CHAPTER 5

CONCLUSIONS, IMPICATIONS, AND RECOMMENDATIONS

This chapter presents the conclusions of the study, implications for the nursing administration, nursing research, and recommendations for future research.

Conclusions

This descriptive correlation research was aimed at exploring the level of communication satisfaction and organizational effectiveness as perceived by nurses, and the relationship between communication satisfaction and organizational effectiveness among nurses in university hospitals in Kunming, the People's Republic of China. The duration of data collection was from February to March, 2013 in four university hospitals of Kunming Medical University. The subjects of 376 nurses were from eight clinical departments. The instruments used to collect the data were a set of questionnaires, which consisted of three parts: Demographic Data Form, Communication Satisfaction Questionnaire (CSQ), and Index of Perceived Organizational Effectiveness (IPOE). The reliability of CSQ was 0.98 and the alpha coefficient of each dimension of communication climate, supervisory communication, organizational integration, media quality, co-worker communication, corporate information, personal feedback were 0.91, 0.92, 0.91, 0.91, 0.84, 0.94, 0.90, respectively. The reliability of IPOE was 0.85. Descriptive statistics and spearman rank correlation coefficient were used for data analysis.

The results of this study are as follows:

1. Nurses perceived communication satisfaction to be a moderate level ($\overline{X}$ = 4.19, SD = 0.41). When considering each dimension of communication satisfaction, results illustrated that nurses in this study rated media quality as the highest score ($\overline{X}$ = 4.41, SD = 0.93), followed by co-worker communication ($\overline{X}$ = 4.30, SD = 0.82), personal feedback ($\overline{X}$ = 4.28, SD = 0.89), supervisory communication ($\overline{X}$ = 4.27, SD = 0.98), organizational integration ($\overline{X}$ = 4.27, SD = 0.87), communication climate ($\overline{X}$ = 4.08, SD = 0.94), while corporate information was rated as the lowest score ($\overline{X}$ = 3.77, SD = 1.09).

2. Nurses perceived organizational effectiveness to be a moderate level ($\overline{X}$ = 3.27, SD = 0.48). In terms of each dimension of organizational effectiveness, results revealed that nurses in this study rated flexibility as the highest score ($\overline{X}$ = 3.39, SD = 0.62), then productivity ($\overline{X}$ =3.31, SD = 0.53), while adaptability was rated as the lowest score ($\overline{X}$ = 3.21, SD = 0.54).

3. There was a strong positive relationship between communication satisfaction and organizational effectiveness (r = .51, p < .01). In terms of the relationship between each dimension of communication satisfaction, communication climate, supervisory communication, organizational integration, media quality, co-worker communication, corporate information, personal feedback, all were moderately related to organizational effectiveness, (r = .46, p < .01; r = .47, p< .01; r = .41, p < .01; r = .50, p < .01; r = .45, p < .01; r = .34, p < .01; r = .48, p < .01).

Implications

     1. Implications for nursing administration: the results could provide valuable information to nurse managers and hospital administrators in that communication satisfaction is an important factor of organizational effectiveness. The results revealed communication satisfaction was not good in university hospitals. They should develop a plan to improve satisfaction of organizational communication that will lead to better effectiveness in their organizations.

     2. Implications for nursing education: nurse educators can apply this information to develop nursing curriculum for continuing education and high level education.

Recommendations

     1. Organizational effectiveness should be studied with related factors, such as education level and year of work experience in future research.

     2. Further exploration should take in to account to find the predictive ability of variables, such as media quality, co-worker communication, and corporate information to participation in organizational effectiveness among nurses.