

# Factors Effecting to the Conflict Management of Sub-district Health Promoting Hospital in Nong Khai Province

## ปัจจัยที่มีผลต่อการจัดการความขัดแย้งของผู้อำนวยการโรงพยาบาลส่งเสริมสุขภาพตำบล จังหวัดหนองคาย

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### ABSTRACT

This is a cross-sectional descriptive research was to investigate factors in conflict management factor of the director of sub-district health promoting hospital in Nong Khai province. The population of this study was the director of sub-district health promoting hospital. Data was collected through questionnaire and in-depth interview, which was approved for validity by three experts, with reliability value was 0.83. Data collection was carried out during 30 March to 5 April, 2012. The study revealed that the level of the conflict management of the director of sub-district health promoting hospital was moderate ( $\bar{X} = 3.36$ , S.D. = 0.39). Regression analysis identified three factors, experience difference, beliefs, values, and communication of message. Together these three factors were able to predict 53 percent of the conflict management at a statistically significant level ( $p$ -value < 0.05).

### บทคัดย่อ

การวิจัยครั้งนี้ เป็นการวิจัยเชิงพรรณนาแบบภาคตัดขวาง มีวัตถุประสงค์เพื่อศึกษาปัจจัยที่มีผลต่อการจัดการความขัดแย้งของผู้อำนวยการโรงพยาบาลส่งเสริมสุขภาพตำบล จังหวัดหนองคาย ทำการศึกษาในผู้อำนวยการโรงพยาบาลส่งเสริมสุขภาพตำบล จำนวน 74 คน เก็บข้อมูลโดยใช้แบบสอบถามและแบบสัมภาษณ์ ผ่านการทดสอบความตรงโดยผู้เชี่ยวชาญ 3 ท่าน มีค่าความเที่ยงเท่ากับ 0.83 ระหว่างวันที่ 30 มีนาคม - 5 เมษายน 2555 ผลการศึกษาพบว่า ระดับการจัดการความขัดแย้งของผู้อำนวยการโรงพยาบาลส่งเสริมสุขภาพตำบล จังหวัดหนองคาย อยู่ในระดับปานกลาง ค่าเฉลี่ย 3.36 (S.D. = 0.39) ปัจจัยที่สามารถร่วมกันพยากรณ์การจัดการความขัดแย้ง ได้แก่ ปัจจัยพฤติกรรมส่วนบุคคลด้านความแตกต่างของประสบการณ์ ปัจจัยด้านความเชื่อ ค่านิยม และปัจจัยการสื่อสารด้านข่าวสารหรือข้อความ ซึ่งสามารถร่วมกันพยากรณ์ได้ร้อยละ 53 ของการจัดการความขัดแย้ง อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05

**Key Words :** Conflict management, Sub-district health promoting hospital, Sub-district health hospital

**คำสำคัญ:** การจัดการความขัดแย้ง ผู้อำนวยการโรงพยาบาลส่งเสริมสุขภาพตำบล โรงพยาบาลส่งเสริมสุขภาพตำบล

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## Introduction

Constitution of the Kingdom of Thailand BE 2012, was has the intention to increase the level of democratic stability. A decentralized and distributed fairly to the benefit of Thai society. The 10th National Economic and Social Development Plan No. 10 (2007-2011 BE) are strategic and strengthen good governance in the management of the country. Focuses on the development of the “people” across all sectors of Thai society [21]. National Economic Development Plan and Social Development No. 11 (2012-2016 BE), which focuses on encouraging all sectors to jointly resolve conflicts which cause divisiveness in Thai society as one unity. Promoting the government abide by moral principles and the personal ethics of the public. Including working professionally who can give comments, technical basis and straightforwardly recommending. Instilling government officers who have a public consciousness. Taking into consideration the public interest and collective responsibility. And monitoring of public sector and other sectors [22].

