The Effects of Organizational Climate to Conflict Management amongst Organizational Health Personnel

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Abstract

Any form of conflict in a workplace if not given immediate solution may hinder success to the organization. This study aimed to investigate the relationship and effects of organizational climate to conflict management among health personnel in Kranuan Municipality, KhonKaen province, Thailand. A total of 155 health personnel who have been working for more than a year were selected as respondents. A cross-sectional descriptive research design was employed in this study. Descriptive statistics such as frequency, percentage, mean, and standard deviation and inferential statistics namely Pearson product moment correlation and stepwise multiple regression were utilized in this study. Results indicated that the level of conflict management of respondents was at the average level (x̄ = 3.32, SD = 0.60). In addition, those dimensions of organizational climate namely structure, responsibility, warmth, standard of performance, conflict and unity have showed significant positive and average relationships to conflict management at significant level of 0.01. However, the dimensions of organizational climate like reward, risk, and support also showed positive, significant but low relationships to conflict management at a significant level of 0.01. Finally, the findings also revealed that there are four significant predictors namely: conflict, warmth, structure, and responsibility dimensions contributed 33.5 percent of variances at the significant level of 0.05. Finally, these four organizational climate dimensions are able to predict the conflict management among the organization personnel in Kranuan Municipality.

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1. Introduction

In the current situation, conflict has been increasingly observed in various organizations. It can be clearly detected from the hidden behavior shown by the members’ mental attitude which may manifest by restlessness most of the times. These can undermine the mental health of organizational members and make the regression of a particular organization (Rahim, 1985). If any form of conflict has been continuously seen in the organization without appropriate management, it may be detrimental to the organization from losing something or may eventually decline the sense of competitiveness among each other. These impacts would occur because organizational members still have to work together among the existing conflicts (Brown, 1983).

Sarit (2009) mentioned that troubleshooting is not the only solution however there is no best method that is available for all conflict situations. In order to resolve the conflict, it requires knowledge, planning, timing, and finding the right opportunity. Therefore, the exchange of experiences and point of views with other colleagues in order to search for a resolving method that is acceptable to the society is a necessity (Muangman, 1997).

There are several common methods used to reduce conflict within an organization such as group meeting, appoint a team to resolve the conflict, job transfer, across of work line, exposure to feedback, survey of colleague by focusing on the problem and recommendation that does not focus on the person or find the offender along with creation a positive attitude towards each other, build the platform for conflict resolution (Litwin, 1968). All these efforts aimed to achieve mutual trusts and creation of organizational climate with secured and accepted comment freely to provide information. Thus, the personnel would feel like the conflicts would eventually be resolved.

2. Research objectives

The following are the main objectives of the study:

a) To study the organizational climate level and health personnel conflict management;

b) To study the relationship between the organizational climate and health personnel conflict management;

c) To investigate the predictors of the health personnel conflict management; and

d) To provide suggestions towards the improvement of health personnel conflict management.

3. Research Methodology

This study employs survey questionnaire as a method to collect quantitative data. A cross-sectional descriptive research design was utilized. This method benefits the present study in terms of obtaining data more efficiently as time, energy and costs could be minimized (Sekaran, 2006), provides an excellent means of measuring attitudes and orientation in a large population which can, therefore, be generalized to a larger population (Babbie, 2002). From the total population of 247 personnel who have worked more than one year at Kranuan Municipality, KhonKaen province, Thailand, the required sample size is 155 by employing Cohen’s (1988) formula. The Simple random sampling which is considered appropriate, accurate, and efficient as it provides more information with a given sample size was used.

The survey questionnaire instrument was administered in Thai language to ensure that respondents are clear about the statements. There were 80 items in 3 sections and one open-ended question related to suggestion by respondents to improve personnel conflict management. Section A of the questionnaire was comprised of eight items intended to gather information regarding demographic factors of the respondents. These eight items which included information pertaining to their personal background such as age, gender, job position, marital status, education level, monthly income, attached department, and work experience.

Section B specifically designed to gauge the organizational climate practice. There were nine dimensions of organizational climate, giving a total of 50 items. Respondents are required to give responses toward their organizational climate in this section. Specifically, all the nine organizational climate dimensions were measured equally using 6 items. Section C of the instrument is used to gauge the personnel conflict management. A total of 22 items were contained in Section C. Section C consisted of five conflict management styles. They are five items of competing style, six items of accommodating style, six items of avoiding style, five items of compromising style, and seven items of confronting style. A five-point Likert scale was used in Section B and C.
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