

Effects of Communication Skills of Executive Nurse Managers on Job Satisfaction of Nurses

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ABSTRACT

Aims and objectives. The study aimed to determine the effect of communication skills of nurse managers working in hospitals on job satisfaction of nurses.

Design. This is a descriptive study.

Methods. The study population comprised nurses who work at university, foundation or state hospitals that employ at least 200 nurses, and nurses who worked with the same nurse manager for at least one year (n = 1.219). The sample consisted of nurses who worked at these institutions between August 2010 and February 2011, and agreed to participate in the study (n = 751). Data were collected using the Personal Information Form prepared by the investigator, Communication Skills Perception Inventory (CSPI) and Minnesota Satisfaction Questionnaire (MSQ). Data were analyzed using *t*-test, one-way ANOVA (Tukey's HSD for further analysis), a multiple regression analysis and Pearson's correlation analysis.

Results. Majority of the nurses were single and aged 21 to 30 years. Most of the nurses had a bachelor's degree and were working at a university hospital, and had 1-5 years of experience in nursing. A high mean total score of CSPI was obtained by executive nurse managers (177.28 ± 26.56). Level of communication skills of operational nurse managers was higher than that of other executive nurse managers. Mean total scores showed moderate to high levels of job satisfaction among the nurses (3.56 ± 0.59). The study showed that job satisfaction scores of executive nurse managers was higher than those of nurses working in wards. There were statistically significant associations between job satisfaction scale scores of nurses and mental and emotional communication subscale scores of executive nurse managers. A positive relationship was found between subscale scores on communication skills of executive nurse managers and job satisfaction subscale scores of nurses.

Conclusions. Communication skills of executive nurse managers were found to be high in general, and their communication skills were shown to have favorable effects on job satisfaction among of nurses.

Key Words: Nurse, manager, communication, job satisfaction, hospital.

INTRODUCTION

Communication is the way for an individual to explain himself/herself, his/her feelings, thoughts and to understand other individuals, their feelings and thoughts, and it is a process where two people understand each other by sharing feelings, thoughts, knowledge (Üstün 2005). Communication has an important place within the organizational structure. Communication is a fundamental tool used by the managers in the organization (Koçel 2005). Organizational communication process has a function to convey information, data, perception and thoughts between the employees in junior and senior positions. Providing an effective management in organizations is possible with a good communication process (Eren 2000). Through communication, employees in an organization have the opportunity to learn what are expected from them, how they should work and what their managers or other employees think about them. In organizational life, transferring and receiving information has an important role in terms of

management; besides, effective communication process has a significant role for an employee to develop positive attitudes (Orpen 1997). The efficiency of subordinates in the communication process is possible when the superiors keep the communication channels open and enable the functioning of the process (Gopinath & Becker 2000, Brartoo & Sias 2004).

While communication allows transferring data and information, it also includes mutual evaluations and judgments. In other words, subordinate-superior communication exhibits multi dimensional characteristics. In the study conducted by Miles et al. (1996) the subordinate-superior communication has been explained with four factors. These factors are positive relations, upward openness, negative relations and communication about the work. Positive relations communication requires superiors to take the advice from their subordinates, to have humanistic relations, and to allow employees participate in important decisions. Upward openness communication is defined as

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the opportunity for the employees to question the directives and ordinance of their superiors and to express conflict with the superiors. Negative relations communication is the degrading behavior of the superiors to their subordinates and criticizing their subordinates before others. The fourth factor representing the subordinate-superior communication is the communication about the work. The positive impact on an employee's performance resulting from the satisfaction at work can not be ignored. Job satisfaction is accepted to be a degree of contentment of an employee because of his/her job and it is an important determinant to identify the reactions of employees to their jobs in organizational studies (Agho et al. 1993). Job satisfaction involves positive or negative feelings regarding the intrinsic, extrinsic and general vision of an employee for his/her job (Odom et al. 1990). Job satisfaction has several important outcomes for an individual and an organization. Therefore, job satisfaction is the notion which is studied the most in employment and organizational psychology. Primarily, job satisfaction is related to working conditions such as responsibility, variety of the duty and communication. However, job satisfaction also leads to outcomes including discontinuance, organizational incapacity, sabotage, behavior against efficiency (Dormann & Zapf 2001).