Ministry of public health is a large organization. The sub-district Health Promoting Hospital, a unit of service to the public. The staff includes 5-10 or more this is different both in terms of beliefs, values, personalities and expressions [1]. Inclusive the style of the work as a team has to communicate and interaction which the personnel in the organization was case asynchronous communication [8]. The structure of organizations such as the scope

of the role is not clear, the regulation too strict and share resources that may be limited. This is one of the many reasons that lead to conflict in practice [6]. The director of sub-district health promoting hospital find ways to manage conflict may simply know the finish line. Chaiyaset Promshi [11] has given a model for dealing with conflicts that arise in the organization which collaborating, accommodating, forcing, avoiding and compromising. The effective conflict management of the director sub-district health promoting hospital has many factors involved; including the personal characteristics consists of sex, age, education, marital status, and length of tenure [20]. Furthermore, receiving the training in conflict management and organizational factors condition, communication factors, and personal behavior factors are important [13]. The performance of the director of sub-district health promoting hospital must take consideration to the strategy of conflict management, understanding the factors that affect conflict management, which can turn the conflict to be constructive, and give rise to incentives to initiate a common problem within the organization. Consistent with the study of the director of sub-district health promoting hospital in the Nakhon Ratchasima province found that the training administration has relationship with the head executive officer of Community Health Centers [15], sex, marital status and education level was associated with stimulation and protection of the head of the community health centers in Khon Kaen [18].

And age was associated with management of the executive committee of the hospital in Khon Kaen as well [10].

Nong Khai province consists of 9 districts. It has 9 public health offices and has 74 sub-district health promoting hospital, in the year 2011. There are those who perform their duties as the director of sub-district health promotion hospital in Nong Khai province for 74 people with a variety of positions and roles. But there are some sub-district healths hospital do not have enough population it serves. The differences may affect behavior and lead to conflict in organizations such as the ambiguity in the role, overloaded of division of labor, communication breakdown, which the administrator is not dare to remind them due to they are considerate of each other. The reports of the personnel complaint. Found that there were complaints of personnel within the same organization. Most of communications mismatched between the management and workers which led the cause of misunderstanding between two parties. Including the case of the behavior and personality differences between director's and management's performances, failure to accept one another for a similar senior and role ambiguity, affecting the causes of the conflict of people in the organization [12]. Therefore, researchers who currently working in sub-district health promoting hospital interesting to examine if there are any factors that affect the management of director of sub-district health promotion hospital. Including to acknowledging the

problem, the reason of difficulties arising from the conflict. For those reasons, this has to be the focus of this research.

## Materials and Methods

This research contained herein is a cross-sectional descriptive study, Research to collecting both quantitative and qualitative data in order to examine the conflict of the director of sub-district health promotion hospital, in Nong Khai province.

### Population and sample

The population of this study is the director of sub-district health promotion hospital in Nong Khai province of 74 people to test the hypothesis of Cohen J. [2], with the following formula.

$$N = \frac{\lambda(1 - R_{Y,A,B}^2)}{R_{Y,A,B}^2 - R_{Y,A}^2} + w \quad \dots(1) \text{ when}$$

$$\lambda = \lambda_L - \frac{1/v_L - 1/v}{1/v_L - 1/v_U} (\lambda_L - \lambda_U) \quad \dots(2)$$

N is the sample size

$R_{Y,A,B}^2$  is the square of the regression coefficients from the research that comes close to that of a fictional work of the researchers themselves. All independent variables that have to be able to explain the variability of the dependent variable. In this study, the researcher regression coefficients of the variables to be studied in the research from stimulation and protection of the head of the community health centers in Khon Kaen [18] which could explain the variability of the dependent variable. At least 49 percent.

( $R^2 = 0.49$ )

$R^2_{Y,A}$  is Coefficient of multiple decisions for Reduce model. ( $R^2_{Y,A,B} - R^2_{Y,B}$ ) In this study, researchers have been interested in all of the independent variables. Therefore the coefficient of multiple decisions for the Reduce model is equal to 0.

