

ZADOVOLJSTVO INTERNOM KOMUNIKACIJOM U ZDRAVSTVENOJ USTANOVI

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SAŽETAK

Uvod/Cilj: Interna komunikacija je osnovni stub uspešnog funkcionisanja zdravstvenih ustanova, jer direktno utiče na zadovoljstvo zaposlenih, produktivnost i smanjenje nesporazuma. Cilj ovog rada je istraživanje zadovoljstva internom komunikacijom u Domu zdravlja Šid, sa posebnim fokusom na identifikaciju glavnih izazova i predlaganje mera za unapređenje.

Metode: Sprovedeno je kvantitativno istraživanje u vidu studije preseka među 145 zaposlenih u Domu zdravlja Šid. Kao glavni instrument korišćen je Upitnik o zadovoljstvu internom komunikacijom (UPZIK). Istraživanje je obavljeno u maju 2023. godine, a za analizu podataka korišćen je program Excel.

Rezultati: Većinu ispitanika činile su žene (81%), starosne grupe između 31 i 50 godina (52%), sa srednjom stručnom spremom (53%) i zaposleni kao zdravstveno osoblje (78%). Najveće zadovoljstvo zabeleženo je u komunikaciji sa članovima tima (5,53±1,41) i kolegama (5,34±1,45), dok je najmanje zadovoljstvo bilo sa informacijama o finansijskom uspehu (3,73±1,70) i promenama u organizaciji (3,81±1,72). Analizom dimenzija UPZIK, uočeno je da su horizontalna komunikacija (5,17±1,33) i komunikacija sa nadređenima (4,72±1,54) najbolje ocenjene, dok su korporativna informisanost (3,93±1,57) i povratne informacije (4,02±1,56) imale najniže ocene. Zabrinjavajuće je nisko zadovoljstvo količinom tračeva (širenja glasina) (3,57±1,74), što je pokazatelj negativnih komunikacionih praksi. Muškarci su pokazali veće zadovoljstvo (4,67±1,96) nego žene (4,34±1,59). Najveće zadovoljstvo je primećeno kod mlađih od 25 godina (5,57±0,95), dok su stariji od 50 godina bili najmanje zadovoljni (4,18±1,37). Ispitanici sa višim obrazovanjem imali su najviši nivo zadovoljstva (4,98±1,27), dok su ispitanici sa nižim obrazovanjem bili najmanje zadovoljni (3,16±0,72). Administrativno osoblje imalo je najviše zadovoljstvo (5,16±1,22), a pomoćno osoblje najniže (3,95±1,48).

Zaključak: Neophodno je unaprediti internu komunikaciju u Domu zdravlja Šid kroz uvođenje redovnih edukacija o komunikacionim veštinama, razvoj etičkog kodeksa, te implementaciju strategija vidljivosti, komunikacije i priznanja, kako bi se poboljšala radna atmosfera i povećalo zadovoljstvo zaposlenih.

Ključne reči: interna komunikacija, zadovoljstvo zaposlenih, zdravstvena ustanova, komunikacione strategije, etički kodeks

Uvod

Interna komunikacija je osnova uspešnog funkcionisanja zdravstvenih ustanova, značajno utiče na zadovoljstvo zaposlenih, produktivnost i smanjenje nesporazuma. Strategija poboljšanja interne komunikacije može direktno uticati na efikasnost rada i povećanje zadovoljstva zaposlenih u zdravstvenim ustanovama (1). Prema Radić - Hozo i Hozo, efikasna interna komunikacija ne samo da poboljšava kvalitet nege pacijenata već i smanjuje mogućnost grešaka i povećava sigurnost pacijena-

ta (2). Uspešna komunikacija između zdravstvenih radnika omogućava efikasnu razmenu informacija o stanju pacijenata, dijagnostičkim i terapijskim procedurama, kao i lekovima, što je bitno za rešavanje problema koji se javljaju tokom lečenja (3,4). Efikasna interna komunikacija, takođe, može poboljšati angažovanost zaposlenih i njihovu posvećenost organizaciji, što dalje pozitivno utiče na ukupne performanse organizacije (5,6). Liderstvo oblikuje komunikacionu klimu u organizaciji,

SATISFACTION WITH INTERNAL COMMUNICATION IN A HEALTHCARE INSTITUTION

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SUMMARY

Introduction/Aim: Internal communication is the cornerstone of the successful functioning of healthcare institutions, as it directly influences employee satisfaction, productivity, and the reduction of misunderstandings. The aim of this paper is to investigate satisfaction with internal communication at the Health Center Šid, with a special focus on identifying the main challenges and proposing measures for improvement.

Methods: A quantitative cross-sectional study was conducted among 145 employees at the Health Center Šid. The main instrument was the Internal Communication Satisfaction Questionnaire (ICSQ). The study was conducted in May 2023, and data analysis was performed using Excel program.

