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INTERPERSONAL COMPETENCE AS A PROPOSAL FOR CONFLICT MANAGEMENT IN HEALTH WORK: AN INTEGRATIVE REVIEW

COMPETÊNCIA INTERPESSOAL COMO PROPOSTA PARA A GESTÃO DE CONFLITOS NO TRABALHO EM SAÚDE: REVISÃO INTEGRATIVA

COMPETENCIAS INTERPERSONALES COMO UNA PROPUESTA DE GESTIÓN DE CONFLICTOS EN EL TRABAJO EN SALUD: UNA REVISIÓN INTEGRADORA

Eliane Ramos Pereira[1], Rose Mary Costa Rosa Andrade Silva[2], Janaína Oliveira da Silva[3], Denize Cristina de Oliveira[4], Marcos Andrade Silva[5]

ABSTRACT

Objective: to identify, in nursing research, the factors that contribute to the emergence of conflicts. ***Method*:** integrative literature from the research question: << ***What are the most common factors that generate conflict in the professional practice of nursing and how nurses can establish interpersonal competence in management of these conflicts?*** >> Data collection was performed in the bases LILACS, BDEnf and the virtual library SciELO, using the descriptors: management, nursing, conflict and competence. The analysis was done from careful and accurate reading of the articles selected for appraisal and criticism, seeking joint thematic analysis based on the literature. ***Results***: totaling ten articles, after examination, were built two themes << ***The triggers of conflict in nursing*** >> and << ***The interpersonal competence in management conflicts*** >>. ***Conclusion***: the interpersonal competence is an effective resource in conflict management that helps the nurse to establish interaction between team members. ***Descriptors***: Professional Competence; Conflict; Interpersonal Relations; Practice Management; Nurse.

RESUMO

Objetivo: identificar, na produção científica de enfermagem, os fatores que contribuem para o surgimento de conflitos. ***Método***: revisão integrativa a partir das questões de pesquisa << ***Quais os fatores mais comuns geradores de conflitos na prática profissional de enfermagem e como o enfermeiro pode estabelecer a competência interpessoal no gerenciamento desses conflitos?*** >> A coleta de dados foi realizada nas bases LILACS e BDEnf e na biblioteca virtual SciELO, utilizando-se os descritores: gerenciamento, enfermagem, conflito e competência. A análise se deu a partir de criteriosa e apurada leitura dos artigos selecionados, para a apreciação e crítica, buscando-se articulações temáticas, analisados com base na literatura. ***Resultados***: totalizando dez artigos, após análise, foram construídos dois eixos temáticos << ***Os fatores desencadeadores de conflitos na enfermagem*** >> e << ***A competência interpessoal no gerenciamento de conflitos*** >>. ***Conclusão***: a competência interpessoal é um recurso eficaz na gestão de conflitos ajudando o enfermeiro a estabelecer interação entre os membros da equipe. ***Descritores*:** Competência Profissional; Conflito; Relações Interpessoais; Gerenciamento da Prática Profissional; Enfermagem.

RESUMEN

Objetivo: Identificar, en la investigación en enfermería, los factores que contribuyen a la aparición de conflictos. ***Método***: revisión integradora a partir de las preguntas de investigación << ***¿Cuáles son los factores más comunes que generan conflictos en la práctica profesional de la enfermería y cómo las enfermeras pueden establecer competencia interpersonal en la gestión de estos conflictos***? >> La recolección de datos se realizó en las bases de datos LILACS, BDEnf y biblioteca virtual SciELO, utilizando los descriptores: gestión, enfermería, el conflicto y la competencia. El análisis se realizó a partir de una lectura cuidadosa y precisa de los artículos seleccionados para la evaluación y la crítica, buscando articulaciones temáticas analizadas en base a la literatura. ***Resultados***: de un total de diez artículos, después de un examen, se construyeron dos temas << ***Los factores desencadenantes de los conflictos en la enfermería*** >> y << ***La competencia interpersonal en la gestión de conflictos*** >>. ***Conclusión***: la competencia interpersonal es una gestión eficaz de los conflictos ayudando a la enfermera para establecer una interacción entre los miembros del equipo. ***Descriptores***: Competencia Profesional; Conflicto; Relaciones Interpersonales; Gestión de la Práctica Profesional; Enfermería.

