

Conflict Management and Performance of Multigenerational Nurses at Haji Makassar Hospital

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ABSTRACT

Background: Nurse performance plays a crucial role in the success of healthcare. However, nurses' performance can be affected by conflicts in the workplace, including intergenerational conflicts arising from differences in age, experience, and communication styles. Conflicts that are not managed properly have the potential to reduce teamwork and the quality of nursing services.

Objective: This study aims to determine the relationship between conflict management and the performance of multigenerational nurses at Haji Makassar Hospital.

Methods: This study used a quantitative research design with a cross-sectional approach. The variables in this study are: conflict management as an independent variable and nurse performance as a dependent variable. The sampling technique used was non-probability sampling with the total sampling method. The sample consisted of 80 nurses who met the inclusion criteria. Data were collected using a questionnaire on conflict management and nurse performance and analyzed using the Somers'D statistical test.

Results: The results showed that most of the multigenerational nurses had good conflict management (62.5%), and most also showed good performance (73.8%). The Somers'D statistical test revealed a p value of 0.020 ($p < 0.05$), which showed a significant relationship between conflict management and the performance of multigenerational nurses at Haji Makassar Hospital.

Conclusion: This study shows that effective conflict management contributes to improved performance of multigenerational nurses. Therefore, strengthening conflict management strategies through improved intergenerational communication and teamwork is needed to support the quality of nursing services.

Keywords: Conflict Management, Cross-Generational Nurses, Nurse Performance

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BACKGROUND

The quality of health services is highly dependent on the performance of health workers, especially nurses, who act as the frontline provider of nursing care for patients (Arifin et al., 2024) . Nurse performance is a key indicator of the success of health services because nurses are directly involved in caring for both healthy and sick patients (Anhar & Aprianti, 2022) . Optimal nurse performance not only improves the quality of service but also affects patient satisfaction and hospital reputation (Hartati et al., 2013).

Poor nurse performance can have a serious impact on patient safety, including medication misadministration, delayed response to emergencies, and inadequate patient monitoring and education (Jamil et al., 2025) . It can also lead to nosocomial infections, decreased quality of health services, and miscommunication between healthcare teams (Suarmayasa, 2023). The accumulation of these problems contributes to the deterioration of the patient's condition and significantly increases the risk of death in hospital.

Nurse performance is influenced by a variety of factors, such as motivation, supervision, leadership style, decision-making, and workplace conflicts (Jayawisastira, 2022) . Conflict has become one of the main challenges in nursing, particularly in teams made up of different generations. Differences in age, work experience, work values, and perspectives among nurses can create tensions that affect the effectiveness of teamwork and the quality of health services provided (Jannah et al. , 2023). This is in line with research by Soelistyani & Andri, (2022) , which states that the interaction of four generations within the hospital creates a significant potential for conflict that can hinder the achievement of the hospital's vision, mission, and goals, while presenting challenges in conflict management. One of the challenges is the generation gap, which is reflected in the perception that nurses from Generation X or previous generations are more caring, disciplined, and communicative than nurses from the next generation such as Generations Y and Z.

Previous research has shown that intergenerational conflicts in nursing occur not only in Indonesia but also in other countries. A study conducted at Pomona Valley Hospital Medical Center, United States, found that 70% of nurses experience conflict due to differences in communication styles between generations (Guptill et al., 2023) . In addition, research conducted at Ibnu Sina Islamic Hospital Padang showed that 90% of nurses reported experiencing conflict at work (Saputra & Alkhusari, 2021) . At the Haji Makassar Hospital, 53.3% of nurses experienced moderate level conflicts, while 33.3% experienced high-level conflicts (Rauf et al., 2020).

Based on observations made in several service units at the Haji Makassar Hospital, various forms of intergenerational conflict were identified between senior and junior nurses. One of the conflicts observed occurred when a senior nurse reprimanded a junior nurse for using a different formula to calculate the dose of the drug, even though the end result was correct. These differences in methods sparked debate because each nurse believed that their method was the most appropriate. Another conflict occurs when junior nurses complain about a heavier workload because senior nurses often leave the ward or ask permission to leave during shifts for no logical reason. In other wards, junior nurses appear indecisive and less responsive due to limited experience, while senior nurses respond by reprimanding them in front of patients, creating an uncomfortable work environment.