In a study evaluating different occupational groups regarding the impact of communication on job satisfaction, Brunetto and Farr-Wharton (2004) reported that the power of communication to explain the job satisfaction as 31% for the nurses who work in public sector, 56.5% for the administrative personnel in public sector and 50% for the administrative personnel in private sector. In healthcare services, job satisfaction between the executive nurse manager and the employee is one of the factors that directly affect quality of service. Nurses, particularly those in executive positions should have good communication skills in order to achieve self-management and to make their own decisions (Salvage 1993, Khorshid, 1997). Executive nurse managers play an important role in hospital management as they may affect the success of healthcare institutions (Mathena 2002, Velioglu 2002). To the most of our knowledge, no study has evaluated the effect of executive nurse manager communication on job satisfaction of the nurses in our country. The present study aims to measure the impact of executive nurse manager communication on job satisfaction of the nurses working in wards, and will provide an opportunity to materialize the impact of communication on job satisfaction.

MATERIAL and METHOD

Objective of the study

This study was conducted to determine the impact of executive nurse manager communication on job satisfaction of the nurses working in hospitals.

Type of the study

The study was planned to be descriptive and investigate associations in order to determine the impact of executive nurse managers communication on job satisfaction of the nurses working in wards.

Study Questions

In accordance with the objective of the study, answers were sought for the following questions :

1. How are the communication manners of executive nurse managers perceived by the nurses?
2. Does this perception manner differ with the socio-demographic characteristics of the nurses?
3. What is the job satisfaction level of the nurses?
4. Does the job satisfaction of the nurses vary according to their socio-demographic characteristics?
5. Is there a relation between the perceived communication manner of the executive nurse managers and the job satisfaction level of the nurses?

Study population and study sample

The study population comprised nurses who work at a university, state or foundation hospital located in European Region of Istanbul that employed at least 200 nurses, and nurses who worked with the same manager for at least one year (N = 1292).

Before selecting the sample for the study, all nurses in the population who accepted to participate the study were included in the study. After stating the objective of the study, from the 1292 nurses who constitute the study population/sample, 653 nurses from the university hospital, 298 nurses from the Ministry of Health Hospital and 160 nurses from the foundation hospital, i.e. a total 1111 nurses who accepted voluntary participation were attained. From the 1111 data collection tools distributed in total, 809 were returned and a total of 751 surveys were evaluated after eliminating incomplete data forms (58 surveys) (n = 751).

Study location

The study was conducted in a total of three hospitals including one university hospital, one Ministry of Health hospital, and one foundation hospital all of which were in the 200 beds and above category.

Data Collection Tools

Data were collected using the Personal Information Form, Communication Skills Perception Inventory (CSPI) and Minnesota Job Satisfaction Questionnaire (MSQ) forms. Informed consent forms were obtained from the nurses prior to participation in the study.



Personal Information Form

The Personal Information Form consisted of questions on socio-demographic characteristics, working conditions, relations with the manager and reasons for quitting the job.

Communication Skills Perception Inventory

The data related to the nurses' perception of communication skills of the executive nurse managers they worked with was collected using the Communication Skills Perception Inventory (CSPI) which was prepared based on the Communication Skills Inventory (CSI).

