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CONFLICT MANAGEMENT DYNAMICS AND JOB SATISFACTION IN THE NIGERIAN HEALTH SECTOR

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Abstract

The primary responsibility of healthcare workers is to collectively see to the well-being of the patients, although, medical doctors head medical institutions but of recent there has been increased agitations by other medical professionals contesting this practice in tertiary healthcare institutions. This situation has led to interdisciplinary conflicts amongst the health care professionals. The objective of this study is to examine the effect of conflict management dynamics on job satisfaction at the University of Ilorin Teaching Hospital Ilorin, Kwara State. Data was collected through structured interviews of eight executives purposively selected from labour unions within the establishment. Thematic analysis was carried out using Nvivo 12 software and three sub-themes emerged; welfare package, monetary reward and career development. The study revealed that most workers were dissatisfied as a result of headship tussles, pay structure and reward system, leading to low job satisfaction in the health sector. Therefore, the study concluded that pay structure has a significant impact on job satisfaction, hence categorising the appropriate style of managing conflict based on the competence of individual staff so as to get them to a satisfactory level by providing conducive work environment, room for career development and equitable reward system. The study recommended that issue of pay structure should be based on competences, equity and fairness in order for employees to get the desired job satisfaction that will promote industrial harmony and discourage brain drain in our health sector. Also, for these set of medical and healthcare professionals to be satisfied on their job their welfare packages must be improved upon by their employers (government).

Keyword: Conflict, Management dynamics, Job satisfaction, pay structure, and Welfare package

1.0 INTRODUCTION

Conflict is a worldwide phenomenon and occurs in any setting which could be either formal or informal in nature; it can arise in any interaction of two or more people. In countries, organisations, family, social settings, conflict is an integral part of their relationships and this crisis otherwise called conflict ranges from continent to continent (Longe, 2015). Conflict is inevitable in human interactions especially when it involves two or more people competing for jobs, resources, power, recognition and security (Adomi & Anie, 2005). It is common that limited resources, job design and organisational structure can also create an atmosphere that will increase the probability of conflict. An organisation with limited resources is more likely to experience conflict as their members and departments fight/disagree to obtain a share of the limited resources. Under these circumstances, the goal of one individual or group cannot be reached without the cooperation of the other individual or group. As organizations experience more turbulence and uncertainty, conflict in the workplace will rise as long as people compete for jobs, resources, power, recognition and security (Adomi & Anie, 2005).

The presence of job satisfaction among staff assumes a positive factor which improves and increases level of organisational outcomes, while the inability of organisations to give adequate attention to employees' job satisfaction causes a lot of bad feelings which eventually leads to conflict and its attendant consequences of decreased performance in the workplace (Dhanapal, Alwie, Subramaniam, & Vashu, 2013). Job satisfaction directly impinged on the emotions and feelings of employees towards the achievement of organisational goals (Azizi, Ghytasivand & Fakharmanesh, 2012). Timely management of conflict has the potential of improving employee satisfaction and job performance (Awan & Anjum 2015). Management should therefore, resolve conflicts so that organizational performance can be increased (Song, Dyer & Thieme, 2015).

Job satisfaction is a like measurement scale which is use in the assessment of employees' level of contentment on their job in relation to how satisfied or dissatisfied they are with both their job and the organisation itself. Job satisfaction can be measured in cognitive, affective, and behavioural components. Over the years there have been several narratives of conflicting issues bedeviling the Nigerian health sector and in a quest to find lasting solutions, the federal government in 2014 set up a presidential committee of experts on inter-professional relationships in the public health sector (Omisore, Adesoji & Abioye-Kuteyi, 2017). Furthermore, the issue of disparity in wages and appointments into management positions has created a lot of crises between medical doctors and other healthcare professionals leading to dissatisfaction of workers in hospitals.

This study is focusing its attention on the University of Ilorin Teaching Hospital which is one of the tertiary healthcare institutions in Nigeria. Unmanaged conflict negatively impacts both employee satisfaction and performance, hence this is causing a lot worries for managers of healthcare institutions in Nigeria.

1.2 Research Question

How does conflict management dynamics impact on job satisfaction in the Nigeria health sector?

1.3 Research Objective

Evaluate the impact of conflict management dynamics on job satisfaction in the Nigeria health sector.

2.0 LITERATURE REVIEW

Based on the imperative role of job satisfaction amongst employees at organisations which focused on the impact of conflict management dynamics and its resultant effect on job satisfaction, This chapter discussed some conceptual, theoretical and empirical issues bringing into the fore the current stage of knowledge in these areas.