Conflict management has become an important strategy in addressing these challenges. A report from the American Management Association states that nursing managers spend about 20% of their time dealing with conflict in the workplace (Asnawati & Lihu, 2022). Effective conflict management can improve communication effectiveness, strengthen teamwork, and ultimately have a positive impact on nurse performance (Afifah et al., 2023). Conversely,

poorly managed conflicts can reduce productivity and quality of work, affecting patient satisfaction and hospital image (Coal et al., 2023).

A preliminary study at the Haji Makassar Hospital shows that nurses' performance is still a major concern. Some of the factors that affect nurses' performance include inadequate facilities, low motivation, and limited training opportunities. In fact, training can improve nurse performance by improving nurses' knowledge and skills in patient care. In addition, conflicts within nursing teams, especially those caused by generational differences, are still a significant challenge (Taufik *et al.*, 2018).

Based on this background, the researcher is interested in analyzing the relationship between conflict management and the performance of multigenerational nurses at Haji Makassar Hospital. The findings of this study are expected to provide insight for hospitals in developing better conflict management strategies to improve nurse performance and overall health service quality.

OBJECTIVES

The main purpose of this study is to determine the relationship between conflict management and the performance of multigenerational nurses at Haji Makassar Hospital.

METHODS

This study uses a cross-sectional design with a quantitative approach to examine the relationship between two variables at a single point in time, namely the conflict management variable and the multigenerational nurse performance variable. The multigenerational nurses in this study are a nursing workforce consisting of various generational groups at Haji Makassar Hospital who handle the care of patients of various age ranges.

The population in this study consists of all civil servant nurses at the Makassar Haji Hospital, totaling 80 nurses. The target population includes civil servant nurses who have worked in the hospital for at least six months.

The sample included all members of the population who met the inclusion criteria, resulting in a total of 80 respondents. The sampling technique used was non-probability sampling with the total sampling method, where the entire population was selected as a study participant because the total population was less than 100 individuals.

The research instrument used in this study is a nurse performance questionnaire adopted from Nursalam (2017) and has been used and tested by Squirting (2023). It consists of 12 statement items that cover aspects of caring, collaboration, empathy, responsiveness, politeness, and sincerity. Nurses' performance is categorized as "good" if the score ranges from 36–48, "moderate" if the score ranges from 24–35, and "poor" if the score ranges from 12–23. Based on the results of the validity test using Pearson Product Moment correlation on 20 test respondents, it was declared valid with a value of r calculated $> r$ table (0.444). The results of the reliability test showed a Cronbach's Alpha value of 0.982, so the instrument has a very high level of reliability and is suitable for use as a measuring tool in research. Closed questionnaire. Conflict management questionnaire modified from *The Relationship Between Leadership Style and Conflict Management* developed by Lombogia in 2013. The questionnaire that explored conflict management consisted of 20 items using a 4-point Likert scale, namely a score of 4 (strongly agree), a score of 3 (agree), a score of 2 (disagree), and a score of 1 (strongly disagree). Negative statements are scored in reverse order, as adapted from (Riskawati, 2020). The results of the validity test using Pearson Product Moment correlation on 30 respondents showed that the item was declared valid if it had a r count of $> r$ table (0.361). Furthermore, the results of the reliability test obtained a Cronbach's Alpha value of 0.858, which indicates

that the instrument has good reliability and is suitable for use in the study.

Data were analyzed using the Somers'D statistical test to test the relationship between conflict management and nurse performance. The Somers' D statistical test is used to measure the strength and direction of the relationship between two ordinal-scale variables. The main reason for its use in the study was its ability to distinguish between independent variables (confucius management) and bound variables (nurse performance), and it is well suited for non-parametric data that have a lot of *tied ranks*.

Results were categorized according to nurses' performance scores (good, moderate, poor) and analyzed quantitatively to determine the frequency distribution of each performance indicator. This research has received ethical approval from the Health Research Ethics Committee, Faculty of Medicine and Health Sciences, Alauddin State Islamic University, Makassar, with Ethics Approval Number C.163/KEPK/FKIK/XI/2025 issued on November 11, 2025.

RESULTS

The results of the study involving 80 nurses from four generations describe conflict management, nurse performance, and the relationship between the two variables as follows.

Table 1. Distribution of Conflict Management Frequency in Multigenerational Nurses at Haji Makassar Hospital (n = 80)

Conflict Management	Frequency (n)	Percentage (%)
Poor	30	37,5
Good	50	62,5
Total	80	100.000

Source: Primary Data, 2025

Based on Table 1, the distribution of conflict management frequencies among multigenerational nurses at Haji Makassar Hospital with a total of 80 respondents is presented. The results showed that the majority of respondents were categorized as having good conflict management, totaling 50 respondents (62.5%). Meanwhile, 30 respondents (37.5%) were categorized as having poor conflict management.