Communication Skills Inventory: Communication Skills Inventory is a tool used to evaluate an individual's level of communication skills in three sub-dimensions (i.e. cognitive, emotional and behavioral) and the individual's personal communication skills in total. The first form prepared by Korkut in 1996 consisting of 70 articles and used as Communication Skills Evaluation Questionnaire was reviewed by Ersanlı and Balcı in 1998 in terms of validity and reliability, and was issued as the Communication Skills Inventory consisting of 45 articles. Scoring of the inventory: It is a 5 point likert scale. The following frequency categories are proposed opposite of each statement: "Always (5), generally (4), sometimes (3), rarely (2), never (1)". The highest score of the inventory is 225 and the lowest score is 45. For each subscale of the inventory, the highest score is 75 and the lowest score is 15. Higher scores indicate a high level of communication skills. In the study conducted by Ersanlı and Balcı, the Cronbach's Alpha coefficient of CSI was between 0.70-0.83

Proof / Adaptation Study For the Communication Skills Perception Inventory

The steps followed for the proof/adaptation study of the for the scale:

1. *Utilization permit of the inventory:* As the first step of the inventory adaptation studies, utilization permit was obtained for the inventory to be adapted.

2. *Language validity:* As the second step, adjustments were made for the language validity of the inventory. The inventory to be adapted was in Turkish; therefore, translation and translation test group implementation was not necessary. While the CSI allows evaluating an individual's self communication skills, CSPI was adapted to third person singular to enable the evaluation of communication skill of another person (his/her manager).

3. *Performing the pilot implementation:* Following adaptation and corrections, the test was initially applied to the pilot group before analyzing the psychometric characteristics. It was concluded that the inventory required no further corrections.

4. *Construct validity analysis:* For the psychometric characteristics of the inventory (reliability and validity), a factor analysis was performed by adapting a scale to a sample group large enough to represent the target population ($N = 490$). While a sample size equal to 10-fold of the number of articles is required for the factor analysis, some sources state that the sample size should be at least 400 (Akgül & Çevik 2005). Since the inventory consists of 45 articles, it was applied to 490 nurses. In order to obtain evidence on validity of method and relevancy as well as construct validity, each article was reviewed separately with article analyses and it was decided to keep the article number the same.

5. *Article score correlations of Communication Skills Perception Inventory:* One of the methods used to determine the internal consistency reliability of the inventory is performing an article analysis based on correlation. Higher inter-article correlation coefficient indicates that the article or the subscale is that much effective and qualified in measuring the intended behavior (Ergin 1995). It is recommended the correlation coefficient to be not negative and moreover, to be above 0.25 or 0.30 (Öner 1997, Akgül & Çevik 2005).

The correlation reliability coefficients of the total subscale scores of Communication Skills Inventory articles were between $r = 0.44$ and 0.79 in Mental Communication Skills subscale ($p < 0.001$), between $r = 0.44$ and 0.74 in Behavioral Communication Skills subscale ($p < 0.001$), and between $r = 0.41$ and 0.76 in Emotional Communication Skills ($p < 0.001$). The total subscale score correlation coefficients of Communication Skills Perception Inventory were between $r = 0.93$ and 0.97 ($p < 0.001$). The total and subscale Cronbach's Alpha reliability coefficients of Communication Skills Perception Inventory were $0.88 - 0.96$.

6. *Confirmatory factor analysis of Communication Skills Perception Inventory:* Confirmatory factor analysis (CFA) was performed to test the construct validity of the Communication Skills Inventory. In the first confirmatory factor analysis, it was seen that the RMSEA, AGFI and GFI consistency values were not at the required level. In line with the modification recommendations, as a result of the confirmatory factor analysis obtained following the modification between the error variances of articles 10 and 11, 28 and 29, and 34 and 35, the RMSEA consistency value was found to be at a satisfactory level and the GFI and AGFI values were found to be at a level close to the limit.

Confirmatory factor analysis of Communication Skills Perception Inventory: Error variances and path coefficients. Factor load (path coefficients) of the articles of CSPI with its own scale were between 0.33 and 0.79 . In the figure, the numbers between the scale/factor and the articles are the values corresponding to the factor loads in the explanatory factor analysis; these are also referred to as path coefficients. These indicate the relation between the scale (subscale = factor = in CFA terminology this is called the implicit variable and the articles are considered as observable variable) and the articles; each one of these are considered as



a path and the coefficient of each path is analyzed to determine significance (Öner 1997, Akgül & Çevik 2005).

