

Intra-organizational communication satisfaction and job satisfaction among Flemish hospital nurses

Peter Vermeir, Sophie Degroote, Dominique Vandijck, Els Tobback, Liesbeth Delesie, An Mariman, Myriam De Veugele, Renaat Peleman, Rik Verhaeghe and Dirk Vogelaers

Ghent University Hospital / Ghent University
Belgium



Introduction

- ✓ In an era of resource limitation, nursing effectiveness is an important goal, hampered by nurse shortage and high turnover
- ✓ Job satisfaction is clearly related to increased performance, lesser turnover and decreased burnout incidence
- ✓ Job satisfaction is influenced by communication satisfaction



Introduction

- ✓ Interprofessional teamwork is achieved through interactive efforts of all team members involved on the basis of good communication and respect for each other's role
- ✓ Not only the technical skills of the team, such as knowledge and experience, but also team size, psychological composition and non-technical skills, such as communication and the way the team is run, can affect team performance and contribute to improving patient safety
- ✓ Communication problems within healthcare teams remain a frequent cause of reduced patient safety

Aim

Explore relationships between communication satisfaction, and job satisfaction, intention to leave and burnout among Flemish nurses





Methods

- ✓ Multicenter questionnaire study in nurses working in 3 Flemish hospitals (Belgium)
- ✓ Data were collected by means of three instruments:
 - Communication Satisfaction Questionnaire (CSQ)
 - Turnover intention of the Questionnaire on the experience and evaluation of labor
 - Maslach Burnout Inventory (MBI)
- ✓ To measure job satisfaction, a visual analogue scale was used



Methods

- ✓ Communication Satisfaction Questionnaire (CSQ):
 - The CSQ consists of eight dimensions, each consisting of 5 items with a Likert-scale scoring from 1 (very satisfied) to 7 (very dissatisfied)
 - Translated into Dutch.
 - Expert Panel adapted questionnaire to health care setting.
 - Pilot- tested.
 - Reliability: exploratory factor analysis confirmed the multi-dimensional structure of the CSQ

Results: characteristics

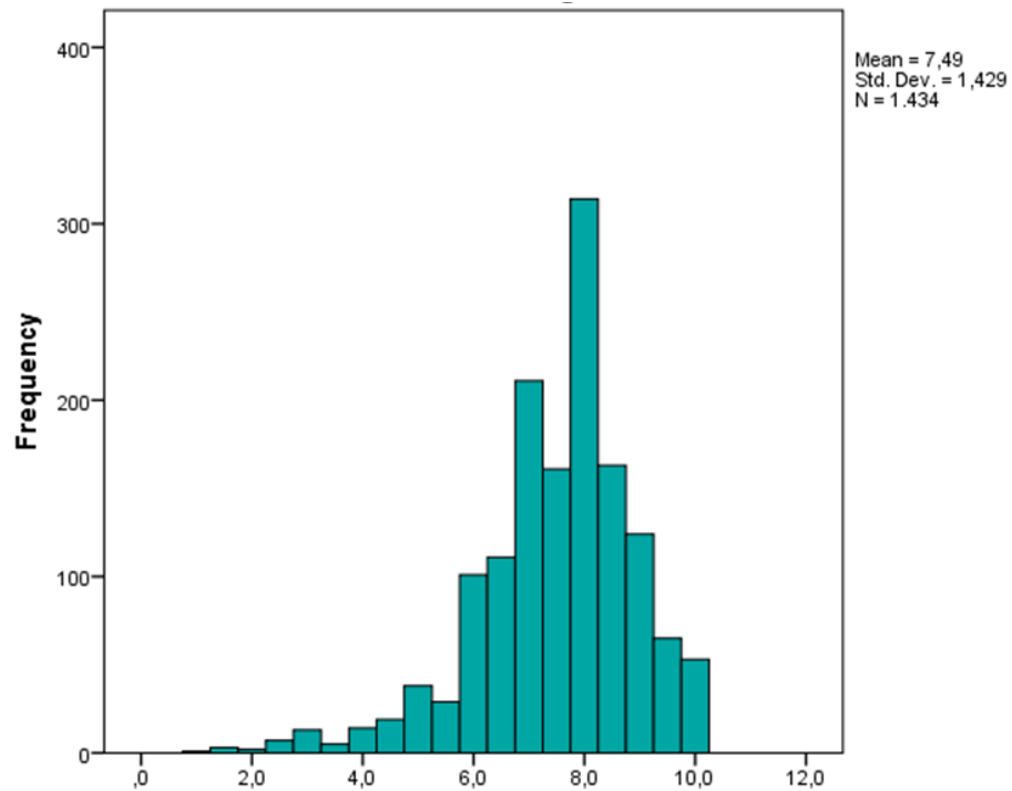
✓ Response rate: 1452/3371 (43,2%)