Table 2. Frequency Distribution of Multigenerational Nurse Performance at Haji Makassar Hospital (n = 80)

Nurse Performance	Frequency (n)	Percentage (%)
Poor	2	2.5
Medium	19	23.8
Good	59	73,8
Total	80	100.0

Source: Primary Data, 2025

Based on Table 2, the distribution of the frequency of multigenerational nurse performance at Haji Makassar Hospital with a total of 80 respondents is presented. The results showed that the majority of respondents had good performance, amounting to 59 respondents (73.8%). Respondents with moderate performance amounted to 19 respondents (23.8%), while respondents with poor performance represented the smallest proportion, amounting to 2 respondents (2.5%).

Table 3. Analysis of Conflict Management and Performance of Multigenerational Nurses at Haji Makassar Hospital (n = 80)

Nurse Performance	Conflict Management				Total	Percentage (%)
	Poor (n)	Percentage (%)	Good (n)	Percentage (%)		
The Baby Boomer Generation (1946-1964)						
Poor	0	0.0	0	0.0	0	0
Medium	0	0.0	1	33,3	1	33.3
Good	1	33.3	1	33.3	2	66,7
Total	1	33.3	2	66,7	3	100.0
Generation X (1965-1980)						
Poor	0	0.0	2	12.5	2	12.5
Medium	0	0.0	4	25.0	4	25.0
Good	4	25.0	6	37,5	10	62,5
Total	4	25.0	12	75.0	16	100.0
Millennial Generation (1981-1996)						
Poor	0	0.0	0	0.0	0	0.0
Medium	3	5.8	7	13.5	10	19.2
Good	18	34.6	24	46.2	42	80.8
Total	21	40.4	31	59,6	52	100.0
Generation Z (1997-2012)						
Poor	0	0.0	0	0.0	0	0.0
Medium	2	22.2	2	22.2	4	44.4
Good	2	22.2	3	33.3	5	55.6
Total	4	44.4	5	55.6	9	100.0

Source: Primary Data, 2025

Based on Table 3 among the Baby Boomer generation, the performance categories of nurses with moderate and good conflict management showed the same highest scores, with 1 respondent each (33.3%). Meanwhile, the lowest category was the performance of nurses with poor conflict management, as there were no respondents in this category (0%). In Generation X, the highest category was the performance of nurses with good conflict management, with a total of 6 respondents (37.5%), while the lowest category was the performance of nurses with poor conflict management, with no respondents recorded (0%).

Furthermore, among the Millennial generation, the performance of nurses with good conflict management represented the highest category, with a total of 24 respondents (46.2%), while no respondents were found in the category of nurses with poor conflict management (0%). Among Generation Z nurses, the performance category of nurses with good conflict management was also the highest, with a total of 3 respondents (33.3%), while no respondents were found in the performance category of nurses with poor conflict management (0%).

Table 4. The Relationship Between Conflict Management and the Performance of Multigenerational Nurses at Haji Makassar Hospital (n = 80)

Nurse Performance	Conflict Management				Total	Percentage (%)	P value
	Poor (n)	Percentage (%)	Good (n)	Percentage (%)			
Poor	0	0.0	2	2.5	2	2.5	0,020
Medium	4	5.0	13	16.3	19	23.8	
Good	26	32,5	33	41.3	59	73,8	
Total	30	37,5	50	62,5	80	100.0	

Source: Somers'D Statistical Test, 2025

Based on Table 4, the results of the Somers'D test on the relationship between conflict management and the performance of multigenerational nurses at Haji Makassar Hospital showed that the majority of respondents were categorized as having good conflict management and good nurse performance, totaling 33 respondents (41.3%). Meanwhile, the smallest proportion was found in the categories of poor conflict management and poor nurse performance, with no respondents recorded (0%).

Statistical analysis through the Somers' D Test yielded a p value of 0.020 with a significance level of $p < 0.05$. Since the $p(0.020)$ value is smaller than the α value (0.05), it can be concluded that there is a significant relationship between conflict management and multigenerational nurse performance. This means that the better the conflict management skills of nurses, the better their performance in providing nursing care.