Minnesota Satisfaction Questionnaire

Minnesota Satisfaction Questionnaire (MSQ) measures the intrinsic, extrinsic and general job satisfaction. The extended form consisting of 100 articles was developed by Weiss Dawis, England & Lofquis in 1967. A brief form of 20 articles was prepared by combining articles on intrinsic and extrinsic satisfaction status from the extended form (100 articles), (Gillet & Schwab 1975). The Turkish adaptation of the brief form of the questionnaire and the validity-reliability study was performed by Baycan in 1985. The questionnaire is a five point likert scale where 5 represents full satisfaction and 1 represents full dissatisfaction. The tool also measures job satisfaction generally as well as at the intrinsic and extrinsic subscale levels. The Cronbach's Alpha coefficient of the questionnaire in general satisfaction scale was calculated as α : 0.80 (Baycan 1985). The Cronbach's alpha reliability coefficient of the questionnaire in general satisfaction scale was found to be α : 0.91.

Data collection

The study was conducted between August 2010 - February 2011 in a total of three hospitals: a university hospital (1), a MoH hospital (1) and a foundation (1) hospital. After obtaining permits from the ethical committee and institution, the nurses in the sample were determined through discussions with clinic supervisor nurses by identifying the superiors and subordinates with whom they had been working for more than one year. The objective of the study was explained to the nurses and the data collection forms were explained to those who accepted to participate the study voluntarily. During the explanation they were asked to evaluate themselves with the Personal Information Form and Minnesota Satisfaction Questionnaire, and to fill in the Communication Skills Inventory by considering the communication skills of their first degree managers.

Evaluating the data

The data was evaluated in a computerized setting by using numbers, percentages, averages and standard deviations for statistics, t-test in independent groups to compare the communication skills and job satisfaction questionnaire score averages according to independent variables, and by using one way analysis of variance (Turkey HSD as advanced analysis) in independent groups. Pearson correlation analysis was used for the analysis of the association between the communication skills and job satisfaction questionnaire scores, and a multiple regression analysis was used to determine the factors that affect job satisfaction. The statistical significance level was accepted to be $p < 0.05$.

RESULTS

1. Sample characteristics

It was determined that 95% of the nurses were females, 82.8% of them were in the age group of 21 to 40 years, and 59% of them had bachelor's degree and higher. 63.9% of the nurses were working at the university hospital, and the total period of service was 1-5 years for 44.9% of them while it was 21 years and more for 18.1%.

Among 72.8% of the nurses who were considering to resign from the institution they were working, the reason for resignation was reviewed, and it was established that some nurses did not specify any reasons whereas some specified more than one reason. It was identified that 43.1% of such nurses was considering to resign due to inadequate salary and 34.2% did not like the policies of the institution they were working.

2. Communication skills of the nurses and the variables associated with communication skills of the nurses

It was determined that the total mean CSPI score was 177.28 ± 26.56 for all nurses, 177.59 ± 26.45 for the nurses working in wards, and 175.23 ± 27.34 for the supervisor nurses; and that the behavioral communication scores of the nurses working in wards were the highest scores of the group (Table 1).

The CSPI total scores and the mean scores in behavioral and emotional sub-dimensions of the nurses in the age group of 21 - 30 years were significantly higher than the scores of those at the age of 41 or above, and there were no significant difference between the other binary age groups. In the mental subscale, mean scores of the nurses in the age group of 21-30 years were higher than those aged 31-40 years and those at the age of 41 or above ($p < 0.05$).

The CSPI total score and mean scores of three sub-dimensions of the nurses working in the Ministry of Health hospitals were lower at with a highly significant difference compared to those who work in university hospital and in private hospitals ($p < 0.001$).