Results: The majority of respondents were women (81%), aged between 31 and 50 years (52%), with secondary education (53%) and working as healthcare personnel (78%). The highest satisfaction was recorded in communication with team members (5.53 ± 1.41) and colleagues (5.34 ± 1.45), while the lowest satisfaction was with information on financial success (3.73 ± 1.70) and organizational changes (3.81 ± 1.72). The analysis of ICSQ dimensions showed that horizontal communication (5.17 ± 1.33) and communication with superiors (4.72 ± 1.54) were rated highest, while corporate information (3.93 ± 1.57) and feedback (4.02 ± 1.56) received the lowest ratings. Low satisfaction with the amount of gossip (spreading rumors) (3.57 ± 1.74) is concerning, indicating the presence of negative communication practices. Men showed higher satisfaction (4.67 ± 1.96) than women (4.34 ± 1.59). The highest satisfaction was observed among those under 25 years old (5.57 ± 0.95), while those over 50 years old were the least satisfied (4.18 ± 1.37). Respondents with higher education had the highest level of satisfaction (4.98 ± 1.27), while those with lower education were the least satisfied (3.16 ± 0.72). Administrative staff reported the highest satisfaction (5.16 ± 1.22), and support staff the lowest (3.95 ± 1.48).

Conclusion: The research highlighted the need for improving internal communication at the Health Center Šid through the introduction of regular communication skills training, the development of a code of ethics, and the implementation of visibility, communication, and recognition strategies to improve the working atmosphere and increase employee satisfaction.

Keywords: internal communication, employee satisfaction, healthcare institution, communication strategies, code of ethics

Introduction

Internal communication is the foundation of the successful functioning of healthcare institutions, significantly impacting employee satisfaction, productivity, and the reduction of misunderstandings. A strategy to improve internal communication can directly influence work efficiency and increase employee satisfaction in healthcare institutions (1). According to Radić - Hozo and Hozo, effective internal communication not only improves the qual-

ity of patient care but also reduces the possibility of errors and increases patient safety (2). Successful communication among healthcare workers enables efficient exchange of information about the patient's condition, diagnostic and therapeutic procedures, as well as medications, which is crucial for resolving issues that arise during treatment (3,4). Effective internal communication can also improve employee engagement and their commit-

što može direktno uticati na zadovoljstvo zaposlenih (7). Precizno merenje zadovoljstva internom komunikacijom omogućava održavanje pozitivne radne atmosfere i unapređenje organizacionih procesa (8).

U Domu zdravlja Šid, kvalitetna interna komunikacija je posebno važna zbog složenosti organizacionih procesa i interakcija među zaposlenima. Istraživanja su pokazala da efikasna interna komunikacija uključuje jasne i koncizne poruke, aktivno slušanje, otvorene i iskrene povratne informacije, kao i liderstvo koje podstiče kulturu transparentnosti i saradnje (9,10). Takođe, savremene tehnologije, kao što su društveni mediji i digitalne platforme, mogu značajno unaprediti internu komunikaciju i olakšati saradnju između zdravstvenih radnika (11). Ovaj trend je posebno izražen u zdravstvenim ustanovama gde brza i precizna razmena informacija može biti presudna za ishode lečenja (12).

Cilj ovog rada je istraživanje zadovoljstva internom komunikacijom u Domu zdravlja Šid, sa posebnim fokusom na identifikaciju glavnih izazova i predlaganje mera za unapređenje. Rezultati ove analize pružaju osnovu za razvoj strategija koje bi mogle doprineti efikasnijem funkcionisanju ustanove i povećanju zadovoljstva zaposlenih.

Metode

Istraživanje je sprovedeno kao kvantitativna studija koristeći Upitnik o zadovoljstvu internom komunikacijom (UPZIK) na radnom mestu kao glavni instrument za prikupljanje podataka (13,14). Pored ovog upitnika, korišćen je i opšti upitnik za prikupljanje demografskih podataka, uključujući pol, uzrast, stepen obrazovanja i radno mesto. Istraživanjem je obuhvaćeno 145 od 210 zaposlenih u Domu zdravlja Šid. Prikupljanje podataka obavljeno je tokom maja 2023. godine, uz poštovanje anonimnosti i dobrovoljnog učešća, a svim ispitanicima je sugerisano da daju iskrene odgovore.

Etički odbor Doma zdravlja Šid doneo je odluku br. 05-799/2 od 05.05.2023. godine, kojom je odobreno korišćenje UPZIK upitnika za prikupljanje informacija o internoj komunikaciji. Odluka se zasnivala na etičkoj proceni istraživanja i zaštiti podataka.

UPZIK je dizajniran da obuhvati ključne aspekte interne komunikacije, uključujući komunikaciju sa nadređenima, horizontalnu komunikaciju, neformalnu komunikaciju i povratne informacije. UPZIK

je razvijen od strane Verčić Tkalac i sar. 2009. godine (13). Pitanja u upitniku su koncipirana da procene percepciju zaposlenih o komunikacionim praksama unutar organizacije, koristeći Likertovu skalu od 7 kategorija. Na ovoj skali, najmanja vrednost (1) označava „izrazito nezadovoljan“, dok najviša vrednost (7) označava „izrazito zadovoljan“. UPZIK se sastoji od 32 stavke raspoređene u osam dimenzija: zadovoljstvo povratnim informacijama, zadovoljstvo komunikacijom sa nadređenima, horizontalna komunikacija, neformalna komunikacija, korporativna informisanost, komunikaciona klima, kvalitet medija komunikacije i zadovoljstvo komunikacijom na sastancima. Ovaj upitnik je već korišćen u različitim organizacijama i sektorima, što potvrđuje njegovu pouzdanost i primenljivost u različitim radnim okruženjima (15-17).

U analizi podataka je korišćen *Excel (Microsoft® Excel® za Microsoft 365 MSO)*.

