

THE EFFECT OF CONFLICT MANAGEMENT AND WORKLOAD ON NURSES' PERFORMANCE

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ABSTRACT

Performance is a situation of factors related to work, interacting with factors from within the individual and changing physiological and psychological conditions so that the condition deviates from normal. The purpose of this study is to determine the Effect of Conflict Management and Workload on Nurse Performance at Cut Mutia Regional General Hospital, North Aceh Regency. This type of research is quantitative research with a cross-sectional approach. The population in this study were 37 nurses at Cut Mutia Regional General Hospital. Sampling was carried out using the total sampling method. Based on the results of the linear regression test on conflict management, the p value was obtained = 0.002 and on workload, the p value was obtained = 0.000 α 0.05 and

with the level of influence that there is an influence. This shows that the p value α then the hypothesis H_a is accepted and H_o is rejected which means "there is an influence of conflict management and workload on nurse performance at Cut Mutia Regional General Hospital, North Aceh Regency". This means that conflict management and workload affect nurse performance. Especially nurses at the Cut Mutia Health Center are expected to be more careful in their work, so they can identify problems and fix problems that occur.

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INTRODUCTION

Health is everyone's primary need. With a healthy body, a person can achieve their physical goals. Therefore, people do not hesitate to spend money to obtain good health services at community health centers. Adequate personnel in terms of quantity and quality are needed for quality and effective community health center services. Procuring personnel training and development requires a lot of time and money, so management must provide advice on resource planning.

Conflict management strategies focus on processes. These include how actors and outsiders communicate and act, and how this communication influences interpretations

and interests. Outsiders, acting as third parties, need accurate information about the conflict situation. This is because actors can communicate well in situations where there is a trustworthy third party (Khayati, 2018).

Nurses who meet the standards of need here have several meanings. First, meeting standards in terms of quality means performing nursing duties well and being supported by a sufficient number of nurses on site to handle all cases there. Second, meeting standards in terms of quality means that the quality of nurses' work is truly reliable. (Abdillah, 2021).

According to WHO (World Health Organization) data from 2020, work-related illnesses account for 8% of cases in many countries. A labor force survey conducted in 2016 found 440,000 cases of work-related stress, with 1,380 cases per 100,000 workers in the UK experiencing work-related stress (Sari, 2016).

According to data from the Indonesian Ministry of Health in 2023, the number of nurses reached 620,103, indicating a significant incidence of stress among nurses (Indonesian Health Profile, 2023). Based on data from the Aceh Provincial Health Office, the number of nursing staff reached 440,000 (Aceh Provincial Health Profile, 2023). According to data from the Central Statistics Agency of North Aceh District (2023), the number of nurses in North Aceh District is 1,691 (BPS North Aceh, 2023).

Management as a tool and conflict as an object. Thus, conflict management can be understood as a constructive and planned action, driven, organized, and regularly evaluated with the aim of ending conflict. Conflict management as a process where the parties involved in the conflict (including third parties) develop conflict strategies and implement them to control the conflict in order to achieve the desired resolution. Thus, the term conflict management is understood as a process or action carried out by the parties involved in the conflict or third parties in controlling the conflict. (Kusworo, 2019).

Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Workload measurement is defined as a technique for obtaining information about the efficiency and effectiveness of an organizational unit or position holder, which is carried out systematically using job analysis techniques, workload analysis techniques, or other management techniques. Furthermore, it is also stated that workload measurement is one of the management techniques for obtaining job information through a research and review process conducted analytically. This job information is intended to serve as a

basis for improving institutional, administrative, and human resource systems (Utami, 2017).

Based on the preliminary study results from interviews conducted with patients, patients said that nurses were unfriendly and slow. This was due to long queues during treatment. Researchers also interviewed nurses, and the results of the interviews showed that communication and professionalism were suboptimal due to an imbalance between the number of patients and nursing staff.