2.1 Conceptual Review

2.1.1 Organisational Conflict

Obi (2012) sees organisational conflict through an employee showing dissatisfaction towards either his fellow workers or the policies and processes of the organization itself thereby causes disagreements within the system by putting excessive pressure against each other so as to get their demands. Conflict can certainly hurt an organizational performance and lead to the forfeiture of employees which is very important for any manager (Henry, 2009).

According to Barki and Hartwick (2004) conflict is viewed as a process which involves a lot of dynamics when each parties expresses negativities during disagreements towards the achievements of the objectives of the organization. Also, Jehn and Bendersky (2003) defined conflict as perceived incompatibilities or discrepant view among the parties involved. They further maintained it can produce severe problems in an organization. The descriptions of workplace conflict as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other in organizations.

Conflict is indeed an expression of disapproval, contradiction and clashes of interest

between two groups or parties. Its occurrences affect the system and the relationship existing in the system. It brings in disorderliness and break down of rules and procedural orders.

There are processes and procedures for the resolution of conflict and dispute whenever it raises its ugly head. The dispute and conflict resolution mechanism and special courts like industrial arbitration panel (IAP) as the external mechanism for dispute and conflict resolution. The internal mechanism, workers representative (union leader), meet the management, shop floor level settlement between the concern work and the management.

There are several factors that have influence on job satisfaction especially in the Nigerian healthcare sector. These factors are divided into two main groups that is quite necessary; internal and internal factors in staff job satisfaction. Furthermore, looking at each of these two factors is very necessary and can improve organisational performance (Clark, Kotchen, & Moore, 2003).

One of the basic factors in organisation is the kind of management that a manager works. Indeed, they should have enough ability to manage their affairs and relations with other staff, while the lack of attention and knowledge toward management leads to emerging conflict in interpersonal relationship. In fact, the presence of conflicts assumed one of the main factors that managers should pay attention to. (Buckley, 2004). One of the key elements that have great contribution to the amount of satisfaction an employee derive from its job is how efficient and effective is the conflict management styles that it possesses. In fact, employing accurate styles of conflict management can be effective in getting the desired job satisfaction. The dynamics involves in conflict resolution and management such as competing, collaboration, compromising, avoiding and accommodation styles have huge impact on job satisfaction (Farhangi, 2008; Slabbert, 2004).

2.2.2 Job Satisfaction

Job satisfaction can be compared to a gauge that is used in assessing workers' affection or hatred for the job in terms how satisfied or otherwise they are with the tasks or assignments they are assigned to carried out within an organisation. Timely management of conflict has the potential of improving employee satisfaction and job performance (Awan & Anjum, 2015). Management should therefore, resolve conflicts so that organizational performance can be increased (Song, Dyer & Thieme, 2015).

Conflict management and job Satisfaction are greatly related and there are several

factors that have influence on job satisfaction especially in the Nigerian healthcare sector. These factors are divided into two main groups that are quite necessary; internal and internal factors in staff job satisfaction. Furthermore, looking at each of these two factors is very necessary and can improve organizational performance (Clark, Kotchen, & Moore, 2003).

2.1.3 Theoretical Review

The job demands-resources (JD-R) model (Demerouti, Bakker and Nachreiner 2001) explains burnout symptoms on the basis of constellations of workplace aspects. The main assumption of this model is looking at the features of work environment in terms of what the job requires (demands) and the resources involved in carrying those tasks which are classified into two broad categories: job demands and job resources that are differentially related to specific outcomes.

Job demands are those requirements needed to perform the assignment given to employees which also requires certain costs implication to do (Demerouti *et al.*, 2001; Demerouti *et al.* 2009). The central assumption of the JD-R model is that job strains develops-irrespective of the type of job or occupation when certain job demands are high and when certain job resources are limited. In contrast, work engagement is most likely when job resources are high (also in the face of high demands). This implies that the JD-R model can be used as a tool for human resource management, especially in the resolution of conflict in organisations such as the healthcare systems where job demands are high and resources are limited.

The model provides the study with the understanding of how work environment can affect staff job satisfaction and performance by way of burnout and exhaustion, and how resources such as job autonomy and social support can positively affect service delivery which is one of the causative factors of conflicts in the Nigerian health sector.