	n	%		n	%
Hospital (n = 1452)			Department (n = 1419)		
Ghent University hospital (1062 beds)	891	61.4	Surgery	247	17.4
AZ Groeninge, Courtrai (1065 beds)	160	11.0	Internal medicine/geriatrics	368	25.9
Sint Vincentius, Deinze (170 beds)	401	27.6	Mixed	62	4.4
			Critical care	302	21.3
			Psychiatry	20	1.4
			Medico-technical department	102	7.2
			Polyclinic	73	5.1
			Maternity/pediatrics	130	9.2
			Other	115	8.1
Sex (n = 1435)			Educational level (n = 1430)		
Male	186	13.0	Certified nurse	373	26.1
Female	1249	87.0	Bachelor degree	915	64.0
			Master degree	103	7.2
			PhD degree	1	0.1
			Other	38	2.7
Age (mean and SD)	40.23	10.99	Years of experience (mean and SD)	17.09	11.20
Function (n = 1448)			% Employment (n = 1453)		
Ward nurse	1153	79.6	50	130	8.9
Staff function nurse	5	0.3	60	28	1.9
Specialist nurse	47	3.2	70	21	1.4
Social nurse	10	0.7	75	136	9.4
Psychiatric nurse	11	0.8	80	326	22.4
Midwife	99	6.8	90	43	3.0
Head nurse	94	6.5	100	767	52.8
Care manager/head of nursing	5	0.3	Other	2	0.2
Other	24	1.7			

Job Satisfaction

- ✓ Mean job satisfaction $7.49 \pm 1.43/10$ (median = 8, IQR 7-8.5) in the total group
- ✓ 103/1436 (7.2%) nurses have a score ≤ 5 , indicating job dissatisfaction
- ✓ Dissatisfaction is associated with the type of department the nurses work in (outpatient clinics > other departments ($p = 0.012$))
- ✓ More dissatisfaction in part-time vs full time employment ($p = 0.004$)
- ✓ Dissatisfied nurses have significantly more years of experience ($p = 0.026$)

Job satisfaction



Job satisfaction score in the total sample of nurses

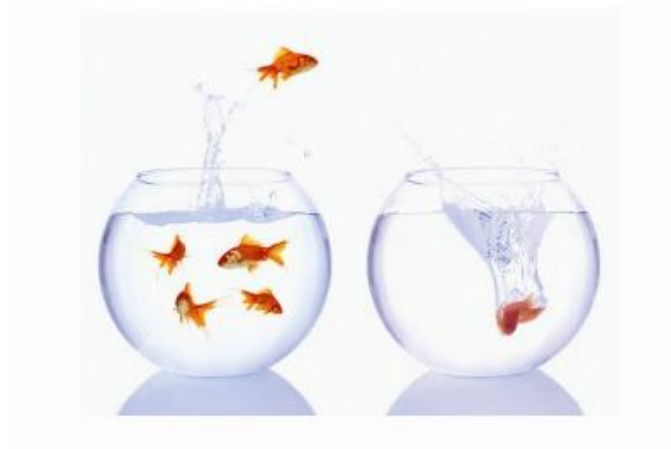
Communication satisfaction

- ✓ Nurses are most satisfied with the extent to which their supervisor trusts them (2.59 ± 1.24) 😊
- ✓ Nurses are least satisfied with information on the organization's financial standing and accomplishments and/or failures of the organization (4.09 ± 1.25 and 4.09 ± 1.20) 😞
- ✓ Supervisors are more likely to be dissatisfied with the information overload they face (4.12 ± 1.32) 😞

