INTERNAL COMMUNICATION AND ENGAGEMENT AMONG STAFF NURSES.

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ABSTRACT

Background: In the contemporary day world of nursing internal communication is paying attention on motivating nurses, managing the current changing in work environment that increase nurses engagement. **Aim:** Present study aim to assess the effect of internal communication on engagement among staff nurses at Ophthalmology Center, Mansoura University. **Methods:** The study was carrying out at Ophthalmology Center, Mansoura University. The subject of the present study was included all available staff nurses during data collection (n=89). Two tools were used in this study first tool: Communication Climate Survey Instrument and the second tool: Employee Engagement Survey Instrument. **Results:** the main finding indicated that there was statistically positive correlation between total score of internal communication and engagement as perceived by staff nurses. Also, statistically positive relation between the items of internal communication and items of nurses' engagement as perceived by staff nurses. **Recommendations:** Future additional study could be conduct on guide favorite to change and if it affects staff nurses' engagement and promote more networking and face-to-face communication by giving opportunity for nurses to work connectively to promote socialization.
Key words: Internal Communication, Nurses Engagement

Introduction:

Nowadays there are many challenges to ensuring connectivity in a rapidly changing environment due to nurses are strafing with useless information from multiple sources **(Mishra et al, 2014)**. Communication inside any association is essential for its level functioning. So, Nurses strive to achieve organizational objectives and finally the general center goal of revenue and development. In addition to, in recent the nursing internal communication is listening carefully on stimulating nurses, managing update work environment and increase nurses engagement **(Chitrao, 2014).**

Internal communication is defined as two-sided replace of information and way of thinking that generates constructive conversation and action the whole time organizational position. Internal communication activities depend on improved informing and appealing an organization's personnel **(Masthan and Balakrishnan, 2013)**. Nurses become more individually occupied in the nursing generating higher quality work when they are better informed about their organization **(Ruck, 2013).** Furthermore, internal communication behaviors among nurses and managers are not presently a communication that occurs at work; it is in reality the job itself throughout which work gets done effectively. **(Gaithe, 2012 and Mc-Mahon, 2014)**. As well as, internal communication is more essential than external communication for motivating nurses. In fact, for various health organizations in declining market places a healthy internal communication strategy provides one final source of competitive advantage in aid the interior drive for better competence. **(Fletcher et al, 2013).**

Therefore, vital way of addressing organizational concern is efficient internal communication. Lake of effective communication may produce misunderstanding, decrease information, poorer action and more nurses' replacement. When manager cannot communicate with their nurses, it leads to bad performance. The same is true when nurses do not trust their managers **(Chitrao, 2014and Dumani, 2015).** In difference when provide managers and nurses with the facts they need in well-timed and successful communication which delivered through appropriate various channels, offer leadership the opportunity to demonstrate honesty, empathy, and a strategic plan **(Alleyne, 2014 and Dumani, 2015)**. That lead nurses are empowered to become part of the solution, defect in performance is reduced, allowing the organization to be competitors during the financial revitalization, raise job satisfaction, safety, productivity, profits and engagement and reduce grievances **(Zajkowska, 2012)**.

An essential element of a well-constructed strategy for motivating nurses' engagement is effective communication. Nurses' engagement is careful a key driver of staff nurses morale and performance **(Richard, 2015)**.Nurses engagement is the feeling of nurse's emotional commitment towards their association and the actions they receive to make sure the organization's achievement **(Allen, 2014)**. There are many factors that promoting nurse's engagement, these contains training, job enlargement, appreciation, rewards, liability, agreement, meaningful work, perceived protection, enough resources, association with organization's standards attitude surveys, successful communication challenging work, input in decision making, clear vision of organization's goals and autonomy **((Hayase 2009 and Richard 2015).**

Engaged nurses work with enthusiasm and feel an emotional link to their organization; talk positively about the organization outside of the workplace, they force innovation and move the organization forward as well as characterized by loyal, committed, and productive, demonstrate care, commitment, enthusiasm accountability and deliver results**(Robson, 2012 and Brunetto, et al 2013).** Nurses who grant this extra effort frequently display this character positive manner towards the work, works enthusiastically to make things well, treats others with admiration and assist nurses carry out more successfully to improve organizational performance **(Hayase, 2009 and Sridevi, 2010).**

In contrast to not engage nurses move toward work and perform what is asked of them but have small power or enthusiasm for their work. They suffer no important connection to their job. They are able to simply be tempted by job vacancy away. Vigorously disengaged nurses aren't just unhappy at work; they aggressively prove their sadness. These nurses show harmful, unhelpful and occasionally aggressive behaviors also, damage their team and nursing **(Allen, 2014)**.