For total CSPI scores and sub-dimensions, the mean scores of the nurses working for 16 years or more were significantly lower than those working for 1-5 years and 6-10 years ($p < 0.01$). The total CSPI scores and mean cognitive and behavioral scores of the nurses working in the same position for 11-15 years were significantly lower than those working in the same position for 1-5 years and 6-10 years.

The total CSPI scores and mean score of three sub-dimensions of the nurses working with the same manager for 1 year were significantly higher than those working for 2-5 years and for 6 years and above, and there were no significant difference between the other binary groups ($p > 0.05$).

The total CSPI scores and mean scores of three sub-dimensions of those who had very good relations with their managers were significantly higher compared to those who



have good and bad relations; the mean scores of those who have good relations with their managers were significantly higher than those who do not have good relations with their managers ($p < 0.001$).

The total CSPI scores and the mean mental, behavioral and emotional subscale scores of the nurses indicating that they totally agree in the idea that the communication style with his/her manager affects his/her attitude towards the job was significantly higher than those who indicated that they partially agree or disagree ($p < 0.01$).

3. Job satisfaction of the nurses and the variables associated with job satisfaction of the nurses

The mean Minnesota Satisfaction Questionnaire scores of the nurses were 3.56 ± 0.59 in total (general job satisfaction), and 3.72 ± 0.61 in the intrinsic satisfaction subscale (Table 2).

The mean total (general job satisfaction) satisfaction, mean intrinsic and external satisfaction scores of the nurses at the age of 41 and above were significantly higher than those in the age group of 21-30 years and 31-40 years ($p < 0.01$).

In total MSQ score, the mean scores of the nurses who graduated from VSH were found to be significantly lower compared to those who graduated from an associate degree program. In MSQ Inner satisfaction subscale, the mean scores of those who graduated from VSH and who had a bachelor degree were lower than those who graduated from an associate degree program ($p < 0.05$).

The mean general satisfaction, intrinsic satisfaction and extrinsic satisfaction scores of the nurses working in the university hospital were higher than those working in the Ministry of Health hospital and the private hospital ($p < 0.001$).

In MAQ total score, the mean scores of the nurses working for 6-10 years were significantly lower than the other three groups and no significant difference was found between other binary groups. In MSQ Intrinsic satisfaction subscale, the mean scores of the nurses working for 1-5 years and 6-10 years were determined to be significantly lower than those working for 16 years or more. In MSQ Extrinsic satisfaction subscale, the mean scores of the nurses working for 6-10 years were lower than those working for 1-5 years and those working for 16 years and more ($p < 0.01$).

The mean job satisfaction scores of the nurses working in wards were found to be significantly lower than those working as supervisor nurses ($p < 0.05$).

The mean total MSQ and extrinsic subscale scores of the nurses who had very good relations with their managers were significantly higher than those who had good relations and those who did not have good relations with their managers; and the mean scores of those who had good communication with their managers were significantly higher than those who did not have good communication with their managers. The mean MSQ intrinsic subscale scores of the nurses who had very good relation with their managers were determined to

be significantly higher than those who had good communication or those who did not have good communication ($p < 0.001$).

A difference with high statistical significance was found between the total MSQ scores and mean scores of two subscales in terms of the plans of the nurses to leave their institution ($p < 0.001$).

A moderate and positive significant association was detected between the general job satisfaction and intrinsic job satisfaction, and the total Communication Skills Perception Scale scores and the three subscale scores of the nurses ($p < 0.001$) (Table 2).

