

Improving Organizational Communication Climate: Experience from Islamic Hospital in Surabaya

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Abstract-Communication is the most fundamental human activity and influences other activities in the workplace. We can not imagine the organization can exist and live without communication, because communication as an exchange of information and the delivery of meaning is the essence in any social or organizational system. This study aimed to identify organizational communication climate of two islamic hospital in Surabaya. This is descriptive observational study and involve two hospitals as member of Islamic Hospital Foundation. Collecting data from 10 units in Ahmad Yani and Jemursari of Islamic Hospital were selected using stratified random sampling. This study showed that organizational communication climate units in two islamic hospital in Surabaya, as much as 60% work unit has a tendency supportive to neutral communication climate, which shows that the communication climate of work units are supportive to each other, listen to each other and extrovert, but these character could change according to condition faced by the work unit.

Keywords: organization, communication, hospital, health services

1. INTRODUCTION

Communication is the most fundamental human activity and influences other activities in the workplace. We can not imagine the organization can exist and live without communication, because communication as an exchange of information and the delivery of meaning is the essence in any social or organizational system (1). Communication climate is an emotional atmosphere in an organization that develops based on how much comfortable feelings are enjoyed by all members of the organization. To create an effective organization, communication climate is much more important than communication skills or techniques. Certain communications climate provides guidance for individual decisions and behavior (2).

Patient safety incident in Ahmad Yani of Islamic Hospital consist of adverse events as much as 77.32%, near miss 21.65%, and sentinel 1.0%. It concluded that patient safety incident happened in Ahmad Yani of Islamic Hospital is adverse events. In the middle of 2015, in July, there were an increasing number of patient safety incidents as much as 42.9%. The high patient safety incident often associated with communication factor in hospital also may affect patient safety incident because the communication in hospital were still no effective. In effective communication, communication climate is a contributing factor related to the effectiveness of an organization. Other factor that may cause patient safety incident is the complexity of health care in hospital. This study aimed to identify organizational communication climate of two islamic hospital in Surabaya.

2. METHOD

This is descriptive observational study and involve two hospitals as member of Islamic Hospital Foundation. Collecting data from 10 units in Ahmad Yani and Jemursari of Islamic Hospital were selected using stratified random sampling. Respondents of study were cam from staff on works unit such as physician, nurse and other health worker.

3. RESULTS

Communication is the most fundamental human activity and influences other activities in the workplace. In the achievement of organizational goals, communication climate is one aspect taken into account. Communication climate is the employee's perception of the quality of relationships and internal communication and the level of involvement and influence that all employees have.

Description Dimension, The work unit provides the highest response to the unit head's statement informing the patient's safety guidelines well with a mean of 3.2. The results indicate that in the work unit in two islamic hospital in Surabaya has good descriptive communication, because the head unit can inform patient safety guidance to members of the work unit well.

Spontaneity Dimension, The work unit gives the highest response to the statement of work atmosphere in the work unit filled with a sense of openness and

honesty with the average of 3.4. These results indicate that the high communication in the work unit in two islamic hospital in Surabaya occurred spontaneously and mutually frank. This is because the working atmosphere in the work unit at in two islamic hospital in Surabaya filled with a sense of openness and honesty. So employees can communicate about patient safety easily.

Empathy Dimension, the highest appraisal of the work unit lies in the unit head's statement responding to the patient's safety incident report which occurred well with a mean of 3.4. The results show that the head of the unit has an empathetic attitude when communicating with the staff regarding patient safety.

Equality Dimension, 55% of work units in in two islamic hospital in Surabaya gave the highest score on score 3 with the statement agreed. The results indicate that most work units feel that the head unit does not differentiate members' opinions regarding patient safety. Assessment of the unit of work against the dimensions of provisionalism gives the highest value on the unit head unit's statement of ideas, and advises its members well with a mean of 3.2. These results indicate that patient-related communications of safety in members in the work unit can be professional because the head unit can receive and listen to the advice of its members well.

Communication Openess Dimension, the work unit in in two islamic hospital in Surabaya gave the highest answer on the question of the member of the work unit free to express the opinion about the patient's safety with the average of 3.2. It indicates that communication in the work unit is open because members of the work unit are free to express opinions about patient safety to their colleagues and employers. So that the work unit members become comfortable when communicating about patient safety.

Feedback and Communication about Error Dimension, The work unit at in two islamic hospital in Surabaya gave the highest assessment on the question of all members of the work unit to review and feedback on reporting the patient's safety incident with an average of 3.3. This indicates that the high feedback and communication about error all members of the work unit to review and feedback related to patient safety incidents.

