

# Open Minds

Internacional Journal

ISSN 2675-5157

vol. 1, n. 4, 2025

## ... ARTICLE

Acceptance date: 12/12/2025

# INFLUENCE OF ORGANIZATIONAL COMMUNICATION ON NURSES' SATISFACTION AND MOTIVATION IN THEIR WORK ENVIRONMENT: A SCOPING REVIEW

## Andreia Dias

Master's Degree in Clinical Supervision in Nursing, Specialist Nurse in Maternal and Obstetric Health Nursing, Guarda Local Health Unit;

## Andreia Magalhães

Specialist Nurse in Rehabilitation Nursing, São João Local Health Unit;

## Carina Ferreira

Nurse, Nordeste Local Health Unit;

## Mónica Cardoso

Nurse, SBN Medical-Social Assistance Service;

## Sandra Neto

Specialist Nurse in Medical-Surgical Nursing, Paços de Ferreira Prison;

## Sónia Pereira

Master's Degree in Child and Pediatric Health Nursing, Specialist Nurse in Child and Pediatric Health, Portuguese Institute of Oncology of Porto, Francisco Gentil.



All content published in this journal is licensed under the Creative Commons Attribution 4.0 International License (CC BY 4.0).

**Abstract:** **Introduction:** Effective communication is essential in healthcare organizations and an indispensable tool for conveying clear and accurate information. It contributes to the achievement of organizational goals and facilitates interpersonal relationships, collaboration, and understanding among professionals. Motivation and satisfaction are influenced by the quality of organizational communication. Open and transparent communication improves commitment levels and promotes a harmonious and productive work environment. **Objectives:** To map the influence of organizational communication on the satisfaction and motivation of nurses in their work environment. **Methods:** *Scoping Review*, based on the *Joanna Briggs Institute* (JBI) methodology and the PRISMA model. Research conducted in the *CINAHL® Complete* and *MEDLINE Complete* databases. **Results:** Organizational communication is fundamental to the functioning and management of healthcare organizations. Its quality and effectiveness are decisive for the development of healthy work environments and have an impact on the degree of satisfaction and motivation of nurses. Satisfied and motivated nurses are committed to their organizations and establish better interpersonal relationships, which contributes to the quality of care and retention of nurses. **Conclusions:** Effective and objective organizational communication facilitates the flow of information and contributes to the development, growth, success, and productivity of healthcare organizations. The success of this process is closely related to healthy work environments and human resources driven by satisfaction and motivation.

**Keywords:** Communication; Organizational Communication; Nurses; Motivation; Job Satisfaction

## INTRODUCTION

Communication plays a vital role, especially in the healthcare sector. When used effectively, it becomes a therapeutic and management tool, enabling rapid identification of problems and fostering the establishment of relationships of trust and collaboration among healthcare professionals. Given the constant developments and challenges faced by healthcare organizations, it is imperative to adopt accurate and assertive communication strategies that have a significant impact on building trust, strengthening interpersonal relationships, and organizational success. At the same time, the motivation of healthcare professionals is a key element that directly influences commitment, effectiveness, and quality of care. It is crucial to identify and highlight motivational factors among nurses in order to increase their satisfaction. By prioritizing communication and motivation, healthcare organizations can not only optimize the performance of their teams, but also ensure the provision of high-quality care.

## THEORETICAL FRAMEWORK

Communication is a fundamental need and an intrinsic condition of human beings. It is a process of sharing information and values between people, which proves effective when what is transmitted is commonly understood by both the sender and the receiver (Silva, 2023; Pereira, 2017).

In nursing, communication is a crucial therapeutic tool and an essential component of relationships. It ensures the identification of problems, which enables an appropriate and effective care plan and early and effective action; it guarantees the quality of care provided; it enhances understand-

ding and rapprochement between different professionals; it allows the sharing of perspectives, experiences, and ideas; establishes relationships of trust and collaboration (Pereira, 2017); promotes the performance and development of nursing teams, which minimizes conflicts and enhances emotional and psychological stability; intensifies the therapeutic effect (Hahm et al., 2024).

Communication skills are fundamental to the provision of nursing care and ensure that nurses are successful in performing their duties, including management functions (Hahm et al., 2024). As a management tool, communication skills enable nurse managers to structure and organize work, convey information, make assessments, lead meetings, promote the involvement of professionals (Pereira, 2017), and communicate the organization's philosophy, mission, vision, and values. It is key to recognizing and resolving various problems and enables the creation and realization of various opportunities.

