Examining ISA Engagement Scale as Mediating Between Role Organizational Communication Satisfaction and Performance in Jordanian Hospitals

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ABSTRACT

In Jordan, the public healthcare industries retained by the government and tremendously subsidized. However, the quality of care, personnel and facilities are far outreaching from satisfactory. Besides that, the private sectors may be expensive to access the care, quality of treatment and communication satisfaction derived is unwary. This study proposes RBV theory and JD-R model to determine the factors which lead to organizational communication satisfaction and nursing performance in the Jordanian hospital context while investigating the mediating roles of employee engagement. This article is describing the writing criticism of quantitative discoveries by investigating communication satisfaction and work performance. Through the analysis, found that there is a positive and significant effect of communication satisfaction and performance with employee engagement as mediating. Likewise, communication from the organization stage is needed for nurses to evolve the clinical skills and improve communication skills with patients and increase performance.

1. INTRODUCTION

Job performance is a responsibility or process of self-involvement in accomplishing tasks (Al- Hamdan, Oweidat, Al- Faouri, & Codier, 2017). Nursing performance is a description of nurses' capability to complete work goals, achieve job expectations, gain benchmarks, and establish organizational goals. Nurses are the pillar of patient care and affect hospital performance and reputation. The clinical performance of nurses has directly influenced patient experience, clinical outcomes and hospital performance (Swart, Pretorius, & Klopper, 2015).

Previous studies found that health care services depend on nurses' job satisfaction because communication satisfaction is related to performance. If the employees are happy with their work, they will provide the best services to their customers (Shekelle, 2013). Besides that, the clinical outcome of the patient associated with the communication satisfaction of nurses. According to Aron (2015) stated poor nursing care was related to nurses' job dissatisfaction. A study has proven that higher communication satisfaction among nurses inversely proportional to the duration of stay in hospital among patients (de Cordova, Phibbs, Schmitt, & Stone, 2014).

Therefore, the healthcare system in Jordan may propose eccentric challenges for nurses based on organizations. Furthermore, the relationships between hospital work environments and nurse outcomes have well explicated in Asian, North American, and European circumstances, and slightly related in Jordan (Al- Hamdan, Manojlovich, & Tanima, 2017). Besides, the continuous shortage of nurses and increasing demands for health care in Jordan has realized that it is essential to recognize the impact of the nurses' communication satisfaction on work engagement and performance.

Al-Damen (2017) has identified the main reasons responsible for patient's attrition in Jordan public health institution: low motivated staffs leading to the brain; dissatisfaction working environments, prolong time spent in accessing health care, poor communication gaps between the service provider and service consumers, repulsive environment, fake drugs and substandard facilities, inadequate government funding. These factors are the primary reasons affecting communication satisfaction, quality of work-life, engagement, and job performance.

2. LITERATURE REVIEW

Job Performance

The job performance ideas convey the involvement of the personal endeavour with their

ability and perception of their roles or responsibilities, which determine the achievement level and completion of the tasks given (Al-Hawary & Al-Menhaly, 2017). Performance is a homogenous system that constitutes individual production because it is significant in the business world (Ghaith, Enas, Mutia, & Abdul Malek, 2018). While job performance narrated as the expertise, effort, and the working conditions, which include apprehension skills, capabilities, and proficiency that brought the individual to the company, the passionate of the employees to complete their work, and the suitability of the delegation of the tasks will facilitate and improve the productivity of the organization (Levey, 2001).

Work performance in nurses can be assessed by the superior through the efficiency of the work performance nurse. There are four elements involved in evaluating job performance among staff nurses. Firstly, the respected hospital should create a positive behaviour and environment for the staff, including courtesy, respect, communication, comfort, responsiveness, teamwork, and professionalism. Secondly, nursing practitioners should include four vital nursing processes in nursing care, such as assessment, diagnosis implementation, evaluation, and documentation. Thirdly, providing quality care to the patient. Lastly, provide education to the patient and family members that involved the patient's care (Cobb, 2008). Also, staff nurses` performance has evaluated as the formal exhibition of competency and ability. The head of nurses will assess their subordinates and concern with the efficiency,

effectiveness and competency of the nursing process that rendering the care for patients.