Based on the above description, the author is interested in conducting a study titled "The Influence of Conflict Management And Workload On Nurse Performance at Cut Mutia General Hospital, North Aceh District."

RESEARCH METHOD

This study employed a quantitative design with a linear regression approach and was analyzed analytically. The study population consisted of 37 nurses at Cut Mutia Regional General Hospital, North Aceh Regency. A total sampling technique was applied. The research was conducted at Cut Mutia Regional General Hospital, North Aceh Regency, from July to August 2025. Data were collected through questionnaires, and the data were analyzed using a linear regression analysis.

Inclusion criteria, Nurses with at least 6 months of work experience. Willing to be respondents and sign informed consent. Exclusion criteria: Nurses who are on long leave or sick.

RESULTS AND DISCUSSION

1. Univariate Analysis

a. Respondent Characteristics

Table 1. Frequency distribution of respondent characteristics based on demographic data at Cut Mutia Regional General Hospital, North Aceh Regency

Characteristics	Frequency (n)	Frequency (%)
Age		
27-32 years	13	35.1
33-38 years	9	24.3
39-46 years	15	40.5
Total	37	100
Education		
D3	15	40.5
D4	3	8.1
S1	19	51.4
Total	37	100
Work		

Characteristics	Frequency (n)	Frequency (%)
Nurse	37	100
Total	37	100

Based on Table 1, the results of the respondents' characteristics based on demographic data show that the majority of respondents were in the 39-46 age range, numbering 15 people (40.5%), the majority of respondents had a bachelor's degree in nursing, numbering 19 people (51.4%), and the majority of respondents worked as nurses, numbering 37 people (100%).

b. Conflict Management

Table 2. Frequency distribution of conflict management at Cut Mutia Regional General Hospital, North Aceh Regency

Conflict Management	Frequency (n)	Frequency (%)
Good	0	0
Currently not enough	26	70.3
Total	11	29.7
	37	100

Based on Table 2, it was found that the frequency of conflict management at Cut Mutia Regional General Hospital was categorized as good 0 (0%), moderate 26 people (70.3%), and poor 11 people (29.7%).

c. Workload

Table 3. Frequency distribution of characteristics based on the workload of nurses at Cut Mutia Regional General Hospital

Workload	Frequency (n)	Frequency (%)
Heavy	9	24.3
Currently	19	51.4
Light	9	24.3
Total	87	100

Based on Table 3, it was found that the frequency of workload at Cut Mutia Regional General Hospital was categorized as heavy in 9 cases (24.3%), moderate in 19 cases (51.4%), and light in 9 cases (24.3%).

d. Performance frequency

Table 4. Distribution of characteristics based on the performance frequency of nurses at Cut Mutia Regional General Hospital

Performance	Frequency (n)	Frequency (%)
Good	21	56.8
Enough	16	43.2

Performance	Frequency (n)	Frequency (%)
Not enough	0	0
Not good	0	0
Total	87	100

Berdasarkan tabel 4. didapati bahwa frekuensi kinerja di RSUD Cut Mutia dalam kategori baik 21 (56.8%), cukup 16 (43.2%), kurang 0 (0%), dan tidak baik 0 (0%).

2. Bivariate Analysis

a. The effect of conflict management on nurse performance

Table 4. Cross-tabulation frequency distribution of the effect of conflict management on nurse performance

Performance	Conflict Management								Amount
	Not enough	%	Currently	%	Good	%	Amount	%	
Enough	3	18.8	13	81.3	0	0	16	100	
Good	5	23.8	11	52.4	5	23.8	21	100	0.002
Total	8	21.6	24	64.9	5	13.5	37	100	

Based on the cross-tabulation results in Table 5.5 above, there were 3 nurses (18.8%) with adequate performance but poor conflict management, and 13 nurses (81.3%) with adequate performance and adequate conflict management. Meanwhile, nurses with good performance and inadequate conflict management skills numbered 5 (23.8%), while those with moderate conflict management skills numbered 11 (52.4%), and those with good conflict management skills numbered 5 (23.8%).