DISCUSSION

The primary function of nurse managers in the hospital setting is to manage the nursing care to meet patient requirements at the highest level. For the nurse managers to provide the highest quality possible in healthcare, first of all they are expected to have the sufficient level of professional knowledge and skill (Yildirim 2013). In our study, it was determined that the total CSPI score was high and the communication skills were at a good level; and that the communication skill levels of supervisor nurses in total and in three subscales were higher than the other nurse managers. The management of nursing services which is one of the important components of healthcare services is a field that requires strong managers. On the one hand the complex healthcare technologies and on the other hand the advanced human resources are making the things difficult for the managers. It is possible to say that the most important factor in overcoming the difficulties is the communication skills of the managers. The nurse managers with effective communication skills contributes in directing their subordinates towards the target of the institution and reaching the required outcomes.

When the subscales of MSQ are analyzed, it is seen that the communication skills score averages in behavioral, emotional and mental subscales, respectively, are close to the maximum values. The nurses positively answered the statements regarding behavioral communication skills such listening the advices and recommendations from the people who communicate with nurse managers in a sincere manner, ability to establish an effective eye communication, taking enough time to listen the things which people want to tell. In the evaluation of the nurses working in wards and the supervisor nurses, the mean value of the mental subscale was determined to be lower than the others. This situation indicates that the nurse managers have less characteristics such as understanding others, focusing on the other's area of interest and easily accepting the wrong attitudes and behavior compared to other characteristics.

According to the MSQ scale of the nurses who participated in the study, it was determined that the total job satisfaction score shifted from moderate to positive, and the mean job satisfaction scores of the nurse managers were higher than that of the nurses working in wards. The findings of the study are parallel with other studies on the (Yüksel



2002, Aiken et al. 2001, Şahin 2011, Baysal 2010, Topçu 2009). In the Ministry of Health Medical Personnel Satisfaction Study, the job satisfaction levels of the nurses was found to be the lowest of the professions in the sample consisted of primary care physicians, practitioners, assistant physicians, specialists, dentists, pharmacists, nurses and midwives, administrative personnel and other medical personnel (Ministry of Health 2010). In another study where the 28% of the sample consisted of nurses, it was determined that the job satisfaction of the nurses had the lowest mean among other occupational groups (Piyal & Çelen 2000). In a study by Zuraikat and Mc Choskey (1986), the job satisfaction of the nurses was determined to be neutral. Aksayan (1990) detected that the general job satisfaction of the nurses was moving from neutral level to low satisfaction level.

In another study, the general job satisfaction of 270 nurses was slightly heading to high level from neutral level (Aydın & Kutlu 2001). In a study (Çam et al. 2005), the job satisfaction of the nurses was determined to be moderate. Kahraman, Engin, Dülgerler (2011) found that the general job satisfaction was moderate among 208 intensive care nurses. In Topçu's study, the general job satisfaction of the nurses was found to be moderate (Topçu 2009). In a study conducted at a university hospital, the general satisfaction of the nurses was established to be higher than moderate (Baysal 2010). The general job satisfaction of 198 nurses working in a state and a foundation university hospital was determined as moderate (Şahin 2011). In Yüksel's (2002) study, the score of more than half of the nurses was determined to be at moderate.

Intrinsic satisfaction refers to the satisfaction felt while working such as sense of achievement, realization of the objectives regarding quality, adaptation to new working methods. In a study conducted at the mental disorders and mental health hospital, the intrinsic satisfaction of the nurses was determined as moderate (Çam et al. 2005). In a study conducted in a state and a university hospital the intrinsic satisfaction of the nurses was determined as moderate (Şahin 2011). In many studies conducted in the literature, the intrinsic satisfaction score of the nurses was determined to shift from moderate to high level (Aydın & Kutlu 2001, Topçu 2009, Baysal 2010). In our study the intrinsic satisfaction scale of MSQ was determined to move from mid to high level. Our results have parallels with similar studies.