Employee Engagement

Work engagement is comprehended as a beneficial, complete and effective motivational state and simplify it to share a conceptual similarity with work attitudes related to work quality among the workers (Taipale, Selander, Anttila, & Nätti, 2011). According to Shuck and Wollard (2010), job engagement designated as an individual psychological, emotional and behavioural state directed towards the institutional result. Albrecht (2010) mentioned that work engagement not only reflects on the enthusiasm attitudes towards the achievement of organizational goals, but it also helps in creating a positive work-related psychological state for the workers.

In the year 2012, Soane and his colleagues have created a new scale for measuring employee engagement. They associated three conditions for the engaged state and primarily retrieving from Kahn (1990) engagement theorization. This theory initiated by the authors' and defined the role, activation, and positive affect of the work engagement. Activation is a dimension of effect, which proved that these two conditions have a fundamental connection.

In the actual study, each of the items was strongly interrelated with the engagement dimension. Besides, the engagement dimensions were strongly related to general engagement (Soane et al., 2012). Thus, the items and dimensions were identified precisely by the researchers. The items are listed under their respective ISA dimension in Table 1 for further demonstration.

Table 1: Items of ISA Engagement Scale

Intellectual Engagement	Social Engagement	Affective Engagement
Concentrating hard on individual's work	Sharing the same work values with colleagues	Feeling positive about individual's work
Focusing on individual's work	Sharing the same work goals with colleagues	Feeling energetic in individual's work
Paying a lot of attention to individual's work	Sharing the same work attitudes as the colleagues	Being enthusiastic in individual' work

Finally; According to the above, this study will examine job satisfaction as hospital resources and the quality of work-life as personal resources and will use engagement as a mediator between these variables and performance according to this model and the recommendations from (Sit, 2016; Zahrah, 2015) to use it as mediator. This study intends to focus on work engagement to explore the relationship between the employee and their work to the extent the work itself contributes to engagement.

Organizational Communication Satisfaction

Crino and White (1981) highlighted that communication satisfaction is the satisfaction of individual with several aspects of communication in the (SIC) organization" (p. 831-2); it is the degree of satisfaction of employees towards with organization's communication systems.

Ehlers (2003) mentioned the significance of job performance and asserted that it is a significant problem in the communication literature. The researchers have realized the importance of

achieving employee performance and greater employee satisfaction in improving a better organizational culture and greater organizational efficiency (Pettit Jr, Goris, & Vaught, 1997). At first bounce, the ideas of communication satisfaction may appear instead of simplistic. However, it is a multidimensional construct that encloses several subscales. This study centralized in hospitals in nursing roles, and only the seven subscales will contemplate this study.

- **Communication Climate:** revised the communications in two levels, which involving organizational and personal (Clampitt & Downs, 1993).

- **Superior Communication:** is defined as the effectiveness of listening, receiving new ideas, and giving guidance for solving job-related problems (Akkirman & Harris, 2005).

- **Organizational Integration:** refers to the level to which employees provided information about their work environment or the organization (Mustamil, Yazdi, Syeh, & Ali, 2014).

- **Media Quality:** Understand the evolution of social media platforms and use by participants.

- **Horizontal Informal Communication:** the lateral exchange of messages among people on the same organizational level or authority (Kim & Jang, 2019).

- **General Organizational Perspective:** reflects employees' satisfaction with information significant with the general functioning of the organization; it deals with the broadest kind of information about the organization as a whole (Mustamil et al., 2014).

- **Feedback:** includes communications relating to personal goals and work and is based on workers' understanding of their work is appraised and evaluated (C. W. Downs & Hazen, 1977).

Organizational Communication Satisfaction and Job Performance

For nearly 30 years, academics have been interested in organizational communication satisfaction and its link to work performance, though most studies have been subjective, quasi-experimental, or criticisms. However, Jain (1973) used a survey interview format to investigate the relationship between hospital administrator's communication efficiency and their work performance as experienced by their subordinates.

Supervisory communication behaviours, the frequency and level of supervisor-subordinate communication, employee understanding of policies and procedures, employee communication satisfaction, and the use of non-supervisory formal communication channels were among the efficiency criteria. Previous research has discovered positive links between communication effectiveness and job performance, as well as between communication frequency and level and work performance (Chien, 2004; Clampitt & Downs, 1993; Coopman, 2001; C. Downs & Hain, 1982; C. W. Downs, Archer, McGrath, & Stafford, 1988; Pincus, 1986). Moreover, Hargie, Tourish, and Wilson (2002) stated that employee communication satisfaction is conclusively related to productivity. Lastly, Snyder and Morris (1984) mentioned that communication satisfaction has an essential positive association with job performance.