[1]Nurse, PhD in Nursing, Post-Doctorate from the State University of Rio de Janeiro/UERJ, Associate Professor, Nursing School Aurora de Afonso Costa, Fluminense Federal University. Niterói (RJ), Brazil. E-mail: elianeramos.uff@gmail.com; [2]Nurse, PhD in Nursing, Associate Professor, Nursing School Aurora de Afonso Costa, Fluminense Federal University. Niterói (RJ). PhD Student in Social Psychology/UERJ. Rio de Janeiro (RJ). Brazil. E-mail: roserosauff@gmail.com; [3]Nurse, Resident in Public Health, Nursing School Aurora de Afonso Costa, Fluminense Federal University. Niterói (RJ), Brazil. E-mail: jana_tibe@yahoo.com.br; [4]Nurse, PhD in Public Health, Post-Doctorate from École des Hautes Études en Sciences Sociales/EHESS, France. Titular Professor, Nursing School of State University of Rio de Janeiro/UERJ (RJ). Brazil. E-mail: dcouerj@gmail.com; [5]Nurse, Master in Nursing, Assistant Professor, University Gama Filho. Rio de Janeiro (RJ). Brazil. E-mail: m.andradesilva@terra.com.br

INTRODUCTION

One of the factors that contribute to professional success is the way in which people relate in the workplace. In recent years the labor markets has valued the interpersonal seeking professionals in interpersonal relations, and know how to respect the differences of each team member.

Nursing as a science that relates to other sciences, is part of that context. The nursing staff is the greatest among teams of health professionals especially in the hospital, and in this area of health, the nurse assumes managerial action highlight.[1] In an organization that relies on teamwork, interaction becomes critical to the success of the goals.

The organizations responsible for the development of the level of health in Brazil and around the world advocate the search for professionals know interact in a team. It is necessary for health professionals to review the way of taking care of the humans, dealing with health and disease and management processes.[2]

The nurse performs many basic activities in their practice such as consulting, auditing, management, epidemiological surveillance, primary care activities, among others.[1] Establish good relationship in the workplace and develop team activities has never been a simple task, because they require much more than technical skill.

With so many responsibilities, the nurse faces numerous conflict situations, but can be overcome if they seek new skills, especially the development of interpersonal competence[2], which is "resulting in accurate and realistic perception of interpersonal situations and specific behavioral skills that lead to significant consequences in authentic and lasting relationship, satisfactory to the people involved."[3:36]

Conflicts can arise in many situations in practice, and should be managed effectively, placating the inconvenience and loss resulting there from, and restore the interaction on team. The interpersonal competence can become an instrument for transforming nursing practice as it contributes to the professionals learn to understand and deal with differences of ideas, attitudes, behaviors and feelings. Thus, this study aims to identify the nursing research the factors that contribute to the emergence of conflicts, and analyze the interpersonal competence of nursing for managing conflicts in professional practice.

The study is justified, therefore, in view of the importance of the issue for good fellowship team, considering the individual differences that often prevent a good relationship, and interfere with the actions of professional practice. Becomes relevant for pointing as possible the resolution of conflicts through interpersonal competence, which is a skill that needs to be developed between the nursing staff.

METHOD

Study of integrative literature review that in addition to its applicability to clinical practice allows theoretical advances to the present state of science. With the delimitation of the subject, the study was guided by the research question << What are the most common factors that generate conflict in the professional practice of nursing >> and << How nurses can establish interpersonal competence in management of these conflicts? >>

Data collection was carried out from bases in electronic search of the literature was conducted in the following databases: Latin American and Caribbean Health Sciences (LILACS), Base Nursing (BDEnf) and Scientific Electronic Library Online (SciELO). To search were used the descriptors: management, nursing, conflict, and competence, occurring from September 2011 to January 2012. The LILACS database was accessed through the portal of the Virtual Health Library (BVS).

As sampling criteria were included scientific articles published in national nursing in the Portuguese language, available in full, covering the time frame from 2003 to 2011. We excluded those who did not comprehend the requirements mentioned and that did not specifically address on the theme and moreover, is also excluded editorials and letters.