Items	Satisfied	Indifferent	Dissatisfied
General organizational perspective	38.8	31.3	29.9
Organizational integration	68.5	19.5	12.0
Personal feedback	60.6	20.0	19.3
Relation with supervisor	73.5	13.9	12.5
Horizontal Informational Communication	58.8	25.4	15.7
Media Quality	53.2	25.6	21.1
Communication climate	50.3	26.1	23.5
Relation with employees	57.9	25.6	16.5

Turnover Intention

- ✓ Most nurses had a low (811/1355; 59.9%), 6.9 % (93/1355) a high and one third (451/1355; 33.3%) an average turnover intention

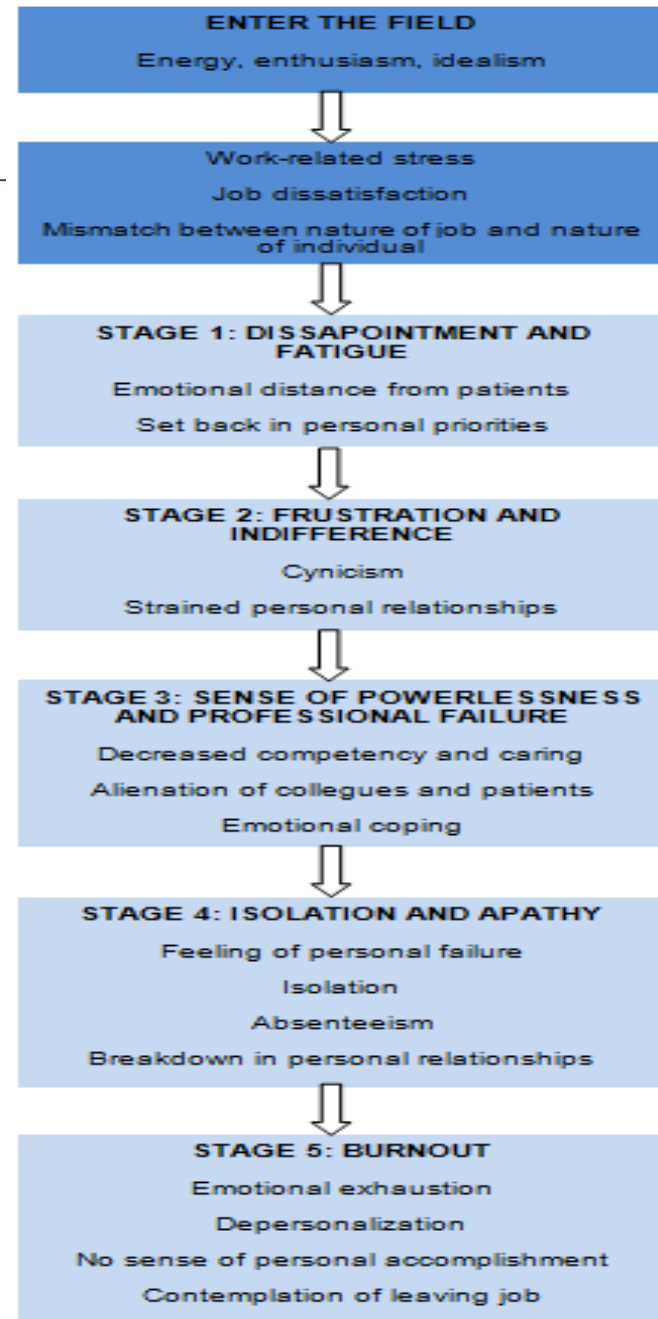




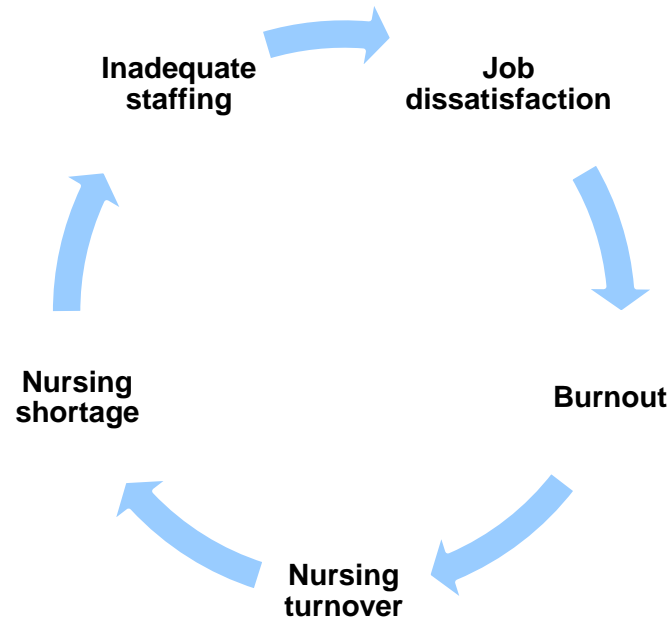
Burnout

- ✓ Among all participants, 41/1454 (2.9%) have a score on the Maslach Burnout Inventory indicative for burnout
- ✓ Differences between the hospitals are not significant ($p = 0.148$)
- ✓ 21.9% (313/1430) of the nurses have low scores on the subscale 'Personal accomplishment'
- ✓ Emotional exhaustion and depersonalization are less frequently problematic (18/1430; 12.4% and 153/1432, 10.7%, respectively)