No doubt that one of the mainly outcome of successful communication is the better engagement of nurses. The first step in building an efficient communication system is to instruct the board of project on the benefits it can bring. Also, nurses' engagement is a necessary condition to permit organizations to develop their financial potential. Healthy relationships between staff at all levels contribute to the increase engagement, which affects the economic product **(Karanges, 2014)**.

Significant of the study

Internal communication management's failure to give sufficient attention could be a consequence of the highlighting that organizations set on target outer

stakeholders about their goods and services through methods of marketing communication such as publicity. Nursing practice has leaded us to suppose that the client and additional external stakeholders in a nursing are of further significance to the organization than the nurses. When nurses identify that they are useless information from their managers and co-worker that is well-timed, correct and related, they are more liable to feel fewer susceptible and more able to rely on their co-workers and managers which lead to less nurses' engagement.

Subjects and Methods

Research Design:

A descriptive design was used to carry out this study.

Setting:

The study was conducted at Ophthalmology Center, Mansoura University. It is located in delta region which serving patients with eye diseases. It is composed of 4 floors with bed capacity of 300 beds.

Subjects:

The subjects of the present study was consisted of all available staff nurses during data collection (n=89).

Tools of data collection:

This study was used two tools.

Tool 1: Communication Climate Survey Instrument: consisted of two parts:

Part 1: Personnel characteristics: of staff nurses include: name (optional), age, years of experience, educational qualification, marital status and department.

Part 2: Communication Climate Survey Instrument: developed by **Dennis' (1974)**. It measured internal communication between manager and staff nurses. It consist of 21 statement categories into three items include: positive superior communication (8 items), open communication with supervisor (9 items), and superior-subordinate understanding (4 items).

Answer to items was calculated on four point likert scale ranging from strongly agree (4) to strongly disagree (1).

Tool 2: Employee Engagement Survey Instrument: developed by **Mowday, Steers and Porter (1979)** and **Spreitzer (1996)**. This tool was used to measure employee's engagement. It consists of 18 statement categories into three items include: organizational commitment (9 items), dissatisfaction in the organization (4 items) and meaningfulness of the work (5 items).

Answer to items was calculated on four point likert scale ranging from strongly agree (4) to strongly disagree (1).

Ethical consideration:

- The right measures were undertaken concerning informed consent, anonymity and the preservation of confidentiality ensured by researcher.
- Assure the privacy of the study sample.

Methods of data collection:

1. An official permission was obtained from the director of Ophthalmological Center by appreciation of the protocol.
2. An informed permission for involvement in the study was held from the entire study sample.
3. Participation in research is intentional. Each staff nurses may choose to finish completing the research and take out from the study at any time.
4. Tools was translated into Arabic and examined for validity by 3 experts from nursing administration department. The experts asked to answer on four point likert scale ranging from strongly relevance = 4 to strongly not relevance = 1.
5. A pilot study was carried out on (10%) of staff nurses and expelled from the total sample to make sure clearness and relevancy of tools. Some questions were revised, deleted and rearranged to be easily understood and simple related words were used.

6. The staff nurses recorded the answers in the attendance of the researcher to agree on all questions was answered. The data was collected above time of three months started from September.

Statistical analysis:

Data was carried out through appropriate statistical Package for social Science (SPSS) version (21) with use of ANOVA Test, Independent Samples Test and Pearson Coefficient Correlation Test.

Results:

Table (1): represents personnel characteristics of studied sample. According to the table the majority of nurses (61.8%) were in age group less than 30 years, mostly having been bachlorate degree, about 75% of them having experience less than ten year and working in general wards.

Table (2) shows the total score of internal communication items of staff nurses. The highest mean score was related to open communication with supervisor item about (31.6 ±6.9) and the lowest mean score was related to superior-subordinate understanding item about (12.8 ±3.9) with total mean score was (73.5±15.8).