Empirical Review

2.1 Relationship between Conflict Management and Job Satisfaction

There are many reasons as evident in various works of previous researchers that are related to the effects of conflict management on job satisfaction. One of such works is the work of Mehrad (2015) carried out a desk review aimed at examining the relationship between conflict management styles and staff' job satisfaction at organization. The objective of the study is to examine the vital role of conflict management styles on job satisfaction among staff at workplace. He found out that

one of the main organizational factors among staff is job satisfaction; hence managers should consider the correct styles of conflict management which brings about initiative on improved job satisfaction. It concluded that one of the major difficulties that staff faces is the presence of low level of job satisfaction, as regards the significant population of staff in the organisation, and the nonchalant attitude of organisational managers to the welfare and needs of employees.

Also, in the work of Shaukat, Yousaf and Sanders (2016) who examined the linkages between relationship conflicts, performance and turnover intentions in Pakistan: Role of job burnout as a mediator. The main focus of this paper is dissecting the effects of relationship conflict among employees as regards their performance and turnover intentions. Data were collected from 306 telecom engineers and their supervisors and analysed using structural equation modeling. The study revealed that relationship conflict has a negative relationship with task performance and contextual performance is positively related to turnover intentions. Also, the three dimensions of job burnout uniquely serves as a linkage between relationship and task conflicts on one hand and contextual performance and turnover intentions on the other.

In addition, Al-Mahayreh and Abdel-Qader (2015) in their work titled the effect of the factors leading to job satisfaction on the innovation level: study on workers in Islamic banks operating in Jordan. The objective of the study is to examine the effect of the factors leading to job satisfaction on the innovation level, while it adopted simple random method to analyse its data. However, the study recommended reinforcing the innovative environment of banks.

3.0 METHODOLOGY

The study location was University of Ilorin Teaching Hospital, Kwara State, Nigeria and it employed a qualitative approach using structured interviews to elicit information from selected healthcare professionals which included medical doctors, pharmacists, medical laboratory scientists, technicians and others. Eight staff whose job description fitted the focus of the study were interviewed using Nvivo12. Data was collected via structured interviews, recordings were transcribed and thematic analysis carried out using Nvivo 12 software where three sub themes emerged.

4.0 DATA PRESENTATION AND DISCUSSION OF FINDINGS

Findings on the biographical details of the respondents which shows eight (8) respondents, out of which six were males representing 75%, while two were females which represents 25%. There are two medical doctors and six other health

professionals within those interviewed at the University of Ilorin Teaching Hospital.

Demographic Analysis of Interviewees

Demographic features of interviewees were considered with the aim of identifying relevant stakeholders and subsequently select them for interviews, and thereby fell into five (4) categories as; gender, experience, level of education, status in the union.

