

## SUMMARY

One of the most important elements in healthcare is quality, which is taken care of by whole teams, ranging from medical staff to administration and service workers. Cooperation is an important element, which makes all the cogs of this mechanism function properly, and which many a time malfunctions due to various factors affecting it, such as the financial situation, changes in lawmaking or organisational shifts. Then, alongside cooperation, conflict appears, which can significantly disrupt the work of a healthcare unit. Interest in this topic is not accidental as not only personal experiences but also current changes in healthcare make it possible to research the topic and recommend solutions.

Conflicts in healthcare units are as common as in any other organisation. It could even be said that they occur with higher intensity because the healthcare sector is a branch of national economy, which is probably subjected to the most frequent and radical changes.

The author has noted a significant lack of a comprehensive study, made from a point of view of a practitioner, aimed at confronting the existing theories with the daily reality in this unit, which is different from all the other enterprises and whose specificity also lies in the volume of the stakeholders, who are a serious source of conflict. This deficiency constitutes a significant **cognitive gap**.

According to the author, intra-organisational conflict does not find much interest among other authors dealing with management in healthcare.

**The main purpose of the dissertation** is to try to identify and evaluate the impact of these conditions on intra-organisational conflicts occurring in healthcare units operating within the Kuyavian-Pomeranian hospital network. The implementation of such a formulated objective required the achievement of series of specific objectives. These include:

1. Identification of potential conditions that may affect the formation, development and the course of intra-organisational conflicts in healthcare units.
2. Identification of determinants of formation, development and the course of intra-organisational conflicts in healthcare units.
3. Analysis and assessment of the specificity of perceiving a conflict by various stakeholders of healthcare units.
4. Development of recommendations for managers of healthcare units in the area of conditions of intra-organisational conflicts, their course and methods of solving them.

**The main objective and the specific objectives allowed for the formulation of the following research questions:**

1. What external conditions influence the emergence, development and course of intra-organisational conflicts in healthcare units?
2. What internal conditions influence the emergence, development and course of intra-organisational conflicts in healthcare units?
3. Are there differences in the perception of the emergence, development and course of intra-organisational conflicts by various stakeholders of healthcare units?

The implementation of the presented objectives required the use of various research methods. The theoretical part of the dissertation was created as a result of an analysis of the available literature. In the empirical part quantitative research methods were used: questionnaire research and selected statistical methods. To carry the research, the author's questionnaire was used, which was sent to hospitals, which later sent it to subordinate employees of their units. The research was carried in 2021 in healthcare units, on a sample of 390 respondents belonging to various groups of employees of Kuyavian-Pomeranian hospitals.

The above considerations and the results obtained in the estimation of three logit regression models, allowed for the development of a model of intra-organisational conflicts in healthcare units.

The concluded research clearly shows that the stage of conflict formation in healthcare units is mostly influenced by excessive government interference in the functioning of hospitals, insufficient funding and employees representing different behaviour and beliefs.

However, at the stage of conflict development, pressure and lack of understanding the economical specificity of the hospital by the contractors as well as differences in the access to financial resources turned out to be the most significant factors. Another important factor at the stage of conflict development is also the divergence of goals and the perception of the hospital's mission among managers and employees.

On the other hand, at the stage of the conflict, the most important factor is the differentiated level of remuneration across positions, lack of cooperation between various stakeholder groups, managerial style of the supervisor and belonging to separate occupational groups. The only irrelevant factor is differences in access to social resources.

In conclusion, a modern manager should consider both internal and external conditions, as well as implement modern tools that can reduce intra-organisational conflicts.