Table 1 show that 75% of work units have good descriptive communication. The results indicate that the head of the work unit can properly describe guidelines and other messages related to patient safety in the hospital. Assessment of the work unit to the spontaneity dimension, indicating that 55% of work units have good spontaneous communication.

Table 1. Assessment of Organizational Communication Climate Work Unit at Islamic Hospital in Surabaya by Dimension

Dimension	Fair		Good		Very Good	
	N	%	N	%	N	%
Description	0	0	15	75	5	25
Spontaneity	0	0	11	55	9	45
Empathy	0	0	10	50	10	50
Equality	0	0	11	55	9	45
Provisionalism	2	10	12	60	6	30
Communication Openess	1	5	13	65	6	30
Feedback and communication about error	0	0	10	50	10	50

Assessment of work units in the four dimensions, indicating that 50% of the work units have good empathy communication. These results indicate that when communicating some work units at islamic hospital listen to each other and understand the message conveyed by the other person. A further assessment of the dimensions of equality, indicating that 55% of work units have good equality. This indicates that the head of the work unit in two islamic hospital can control the situation in the work unit, not distinguish the member of his work unit and trust the ability possessed by the work unit member. Assessment of work units in the dimensions of provisionalism, indicating that as much as 60% of work units have good provisionalism communication. This indicates that the head of work units and members of the work unit at islamic hospital can be able to behave professionally more flexibly and easily adjust to the patient's safety condition in the work unit. The appraisal of the work unit on the communication openness dimension shows that 65% of work units have been in good category. Assessment of the work unit on dimensions of feedback and communication about error indicates that 50% of work units already have good feedback and good communication patient safety.

4. DISCUSSION

Communication is the most fundamental human activity and influences other activities in the workplace (3). Communication climate is an internal organizational quality of an organization personally experienced by an employee that includes the perception of all employees about messages and events related to messages that occur within the organization. Communication climate is determined

by several factors including the behavior of leaders, the behavior of colleagues, and the behavior of the organization (4). But in general communication climate is determined by the communication behavior of the leadership to the group. For example, leaders who do not want to talk to their subordinates and do not take a headache with what they do may make their subordinates lazy to work and not productive. Gibb suggests there are two communication climate that is defensive and supportive that each other can be identified through certain behaviors (5).

Tendency communication climate work unit in two Islamic Hospital Surabaya, as much as 60% of work units have tendency of communication supportive to neutral and 40% of work unit have supportive communication climate. It shows that most work units of two islamic hospital in Surabaya have effective communication. Effective communication within organizations is believed to occur when organizations have a supportive communication climate (6).

Effective communication can be achieved when the message recipient feels uninhibited, the communication is considered to be non-discriminatory, not worrying, concerning, or harmful. Organizations with communication climate supportive will increase employee work participation, work information can be accessed freely and openly, and minimize conflict in work environment. While in organizations with communication climate defensive employees tend to be more keep distance with other employees (7).

Assessment of the highest unit of work is on the dimensions of spontaneity, empathy, equality and communication openness. It shows that in the formation of communication climate in the work unit, formed because of the working atmosphere and the open and honest communication between members of the work unit. Honesty in question is the work unit colored with honesty and frankness so that staff is easy to express things in their minds without heeding the message was delivered to colleagues, subordinates, or superiors. Openness in the communication in question is that each member of the work unit is easy in obtaining information directly related to their task (8).

Redding explains that there are five dimensions of organizational communication climate; support, participatory decision making, trustworthiness and credibility, openness and sincerity, and high performance goals. Other studies have shown that superior subordinate communication, quality of information, superior openness, opportunities for upward communication, reliability of information, are dimensions of communication climate. The trend of communication climate unit work is also determined from the behavior of superiors, especially in decision

making. Any decision taken in the work unit should be participatory. Pace explains that participative decision making is one of the determinants of communication climate. Collective decision-making in question is that employees at all levels in the organization must participate in communicating and consulting concerning all issues in all areas of the organization's policies in accordance with positions or positions within the organization. All staff have the opportunity to communicate and consult with their leaders to participate in the decision making process and goal setting (9).

The lowest assessment of the work unit on the organizational communication climate dimension is in the dimensions of description, provisionalism, and feedback and communication about error. The results show that communication climate that does not have supportive climate because the three dimensions are not maximized. In the description dimension in the organizational communication climate the unit head will focus on an objective message rather than a subjective message. For example, the head of the unit informs the program and the patient's safety guide to the work unit members. The dimension of provisionalism in organizational communication climate is the head of a flexible unit and adapts to different circumstances in the work environment (10).

5. CONCLUSION

Organizational communication climate affect patient safety incident in two islamic hospital in Surabaya. Therefore, to prevent patient safety incident, hospital need to increase patient safety culture in every unit in the hospital and management need to simplify work processes and standardization of patient safety.

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