Rezultati

Većinu ispitanika su činile osobe ženskog pola 81% (117/145). Starosna struktura pokazuje da je većina ispitanika pripadala uzrastu 31-40 godina (25%), 41-50 godina (27%) i preko 50 godina (38%), a najmanje među mlađima od 25 godina (3%) i 25-30 godina (7%).

Obrazovna struktura pokazuje da 53% (77/145) ispitanika ima srednju stručnu spremu, a 27% (39/145) visoku. Manji procenat ispitanika ima višu stručnu spremu (8% ili 12/145), završen fakultet i posle diplomске studije (7% ili 10/145), a samo 5% (7/145) nižu stručnu spremu.

Većina ispitanika (78%) je radila kao zdravstveno osoblje, a administrativne poslove je obavljalo 6% ispitanika, tehničke 12% i upravljačke 4%.

Na tabeli 1 prikazane su prosečne vrednosti za sva pitanja koja se odnose na zadovoljstvo komunikacijom prema UPZIK. Ispitanici su najviše bili zadovoljni komunikacijom sa članovima svoga tima ($5,53 \pm 1,41$), komunikacijom sa kolegama ($5,34 \pm 1,45$) i dostupnošću kolega ($5,27 \pm 1,45$), a najmanje sa količinom tračeva (širenja glasina) u organizaciji ($3,57 \pm 1,74$), informacijama o prometu, dobiti i finansijskom uspehu organizacije ($3,73 \pm 1,70$), informacijama o promenama u organizaciji ($3,81 \pm 1,72$) i informacijama o zakonskim propisima koji utiču na poslovanje organizacije ($3,84 \pm 1,71$).

Analizom osam dimenzija UPZIK-a utvrđeno je da je najveće zadovoljstvo izraženo u horizon-

ment to the organization, which further positively affects overall organizational performance (5,6). Leadership shapes the communication climate within the organization, which can directly impact employee satisfaction (7). Accurate measurement of satisfaction with internal communication allows for maintaining a positive work atmosphere and improving organizational processes (8).

In the Health Center Šid, quality internal communication is particularly important due to the complexity of organizational processes and interactions among employees. Research has shown that effective internal communication involves clear and concise messages, active listening, open and honest feedback, as well as leadership that fosters a culture of transparency and collaboration (9, 10). Additionally, modern technologies such as social media and digital platforms can significantly enhance internal communication and facilitate collaboration among healthcare workers (11). This trend is particularly evident in healthcare institutions where rapid and precise information exchange can be crucial for treatment outcomes (12).

The aim of this paper is to investigate satisfaction with internal communication at the Health Center Šid, with a special focus on identifying the main challenges and proposing measures for improvement. The results of this analysis provide a basis for developing strategies that could contribute to more efficient functioning of the institution and increased employee satisfaction.

Methods

The research was conducted as a quantitative study using the Internal Communication Satisfaction Questionnaire (ICSQ) at work as the main instrument for data collection (13, 14). In addition to this questionnaire, the general questionnaire was used for the collection of demographic data, including gender, age, level of education and workplace. The study included 145 of 210 employees of the Health Center Šid. Data collection took place in May 2023, respecting anonymity and voluntary participation, while all respondents were encouraged to provide honest answers.

The Ethics Committee of the Health Center Šid issued decision no. 05-799/2 on May 5th, 2023, approving the use of the ICSQ for collecting information on internal communication. The decision was based on the ethical assessment of the research and data protection.

The ICSQ was designed to cover key aspects of internal communication, including communication with superiors, horizontal communication, informal communication, and feedback. The ICSQ was developed by Verčič Tkalac et al. in 2009 (13). The questions in the questionnaire were designed to assess employees' perceptions of communication practices within the organization, using a 7-point Likert scale. On this scale, the lowest value (1) indicates "extremely dissatisfied", while the highest value indicates "extremely satisfied". The ICSQ consists of 32 items distributed across eight dimensions: satisfaction with feedback, satisfaction with communication with superiors, horizontal communication, informal communication, corporate awareness, communication climate, media quality, and satisfaction with communication in meetings. This questionnaire has already been used in various organizations and sectors, confirming its reliability and applicability in different work environments (15,16,17).

Excel (Microsoft® Excel® for Microsoft 365 MSO) was used for data analysis.

Results

The majority of respondents were female (117/145; 81%). The age structure shows that most respondents belong to the age group 31-40 years (25%), 41-50 years (27%), and over 50 years (38%), while the least of them are under the age of 25 (3%) and in the age group 25-30 years (7%).

The educational structure of the respondents shows that 53% (77/145) have a secondary education, while 27% (39/145) have a higher education. A smaller percentage of respondents have completed colleges (8% or 12/145), university or postgraduate studies (7% or 10/145), while only 5% of them (7/145) have lower educational levels.

Most employees work as healthcare staff (78%), while the rest are in administrative (6%), technical (12%), and managerial (4%) positions.