Currently, healthcare organizations are experiencing a peculiar and turbulent moment, the result of all the reforms that have been taking place with the aim of improving the quality and efficiency of services. They are faced with numerous obstacles caused by the pressure to change, the introduction of new management models, institutional and structural changes, and even technological advances (Pereira, 2017). Added to these dynamics is the current worrying situation in the country: financial difficulties, high rates of poverty and in , an aging population, low incomes and low levels of education, increased migration flows, and an increase in chronic diseases.

In these organizations, communication plays a key role and must be appropriate, assertive, and effective. It is a process that influences trust, conditions the construction and understanding of interpersonal relationships, and promotes well-being and organizational success (Hicks, 2020).

Organizational communication takes on a prominent role. It refers to the way information and ideas are presented, concerns all means of dialogue within the organization, is an intrinsic component of work processes, and occurs at all hierarchical levels (Dalal et al., 2023; Kim & Doo, 2020). It is a difficult, complex, and extremely important process for the development and survival of the organization, primarily because it provides information about the organizational culture. This is fundamental, as it represents and generates a system of safety culture in the healthcare organization (Yoo et al., 2020). It is a strategic factor for the development and maintenance of the organization's culture, for the fulfillment of its mission, and is fundamental for the motivation, satisfaction, and appreciation of professionals (Silva, 2023).

Professional motivation is a subject that has received a lot of attention, as it is commonly accepted that individuals bring their individual standards of needs and goals to organizations, which influence their response to organizational needs, their behavior, and their performance at work.

With regard to the specific area of health, and particularly nursing, it is recognized that the degree of motivation of professionals is reflected in their relationships and interactions with the multidisciplinary team, clients, and the community. The literature reveals that motivation, as a variable of utmost importance in the study of individual

behavior in an organizational context, is associated with important outcomes, such as increased effectiveness, high performance, and productivity (Silva, 2023). It is a condition for professional and organizational commitment (Dalal, et al., 2023).

The factors that influence motivation are diverse and of unequal relevance, which is why special attention should be paid to those that nurses consider to have the greatest impact on stimulating and maintaining motivation for providing care. This preference results from their relative importance and does not eliminate the need to continue to preserve and enhance the importance of the other factors for the continuity and intensification of nurses' motivational factors.

Care provision is decisively influenced by how nurses feel, are recognized, and are motivated in their work context. In this sense, communication is of paramount importance, being closely related to productivity and personal fulfillment. Improving communication in healthcare organizations can increase professional satisfaction (Dalal, et al., 2023). Satisfied professionals are more committed to the organization and provide higher quality care.

Considering the importance of satisfaction and motivation for the development of the nursing profession, and because organizational communication contributes to reducing *stress* and anxiety levels (Silva, 2023), it is important to identify how this communication influences the satisfaction and motivation of the nursing team.

Thus, in the turbulent times we are experiencing in professional terms, satisfaction and motivation for the practice of nursing is undoubtedly a relevant and current issue.

## METHODS

An initial exploratory search was conducted in several databases to identify keywords and free terms, as well as to find out the scientific evidence available on the subject under study.

To map the influence of organizational communication on the satisfaction and motivation of nurses in their work environment, a systematic review of the literature was conducted – *a scoping review*. The *MeSH* descriptors were defined, organized with the Boolean operators *AND* and *OR*, and the Boolean phrase was constructed (Table 1).

Table 1 – Search Syntax

MeSH descriptors	“motivation” or “job satisfaction” or “work satisfaction”; “nurs*”
Free descriptors	“organizational communication” or “institutional communication”; “satisfaction”
Boolean phrase	(“organizational communication” OR “institutional communication”) AND (motivation OR “job satisfaction” OR “work satisfaction” OR satisfaction) AND nurs*

To organize the information, the research was based on the guidelines and methodology of *JBIR Reviewers* and the *PRISMA – Flow Diagram (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)* model. The research question was developed based on the *PCC* model, which is the acronym for (P) Population, (C) Concept, and (C) Context. These three elements are fundamental in formulating the research question: “How does organizational communication influence the satisfaction and motivation of nurses in their work environment?”.

Table 2 – PCC Description

P	Population	Nurses
C	Concept	Organizational Communication, Satisfaction, Motivation
C	Context	Work Environment
Research question according to the PCC mnemonic		
How does organizational communication influence the satisfaction and motivation of nurses in their work environment?		

The population refers to nurses. Nurses are professionals with a legally recognized nursing degree. They hold a professional title and have the scientific, technical, and human skills to provide comprehensive nursing care to individuals, families, groups, and communities in the areas of prevention, treatment, and rehabilitation (Ordem dos Enfermeiros, 2015).