DISCUSSION

Conflict Management Overview

The results of the study show that most of the multigenerational nurses at Haji Makassar Hospital have good conflict management skills. This indicates that nurses generally have adequate skills in managing conflict in the workplace, although most still exhibit inadequate conflict management skills.

Similar findings have been reported in several hospitals. Research conducted at Mawaddah Medika Hospital Mojokerto found that around 71% of nurses use constructive conflict management strategies (Basuki, 2024). Studies conducted at Tjaddin Chalid Hospital and Baladhika Husada Hospital Jember also reported that the majority of nurses had good conflict management skills (Sakinah et al., 2021 ; Oktaviana et al., 2024). Similarly, research conducted at Tobelo Hospital showed that 80.3% of nurses have good conflict management skills (Fitzgerald et al., 2023) . These findings suggest that nurses in various hospitals generally demonstrate good conflict management skills, although their levels of achievement vary.

Conflict management is a process that involves managing interactions and behaviors between individuals or groups and their impact on interests and interpretations, preventing conflicts from developing into problems that can interfere with patient performance and safety (W. Lestari et al., 2025). However, the presence of nurses with poor conflict management shows the need for improved skills in dealing with differences of opinion, work pressure, and generational differences in hospital settings.

Age differences and generational backgrounds affect how nurses manage conflict, which in turn affects performance (Nurdianto et al., 2023). Each generation has different characteristics, work values, and communication styles that influence responses to differences of opinion and conflict situations in the workplace (Siby et al., 2022). In nursing teamwork, the ability to adapt to these differences is essential for constructive conflict management (Tyranny et al., 2025).

These findings are consistent with research Sari & Andriani, (2025)), which states that age and generation relate to conflict management through differences in work experience, emotional maturity, and communication skills. Therefore, improving the performance of multigenerational nurses can be effectively achieved through strengthening conflict management capabilities, improving intergenerational communication, and improving teamwork training.

Nurse Performance Overview

The results showed that most of the multigenerational nurses at Haji Makassar Hospital had good performance, while only a small percentage showed moderate or poor performance. This shows that overall the performance of nurses at Haji Makassar Hospital is at a good level.

These findings are consistent with research conducted by Siwi, (2024)) in the inpatient ward of Ajibarang Hospital, which found that most of the nurses showed good performance. Similar studies also reported that nurses in inpatient wards performed well in applying nursing care documentation (Afriyanti, 2025) . Furthermore, the research conducted by Lestari et al., (2025)) at Jember District Hospital found that 70.2% of nurses had good performance and stated that nurses' performance was influenced by individual and organizational factors, including conflict management and teamwork.

Nurse performance reflects the ability of nurses to carry out their duties and responsibilities in accordance with nursing service standards, including correctness of action, teamwork, communication, and compliance with procedures (Kurniawan & Syah, 2020) . The high proportion of nurses with good performance indicates that nurses have been able to carry out their professional roles effectively in providing patient care (Scott, 2023) . However, the existence of nurses with moderate and poor performance indicates the need for continuous performance improvement.

Good nurse performance is closely related to the ability to manage conflict in the workplace effectively. Nurses who are able to manage conflict constructively tend to have more harmonious working relationships, lower stress levels, and a better focus on providing nursing care (Helga et al., 2023) . In a multigenerational work environment, conflict management is becoming increasingly important as age and generation differences can affect communication and teamwork patterns, ultimately affecting nurses' performance.

The relationship between Conflict Management and Nurse Performance Across Generations

The results of this study show a significant relationship between conflict management and the performance of multigenerational nurses at Haji Makassar Hospital. The Somers'D test yielded a pvalue of 0.020 ($p < 0.05$), which indicates that the hypothesis is accepted and confirms the existence of a significant relationship between conflict management and nurse performance. This means that better conflict management is associated with better performance of nurses.

These findings are consistent with research conducted by Nursyam et al., (2025) at Purwokerto Islamic Hospital, which reported a relationship between conflict management and nurse performance, showed that nurses with good conflict management tended to have higher performance. Similar findings were also reported by Oktaviana et al., (2024) at Baladhika Husada Hospital Jember, which states that managerial skills, especially effective conflict management, contribute to supporting nurse productivity and performance.

Research conducted by Asnawati & Lihu, (2022) It also shows consistent results, which indicates that good conflict management creates a conducive work environment that allows nurses to focus more on patient care. Hasanah & Maharani, (2022) It was further stated that nurses with good conflict management skills tended to have higher performance compared to

nurses who avoided or failed to resolve conflicts effectively. Conflicts in the hospital environment are inevitable; However, the way individuals respond to conflict becomes a determining factor in nurse performance and job satisfaction (Savitri & Hendrawan, 2024).