$R^2_{Y,B}$  is Coefficient of multiple decisions to change (R<sub>2</sub> Change) when the test variable.

w is the number of independent variables in addition to the test (set A) is equal to 0.

u is the number of independent variables to test (set B) of 19 variables.

$\lambda$  is the relationship between the independent variable and the test from the tables of Cohen Table 9.4.2 (The function of effect size) considered from

- The power of test configurations is equal to 0.95.
- $\alpha$  is the level of statistical significance at the 0.05 level.
- V is calculated from the formula  $v = N - u - 1$ , then the value v to the table will be the Cohen =  $\lambda$

The  $v = 20$  which is the most appropriate sample size (power of test = 0.95,  $\alpha = 0.05$ ,  $v = 20$ ) that will be = 53.0

The values in the formula resulted the number 44 of people but the populations are small and researcher can study populations for all. Therefore, in this study, the research group of the total population of 74 health personnel. The in-depth interview the people can provide information on conflict management of the director of sub- district

health promotion hospital (Key Informant) for 12 people, which through all consent sign.

### Tools used in the research

There were two instruments; a questionnaires and an in-depth interview, they were examined first by the advisor and then three experts, for content pertaining to objectives and linguistic appropriateness. All feedback had been gathered for correction. The coefficient Cronbach's alpha (Cronbach's Alpha Coefficient) was 0.83. The questionnaires comprised five parts: the personal characteristics, factor for the organization, the communication, personal behavior and their problems of conflict management of the director of sub- district health promotion hospital in Nong Khai province. Both researches have been approved by the ethics committee on human research, Khon Kean University on March 26, 2012.

### Data Collection

The data were collected during March 30 - April 13, 2012, written request from Khon Kean University to the doctor of Public Health in Nong Khai. After coordination with the coordinator to collect data from each district to district hospitals, health promotion and cooperation in data collection, the research revealed that from the interview and the appointment of a sample of 12 people found the best for making interviews by written the letter for an interview. And made the interview date and time of appointment.

### **The statistics used to analyze the data.**

Quantitative data analysis software packages presented with descriptive statistics including frequency, percentage. Median, standard deviation and inferential statistics, including Pearson's correlation coefficient and multiple regression analysis, and stepwise regression. The qualitative data using content analysis of data (content analysis).

## **Results and Discussion**

### **1. Personal characteristics of the director of sub-district health promotion hospital in Nong Khai.**

The findings revealed that 51.4 % of the samples were male. Ages ranged from 41-50 years that 52.7 %. The minimum age of 30 years and maximum age of 58 years .The mean age was 45.4 years. Approximately 70.3% possessed at least a Bachelor's degree or equivalent and 78.4 %t married, 47.3% the position of director of sub-district health promoting hospital 1-10 years, average of 11.93 years ( $SD = 9.16$ ) (Median = 11.50).In addition, 56.8% had been training in conflict management.

### **2. The factors for the organization, communications and the behavior of the director of sub-district health promotion hospital in Nong Khai.**

The factors for the organization found that the high level and the average was 3.97 ( $SD = 0.35$ ). Considering that it was also found that the highest mean. The ambiguity

in the role with an average of 4.38 ( $SD = 0.43$ ). Followed by the limited resources available to the average 4.02 ( $SD = 0.54$ ) with an average of the minimum regulatory averaged 3.64 ( $SD = 0.54$ ).

The level of communication found that the high level and the average was 3.60 ( $S.D. = 0.29$ ). Considering that it was also found that the highest mean is the sender and the exposure an average value of 3.77 ( $SD = 0.52$ ). Followed by the channel of communication with an average of 3.69 ( $SD = 0.40$ ) and with the lowest average is the message, or an average of 3.47 ( $SD = 0.45$ ).