Table 1 shows the average values for all questions related to satisfaction with communication according to ICSQ. The respondents were most satisfied with communication with the members of their team (5.53+1.41), communication with colleagues (5.34+1.45) and availability of colleagues (5.27+1.45), while they were least satisfied with the amount of gossip (spreading rumors) in the organization (3.57+1.74), information on turnover, profit and financial success of the organiza-

Tabela 1. Osnovna metrika Upitnika o zadovoljstvu internom komunikacijom

| Br. | Pitanja | Srednja vrednost | Standardna devijacija |
|-----|---|------------------|-----------------------|
| 1. | Informacijama o posledicama lošeg obavljanja posla | 3,91 | 1,581 |
| 2. | Informacijama o tome koliko pridonosim zajedničkom uspehu | 4,11 | 1,667 |
| 3. | Informacijama o tome koliko se moj posao ceni unutar organizacije | 3,96 | 1,763 |
| 4. | Povratnim informacijama o tome kako obavljam svoj posao | 4,14 | 1,620 |
| 5. | Dostupnošću neposredno nadređenog | 4,86 | 1,682 |
| 6. | Koliko je moj nadređeni upoznat sa problemima sa kojima se susrećem na poslu | 4,73 | 1,613 |
| 7. | Koliko moj nadređeni razume moje probleme | 4,72 | 1,661 |
| 8. | Prepoznavanjem mog potencijala od neposredno nadređenog | 4,55 | 1,658 |
| 9. | Dostupnošću kolega | 5,27 | 1,454 |
| 10. | Koliko uspešno komuniciram sa članovima svog tima | 5,53 | 1,405 |
| 11. | Rezultatima komuniciranja sa kolegama | 5,34 | 1,452 |
| 12. | Spremnošću mojih kolega da prime kritiku | 4,54 | 1,612 |
| 13. | Brojem odluka koje se donose na osnovu neformalne komunikacije | 4,43 | 1,549 |
| 14. | Količinom tračeva u organizaciji | 3,57 | 1,739 |
| 15. | Količinom vremena koje provodim u neformalnoj komunikaciji | 4,54 | 1,414 |
| 16. | Korisnošću informacija prenesenih neformalnim putem | 4,42 | 1,508 |
| 17. | Informacijama o pravilniku o radu | 4,34 | 1,713 |
| 18. | Informacijama o prometu, dobiti i finansijskom uspehu organizacije | 3,73 | 1,701 |
| 19. | Informacijama o promenama u organizaciji | 3,81 | 1,717 |
| 20. | Informacijama o zakonskim propisima koji utiču na poslovanje moje organizacije | 3,84 | 1,707 |
| 21. | Koliko komunikacija u organizaciji pomaže da se osećam kao važan deo nje | 4,24 | 1,733 |
| 22. | Koliko komunikacija u organizaciji pomaže da se s njom identifikujem (poistovećujem) | 4,23 | 1,623 |
| 23. | Koliko komunikacija u organizaciji promoviše organizacijske vrednosti | 4,06 | 1,701 |
| 24. | Koliko me komunikacije u organizaciji podstiču u ostvarivanju organizacijskih ciljeva | 4,30 | 1,663 |
| 25. | Medijima komuniciranja (pisana obaveštenja, intranet, usmene komunikacije i sl.) | 4,26 | 1,546 |
| 26. | Mogućnošću komuniciranja putem savremenih medija | 4,27 | 1,626 |
| 27. | Kvalitetom komuniciranja putem savremenih medija | 4,26 | 1,670 |
| 28. | Načinom koji drugi biraju za komunikaciju sa mnom | 4,51 | 1,650 |
| 29. | Koliko su dobro organizovani sastanci na kojima učestvujem | 4,01 | 1,766 |
| 30. | Korisnošću informacija dobijenih na sastancima | 4,08 | 1,758 |
| 31. | Primam li informacije važne za obavljanje posla na vreme | 4,28 | 1,694 |
| 32. | Trajanjem sastanaka | 4,32 | 1,698 |

talnoj komunikaciji ($5,17 \pm 1,33$) i komunikaciji sa nadređenima ($4,72 \pm 1,54$), dok je najniže zadovoljstvo primećeno u korporativnoj informisanosti ($3,93 \pm 1,57$) i povratnim informacijama ($4,02 \pm 1,56$). Ostale dimenzije uključuju neformalnu komunikaciju ($4,24 \pm 1,30$), komunikacijsku klimu ($4,21 \pm 1,58$), kvalitet medija komunikacije ($4,33 \pm 1,52$) i komunik-

aciju na sastancima ($4,18 \pm 1,62$). Ukupno zadovoljstvo komunikacijom je zabeleženo sa imalo vrednost od $4,35 \pm 1,29$ (grafikon 1).

Muškarci su imali viši nivo zadovoljstva internom komunikacijom ($4,67 \pm 1,96$) nego žene ($4,34 \pm 1,59$) (grafikon 2).