When reviewed by generation group, the results of this study show a variation in the pattern of the relationship between conflict management and nurse performance. Among the Baby Boomer generation, despite the limited number of respondents, all nurses showed moderate to good performance. This condition may be affected by their long-standing involvement in the work environment, so existing conflicts do not directly affect the decline in performance. A study by Pangestu et al., (2025) states that nurses with longer work experience tend to have better adaptability and emotional control, therefore conflict in the workplace does not significantly affect their performance.

Among Generation X nurses, most respondents showed good conflict management and also showed good performance. However, there are still nurses with poor conflict management who still maintain good performance. These findings suggest that factors other than conflict management also affect nurses' performance. Research by Sanches et al., (2024) mentioning that Generation X nurses generally have a strong work commitment and are able to maintain their performance despite experiencing stress or conflict at work.

In Generation Y (Millennials), who were the largest group in the study, the relationship between conflict management and nurse performance appeared to be clearer. Nurses with good conflict management mostly show good performance. Despite this, some nurses with poor conflict management still maintain good performance. These findings show that Generation Y nurses are generally flexible, adaptive to change, and able to work under pressure. Research by Pratiwi, (2025) explains that Millennial nurses tend to rely on teamwork and social support in problem-solving, so their performance remains stable even when individual conflict management skills are not yet optimal.

Meanwhile, among Generation Z nurses, the findings showed variation between good and poor conflict management and nurse performance categorized as good and moderate. The absence of a poor performance category suggests that Generation Z nurses are still in the early stages of their careers with relatively high work motivation. However, limited experience and communication skills can affect the way they deal with conflict. These findings are consistent with research conducted by Lee et al., (2023), which states that Generation Z nurses need ongoing guidance and mentoring to develop conflict management and interpersonal communication skills in the workplace.

Theoretically, the relationship between conflict management and cross-generational nurse performance can be explained through Roy's Adaptation Theory, where conflict is seen as a stimulus that requires nurses to adapt through coping mechanisms. Effective conflict management will result in adaptive responses in the form of improved performance and teamwork, while poorly managed conflicts can lead to work stress, burnout, and a decrease in the quality of health services (Putra, 2016).

In addition, the conflict management theory put forward by Thomas and Kilmann explains that collaboration and compromise strategies in conflict resolution tend to produce more positive results compared to avoidance or coercion strategies (Ramadhani et al., 2025). Nurses who are able to choose the right conflict management strategies are more likely to maintain positive working relationships, which in turn positively impacts the performance of nursing services. These findings are consistent with research conducted by Sambas et al., (2025), which concludes that nurses with good communication and emotion control skills are better able to cope with conflict in the workplace without compromising the quality of patient care.

However, conflict management is not the only factor that affects nurse performance. This is reflected in the existence of nurses with poor conflict management but still showing good performance. These findings suggest that nurses' performance is also influenced by other factors that operate simultaneously in the work environment. Research by Amin et al., (2020) stating that leadership support and a conducive work climate can help maintain nurses' performance despite workplace conflicts.

CONCLUSION

Based on the results of this study involving 80 multigenerational nurses at Haji Makassar Hospital, it can be concluded that most of the nurses show good conflict management and good performance. Somers'D statistical analysis showed a significant relationship between conflict management and multigenerational nurse performance, with a p value of 0.020 ($p < 0.05$). These findings show that the better the nurses are at managing conflict, the better they are at delivering nursing care. Effective conflict management can improve communication, strengthen teamwork, and support the creation of a conducive work environment despite generational differences among nurses. Additionally, generational differences affect how nurses respond to and resolve conflicts in the workplace. Therefore, hospitals are encouraged to strengthen conflict management strategies through intergenerational communication training, improved teamwork, and continuous professional development to improve nurse performance and quality of healthcare.

Based on these findings, hospitals are advised to strengthen conflict management strategies through intergenerational communication training, improved teamwork, and leadership support that encourages a harmonious work environment for nurses of different generations. Nurse managers and head nurses are also expected to facilitate open and respectful communication between different generations to minimize conflict in the workplace and improve nurse performance. Further studies are recommended to involve larger sample sizes and multiple hospitals to improve the generalization of the findings. Further research can also examine other factors that affect nurse performance, such as leadership style, work motivation, job satisfaction, workload, and organizational culture.

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