The articles totaled ten productions nursing. The analysis was done from careful and accurate reading of the articles, for a critical appraisal and data extracted from productions, seeking joint thematic and analyzed based on the existing literature. The selected studies were grouped into two thematic focuses: those that deal on the triggers of conflict in nursing, and those who talk about interpersonal skills in conflict management, highlighting the skills to be implemented in conflict management.

RESULTS

It may be noted that, of the ten studies reviewed, seven of relevant approaches have brought about conflicts, especially by

highlighting factors that can trigger conflicts in professional practice, and therefore enrolled to scientific production, as shown in Table 1.

Table 1. Articles published about triggering factors of conflicts in nursing published in the period 2003 to 2011. Niterói, RJ, 2011.

Author	Title of article	Year	Method	Results
Ribeiro M, Santos SL, Meira TGBM[1]	Reflecting on Leadership in Nursing.	2006	Literature review with a qualitative approach.	The leadership prepares the professional to communicate with the group, resolve conflicts and have initiative in decision-making.
Corradi EM, Zgoda LTRW, Paul MFB[4]	The management of the conflicts among the nursing team.	2008	Qualitative study with 18 nurses in leadership positions.	Negatively influence the interactions: the disengagement with the goals of the work and personality of the members. The differences create new ways to solve the problems.
Shimizu HE, Ciampone MHT[5]	The representations of the technicians and nursing assistants about the work in the ICU.	2004	Qualitative study with 4 technicians and 12 nursing assistants.	Conflicting relations arise on rigid posture and authoritarian nurse, lack of unity among the team and lack of space to expose their feelings.
Duarte LEMN, Lautert L[6]	Conflicts and dilemmas nurses working in operating rooms of hospitals macro-regional.	2006	Descriptive study with twelve nurses	Professional satisfaction depends on dialogue between all conditions, identifying conflicts and dilemmas that compelling lead to clashes.
Braga EM, Silva MJP[7]	How to follow the progression of the communicative competence of nursing students.	2006	Qualitative study with 13 professors of communication in nursing	The communicative competence, important in the interactions, progresses as communicative skills, evolves between students and patients.
Matos E, Pires DEP, Sousa GW[8]	Labor relations in interdisciplinary teams: contributions to new forms of work organization in health.	2010	Descriptive study with 19 professionals, 4 users and 2 family members.	The prospect of interdisciplinary made better relations between professionals and between them and the patient/family, with closest approach to the needs of the patient and quality of care.
Freitas GF, Fugulin FMT, Fernandes MFP[9]	The regulation of labor relations and human resource management in nursing.	2006	Review of the literature.	Duration of working time, and rest periods between rounds, overtime, weekly rest periods and work shifts are situations that generate doubts and conflicts.

It is, however, important to note that, in the scientific literature selected in accordance with the terms used in the search, the investigation identified only three articles that address the topic interpersonal competence related to the nurse, as shown in Table 2. This confirms the marked scarcity of scientific publications on this topic.

Table 2. Articles published on interpersonal competence in conflict management in nursing journals in the period 2003 to 2011. Niterói, RJ, 2012.

Author	Title of article	Year	Method	Results
Munari DB, Bezerra ALQ[2]	Inclusion of interpersonal competence in training of nurses as manager.	2004	Study of reflection.	Interpersonal competence is a fundamental instrument to transform the management practice of the nurse.
Fernandes DJ, Araújo FA, Fernandes J, Reis LS, Gusmão MCCM, Correia VS[10]	Interpersonal competence as an instrument of work in health.	2003	Study of reflection.	Interpersonal competence in health work values both the intellectual development as interpersonal relations, and it involves emotions and feelings.
Munari DB, Costa HK, Cardoso AHA, Almeida CCOF[11]	Characteristics of interpersonal competence of nurses: study with nursing undergraduates.	2003	Quantitative and qualitative study with nine nursing undergraduates	Development of interpersonal competence allows the formation of a leader who can evaluate and scale the problems more effectively and integrated.