Organizational Communication Satisfaction and Employee Engagement

One of the keys determinants of employee engagement is employee communication based on the research study (Iyer & Israel, 2012). Therefore, the significance of employee communication and engages in the practitioner literature, there is little empirical academic research testing and endorsing a link between the two constructs. Nevertheless, there is no specific study to determine the effects of organization communication on employee engagement and organization communication satisfaction has a prediction to have a positive impact on employee engagement (Iyer &Israel, 2012). Inter-organizational communication (Downs & Hazen, 1977) is one aspect of organizational communications, which the current understanding of internal communication. Using this as a foundation, the recent research aims to identify the processes that conciliate the relationship between internal communication and employee engagement.

Employee Engagement and Job Performance

According to the study, engagement and performance have related in both direct and indirect ways. The engagement of the individuals and groups has an association between organizational and employee performance (Buckingham & Coffman, 2014; Macey, Schneider, Barbera, & Young, 2011).

Employee engagement has found to be a primary predictor of desirable organizational outcomes such as customer satisfaction, retention, efficiency, and profitability by Buckingham and Coffman (2014). In a study of 65 companies in various sectors by Macey et al. (2011), the top 25% on an engagement index had a higher return on assets, benefit, and more than double the

shareholder value than the bottom 25%. According to these findings, there is a direct link between engagement and performance.

Elevation of health expenditures in a community, the number of private sectors also escalate, the number of private hospitals and the emergence of new diseases have affected the awareness of quality health services. Therefore, hospitals and health professionals become more stressful and burden (Othman & Nasurdin, 2011). In these circumstances, healthcare professions, especially in nursing, have struggled with overwhelming stress, fatigue, and burnout while dealing with productive, cost-effective, and advanced care to the patient (Luthans, Lebsack, & Lebsack, 2008). However, tremendous studies suggested conducting studies related to health care professions by examing health behaviours, especially nurses' work engagement (Mauno, Kinnunen, & Ruokolainen, 2007). Being an optimist and adopting a productive behaviour style has directly influenced the performance of health professionals. Many institutions malfunction were due to insufficiency of commitment to achieve high work performance (Osei, Osei-Kwame, & Osei Amaniampong, 2017). Furthermore, the irrespective work field has shown that the high performance of employees drives organizational success (Harter, Schmidt, & Hayes, 2002; Vosburgh, 2005). It is worth noting, however, that things like motivation are difficult to quantify. As a result, the behaviour, body language and responses, must be inferred (Sonsale, 2017). This situation makes it impossible to assess performance.

The Mediating Role of Employee Engagement between Organizational Communication Satisfaction and Job Performance

Findings from Xanthopoulou and colleagues (2008) has agreed with this statement that engagement as a mediator provided a full-scale explanation in relationships between predecessors and performance outcomes, instead of other variables (e.g., self-efficacy). They looked into how self-efficacy and work engagement influenced job performance. According to their findings, self-efficacy did not mediate the relationship between colleague support and accomplishment, but commitment did. Engagement mediated does not only has the relationship between colleague support and performance but also the correlation between self-efficacy and work performance. Therefore, Xanthopoulou et al.'s study supported Rich, Lepine, and Crawford (2010) argument that engagement has more predictive power as a mediator between organizational communication satisfaction and job performance.

Although numerous studies have shown that engagement is positively interrelated to organizational performance (Harter et al., 2002). However, there is a lack of speculation and actual observation for the role of engagement as a means through which organizations can create competitive advantages (Ghaith, 2020), and researchers argue that commitments provide more value as a mediator (e.g., Xanthopoulou et al., 2008).

Conceptual Framework

Human resource practices may affect an organization's performance because of their influence over employees and organizational systems that give workers the ability to control their objectives (Gavino, Wayne, & Erdogan, 2012). Employee aptitudes have influenced the application of acquiring and improving human capital (Cabello-Medina, López-Cabrales, & Valle-Cabrera, 2011). The recruitment methods applied in the organization have a significant impact on the quality skills new hires possess (Newman & Lyon, 2009).

The purpose of involving RBV is because the organizations can apply well-defined resources to gain a competitive advantage. Besides this, Peteraf (1993) revealed that organizations own hold resources (tangible or intangible) that act as assets used in multiple ways to showcase the distinct quality of the company in the market. The current study aims to study the organizational communication satisfaction on job performance relationship– where the eccentric intangible resources like (communication satisfaction) could successfully use so Jordanian hospitals project out from their competitors.