Table 1. Basic metric of the Internal Communication Satisfaction Questionnaire

| No. | Questions | Mean value | Standard deviation |
|-----|--|------------|--------------------|
| 1 | Information on the consequences of doing my job poorly | 3.91 | 1.581 |
| 2 | Information on how much I contribute to the organization's success | 4.11 | 1.667 |
| 3 | Information on how much my job is appreciated within the organization | 3.96 | 1.763 |
| 4 | Feedback on how well I do my job | 4.14 | 1.620 |
| 5 | Availability of my immediate superior | 4.86 | 1.682 |
| 6 | How well my immediate superior is informed about the problems that I may encounter at work | 4.73 | 1.613 |
| 7 | How well my immediate superior understands my problems | 4.72 | 1.661 |
| 8 | Recognition of my potential by my immediate superior | 4.55 | 1.658 |
| 9 | Availability of colleagues | 5.27 | 1.454 |
| 10 | How successfully I am able to communicate with the members of my team | 5.53 | 1.405 |
| 11 | The outcomes of communicating with colleagues | 5.34 | 1.452 |
| 12 | Readiness of my colleagues to accept critical feedback | 4.54 | 1.612 |
| 13 | The number of decisions made based on informal communications | 4.43 | 1.549 |
| 14 | The amount of gossip in the organization | 3.57 | 1.739 |
| 15 | The amount of time I spend in informal communication | 4.54 | 1.414 |
| 16 | Usefulness of information transferred through informal channels | 4.42 | 1.508 |
| 17 | Information on work protocols | 4.34 | 1.713 |
| 18 | Information on revenues profit and the financial status of the organization | 3.73 | 1.701 |
| 19 | Information on changes in the organization | 3.81 | 1.717 |
| 20 | Information on legal regulations that affect the organization's operations | 3.84 | 1.707 |
| 21 | How much communication within the organization helps me to feel I am an important part of the organization | 4.24 | 1.733 |
| 22 | How much communication within the organization helps me to identify with the organization | 4.23 | 1.623 |
| 23 | How much communication within the organization promotes organizational values | 4.06 | 1.701 |
| 24 | How much communication within the organization encourages me to accomplish the organization's goals | 4.30 | 1.663 |
| 25 | Communication media (e.g. written announcements, intranet, oral communication) | 4.26 | 1.546 |
| 26 | The possibility of communicating through new media | 4.27 | 1.626 |
| 27 | Quality of communication through new media | 4.26 | 1.670 |
| 28 | The mode of communication others choose to communicate with me | 4.51 | 1.650 |
| 29 | How well organized are the meetings that I participate in | 4.01 | 1.766 |
| 30 | Usefulness of information received in meetings | 4.08 | 1.758 |
| 31 | Receiving information relevant for job accomplishment on time | 4.28 | 1.694 |
| 32 | Duration of meetings | 4.32 | 1.698 |

tion (3.73+1.70), information about changes in the organization (3.81+1.72) and information about legal regulations that affect the organization's operations (3.84+1.71).

The analysis of eight dimensions of the ICSQ showed that the highest satisfaction was expressed in horizontal communication (5.17+1.33), and communication with superiors (4.72+1.54), while



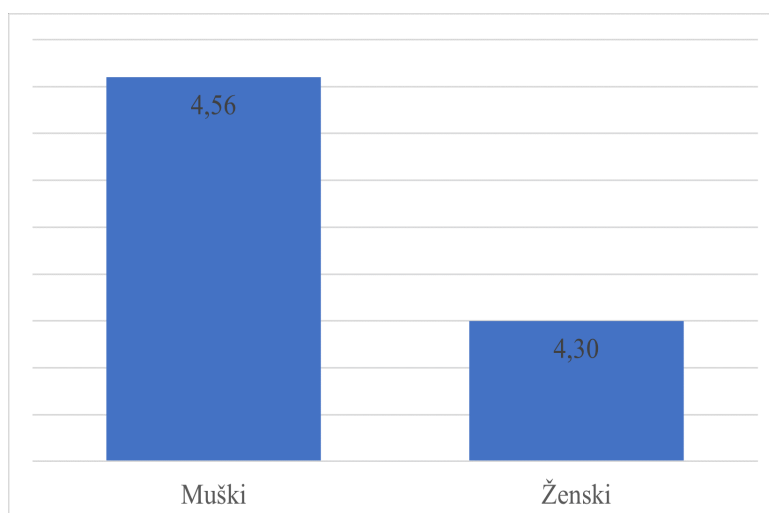
Grafik 1. Prosečne vrednosti zadovoljstva za osam dimenzija Upitniku o zadovoljstvu internom komunikacijom

Stariji ispitanici (25 i više godina) (<25 godina – $5,57 \pm 0,95$; 25-30 godina – $4,41 \pm 1,39$; 31-40 godina – $4,37 \pm 1,25$; 41-50 godina – $4,42 \pm 1,18$; više od 50 godina – $4,18 \pm 1,37$) su pokazivali niži nivo zadovoljstva internom komunikacijom nego mlađi ($5,57 \pm 0,95$) (grafikon 3).

Ispitanici sa višim nivoom obrazovanja imali su najviši nivo zadovoljstva internom komunikacijom ($4,98 \pm 1,27$), dok su ispitanici sa nižim nivoom obrazovanja pokazali najniži nivo zadovo-

ljstva ($3,16 \pm 0,72$). Ispitanici sa završenim poslediplomskim studijama i srednjom stručnom spremom imali su slične nivoe zadovoljstva ($4,42 \pm 1,08$ i $4,44 \pm 1,27$) (grafikon 4).

Zaposleni na administrativnim ($5,16 \pm 1,22$) i upravljačkim pozicijama ($4,70 \pm 1,49$) pokazivali su veće zadovoljstvo internom komunikacijom nego zdravstveni radnici ($4,34 \pm 1,24$) i pomoćno osoblje ($3,95 \pm 1,48$) (grafikon 5).