In terms of concepts, organizational communication is the exchange of information between individuals within the same organization. It has two purposes: to provide information and understanding so that people can carry out their tasks and to foster the necessary attitudes that promote motivation, cooperation, and job satisfaction (Chiavenato, 2014).

The concept of job satisfaction is complex and subjective because it varies from person to person. Pereira (2017) states that satisfaction is an affective/emotional state or a positive attitude towards one's activities, tasks, conditions, and organization. It is closely related to productivity and the level of personal fulfillment.

“Motivation is the persistent tension that drives the individual to some form of behavior aimed at satisfying one or more needs” (Chiavenato, 2014, p.186). It is the

driving force behind human behavior. It is an intrinsic process within the individual, which encompasses several factors and generates effort, persistence, change, and results (Silva, 2023).

The context is the work environment. It encompasses the physical and human environment in which a given activity or work is carried out and is closely related to the organizational climate. This is defined as the psychological and social environment that exists in organizations and conditions the behavior of their professionals. Working in a pleasant organizational climate makes people feel more satisfied with their work (Chiavenato, 2014).

The research was conducted between March and April 2024 by six independent reviewers using the *EBSCOhost web* scientific content aggregator. The databases used were: *CINAHL® Complete* and *MEDLINE Complete*.

The bibliographic references were exported to the *Rayyan software*, a research tool, and peer review was performed. Thirty-one articles emerged. After removing the duplicates (seven articles), the titles and respective abstracts were analyzed by two independent reviewers. Seven articles were obtained. The articles were read in full. Four articles were included in the final sample. A grey literature search was also conducted in RCAAP (Scientific Open Access Repositories of Portugal), and three studies related to the topic were selected. After analysis, again performed by two independent reviewers, two studies were included.

The process of identifying and including articles is outlined using the *PRISMA Diagram flow* (Figure 1) (Page et al., 2021).

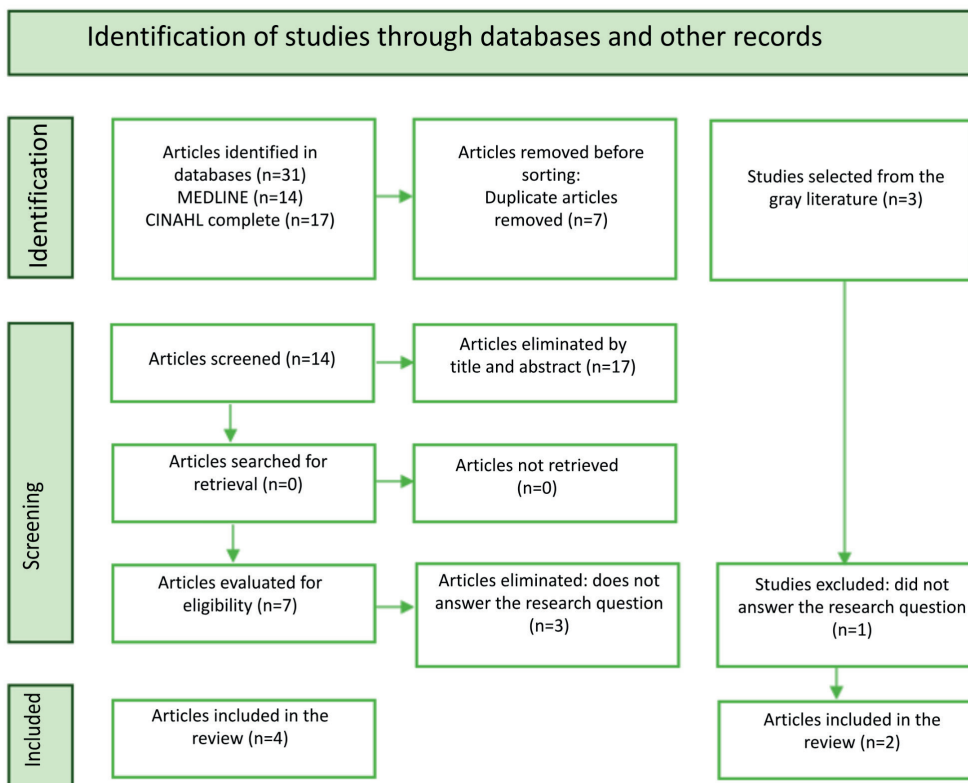


Figure 1 – Process of identifying and including articles – PRISMA *Diagram flow* (Page, et al., 2021)

## RESULTS

The final sample included four articles, most of which were descriptive studies. Regarding the origin of the articles, two are from Korea, one from Palestine, and one from the United States of America. The samples consist of nurses from different work contexts, and all articles aim to map how organizational communication influences nurses' satisfaction and motivation in their work environment.