In two studies regarding the extrinsic satisfaction of the nurses, it was determined that the extrinsic satisfaction was slightly moving from neutral level to low level (Aydın & Kutlu 2001, Topçu 2009). There are also studies showing that the extrinsic satisfaction of the nurses is at a moderate

level (Çam et al. 2005, Baysal 2010, Şahin 2011). In our study the extrinsic satisfaction scale of MSQ was determined to shift slightly from moderate to high level. Even though this result is parallel with the studies where the extrinsic satisfaction of the nurses was determined as moderate, the slight shift of extrinsic satisfaction of the nurses in our study may result from causes such as having a job security, and advantages of living in a big city.

In this study, a moderate positive significant relation was determined between the general job satisfaction and the intrinsic job satisfaction scores of the nurses and the communication skills scale scores of their managers. A strong association was determined between the extrinsic job satisfaction scores of the nurses and the total Communication Skills Perception Inventory score of their managers and mental communication skills subscale scores; and a moderate association was detected between the behavioral and emotional communication subscale scores. In the study of Miles et al. (1996), it was determined that the positive relation and the communication regarding the job had a positive impact on the job satisfaction, and that the negative relations had negative impact on the job satisfaction. In a study of Karcioğlu et al. (2009) with 247 nurses, it was determined that job satisfaction had a significant and a positive relation with general communication. In the same study, a strong positive relation was determined between the communication of close managers and subordinates and the job satisfaction.

CONCLUSION and RECOMMENDATIONS

It was determined that the executive nurse managers had a high level communication skills; furthermore, the communication skill levels of the operational nurse managers were higher than the executive nurse managers. The job related satisfaction level of all nurses was found to be above intermediate and also, the job related satisfaction of the executive nurse managers was higher than the nurses working in wards. It is recommended to organize postgraduate trainings which will provide the executive nurse managers develop their communication skills as the communication skills of the executive nurse managers have an effect on the job satisfaction of the employees.

Limitations of the study: One of the limitations of the study was that the population and sample of the study included three hospitals and the nurses working at those hospitals between the dates of data collection. The findings of the study is limited to the data collection tools.

**Table 1** Distribution of mean CSPI and MSQ total and subscale scores of the nurses ($N = 751$)

CSPI	Nurses Working in Wards			Nurse Managers			Whole Group		
	Min	Max	$\bar{X} \pm SD$	Min	Max	$\bar{X} \pm SD$	Min	Max	$\bar{X} \pm SD$
CSPI Total	63.00	225.00	177.59±26.45	81.00	217.00	175.23±27.34	63.00	225.00	177.28±26.56
CSPI subscales									
Mental Subscale	20.00	75.00	57.19±9.56	22.00	75.00	56.07±9.71	20.00	75.00	57.05±9.58
Behavioral Subscale	19.00	75.00	60.28±9.49	27.00	75.00	59.38±9.80	19.00	75.00	60.16±9.53
Emotional Subscale	22.00	75.00	60.12±8.73	30.00	73.00	59.78±8.65	22.00	75.00	60.07±8.72
MSQ									
MSQ Total	1.00	4.90	3.54±.61	2.55	4.85	3.70±.45	1.00	4.90	3.56±.59
MSQ subscales									
Intrinsic Subscale	1.00	5.00	3.70±.63	2.75	4.92	3.86±.43	1.00	5.00	3.72±.61
Extrinsic Subscale	1.00	5.00	3.31±.69	1.75	4.88	3.46±.58	1.00	5.00	3.33±.68

Table 2 Relation between the job satisfaction scores of the nurses and the communication skill scores of nurse managers ($N = 751$)

	Minnesota Satisfaction Questionnaire (General Satisfaction)		MSQ Subscales			
			Intrinsic Satisfaction		Extrinsic Satisfaction	
	r	p	r	p	r	p
Communication Skills Inventory (Total)	0.42	0,000	0.30	0,000	0.52	0,000
CSQ Subscales						
Mental Communication Skills	0.40	0,000	0.26	0,000	0.51	0,000
Behavioral Communication Skills	0.40	0,000	0.28	0,000	0.49	0,000
Emotional Communication Skills	0.41	0,000	0.31	0,000	0.48	0,000

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