Grafik 2. Prosečne vrednosti ukupnog skora zadovoljstvaprema Upitnika o zadovoljstvu internom komunikacijom u odnosu na pol

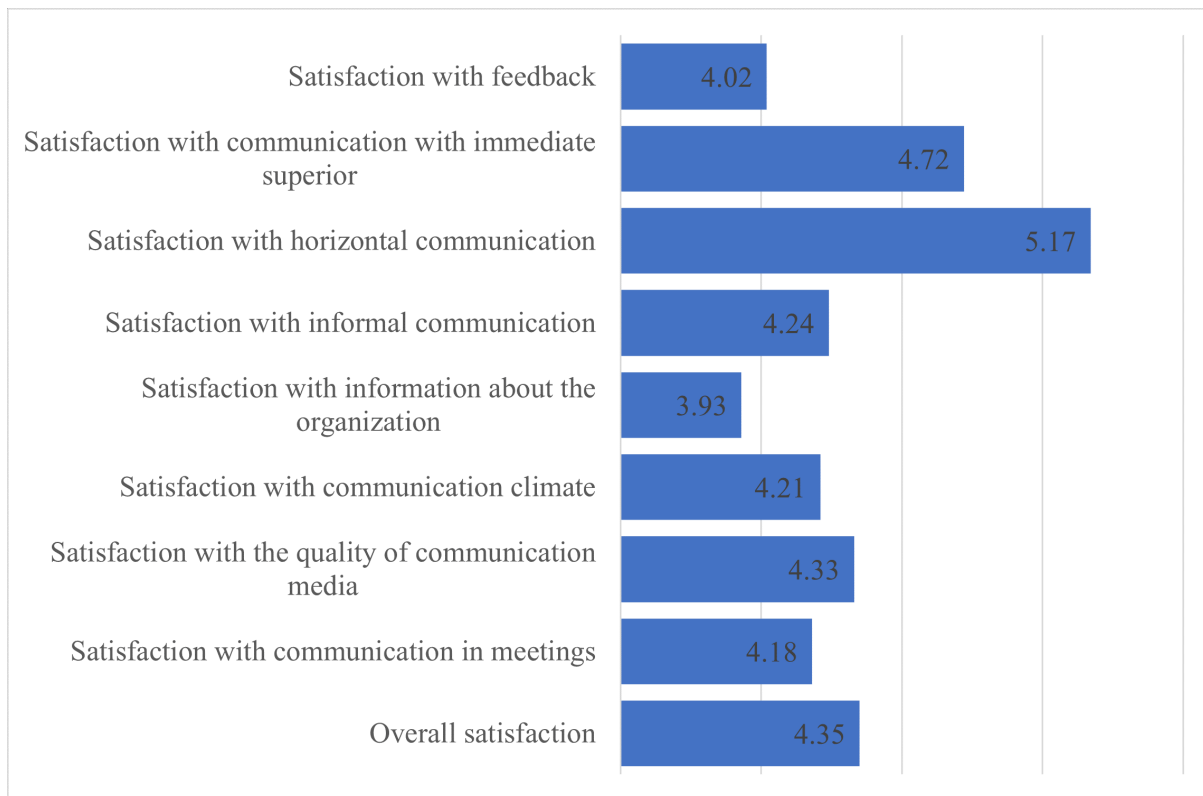


Figure 1. Average satisfaction values for eight dimensions of the Internal Communication Satisfaction Questionnaire

the lowest satisfaction was observed in corporate information (3.93+1.57) and feedback (4.02+1.56). Other dimensions include informal communication (4.24+1.30), communication climate (4.21+1.58), quality of communication media (4.33+1.52) and communication at meetings (4.18+1.62). Overall satisfaction with communication was recorded with a mean value of 4.35+1.29 (Figure 1).

Men had a higher level of satisfaction with internal communication (4.67+1.96) than women

(4.34+1.59) (Figure 2).

Older respondents (25 years and over) (<25 years – 5.57+0.95; 25-30 years – 4.41+1.39; 31-40 years – 4.37+1.25; 41-50 years – 4.42+1.18; older than 50 – 4.18+1.37) showed a lower level of satisfaction with internal communication than younger people (5.57+0.95) (Figure 3).

Respondents with a higher level of education had the highest level of satisfaction with internal communication (4.98+1.27), while respondents