Table 4.1 Informants' Background Information

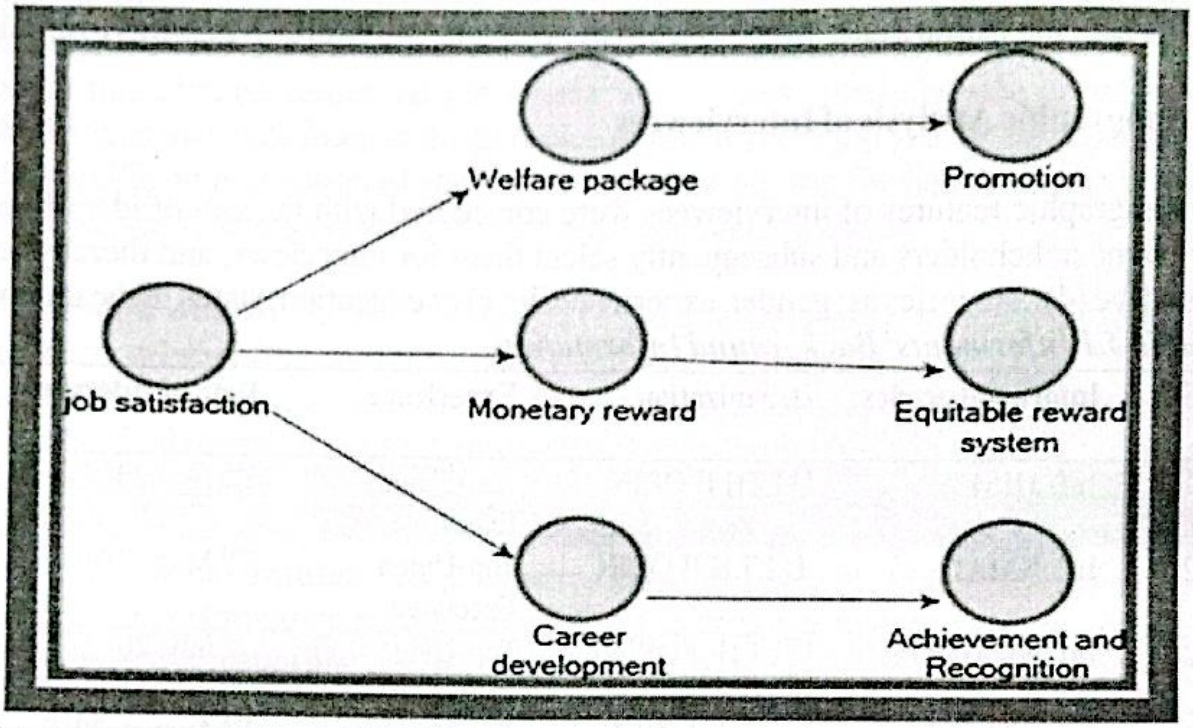
S/N	Informants/codes	Organization	Experience	Date of Interview
1	Inf. JHS1	U.I.TH ILORIN	Top-Union Executive	2nd May,2019
2	Inf. NMA1	U.I.T.H ILORIN	Top-Union Executive	2nd May, 2019
3	Inf. NUAHP I	U.I.T.H ILORIN	Top-Union Executive	6th July, 2019
4	Inf. NARD 2	U.I.T.H ILORIN	Top-Union Executive	3rd August, 2019
5	Inf. NMA 2	U.I.T.H ILORIN	Top-Union Executive	3rd August, 2019
6	Inf. NARD 1	U.I.T.H ILORIN	Top-Union Executive	2nd May, 2019
7	Inf. NUAHP 2	U.I.T.H ILORIN	Top-Union Executive	6th July, 2019
8	Inf. MEDP 1	U.I.T.H ILORIN	Top-Union Executive	16th May, 2019

Thematic Analysis of Qualitative Data00

Interviews were conducted to get in-depth knowledge of the issue under discussion. The primary aim is to examine the impact of conflict management dynamics on job satisfaction in the Nigerian health sector. Therefore, in line with the objective of this study, submissions of the interviewees were analysed using thematic analysis. The objective of this study is in line with the interpretive approach the primary data were analysed thematically. Therefore, one theme and three sub themes that described the relationship emerged.

Theme: Perceptions of Conflict Management Dynamics and Job Satisfaction

Job satisfaction is a measure of employees' perception of how contented or otherwise they are within the work environment, looking at their contributions and the rewards they get from the organisation. Job satisfaction can be measured in cognitive, affective, and behavioural components.



Source: Nvivo Output (2019)

Figure 4.1 Informants' perception on job satisfaction

Welfare Package

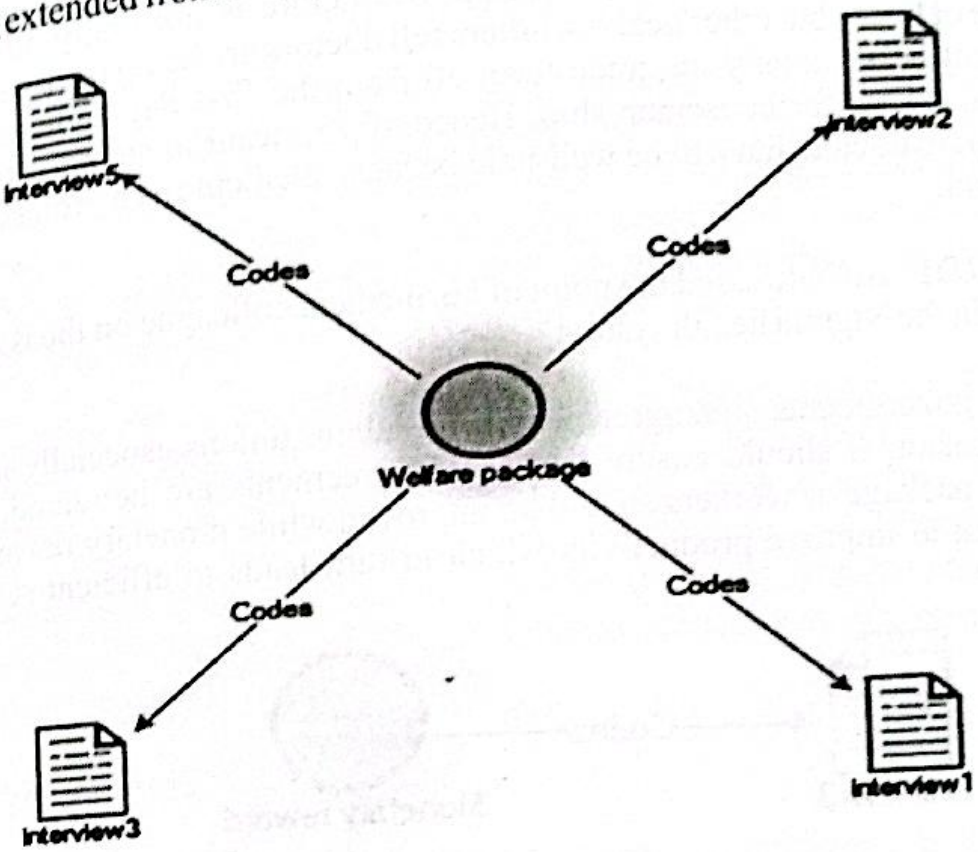
A welfare package plan refers to all the components of a compensation package (wages, salaries, leave bonuses, sponsored training, healthcare benefits, insurance and other ancillary benefits), the manner in which the packages will be distributed in order to get the desired results.