Regarding publications in the gray literature, three master's theses emerged, only two of which contribute to answering the research question and support the contextualization of the theme. These are quantitative studies, one with a population of nurses and the other with a mixed population (nurses, doctors, psychologists, therapists, among others).

## DISCUSSION

The studies analyzed reveal that organizational communication is fundamental to explaining and understanding the functioning and management of any organization. Effective internal communication is crucial in the dissemination of information. It is relevant in organizational dynamics, coordination, decision-making, and task completion. Satisfaction with internal communication encourages the active participation of professionals and allows their ideas to be valued and implemented. These aspects generate high levels of motivation and commitment (Silva, 2023).

One of the objectives of organizational communication is the management and development of relationships. Hicks (2020) considers that a quality relationship



between managers and professionals is guaranteed by the use of supportive communication and that this is essential for sharing fundamental information. The quality of organizational communication is a key element in nurses' satisfaction with the organization and, as such, should be a concern for nurse managers. They should invest in promoting healthy working relationships and communication that is appropriate to the needs of the organization and its professionals (Pereira, 2017). To this end, they should be equipped with appropriate tools and training to improve their communication skills and abilities in order to ensure continuity of communication. Hahm et al. (2024) mention that the degree of professional satisfaction increases when there is investment in continuing education and programs aimed at improving communication skills, a culture of trust, and interprofessional relationships.

Another aspect of organizational communication recognized by Hicks (2020) as a motivational factor for professionals concerns the use of communication that highlights the organization's expectations of these professionals. He also points out that managers are responsible for establishing communication and regularly checking that messages are received clearly.

Managers should focus on improving internal communication to promote positive interpersonal relationships and excellent levels of commitment among healthcare professionals. In addition, they should frequently assess the satisfaction levels of professionals and understand the factors that affect them. Better communication increases job satisfaction and satisfaction with organizational communication (Dalal et al., 2023).

Pereira (2017), in his study on nurses' satisfaction with organizational communication, reports that nurses considered communication strategies to be ineffective, which led to a low level of satisfaction. Trust, receptivity, and the sharing of opinions among professionals are relevant aspects of communication between managers and professionals and are important for work motivation, problem solving, and the proper performance of tasks (Silva, 2023). It is essential that professionals feel involved, committed, and engaged. This motivates them and enables them to perform their duties accurately, which is essential for productivity in the organization (Silva, 2023). In any organization, organizational communication is part of work processes (Dalal et al., 2023) and is essential for achieving the objectives set and for complying with strategic planning.

The study by Silva (2023) validates the importance of organizational communication in employee satisfaction. This author found that this satisfaction comes from praise from managers, recognition of each employee's work, and the possibility of career advancement. These aspects lead to high levels of motivation to perform duties. Another conclusion is related to the lack of communication in organizations. Professionals report that poor organizational communication affects interpersonal relationships and motivation to achieve goals. They believe that the fact that professionals at different hierarchical levels do not know or interact with each other hinders understanding of problems and participation in decision-making.

Communication is fundamental in healthcare contexts and in the provision of healthcare (Hicks, 2020; Yoo et al., 2020). The way communication takes place and its

effectiveness are relevant to the provision of holistic, safe, and quality care that promotes therapeutic effect ( ). At the same time, communication promotes the performance and development of nurses; plays a decisive role in reducing *turnover*; promotes commitment to work and retention of nurses; increases voluntary and positive behavior; favors a sense of psychological stability; and increases job satisfaction (Hicks, 2020).

Job satisfaction is deeply influenced by organizational intimacy. One of the pillars of organizational intimacy lies in communication and communication skills, which is corroborated by authors who consider effective communication strategies and techniques to be necessary to increase organizational intimacy (Hahm et al., 2024). They argue that cohesive and close interpersonal relationships promote solidarity, respect, unity, and mutual trust.

Lack of communication or ineffective communication diminishes organizational intimacy and trust among professionals, which interferes with patient safety. Yoo et al. (2020) corroborate Hahm et al. (2024) when they mention that communicating inaccurate or delayed information can result in harm and/or errors for patients. Poor communication is often at the root of errors that occur in a hospital setting (Hicks, 2020).

The way of communicating and informal horizontal communication interfere with the work environment and organizational climate. The quality of organizational communication, and how it is perceived by individuals, influences job satisfaction (Dalal et al., 2023). Establishing effective communication channels, such as email and online platforms used in meetings and shift handovers, has proven to be a strategy conducive to nurse satisfaction and motivation to work.