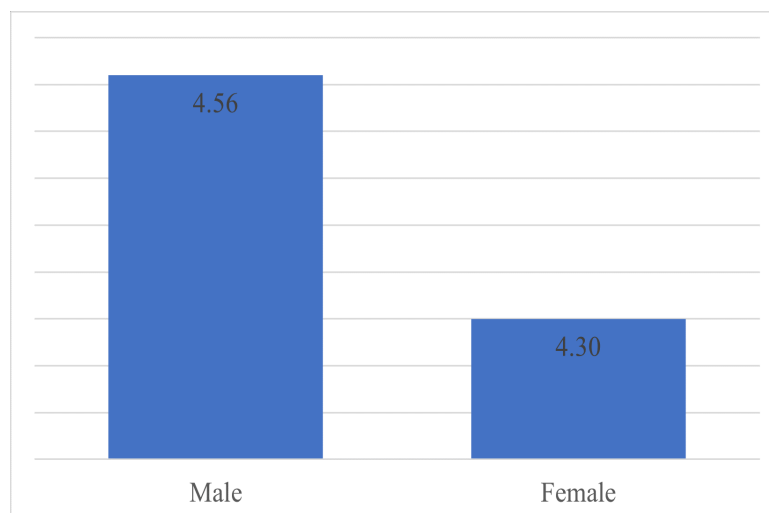
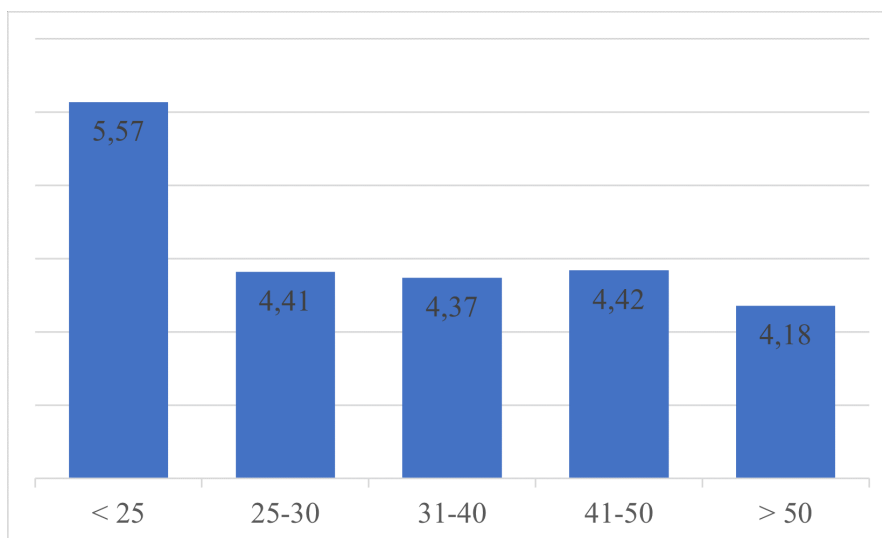
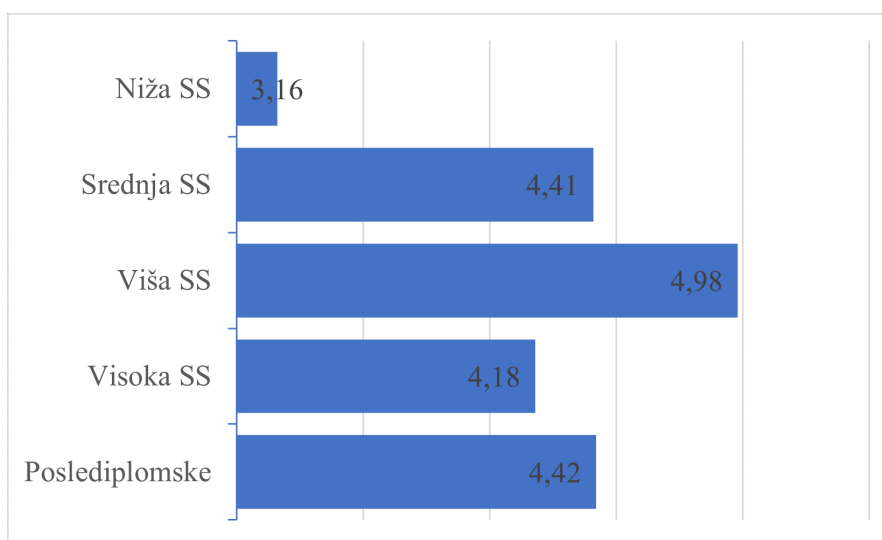


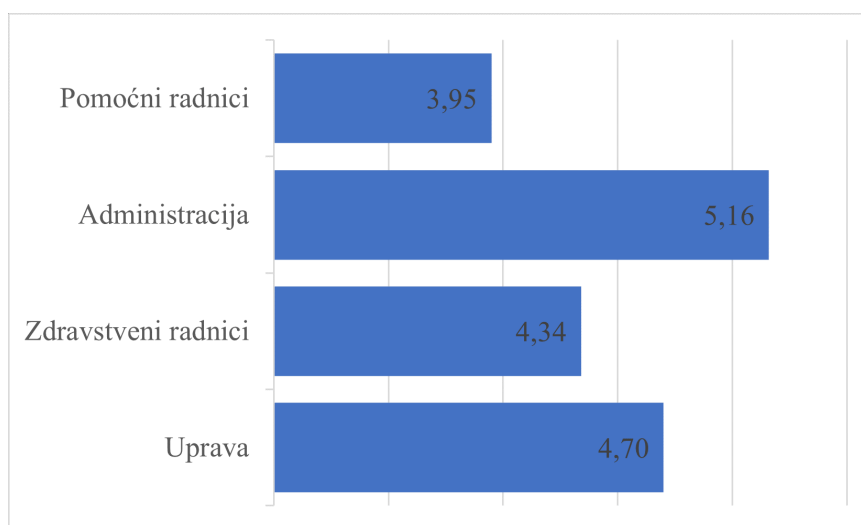
Figure 2. Average values of total satisfaction score according to the Internal Communication Satisfaction Questionnaire in relation to gender



Grafik 3. Prosečne vrednosti ukupnog skora zadovoljstva prema Upitniku o zadovoljstvu internom komunikacijom u odnosi na starost ispitanika



Grafik 4. Prosečne vrednosti ukupnog skora zadovoljstva prema Upitniku o zadovoljstvu internom komunikacijom u odnosu na stepen obrazovanja