NMA1 in his submissions has this to say on how welfare package affects job satisfaction "Workers feel satisfied on their job when they get welfare packages that are in consonance with their efforts. Despite the perceived huge salaries being received by health workers, there is still a very huge gap between what we put in as efforts and what we received as salaries. For example, hazard allowance is only five thousand naira (5000) which is not enough as against the hazardous nature of our job. Doctors and other health workers face the risks of contacting diseases such as HIV, Ebola etc in the course of our work. As a result of this, improved welfare package which leads o efficient service delivery is necessary, in a situation where such does not exist workers tends to play safe and not perform to the fullest."

Similarly, **NMA2** also align with the view of the last contributor on the issue of welfare package "When governments sign agreements with labour unions especially in the health sector, it should ensure that those agreements are honoured. The welfare package of workers should be improved while monetary reward be increased to improve productivity which in turn leads to efficient service delivery.

For workers to be satisfied, reward system should be equitable and fair to all categories of workers. Promotion should be a thing of right and not based on sentiments; Achievement should be recognized to encourage others to put in more effort in the delivery of effective service to patients"

In addition, Interviewer 3 also said this on the burning issue of welfare package in the health sector, this is what he said, when it comes to monetary reward, the issue of call-duty- allowance readily comes to mind while some doctors collect call-duty allowance for not doing much, this makes other health professionals feel aggrieved. Also, doctors are given opportunities to develop their career while other professionals are left to their fate. An example is the residency period for doctors being extended from six (6) years to ten (10) years without them even asking for it."



Nvivo-output (2019).
Figure 4.2 Perception on Welfare package

Monetary Reward

Compensation determines employees' behaviour and organizational effectiveness and from a psychological standpoint, compensation serves as a motivator for increased employees' performance and unless the compensation system is done right, other organizational policies and procedures cannot have their desired effects. The centrality of compensation/reward systems is obviously displayed in our

everyday life.

All employees on the same level and with the same educational qualification who are on a job category can be paid the same kind of wage or there can be some level of consequential adjustments in relation to their contributions to the bottom-line. Distinctions in pay across employees can be large or small; the system can be hierarchical with most of the monetary benefits going to top executives whereas lower-level employees are paid the lowest possible rates, or the compensation system can be more egalitarian, with greater parity across organizational echelons; etc.**NMA2** also aligned with the above narratives on monetary reward, his views goes thus; ***

> Monetary reward which comes from pay structure is not really affecting service delivery but other health workers felt doctors are being over-paid. As an intern he is already on grade level 10 from the first day he leaves the medical school for houseman ship. Hence, if you want to stem the tide of brain drain doctors have to be well-paid because medicine as a profession is universal.

Similarly, **NARD1** also buttressed the point of his medical colleague on the issue of reward system in the Nigeria health system

> "When governments sign agreements with labour unions especially in the health sector, it should ensure that those agreements are honoured. The welfare package of workers should be improved while monetary reward be increased to improve productivity which in turn leads to efficient service delivery.