The degree of satisfaction or dissatisfaction of professionals interferes with their attitude at work and significantly impacts their commitment to the organization. High levels of job satisfaction lead to high levels of professional and/or organizational commitment. Among healthcare professionals, satisfaction with internal communication practices can affect professional satisfaction and commitment to work and the organization.

## CONCLUSIONS

This *scoping review* concluded that organizational communication is a key factor in healthcare organizations and is an indispensable tool in the processes of transmitting and obtaining information. When objective and effective, it facilitates the flow of information and keeps professionals informed about changes in the organization, in addition to promoting joint efforts to achieve the organizations' objectives, mission, and values. For these reasons, it is necessary to implement and improve strategies that promote effective communication.

The development, growth, success, and productivity of healthcare organizations depend on their human resources, which is why the satisfaction, motivation, and commitment of professionals are essential.

The quality of communication interferes with the work processes of professionals and has a clear impact on the work environment. Communication practices based on *feedback* to professionals and the valuing of work- s contribute to commitment to the organization, a healthy work environment, and personal and professional development.



In exploring this topic, one would expect to find more evidence supporting the relationship between organizational communication, satisfaction, and employee motivation. Although recent studies present a superficial approach to the interconnection of concepts. This opinion is corroborated by Silva (2023) and Dalal, et al. (2023), who state that there is a lack of empirical research linking organizational communication with organizational commitment and its impact on employee satisfaction.

This reinforces the perception of the emergence of the topic. This is an area of knowledge in its early stages of development. There is evidence of the potential for the research group to not only contribute to the understanding of the topic in question, but also to inspire new lines of research and encourage the consolidation of a more robust and enlightening literary base for future studies.

## REFERENCES

Chiavenato, I. (2014). *Teoria Geral da Administração. Abordagens Descritivas e Normativas*. Manole.

Dalal, H. J. A., Ramoo, V., Chong, M. C., Danaee, M., Aljeesh, Y. I., & Rajeswaran, V. U. (2023). The Mediating Role of Work Satisfaction in the Relationship between Organizational Communication Satisfaction and Organizational Commitment of Healthcare Professionals: A Cross-Sectional Study. *Healthcare (Switzerland)*, 11(6), 1-13. <https://doi.org/10.3390/healthcare11060806>

Decreto-Lei n.º 104/98 do Ministério da Saúde: Regulamento do Exercício Profissional dos Enfermeiros. (1998). Diário da República n.º93, Série I-A de 1998-04-21. <https://diario-darepublica.pt/dr/detalhe/decreto-lei/104>

Hahm, S. Y., Gu, M., & Sok, S. (2024). Influences of communication ability, organizational intimacy, and trust among colleagues on job satisfaction of nurses in comprehensive nursing care service units. *Frontiers in Public Health*, 12. <https://doi.org/10.3389/fpubh.2024.1354972>

Hicks, J. M. (2020). Leader Communication Styles and Organizational Health. *Health Care Manager*, 39 (4), 175-180. <https://doi.org/10.1097/HCM.0000000000000305>

Page, M. J., Moher, D., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., McGuinness, L. A., ... McKenzie, J. E. (2021a). PRISMA 2020 explanation and elaboration: updated guidance and exemplars for reporting systematic reviews. *BMJ (Clinical research ed.)*, 372, (160). <https://doi.org/10.1136/bmj.n160>

Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., McGuinness, L. A., ... Moher, D. (2021b). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *BMJ (Clinical research ed.)*, 372, (71). <https://doi.org/10.1136/bmj.n71>

Pereira, D. G. (2017). A satisfação dos enfermeiros com a Comunicação Organizacional em contexto hospitalar (Dissertação de mestrado, Escola Superior de Enfermagem de Lisboa). Repositórios Científicos de Acesso Aberto de Portugal. <http://hdl.handle.net/10400.26/20967>

Silva, F. F. (2023). A importância da comunicação interna na motivação dos trabalhadores das organizações sociais e de saúde (Dissertação de mestrado, Instituto Politécnico de Coimbra). Repositórios Científicos de Acesso Aberto de Portugal. <http://hdl.handle.net/10400.26/45627>

Yoo, J., Chung, S. E., & Oh, J. (2021). Safety Climate and Organizational Communication Satisfaction Among Korean Perianesthesia Care Unit Nurses. *Journal of Perianesthesia Nursing*, 36(1), 24–29. <https://doi.org/10.1016/j.jopan.2020.04.009>