FIVE STAGES OF BURNOUT IN NURSING

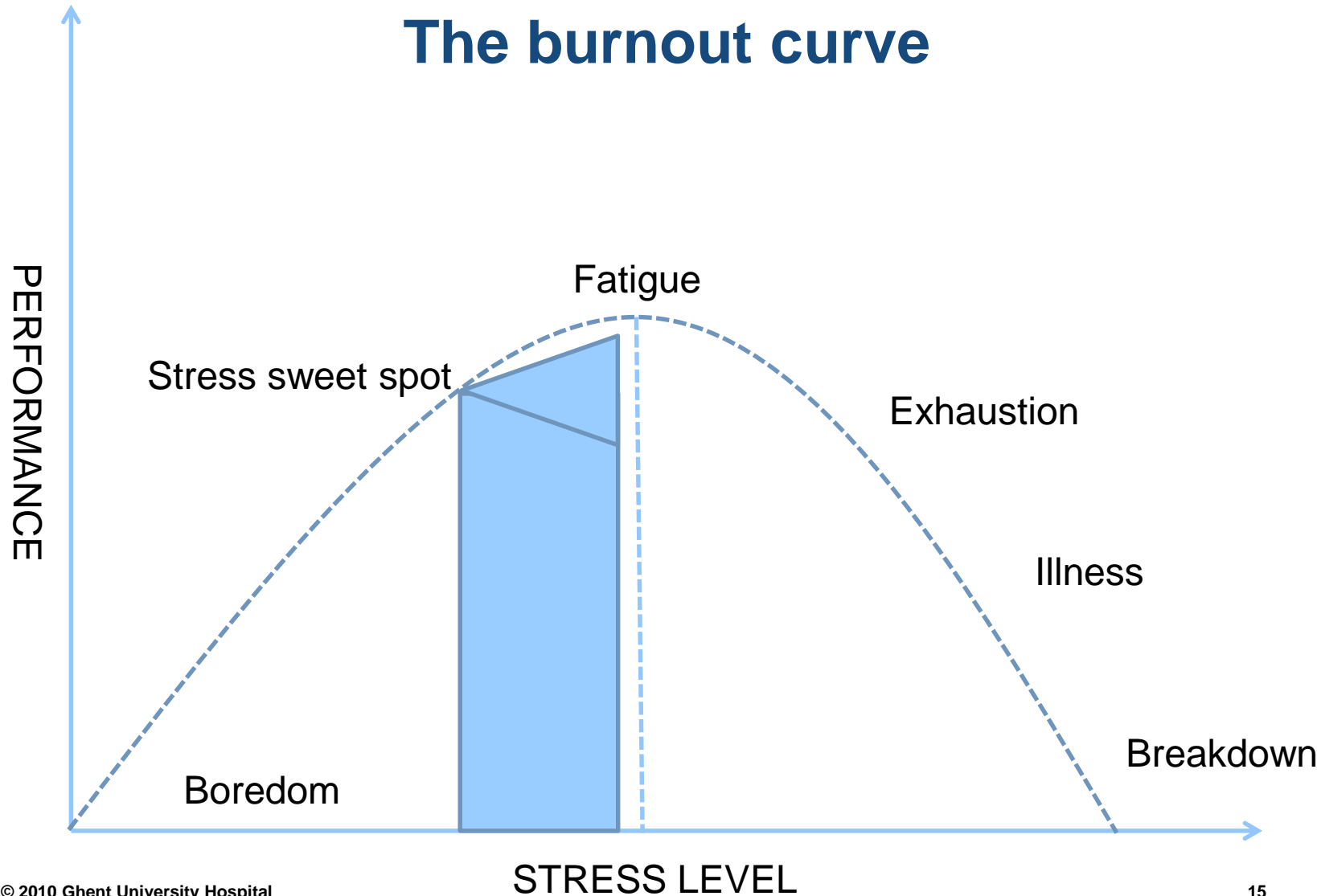


Burnout



The relationship between burnout and the nursing shortage is cyclical: job dissatisfaction leads to burnout, which in turn leads to nursing turnover and subsequent nursing shortage, and the inadequate staffing further increases job dissatisfaction.

The burnout curve



Associations

	GOP	OI	PF	RSup	HIC	MQ	CC	REmp
Correlation	0.307	0.426	0.435	0.442	0.456	0.396	0.454	0.210

Correlations between CSQ dimensions and job satisfaction

General Organizational Perspective (GOP), Organizational Integration (OI), The Personal Feedback (PF), Relationship to Superiors (RSup), Horizontal and Informal Communication (HIC), Relationship with Employees (REmp), Media Quality (MQ), Communication Climate (CC).

- ✓ All dimensions of communication satisfaction are significantly correlated to job satisfaction (all $p < 0.001$, 'Relation with Employees' = 0.005)
- ✓ All dimensions are also associated with turnover intention (all $p < 0.001$), except for 'Relationship with Employees' ($p = 0.225$)
- ✓ Scores on the communication satisfaction dimensions are lowest among nurses with high turnover intention
- ✓ All dimensions of communication satisfaction were associated with indications for burnout (all $p < 0.001$), except for 'Relation with Employees' ($p = 0.391$)

Main findings

- ✓ This study demonstrated overall high levels of job satisfaction as well as of communication satisfaction
- ✓ The average job satisfaction was 7.5/10
- ✓ Benchmark within the health sector:

Authors	Scores
Debra, 1991	8.1/10
Keith, Coburn and Mahoney, 1998	7.4/10
Misener and Cox, 2001	7.3/10
Schiestel, 2007	7.8/10
Dunaway, 2008	7.7/10
Gandhi et al., 2014	8.1/10

Job satisfaction scores among nurses in other studies

Main findings

- ✓ Only 7.2% of our sample indicated job dissatisfaction
- ✓ Nurses working in outpatient clinics are more likely to be dissatisfied
- ✓ Nurses working part-time are more likely to be dissatisfied