With the accurate analysis of the selected articles, the data were grouped into three themes, the first dealing about the factors that contribute to the emergence of conflict in health practice; the second thematic focus on interpersonal competence in health work; and the third, on the development of interpersonal competence by nurses, which stand out as contributions of the study, important skills to be implemented in the management of situational conflicts among the interactions of nurses with the team work.

DISCUSSION

• Conflicts in nursing practice: trigger factors

Many of the difficulties that generate conflicts are associated with failures in leadership and management for nurses, the organizational structure of services, stress

environments, and especially relational aspects of communication are considered as important subthemes that axis of the study.

• Failures of leadership and management for nurses

In a survey of ICU, the nursing faculty identified conflicting relations between nursing staff, namely: a hierarchical relations rigid and authoritarian by the nurse in relation to nursing assistants and technicians, lack of unity among the team, little interaction and lack space where they can expose their feelings.[5]

Other factors stand out as drivers of conflict: the individual's personality, differences in values, overlapping or lack of clarity of roles and lack of information.[12] And also problems like ineffective leadership, not knowing how to deal with the diversity of opinions, lack of ethics, the fostering of generating conflict by the nurse leaders of disengagement with the led, hierarchical disrespect.[4]

• Difficulties related to the organizational structure of services

In daily work, certain norms may raise conflicts in the nursing staff, such as duration of working hours, rest periods between and within hours, overtime hours, paid weekly rest and change of shifts.[9]

Some of the difficulties in working relations can also be the result of professional conflicts, especially between the medical and nursing staff, particularly fruits of disagreements about management assistance, interfering with the team as a todo.8 The lack of infrastructure to meet the demand, the disrespect and failure of the team stand out as generators of conflict between the teams.[6]

Other factors were also shown to be: lack of equipment, inadequate physical conditions, equipment shortages and high demand of patients are situations that contribute to stress in staff and concomitantly the conflict.[12]

• Personal obstacles in communication

In the process of interaction, communication is indispensable vehicle, for through it the nurse and receives knowledge, organizes and develops its service goals to be achieved together with his team.[1] There are, however, some limitations in the communication of the nurse to be overcome in daily practice[2] exacerbated by the absence of dialogue and conflicting goals, plus pre-judgment and immature stressful confrontations.[4]

Some weaknesses in the communication of nurses were also pointed out regarding the persuasiveness and effective communication.[11] Other barriers in communication is point out the difficulty in giving and receiving feedback, to show feelings and emotions, conflicts and misunderstandings of information, which portrays flaws in communication skills to nurses.[7]

• Difficulties in relationships

Common problems such as lack of trust between the team, insecurity and lack of empathy, make superficial relations with their neighbors. The second concerns the work itself and also the requirements for improvement, technological advances have been prioritized at the expense of the relational aspects.

Some attitudes and behaviors can lead to conflicts in the team as those related to the lack of affinity between professionals, deceit, lack of collegiality, difficulty of meshing. Furthermore, the emergence of misunderstandings, mistrust, selfishness, disrespect and anger indicate the differences in each individual.[4] A negative climate of hatred, antipathy and distrust, directly affects the performance, professional and organizational growth.

On the other hand, the differential treatment of patients with disrespect and aggression is considered generating conflicts for nurses posing conflicts against others who disapprove of such attitudes towards patients.[6]

• Stress in stressful environments

Conflict situations can arise depending on the emotional state of the nurses undergoes changes in the course of duty, due to fatigue and stress, especially in units where there is demand for high level skills and need immediate answers[13], predisposing the emotional wear and uncontrolled.

The dynamics taxing units of high complexity and especially intensive care to critical patients were also identified as factors that hinder the management of nursing, allied to the scarcity of materials mechanization of relations between patient / family and staff.[14] In emergency services, for example, in addition to the challenges and stresses due to the severity of patients in emergency conditions especially traumatic, there is great vulnerability, stress and emotional instability also in relations with family members, leading to conflicting situations and stressful for staff.[15]

Moreover, the fact that nurses incorporate

sharply several other functions in their work has been the cause of much discussion in the face of the consequent burden.[1] Generating conflicts, add to the burdens on double shifts at another institution generating personal dissatisfaction, physical exhaustion and psychological detriment of actions inherent to the profession and should be privileged.