The behavior observed in the overall performance of the organization found that high and the average was 3.55 ( $SD = 0.32$ ). Considering that it was also found that the highest mean is the average value of 3.79 ( $SD = 0.59$ ). Followed by personality averaged 3.70 ( $SD = 0.43$ ) and the lowest average difference is that the experience had a mean 3.31 ( $SD = 0.50$ ).

### **3. The management of the director of sub-district health promotion hospital in Nong Khai.**

The Conflict Management of the samples showed that the overall performance of the enterprise level, mean 3.36 ( $SD = 0.39$ ). When considering how to find out how to handle conflicts with the highest average, the cooperation with an average of 4.15 ( $SD = 0.54$ ). Followed by a compromise with an average of 3.77 ( $SD = 0.56$ ) and how to manage conflict is the lowest value or the mean of 2.72 ( $SD = 0.72$ ).

**4. Personal characteristics, the factors for the organization, communications, personal behavior relating to the management of conflicts of the director of sub-district health promotion hospital in Nong Khai.**

The finding revealed personal characteristics that sex ,age, education level, marital status, duration of his current position and receiving the training in conflict management do not related to the conflict of the director of sub-district health promoting hospital in Nong Khai.

Factor for the organization does not have a relationship of conflict management of the director of sub-district health promoting hospital in Nong Khai. When considering the factor found that the limited resources, the ambiguity in the role and role do not related to the conflict of the director of sub-district health promoting hospital in Nong Khai. Most of the beneficiaries are different had a positive relationship with the conflict management of the director of sub-district health promoting hospital in Nong Khai, at a significantly low statistical level ( $r = 0.246$ ,  $p$ -value = 0.035).

The communication factor had a positive relationship with the management of the director of sub-district health promoting hospital in Nong Khai at a significantly moderate statistical level ( $r = 0.457$ ,  $p$ -value <0.001). Taking the communication was also found that text message ( $r = 0.585$ ,  $p$ -value <0.001), environmental communication ( $r = 0.507$ ,  $p$ -value <0.001) had a positive relationship with the conflict management of the director of sub-district health

promoting hospital in Nong Khai at a significantly moderate statistical level. The sender, the exposure and channel of communication were not related to conflict management of the director of sub-district health promoting hospital in Nong Khai.

The behavior factors that in general were positive relationships with the management of the director of sub-district health promoting hospital in Nong Khai, at a significant moderate statistically level ( $r = 0.426$ ,  $p$ -value <0.001). When considering the behavior was also found that personality had a positive relationship with the conflict management of the director of sub-district health promoting hospital in Nong Khai, at a significant low statistically level ( $r = 0.279$ ,  $p$ -value = 0.016). The beliefs and values had a positive relationships with the conflict management of the director of sub-district health promoting hospital in Nong Khai, at a significantly moderate statistical level ( $r = 0.585$ ,  $p$ -value <0.001) and ( $r=0.507$ ,  $p$ -value <0.001), respectively. Their camaraderie is not related to the management of the director of sub-district health promoting hospital in Nong Khai.

(Table 1)

**5. Personal characteristics, factors affecting the management of conflicts of the director of sub-district health promotion hospital in Nong Khai.**

The results of the independent variables that affecting conflict management of the director of sub-district health promoting hospital in Nong Khai, and was selected for the equation statistically

significant at the 0.05 level by selected for the variables in the equation in the following order. The first factor chosen into the model was the experience (P-value <0.001), followed by the beliefs and values (P-value <0.001), and the last was text message (P-value = 0.029). Therefore, it is said that the three variables. The variables are predictor of conflict management of the director of sub-district health promoting hospital in Nong Khai was 53 %, making the multiple linear regressions. The equation derived from the following raw scores:

$$Y = 0.163 + (0.325) (\text{the experience}) + (0.336) (\text{beliefs, values}) + (0.271) (\text{text message})$$

(Table 2)