Table (3) shows the total score of items of nurses' engagement regarding staff nursing. The highest mean score was related to organizational commitment item about (31.9 ±6.5) and the lowest mean score was related to dissatisfaction in the organization item about (12.6 ±3.3) with total mean score was (62.4±11.0).

Table (4). Show statistically positive correlation between the items of internal communication and items of engagement as perceived by staff nurses.

Figure (1) scattered plot diagram show statistically positive correlation between total score of engagement and internal communication as perceived by staff nurses.

Table 1. The personnel characteristics of studied sample (n= 89).

Characteristics	No = 89	%
Age:		
< 30 years	55	61.8
31 –40 years	27	30.3
> 40 years	7	7.9
Educational qualification:		
Bachlorate	55	61.8
Diploma	31	34.8
Technical institute	3	3.4
Years of experience:		
<10 years	68	76.4
11 – 20 years	16	18.0
>20 years	5	5.6
Marital status:		
Married	63	70.8
Not married	26	29.2
Department:		
Emergency/reception	20	22.5
Operation	32	36.0
Wards	37	41.6

Table (2): The total score of internal communication items of staff nurses (no= 89).

Internal communication items	Mean ±SD	Range
Positive Superior Communication score	29.1 ±6.2	13-40
Open Communication With Superior score	31.6 ±6.9	14-45
Subordinate - Superior understanding score	12.8 ±3.9	4-20
Total score	73.5±15.8	32-105

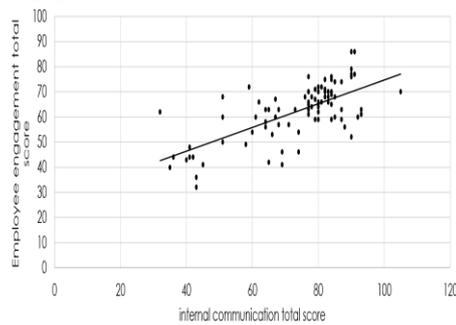**Table (3):** The total score of engagement items of staff nurses (no= 89).

Engagement items	Mean ±SD	Range
Organizational commitment score	31.9 ±6.5	16-42
Work meaningful score	17.8 ±3.3	7-25
Dissatisfaction in the Organization score	12.6 ±3.3	6-19
Total score	62.4±11.0	32-86

Table (4). Correlation between internal communication and nurses' engagement.

EE \ IC	Organizational commitment	Work meaningful	Dissatisfaction in the Organization	Total EE
Positive Superior Communication score	<0.001	<0.001	0.008	<0.001
Open Communication With Superior score	<0.001	<0.001	0.008	<0.001
Subordinate – Superior understanding score	<0.001	<0.001	0.011	<0.001
Total IC	<0.001	<0.001	0.005	<0.001

Correlation is significant ≤ 0.05

Figure (1). Correlation between total score of internal communication and total score of the nurses' engagement.

Discussion:

In advance nurses' engagement and commitment is focused on demanding and stimulating nurses changing work environment through internal communication. Hence, internal communication is the most powerful ways to engage your nurses and supported by today's digital place of work capability. Once organization traditionally relies on in one direction, top-down internal communication methods, which prevents nurses from participate in the organization ethnicity. That led to disengaged nurses and high turnover, with all of the nurse's disruption, quality issues and fixed cost (**Karanges, 2014**).

The result of the present study discovered that there were statistically positive correlation between all items of internal communication and all items of engagement regarding the staff nurses. This may be due to the manager cause nurses feel open to speak with him or her, encourage nurse to recognize when things are doing mistaken on the job, as well the organization in fact encourage the greatest in the nurses in the approach of the nurses work are meaningful and extremely essential to manager.

This result agrees with (**Karanges, 2014and Welch, 2011**) and noted that the internal communication has important role to in increasing nurse's engagement. **Balakrishnan and Masthan, (2013)** in this respect who stated that effective nurses' communication have strong correlation with superior organizational performance. Also, (**Hayase, 2009**) support the present discovery and

acknowledged that internal communication (positive superior communication, open communication with superior, superior-subordinate understanding and opportunities for upward communication) were absolute positively correlation with organizational commitment, a factor of engagement. In additions to **(Hayase, 2009)** who indicate that there is a optimistic association between factors of internal communication and others with nurses' engagement.