• The interpersonal competence in conflict management

From the perspective of the factors in conflicts in professional practice, as set forth above, we can deduce that the mediating intervention of nurses through their interpersonal competence is an excellent opportunity for a resolution promising in various conflict situations.

In the health field, still influenced by the Cartesian model, the body, mind and spirit are seen as separate entities and the emotions and feelings have not been considered as relevant as the technical skills. It is as if the anxieties, sufferings, hopes and emotions of each individual were only attributes.[10] Considering this dimension present in practice, and to the demands and complexity of organizations, the development of interpersonal competence enables better performance especially in professional interactions[2] referred to teamwork in health care.

The interpersonal competence is not a gift or innate attribute of personality, but an ability that is acquired through proper techniques.[3,10] It may be noted that "the exercise of jurisdiction is tied to human values, ethical principles and ideals that reflect the profession's commitment to actions endowed with tolerance and respect of all genres".[7:332]

Remember that conflict is common in any interpersonal relations, when it happens in the workplace is considered a natural phenomenon and when it is administered in a constructive manner, can provide strengthening relations.[12] In this regard it is noteworthy that the work is to exclusively human material because it is given as a body and as a body.[16] And conflict management means implementing appropriate strategies to deal with each situation. Also, should not only be seen as aggression situations or disputes, but rather as a source of new ideas allowing parties to expose their views, values and interests.

The interpersonal competence in health work enhances both the intellectual and interpersonal relations, since the professional has to deal with situations involving the emotions of team members as well as their own emotions and feelings,[10] is important in the management of the nurse daily contact with the differences, conflicts of ideas, feelings of conflict between other emergent situations.[2]

The nurse needs to develop in the area of leadership with technical competence and interpersonal, and is based on the relations established with others, interpersonal competence that is being built. Thus, the development of interpersonal competence can be an instrument transformer in managerial practice because it allows evaluation and sizing problems more effectively integrated.[2,11]

• Development of interpersonal competence in conflict resolution

It can be considered that the development of interpersonal competence in the course of daily practice is an excellent opportunity for growth and experience in solving possible conflicts within professional nursing.

To that conflict management is satisfactory is important to understand this process, that permeates through five stages: the first is the latent conflict regarding the conditions that give rise to conflict, and the second is the perceived conflict, which involved realize what is happening, and the third is the conflict becomes meaningless as emotion, the fourth is the manifest conflict, stage manifested actions and solutions to resolving the conflict and, the latter refers to the result of the conflict, that is, the evaluation how it is resolved.[4]

In fact, there are no recipes or formulas that describe how to achieve interpersonal competence, as in dealing with human beings cannot be standardized formulas. Although there are no recipes to relate to each other[10], some skills of interpersonal competence can be developed gradually in different conflicting situations between experienced professionals, particularly in the nursing team.

Given the interpersonal competence that must be cultivated and exercised by the nurse with your team, bring as contributions of the study some essential skills that show that competence, in order to emphasize the perspective of nurses in developing such special aspects in order to prevent the outbreak of conflict or extension of this, as soon perceived its early stages, or even when in conflict situations already manifest, which will enable better quality of its management.

• Interpersonal competence in the perception of themselves and each team member

The development of interpersonal competence can help professionals to understand and deal with these issues, as it allows increasing the perception of people. This process needs to be exercised articulately with personal growth and requires self-awareness, self-awareness and self-acceptance.[2] This is because the process of development of interpersonal competence is a long path, trodden the expense of suffering and working internal revelation of looking in the mirror our qualities and defects, not always easy.[11]

In this sense, the key components for the development of interpersonal competence are: perception, skills and relationships. The perception must be trained, because it provides personal growth and self-awareness, self-awareness and self-acceptance. Skill involves perceptual and behavioral flexibility where it is observed the situation from multiple angles and seeks to act differently and not routine, trying new behaviors such action alternatives. And last component is the relationship refers to the relationship itself and understands the emotional-affective.[3]

To face the challenges of teamwork and the role of manager, some essential aspects in the relational dynamics of the nursing staff are essential, which can be developed from the expansion of self-awareness, control of impulsivity, the persistence, motivation, empathy, care and social skills.[2,17] The conflict can be minimized if the nurse better understand each team member, providing personal growth through interactions.

