

Nurses' well-being as a quality indicator for improved care

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Background

- 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

Aim

To explore relationships between four dimensions in daily healthcare: **communication satisfaction, job satisfaction, burnout and intention to leave** among nurses.

Methods

- Multicenter questionnaire study in 3 Flemish hospitals (Belgium)
- Data were collected by means of 4 instruments:
Communication Satisfaction Questionnaire (CSQ)
Turnover intention of the Questionnaire on the experience and evaluation of labor
Maslach Burnout Inventory (MBI)
Visual analogue scale for assessment of job satisfaction

1452 nurses participated

Response rate 43.2%

Gender (%)	
Male	13.0
Female	87.0
Education (%)	
Certified nurse	26.1
Bachelor degree	64.0
Master degree	7.2
Other	2.8
Age (mean ± SD)	40.2 (±11.0)
Years of experience (mean ± SD)	17.1 (±11.2)

Results

- Nurses are most satisfied with the extent to which their supervisor trusts them
- Nurses are least satisfied with information on the organization's financial standing and accomplishments and/or failures of the organization
- All dimensions of communication satisfaction are significantly correlated to job satisfaction, turnover intention and indications for burnout

High job satisfaction

92.8% has a score > 5/10

Similar to literature

(e.g. Gandhi et al. 2014, Dunaway 2008, Schiestel 2007*)



Low risk for burnout

2.9% is at risk

Personal accomplishment is low in 1/5

Emotional exhaustion is present in 1/8

Depersonalization is present in 1/10



Communication satisfaction

Dimensions	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

Communication satisfaction is associated with job satisfaction, turnover intention and burnout

Low turnover intention



7,5/10

Personal accomplishment	Emotional exhaustion	Depersonalization
21.9%	12.4%	10.7%

Low	Average	High
59.9%	33.3%	6.9%

* Gandhi et al. Somatic symptoms, perceived stress and perceived job satisfaction among nurses working in an Indian psychiatric hospital. *Asian journal of psychiatry*. 2014;12:77-81
Dunaway LJ. Job Satisfaction Among Nevada Nurse Practitioners: ProQuest; 2008.
Schiestel C. Job satisfaction among Arizona adult nurse practitioners. *Journal of the American Academy of Nurse Practitioners*. 2007;19(1):30-4.



Conclusion

- Nurses with higher communication satisfaction experience higher job satisfaction
- As compared to the literature, low turnover intention and burnout prevalences were documented
- An open communication climate is advocated, facilitated by supportiveness, involvement in the decision making process, trust and confidence
- Nurses well-being should be implemented as a quality indicator for high-quality care