Work assets distinctly affect motivation or employee engagement when job demands are high. This situation depends on the establishment of conservations of resources (COR) theory (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Hence, the JD-R model helps understand, explain, predict employee burnout, employee engagement, and outcomes. Among studies that had used the JD-R model to test employee engagement and its results (Llorens, Bakker, Schaufeli, & Salanova, 2006), Hakanen, Bakker, and Schaufeli (2006), Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009), and S. L. Albrecht (2012). The relationship between employee engagement and employee engagement outcome using the JD-R model. Thus, this study extends the RBV theory and the JD-R model, as shown in the figure below.
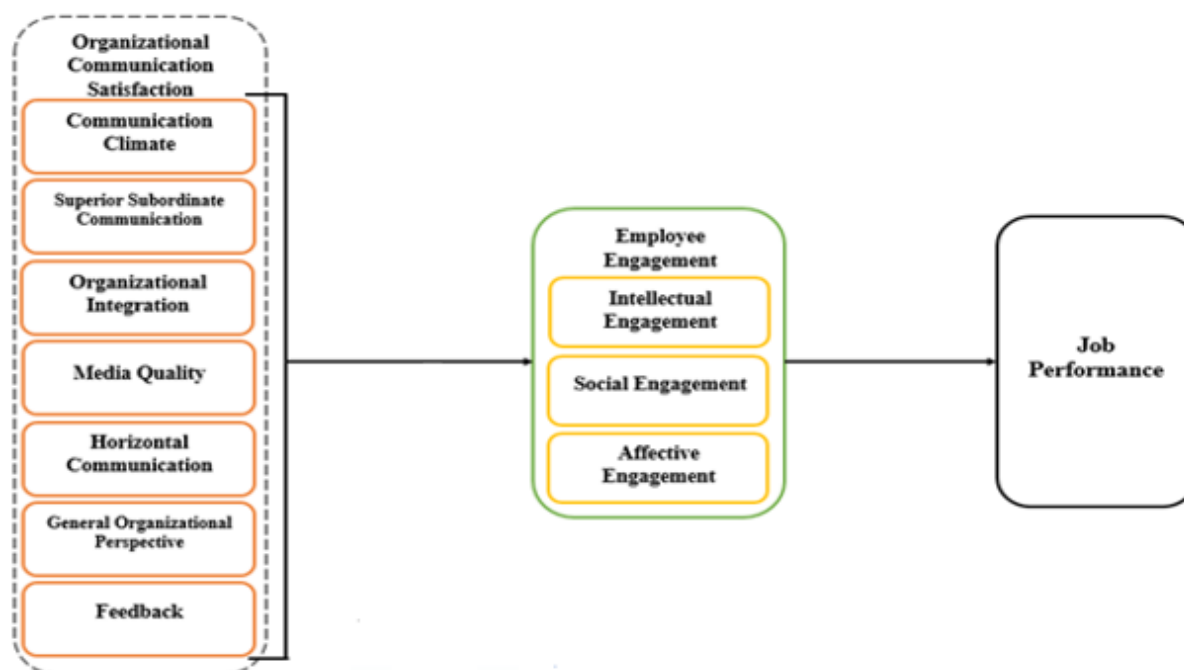
Figure 1: Conceptual Framework

CONCLUSION

This study emerged new evidence to generate knowledge regarding Jordanian nurses' satisfaction with institution communication. This study intended to review literature related to communication satisfaction, worker engagement, and work performance. The hypothesized model has formulated after a review of related literature. This research is the primary study to determine institution communication satisfaction in Jordanian hospitals. In a nutshell, the RBV model and the JD-R model provides a theoretical explanation of the relationship between employee engagement and outcome (performance). This research further extends on the employee engagement outcome mentioned by the JD-R model. Institution communication satisfaction has investigated related to a chain of interactions with media quality, communication climate, and supervisor relationships. The insight from this study is focusing on the specific areas that need attention to enhance effective organization communication and improving practice settings and helping nursing formulate strategies, with the paramount goals to achieve optimal outcomes for patients, nurses, and healthcare organizations. Finally, the recommendation for the future study is the survey by distributing questionnaires among all companies (banks, telecommunications, computer companies, hotels etc.) in Jordan to identify the influence of the study variables on performance.

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