Moreover, **Steven and Phillip (2015)** affirmed that the engagement has been connected to positive organizational outcome, managers would profit from rising engagement among their express reports, by accepting how transformational leadership impacts employee engagement, managers and human resources managers may more efficiently prepare nonprofit leaders to take advantage of engagement. The result of the present study discovered that there were statistically positive correlation between the total score of internal communication and total score of nurse's engagement. This may perhaps be due to the manager encourages staff nurses to get new information even when that terrible news, manager allow nurses safe to say what you are actually thinking and on the other hand the nurses tell very loyalty to this organization. According to **(Karanges, 2014)** support the present study and confirmed that the association involving internal organizational communication and nurse's engagement expected positive significant. According to **(Hayase, 2009)** who originate a positive connection between the communication staff nurses get from their manager and their generally satisfaction with work. Also, the finding constant with **(Zajkowska, 2012)** who reports that repeated, open, truthful communication between management and staff nurses is crucial to generating trust and high

organizational performance. The opposed line of this study, **(Cellier and Laine, 2014)** proved that the effective and open communication were negatively correlate with dissatisfaction in the organization.

As regard the total score of items of nurses' engagement regarding staff nurses that highest mean score related to organizational commitment item. This may be due to the nurses locate your value are similar with organizational value, also proud to inform others that you part of organization. While as regard to dissatisfaction in the organization item this may be due to the staff nurses often find hard to agree with organization policies, working for different organization as long as the work was similar and take extremely small changes in current conditions to origin me to go away.

This finding agree with **(Zajkowska, 2012 and Wikipedia, 2017)** who declared that the ability to work as a team across discipline and function, the understanding and commitment to achieve company goals and business context, nurses' engagement speak engaged nurses are more creative to the level of reliance in direction, a belief that judgment is made in the greatest benefit of the association and its employees, and the level to which employees feel valued and appreciated. Likewise, the more engaged, committed and stimulated an employee is the higher the employee performance.

As regard the total score of items of internal communication regarding staff nurses that the highest mean score related to open communication with superior item this may be due to the manager willing to tolerate argument, give affair concentration to all point of discussion, has best interest in mind when she meeting to her manager tell your supervisor about the way you sense and disagree with her or him. Conversely the lowest mean score related to subordinate superior understanding item this may be due to the

nurses consider that your superior think she in fact understands you.

According to **(Hayase, 2009)** originate that positive internal communication between staff nurses and their superior has affect on that nurse's loyalty to the organization. In this respect **(White et al, 2012)** who mentioned that involve to organizations that by harness internal communication you raise nurse's commitment through creating a culture of acceptance and encouraging feedback.

Regarding the personnel characteristics' of staff nurses. The majority were in age group less than thirty years, the majority of them were bachlorate degree. About of employee having experience less than ten year, majority of them were working in general wards. This may be due to the recent hiring of staff nurses needed Bachlorate degree to carry out job so, the year of experience were less than ten years due to this recent hiring as well as the staff nurses were working at general ward due to increase the patient number and needs of these patient.

This finding agree with (**Ali, 2017**) who revealed that majority of group were in age less than thirty years, had bachelor degree in nursing and less ten years of experience and have working in medical and surgical department. Also, the finding agree with the study carried out in Egypt by (**Khalid, 2014**) who assessed head nurses point of view regarding team building concept at Ain Shams University Hospital and found that the mean age of the head nurses were less than thirty years with average of ten years of experience, the majority of them had bachelor degree in nursing and working in surgical and medical wards. On the other hand the finding disagree with the study carried out in Egypt by (**Ibrahim 2014**) who assessed operating room personnel perception towards team work at Banha University Hospital and found that most of nurses had

nursing diploma and their ages ranged from twenty to twenty five years old.

Conclusion: The finding base of this study it can be summarized that:

- Statistically positive correlation between total score of engagement and internal communication as perceived by staff nurses.
- Statistically positive correlation among items of internal communication and items of engagement as perceived through staff nurses.

Recommendations:

The following recommendations were suggested:

1. Additional study on the communication atmosphere along with staff nurses and their managers affects nurse's engagement levels.
2. Future research might be conduct on strait preferred on the types of communication cause strait preference to change.
3. Encourage extra face-to-face communication and networking by provide opportunity for staff to work together and informal spaces to meet and socialize.
4. Increase leadership visibility by encourage higher ranking managers to walk the level and offer regular updates on the organization's strategic progress through shared communication channels.

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