## Discussion

These factors were not found relationship with the overall management of the director of sub-district health promoting hospital in Nong Khai. Consistent with the study of Han J.[4] found that the number of personnel working in health centers do not related to performance management in health care, statistically significant level 0.05 (p-value= 0.175) unlike the study of Arkom P.[14] found that material was high relationships level (Mean 3.84, SD = 0.53). The budget factor moderate relationship level (Mean 3.16, SD = 0.63), and personnel factors had a positive low relationships level ( $r = 0.289$ , p-value <0.001) with on core competencies in the northern zone of the head of health center in Khon Kean province. The study of Bhuntom C.[3] found that the

personnel factor and the budget factor was moderate positive relationships with the performance of public health in primary care in Khon Kean province, statistically significant ( $r = -0.496$ , p-value<0.001 and  $r = -0.540$ , p-value <0.001, respectively). The study of Nutthinee R.[16] found that the cause of conflict to include the budget factor and the materials factor. Personnel factor had a relationship with the degree of conflict in sub-district administration organization of Pathumthani province.

The communication was overall found to moderate positive relationship with the management of the director of sub-district health promoting hospital in Nong Khai, statistically significant 0.01 ( $r = 0.457$ , p-value <0.001). Consistent with the study of Puttichai M.[7] found that supporting information had a high positive relationship with the management of health programs of the director of primary health care in Chaiyapoom, statistically significant 0.05 ( $r = 0.728$ , p-value <0.001). The study of Sakhunchaya R.[17] found that the coordination and the information has a low relationship level ( $r = 0.278$  ,  $r = 0.235$ , respectively) between the administration's chief public health role of the director of public health .The study of Wiboon T. [23] found that poor communication and conflict has a moderate relationship level. The study of Anchalee P.[9] found that the attitude of the recognized role, participation to receive information, and the support of management was positive relationship with the availability

of health personnel in the development of a hospital health promoting, statistically significant ( $r = 0.32, 0.29, 0.27, 0.23, 0.19$  and  $0.25$ ,  $P$ -value  $<0.05$ ).

The behavior factor was overall found to moderate positive relationship with the management of the director of sub-district health promoting in Nong Khai, statistically significant 0.01 ( $r = 0.426$ ,  $p$ -value  $<0.001$ ). Consistent with the study of Kanyawan S.[19] found that the quality of work experience moderate positive relationship with the participation of personnel in the development of community hospitals in Kalasin province, statistically significance 0.01 ( $r = 0.322$ ,  $p$ -value  $<0.001$ ). Consistent with the study of Nuttinee R.[16] found that cause of a conflict that a beliefs and values are different has a relationship with the degree of conflict. Consistent with the study of Sakkarin K.[5] found that experience in management and conflict management relationships are statistically significant ( $P$ -value  $<0.001$ )

According to the in-depth interview also provided insights into conflict management. The interviewees suggested that managers should fit the manpower placement and work experience. Furthermore, they have suggested that management should stick to equally on the basis of the position and creating a corporate culture to abide the same, concentrating in information between the news agencies in order to achieve a common understanding. Additionally, managers should that the activities build unity in the organization to build familiarity

between staff in the department.

According to the statistical analysis, stepwise regression showed that independent variables that affect the management of the directors of sub-district health promoting hospital in Nong Khai. It was brought into the equation is statistically significant at the 0.05 level in the following order; the personal behavior, experience the difference ( $P$ -value  $<0.001$ ), the beliefs and values ( $P$ -value  $<0.001$ ) communication factors or messages ( $P$ -value = 0.029), were able to predict 53 percent of conflict management of the director of sub-district health promoting hospital in Nong Khai.

## Suggestions

### 1. Suggestions from the research

1) The director of sub-district health promoting hospital should define the role and practices of human resources in order to reduce the conflict that may lead to confusion in roles. And to reduce the unfair division of responsibilities and the manpower to suit the position and work experience both of senior staffs and new graduates. Including the activities build unity in the public health department or district in order to familiar to the staff in the agency itself.