• Interpersonal competence in recognition of the other and interdependence

It is considered that, in professional practice, "the more we will be able to relate more to the daily work".[10:63] Thus the relationship makes the team as a body in the working environment, in which prevails the interdependence and interaction between its members by facilitating their performance together.

Some techniques can be developed to foster good interpersonal relationships, such as: developing cooperation in the spirit of team work, providing opportunities to experience crises and personal actions in the corporate environment, keep communication open in order to minimize stress on relationships and establish a climate of trust that allows the exchange of feedback.[3] Teamwork requires that recognizes and fosters the skills, capabilities and potential of each member attending to the whole of each individual and respecting the individuality.[1]

Establish relationships in the workplace is difficult process, since each worker brings calls for professional ties, affective, friendships and affinities that are conditioned by several reciprocal attitudes, enabling the worker to live with greater or lesser skill with your fellow job.[4] In this sense the construction of a harmonious climate reflected in a healthy environment and without major difficulties.

• Interpersonal competence in valuing feelings and emotional needs

Not enough merely the correct procedure or technique is needed something more: the emotional and sentimental side.[10] These elements should be considered fundamental because there is a process of interaction between the professional and the client, this is evident, as the presence of these components interpersonal relationships.

The inclusion of interpersonal competence in nursing practice is of paramount importance because the professional has to deal with the emotions of users and team members at the same time, have to learn to deal with their own emotions. To connect with other members of the professional staff, especially nursing, you need to learn skills to interact in good and bad situations where individual differences can be worked in an environment of mutual trust and respect.

It is necessary to realize the professional emerging as a subject and configured a web of social relations, since subjectivity in each individual is determined by social and historical factors. The self in each of us, appears as a set of thoughts and feelings that determine the existence of each and their understanding of themselves.[10]

• Interpersonal competence in empathetic comprehension

An essential element in the development of interpersonal competence is empathy that implies the understanding and perception of the reactions of the other. It is essential in the communication process, as that facilitates the correct understanding of the message.

Empathy involves understanding the other, service orientation, developing of the other and cultivation of diversity. Empathy and understanding of each other refers to the perception of feelings and interest in their concerns. Empathy as a guidance for attendance implies prediction, in identifying and meeting the needs of those who are cared. Empathy as a development of the other would be the perception of development needs of the being and its capabilities. And

last, empathy as crop diversity that means cultivate the opportunities of the other, that is, respect the patient and the staff member as a whole.[10]

The professional who develops their interpersonal competence has a much greater capacity to deal with conflict situations in hone talents and transform the work environment in a climate of trust and satisfaction. That way, you will not only look at them and will understand the complexity of relations between humans.[2]

Thus, the conflicting relations can be considered a processing path, because this relations arises an opportunity for growth of the parties involved. Therefore, interpersonal competence can be seen as a solver of these conflicts, as it allows nurses learn to assess and understand the extent of the problem. The interpersonal competence enables nurses learn to manage the team and individual differences, thus, establishing a harmonious environment.

- **Interpersonal competence in communication mediating in conflict**

Communication, though complex because it involves two or more people, it becomes a fundamental tool in the process of conflict resolution. To listen and want to hear besides encouraging a good relationship is the more correct way of communicating.

The ability to communicate is important for enabling moments of expression of thoughts and feelings. Verbal communication shows that words are important contact tools, used more consciously, but the act of speaking is complex because it influences the relationship among people.[7]

Through this perspective, interpersonal competence can be understood as "the ability to deal effectively with interpersonal relations, dealing with other people appropriately to the needs of each and demands of the situation".[3:17] This ability is a distinguishing feature in the training of nurses dealing with various situations such as health and illness, life and death.[2] In this sense, the challenge of training is to build a "personal competence" which includes the ability to mediate conflicts without refereeing, working the reason from emotion.[18]

The practice of nursing is an interpersonal process, symbolic and complex, requiring the nurse's understanding of the relations of verbal and non-verbal interactions, knowing the emotions, expectations and stereotypes interfere with communication beyond the prior knowledge of the issuers. Motivation is considered essential for the development of communication skills between team members,[19] providing interactions and placating and conflicts.

