical dimension of cultural variability used to explain cultural differences in interpersonal behavior across disciplines around the world. Toomey et al. (2007) stated that members of individualistic cultures are governed by the moral codes of an internalized, "free-wheeling" self, and members of collectivistic cultures are influenced by the implicit moral standards of a connected "public" self. Ekhoully and Buda (1996) was conducted a study about the impact of culture on conflict management styles between U.S executives and Arab Middle Eastern executive, U.S represent as individualism and Arab Middle Eastern represent as collectivism. They was found that Arab Middle Eastern executives scored higher on the style of obliging, integrating while American executive scored higher on the style of obliging, dominating and compromising. Toomey et al. (2007) conducted a study about

relationship between face maintenance dimensions and conflict styles in Japan, China, South Korea, Taiwan, and the United States. Toomey et al. (2007) hypothesized that members of individualistic cultures tend to express a greater degree of self-face maintenance in a conflict situation than members of collectivistic cultures. But in the result, they received mixed results since self-face maintenance was higher in Japan than in the U.S. culture, while it was lower in South Korea in comparison to the U.S. culture. So, these studies present some evidence that culture orientation affects leaders' responses to conflicts. Leaders from countries which differ in culture tend to adopt different strategies to resolve conflict, develop different anticipation about possible result, and be motivated by different causes. Essentially the condition of hospitals around the world, both Asia and the west is similar but how the leader handling the problem and conflict within their organization is different.

1.3 Research Questions

Based on the literature and arguments presented above, the following research questions are established:

1. What is the level of conflict management style among supervisors at KGH.
2. What is level of job satisfaction among nurses' at KGH.
3. What is the effect of "integration" conflict management style on job satisfaction at KGH.
4. What is the effect of "obliging" conflict management style on job satisfaction in at KGH.
5. What is the effect "domination" conflict management style on job satisfaction at KGH.
6. What is the effect of "avoiding" conflict management style on job satisfaction in KGH.

7. What is the effect of “compromising” conflict management style on job satisfaction KGH

1.4 Research Objectives

1. To determine the level of conflict management style (integration, obliging, domination, avoiding and compromising) among supervisors at KGH.
2. To determine level of job satisfaction among nurses at KGH.
3. To determine the effect of “integration” conflict management style on job satisfaction at KGH.
4. To determine the effect of “obliging” conflict management style on job satisfaction in at KGH.
5. To determine the effect “domination” conflict management style on job satisfaction at KGH.
6. To determine the effect of “avoiding” conflict management style on job satisfaction in KGH.
7. To determine the effect of “compromising” conflict management style on job satisfaction KGH

1.5 Scope of Study

This study involves medical personnel (nurses) at KGH. This research explores on the job satisfaction which are related to conflict management styles in KGH. The job satisfaction measurement uses job satisfaction survey (JSS) instrument by Spector (1997). JSS instrument include nine indicators: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication. Conflict management style in this study uses the model by Rahim (1983) that is : integration, obliging, domination, avoiding, and compromising. The instrument to measure conflict management style in the organization uses questionnaire by Rahim Organizational Conflict Inventory-II (ROCI-II) form A.

1.6 Significance of study

By studying about conflict management style automatically we are studying about the conflict in organization. According to Lin (2003) the study of organizational conflict have taken two directions. First, “The researchers attempt to measure conflicts that occurred among the organizational member and attempt to explore the sources of conflict”. Second “Others have attempted to relate various conflict management styles on the quality of the problem solving or in achieving social objectives”. Soemarman (2013) stated that by studying and applying the knowledge of conflicts, the organization is expected will able to determines the explicitly and specific definitions of conflict, nature, and cultural diversity and the dimensions of the conflict. With Finding out the result of the conflict will control the conflict and prevent from getting worst. Moreover,

studying and applying the conflict can help organization to develop ability of negotiation and mediation and practice appropriate skills to manage conflict.

By examining the relationship between conflict management style and employee's job satisfaction in KGH, researcher is expected to help organization found the best style in handling conflict appropriately based on the characteristics of their workers. Even though KGH has some conflicts that have been published as has been discussed in problem statement section, there is no researcher take initiative to investigate the problem. By helping KGH identify the handling conflict, it is expected will help organization to enhance the ability of transform the conflict into positive forces. Eventually this study could be as an advice to improve patient's satisfaction through increased medical personnel's satisfaction in advance.

Study about conflict management is also to enhance organizational learning (Rahim, 1992). It is not concern with eliminating all conflict or avoiding it. Conflict can increase group outcome when managed properly. Overall conflict management should aim to minimize conflict at all levels, attain and maintain a moderate amount of substantive conflict, and use the appropriate conflict management strategy to effectively bring about solutions, and also to match the status and concerns of the parties in conflict.