2) Set activities for the organizations (Organization Development) to the staff of organization. in order to develop process as a team. Exchanging information between people who may plan activities on a weekly or monthly in order to create a good atmosphere in their works. Define format of the messages used to communicate such as

support materials, including notebooks, pens, wine board to write the authorities warned that the information requested in the note to the staff. This is to encourage staff retention and other additional information in order to protect information that is not clear.

3) The director of sub-district health promoting hospital of all levels should improve the management and personnel departments by setting a plan participants or reconstruction of knowledge on conflict management in the organization. Because knowledge is the key that will lead to a change in attitudes, beliefs, values and practices that lead to a correct and beneficial to the organization.

4) The director of sub-district health promoting hospital and workers in organization should set guidelines and targets in the same way. The administration should respect the rights of all people the opportunity to perform in the comments. If a mistake occurs or there is a conflict in the meeting, it should be considered together with a focus on process rather than an individual. You could allow the parties to the conflict, comment on the event in order to encourage the exchange of ideas among colleagues.

5) The director of sub-district health promoting hospital of all levels should be commended and awarded to personnel in the department because it was the added incentive to the employees. Words of appreciation and praise for the work and achievements have promoted. Promoted to staff in the organization in order to make feel good and eager to work. Moreover, it is

a commitment to work more with the organization.

6) The director of sub-district health promoting hospital should have the skills to manage conflict management in organization. in order to be used in training or the skills to manage conflict in an organization, which causes it or how to find new approaches to conflict management in an organization.

## **2. Suggestion for the next research**

1) It should be studied to guideline is targeted to work. For example, the role and practices of personnel in the organization, to form an organization to manage the conflict.

2) It should be studied in relationship building activities in organizations such as the relationships between people in the organization. Development activities on a weekly or monthly. Learn to exchange between applications, to manage conflicts of corporate executives.

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**Table 1** Pearson's product moment correlation coefficient between personal characteristics the organization, communications and the behavior factors with the conflict management of sub-district health promoting hospital in Nong Khai province.

Personal characteristics the organization, communications and the behavior factors	The conflict management of sub-district health promoting hospital in Nongkhai province		
	Pearson's product moment correlation coefficient (r)	p-value	revel relationship
<b>Personal characteristics</b>			
sex (male )	-0.139	0.237	no relationship
age	-0.102	0.389	no relationship
education level (bachelor's degree)	-0.021	0.862	no relationship
marital status (couple )	0.208	0.075	no relationship
duration of current position	-0.035	0.768	no relationship
training (ever)	-0.085	0.469	no relationship
<b>The organization factors</b>			
limited resources	-0.162	0.167	no relationship
The ambiguity in the role	0.078	0.508	no relationship
role	-0.021	0.862	no relationship
the different beneficiaries	0.246*	0.035	weak relationship
<b>The communications factors</b>			
the sender, the exposure	-0.055	0.640	no relationship
text message	0.585	<0.001	moderate relationship
channel of communication	0.165	0.161	no relationship
environmental f communication	0.507**	<0.001	moderate relationship
<b>The behavior factors</b>			
behavior	0.279**	0.016	weak relationship
the beliefs, values	0.550**	<0.001	moderate relationship
the experience	0.582**	<0.001	moderate relationship
camaraderie	0.142	0.227	no relationship

\*\* P-value < 0.01

\* P-value < 0.05

**Table 2** Stepwise multiple regression analysis of the conflict management of sub-district health promoting hospital in Nong Khai province.

Variable	B	Beta	t	P-value	R	R <sup>2</sup>
the experience	0.325	0.412	4.667	<0.001	0.582	0.339
the beliefs, values	0.336	0.360	4.035	<0.001	0.704	0.496
text message	0.271	0.201	2.227	0.029	0.728	0.530

k = 0.163, F = 26.266 , P-value < 0.001