b. The effect of workload on nurse performance

Table 5. Cross-tabulation frequency distribution of the effect of workload on nurse performance

Performance	Conflict Management								Amount
	Not enough	%	Currently	%	Good	%	Amount	%	
Enough	1	6.3	14	87.5	1	6.3	16	100	
Good	2	9.5	14	66.7	5	23.8	21	100	0,000
Total	3	8.1	28	75.7	6	16.2	37	100	

Based on the research findings, it was revealed that nurse performance was categorized as adequate, with a heavy workload for 1 nurse (6.3%), a moderate workload for 14 nurses (87.5%), and a light workload for 1 nurse (6.3%). Nurses with good performance were identified as having a heavy workload in 2 cases (9.5%), a moderate workload in 14 cases (66.7%), and a light workload in 5 cases (23.8%).

The results of the linear regression analysis showed a p-value of 0.002, indicating a significant influence, as the p-value < α . This means that conflict management

significantly affects nurse performance. For the workload variable, the p-value was 0.000, which also indicates a significant effect of workload on nurse performance. Consequently, the alternative hypothesis (H_a) was accepted, while the null hypothesis (H_0) was rejected, confirming that *conflict management and workload have a significant influence on nurse performance at Cut Mutia General Hospital, North Aceh Regency*. This implies that both conflict management and workload play an important role in determining nurse performance.

This is supported by the theory proposed by Griffin (2015), which states that there is a relationship between the intensity of conflict and performance within a group or organization. Conflict may produce both positive and negative outcomes, depending on how it is managed. With effective conflict management, moderate levels of conflict among groups within an organization can foster motivation, creativity, innovation, and initiative, thereby improving overall performance. Conversely, excessive conflict may lead to adverse outcomes such as hostility, difficulties in collaboration, and ultimately a decline in performance (Griffin, 2015). This finding is consistent with Suyati's (2017) research, which demonstrates that effective conflict management enhances employee performance, while poor conflict management results in diminished performance. Based on this explanation, the author assumes that effective conflict management can create moderate levels of conflict within organizations, which generate functional impacts by eliciting positive emotions in individuals toward their work, thus supporting the achievement of performance goals. In contrast, ineffective conflict management may lead to dysfunctional impacts, eliciting negative emotions in individuals toward their work and hindering the achievement of performance goals.

It is recognized that workload variables influence nurse performance. According to Shah et al. (2015), workload or pressure can have positive effects, leading to improved performance. The application of workload requires nurses to maximize their potential. Nurses reported that the hospital's expectations of competencies beyond nursing—such as hospital management, insurance, and readiness to handle patients under any condition—motivate them to continuously enhance their skills, thereby improving the quality of nursing care services. This is consistent with the findings of Titok Seffridinata (2020), who reported that workload has a positive and significant effect on nursing performance, suggesting that increased workloads are accompanied by stronger efforts from nurses to enhance service performance.

CONCLUSION AND RECOMMENDATIONS

Based on the results of a study involving 37 respondents on the influence of conflict management and workload on nurse performance, the following conclusions can be drawn: The frequency of conflict management at Cut Mutia Regional General Hospital was categorized as moderate in 26 respondents (70.3%) and poor in 11 respondents (29.7%), with no respondents reporting good conflict management (0%). The frequency of workload at Cut Mutia Regional General Hospital was categorized as heavy for 9 respondents (24.3%), moderate for 19 respondents (51.4%), and light for 9 respondents (24.3%).

The analysis of the influence of conflict management and workload on nurse performance at Cut Mutia Regional General Hospital showed a significance level of $\alpha < 0.05$, indicating a statistically significant effect. Accordingly, nurses at Cut Mutia Regional General Hospital are expected to exercise greater care in their work in order to identify problems more effectively and address issues as they arise. For future research, it is recommended that studies be conducted using more up-to-date methods and approaches to strengthen the findings.

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