- ✓ Dissatisfied nurses have more years of experience
- ✓ Communication satisfaction was rather poor, with a wide range between 38.8% to 73.5% of satisfaction indicated by nurses on the different subscales
- ✓ General organizational perspective was the most problematic subscale, along with media quality and communication climate which indicates that communication in the organizational context of the hospital is insufficient
- ✓ Satisfaction with supervisor communication was previously found to positively influence overall job satisfaction

Weaknesses and strenghts



Weaknesses

- ✓ No information on the non-responders
- ✓ No benchmark with other sectors included

Strenghts

- ✓ First study on communication satisfaction among nurses on such a large scale
- ✓ Multicentric design with comparability of data between hospitals
- ✓ Inclusion of questions on turnover intention and burn-out - two relevant topics in present day nursing
- ✓ Usefulness for management purposes
- ✓ Guidance on communication improvement interventions

Conclusion

- ✓ High levels of communication and job satisfaction in a large sample of Flemish hospital nurses
- ✓ As compared to the literature, a low turnover intention and burnout prevalence were documented
- ✓ Job dissatisfaction is associated with polyclinical work, part-time employment and longer work experience
- ✓ Communication satisfaction is associated with job satisfaction, turnover intention and burnout
- ✓ Areas for improvement on different dimensions of communication satisfaction were identified

Linking evidence to action

- ✓ Nurses with higher communication satisfaction experience higher job satisfaction
- ✓ There is a direct link between supervisor communication and nurses' trust in their supervisors
- ✓ Nurses view their relationship with their managers as an important factor in their overall sense of job satisfaction
- ✓ An open communication climate is advocated, facilitated by supportiveness, involvement in the decision making process, trust and confidence