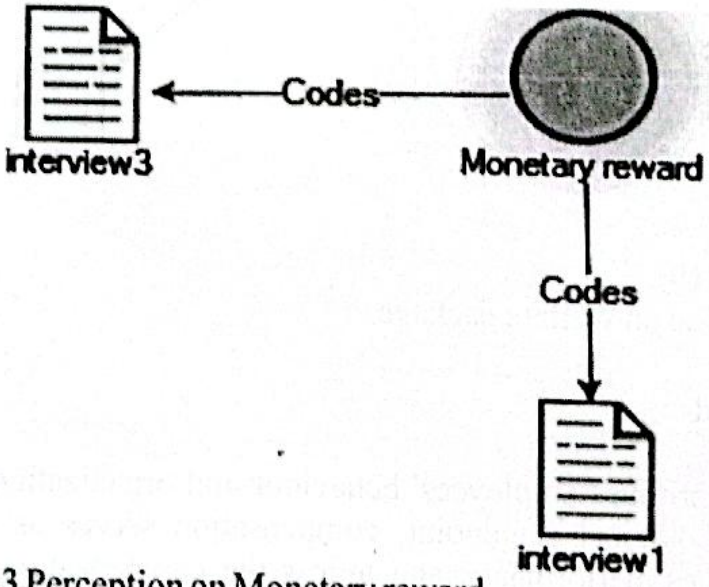


Figure 4.3 Perception on Monetary reward
Author's Computation (2019).

Career Development

The Nigeria health sector is bedeviled with so many conflicts due to what is perceived as the overbearing and domineering influence of Medical Doctors over all other professionals in the health sector. Departments, units and other sections in hospitals are being headed by medical doctors at the detriment of other healthcare professionals as pharmacists, medical laboratory scientists, anatomists and so on. However, the above stated points formed part of the agreements between the Federal Government and JOHESU in 2014.

In addition, it is on record that only medical doctors are appointed chief medical directors in hospitals, while other professionals like pharmacists, laboratory scientists are not allowed to reach the peak of their careers.

Corroborating the above view on career development is **NARD2**, in his words "Service delivery is majorly affected by conflict as a result of the inability of government to honour its agreement. There are a lot of agreements that the federal government have not honoured. Many have lost interest because of non-equitable distribution of welfare packages through discriminatory pay structure which ultimately affects service delivery in the health sector.

Conflict and dispute arise as a result of no job description; this has led to a lot of crises between NMA, JOHESU and other allied unions within the hospital system. This burning issue of headship and appointment in the health sector is mainly pronounced because of lack of clear-cut job description. While doctors maintain that it is their traditional role to head hospitals, departments and units within the system, other professionals within the healthcare sector sees this as a way of preventing them from getting to the top of their chosen career"

Achievement and Recognition

When employee reach certain level of goals or producing high results in the workplace, recognising or honouring employee for such level of service is meant to encourage repeat actions, through reinforcing the behaviour you would love to see.

In addition, recognition could be described as an act of recognising or condition of being recognised. However, the intention of reward management is to fairly and equitably compensate employees in relation to input-output ratio.

JHS2 in his words said "Improve relationship at work place should be encouraged. The government through its various agencies and supervising ministry should ensure

that wage structure in the healthcare industry is fair, equitable and just. The issue of wages and salary administration has been one of the most problematic in the health sector, which has led to a lot of dispute and crises that in the end adversely affect service delivery".

5.0 CONCLUSION

One of the major impediments to staff job satisfaction in organisations is the inability of managers to understand the dynamics involved in conflict and to deploy appropriate conflict management style to extract the commitment and satisfaction of workers towards increased performance. Therefore, categorising the appropriate style of managing conflict based on the competence of individual staff so as to get them to a satisfactory level by providing conducive work environment, room for career development, equitable reward system. In addition, there should be clear job description for staff to know their official boundaries so as to nip conflict in the bud.

5.1 RECOMMENDATIONS

The Nigeria health system should be based on a reward system that is equitable, fair and just. While emoluments of the healthcare workers should cover improved welfare package, good reward system. In addition, monetary reward such as bonuses, allowances and other ancillary benefits should be attached to work to make it more attractive, while workers should be given the opportunity to develop their careers to the peak.

The study recommended that issue of pay structure should be based on competences, equity and fairness in order for employees to get the desired job satisfaction that will promote industrial harmony and discourage brain drain in the Nigerian health sector. Also, for these set of healthcare professionals to be satisfied on their job, their welfare packages must be improved upon by their employers (government), in order to nip conflict in the bud.

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