- **Interpersonal competence in interactive solution of the conflict**

However, to cope with the difficulties, it is important for the nurse, the manager role, knowing and applying four strategies: accommodation, domination, compromise and interactive troubleshooting. Each strategy should be used according to the situation. Accommodation occurs in the cover-up of the problem with the intention of establishing harmony, however, the problem is implied. Domination occurs in the power struggle, whichever the decision of who is more representative function, this strategy does not allow negotiation there. In each commitment involved should give a little, waive issues less prevalent, thus preserving the essence. In the last strategy, interactive solution, seeking alternative solutions that satisfy the parties.[4]

Among these, the commitment and interactive troubleshooting can be highlighted as important and effective conflict management strategies to be developed in interpersonal competence. This perspective to interpersonal competence as a strategy for conflict resolution, it is essential that nurses develop skills to better deal with relations, since it performs various functions in hospitals and basic health units and at all times interacts with other professionals, providing opportunities to develop important skills and adapt them to the different situations of conflict.

In the interactive solution of the conflict, negotiation is an important element to be considered, and, accordingly, the nurse needs to develop skills aimed at providing favorable environment for this negotiation, promoting effective communication, which means primarily listening carefully, dealing differences and have mutual understanding.[20]

- **Interpersonal competence in facilitating attitudinal changes**

In the process of development of interpersonal skills to give and receive feedback allows building relationships, helps in changing behavior, of course, this skill needs training, requiring courage and availability. Effective feedback helps the individual or the group to improve their performance and their goals.[3,7] Feedback is communication to a person or group in order to provide them with information about how their actions are affecting others. To be useful the feedback is so important to be descriptive, specific rather than general,

compatible with the needs of both, directed, requested rather than tax, timely and clear.[3] However, in interpersonal relations in the professional field, perhaps these criteria are not so commonly followed, which may explain successive failures in communication between people.

In the process of development of interpersonal competence has to consider, especially creativity. The innovative approach makes possible the performance of activities that are new challenges for individual and collective creativity, since the acceptance of new ideas leads each team member to reassess their values, attitudes and behaviors generating a pleasurable and productive realignment of the group.[2,16]

The managerial action is constantly changing requiring attention and attitude of willingness to deal with people. Relational aspects can be developed from the impulse control, persistence, motivation, empathy, zeal, social skills and psychological resistance.[2] It is important that during the work process, the nurse provides opportunities to participate, share and seek solutions to problems arising with your entire team, trying to hear the views of members, developing verbal and non-verbal.[1]

CONCLUSION

The study allowed pointing out that the inclusion of interpersonal competence influences directly in the interpersonal relations and conflict resolution. However, the rareness of studies exploring this issue demonstrates the need for advances in resolving conflicts. So, besides offering support to extend research on interpersonal competence, may also contribute to improve performance in interpersonal relations and the development of nursing's ability to deal with conflict situations.

Importantly, the daily health practice, any professional can develop interaction skills, using strategies according to the different situations of conflict, in an appropriate manner and at the right time. Thereby it enables greater interaction, cooperation and productivity among team members. In conflict resolution the interpersonal competence will enhance the development and use of skills such as commitment, interactive problem solving, effective communication and attention to feedback, empathy, understanding each other, among others. These skills provide strategies that are powerful tools to be applied in everyday practice enabling harmonious environment and avoiding conflicts that hinder professional and organizational growth.

The interpersonal competence is, therefore, an effective resource in conflict management because it takes into account the context of professional practice, the organizational environment and the development of cognitive, affective and interdependent social seeking the mediation between the parties involved, keeping the team interaction through respect, understanding and mutual appreciation. Thus, interpersonal competence through the walls of the individualistic conception, can give the team interaction as body, organism with functions interconnected and interdependent, whose unity is maintained by effective management of conflicts.

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Corresponding Address

Eliane Ramos Pereira
Department of Medical-Surgical Nursing
Federal Fluminense University
Rua: Dr. Celestino, 74 / Centro
CEP: 24020-091 - Niterói (RJ), Brazil