1.7 Conceptual and Operational Definition

1.7.1 Conflict Management Style

Conflict management involves individual behavioral reactions in response to perceived interpersonal disagreements and individuals may draw upon a number of

conflict management styles in response to the interpersonal conflict they encounter at work. Conflict management is also involves designing effective strategies to minimize the dysfunctions of conflict and enhancing and effectiveness of an organization (Rahim, 2001).

Conflict management style can be defined as the process to decide on proper method to manage conflict in certain situation. There are many modes (styles) of handling conflict in organization, but there is no one best way or strategy to manage conflict unless it appropriate for the certain situation (Enock et al., 2013). In conclusion, conflict management style can be defined as a strategies and the process to handle conflict in certain situation in order to minimize the dysfunctions of conflict and enhancing and effectiveness of an organization.

This study is refers to leader's conflict management style by Rahim (2001) were divided into five types: (1) *integrating style*, a person who use this style is the person who investigate a problem to find out the solution for all party. (2) *Obliging Style*, a person who use this style is the person who attempting to play down the differences and emphasizing commonalities to satisfy the concern of the other party. (3) *Dominating Style*, a person who use this style is the person who try to have win-lose orientation or with forcing behavior to win one's position. (4) *Avoiding Style*, a person who use this style is the person who has been associated with withdrawal, buck passing, or sidestepping situation. (5) *Compromising Style*, a person who use this style is the person who attempting to create every party those in conflict agree in certain situation as the result of compromising.

1.7.2 Job Satisfaction

There are various conceptual definition toward job satisfaction of one's work. Williams (2011) defines job satisfaction as a person's reaction to a job that results from the comparison of desired, anticipated, or deserved outcomes (Okpara, 2006a). Job satisfaction is also defined as the favorableness or unfavorableness of how employees view their work (Noe et al., 2007; Robbins & Judge, 2010; Zontek et al., 2009 in William, 2011). Furthermore, Mcshane & Glinow (2008) define “job satisfaction as a person’s evaluation of his or her job and work context”.

Mishra (2013) states that:

“Job satisfaction is a combination of psychological, physiological and environmental circumstances that gratifies a person’s work experiences. It is a pleasurable states resulting from the appraisal of one’s job. It is an effective reaction to one’s job and a positive attitude towards one’s job” (P.283)

That definition refers to an appraisal of the perceived job characteristic, work environment, and emotional experiences at work. Generally, job satisfaction refers to the set of attitudes that employees have about their job.

In this study, nurses job satisfaction is measured by using JJS by Spector (1997) in which it measure respondent job satisfaction based on their satisfaction of the followings: (1) *Salaries*, the satisfaction of the salary or payment of their job. (2) *Promotion*, the satisfaction of fairly promotion opportunities. (3) *Supervision*, the satisfaction of the actions, behavior, and treatment by superiors. (4) *Additional payment/incentives*, satisfaction with benefits or incentives besides salary. (5) *Contingent reward*, a satisfaction with a “gift”, not only in the term of money, it involve the appreciation of the great job. (6) *Operating condition*, a satisfaction of rules and procedures. (7) *Coworkers*, satisfaction with peers or partner. (8) *The nature of work*, the satisfaction of

the type of work they performed. (9) *Communication*, satisfaction of communicating within an organization.

1.8 Structure of the Study

This study consists of five chapters. Chapter one gives a brief introduction concerning conflict management style and job satisfaction. The chapter explains the basic theories relate to the variables that will be studied, significance of the study, problem statement, the scope of study, and definition of term about conflict management style and job satisfaction. Chapter two provide in-depth theoretical base of conflict management style and job satisfaction. The chapter will also provide a conceptual and theoretical framework of the study to synthesis the hypotheses of the study. Chapter three discuss the methodology that used to measure conflict management style and job satisfaction in the organization of the study. This chapter also includes the explanation about sample and population, sampling technique, data collection. Chapter four will present the result of study and analysis of the data based on the literature review that used by this study. Chapter five as last chapter will present the summary of the whole result. Recommendations and limitations of the study also provided in this chapter.

1.9 Summary

Conflict in organization is inevitable. Conflict can be positive or negative depend on the style of managing conflict itself. Positive impact will increase the effectiveness and efficiency of organization's goals, conversely negative impact will cause various problems and hinder the organization achieve their goals. Therefore, organizations need

to minimize the presence of the negative impact of the conflict. Negative impact of conflict has been discussed in this study is the decline in the level of job satisfaction.

Hospital identically has high pressure and often facing any demands of customers who come from various background, conditions, situation, and characteristics that would be a trigger of conflict. Therefore, this study will be focus on health organization (hospital). Hospital's leader is one who have main role to handle conflict in order to keep nurse satisfy. Leader have a significant role in helping to reduce the pressure they are facing, by helping manage conflict effectively. Therefore, it is important to examine more deeply about the relationship between conflict management styles by leader and employee's job satisfaction in organization.

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