Grafik 5. Prosečne vrednosti ukupnog skora zadovoljstva prema Upitniku o zadovoljstvu internom komunikacijom u odnosu na radno mesto

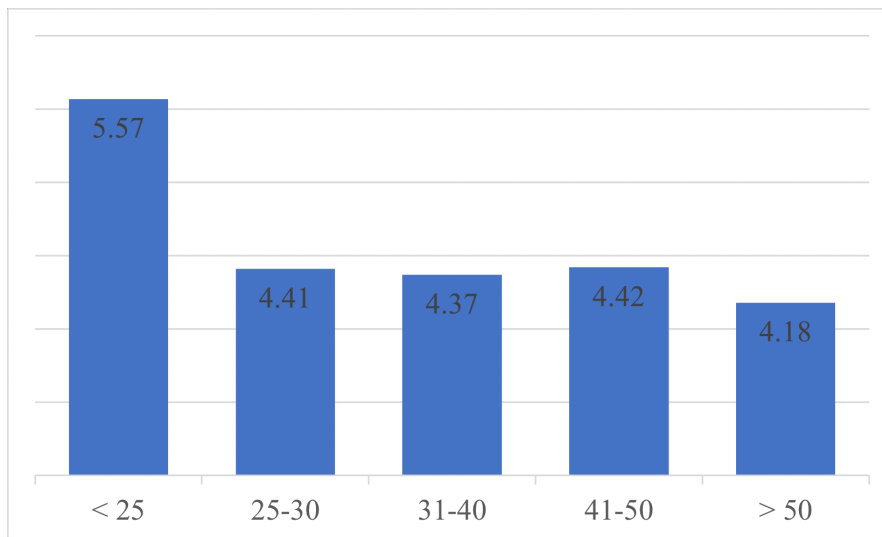


Figure 3. Average values of the total satisfaction score of the Internal Communication Satisfaction Questionnaire in relation to age

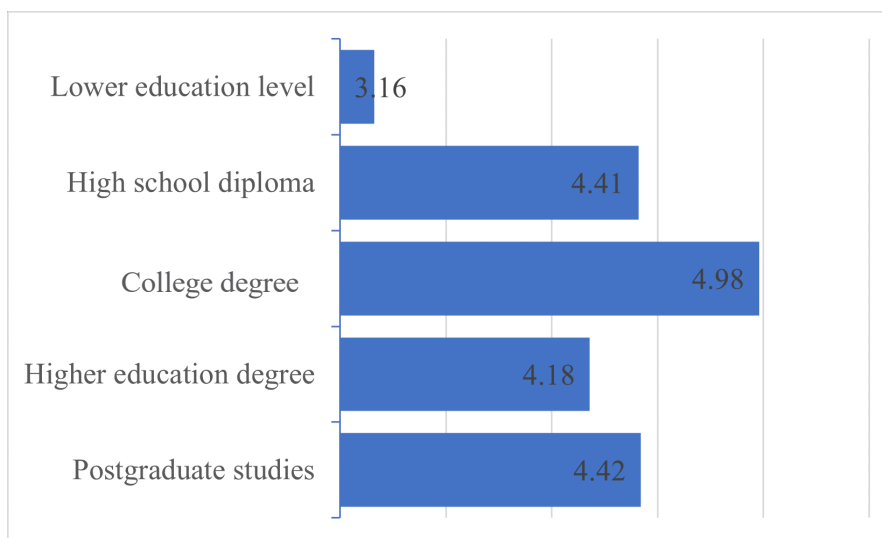


Figure 4. Average values of the total satisfaction score according to the Internal Communication Satisfaction Questionnaire in relation to the level of education

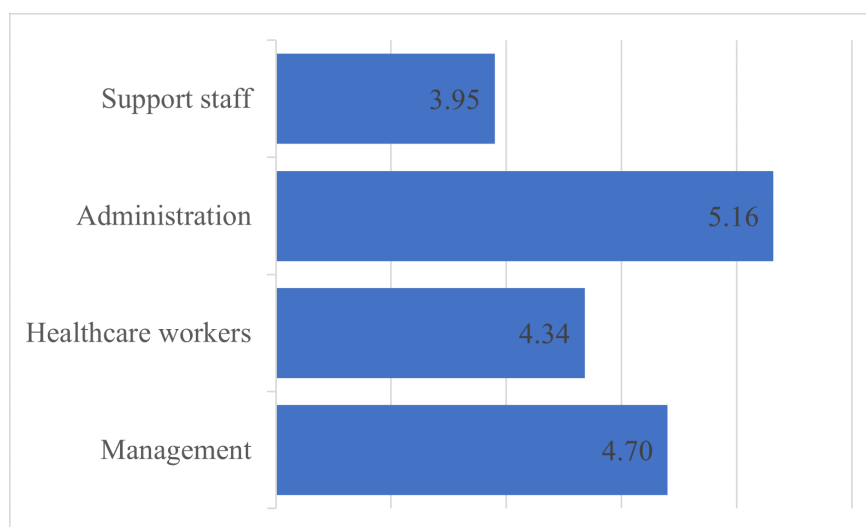


Figure 5. Average values of the total satisfaction score according to the Internal Communication Satisfaction Questionnaire in relation to the job position

Diskusija

Rezultati istraživanja ukazuju na nekoliko ključnih oblasti za unapređenje interne komunikacije u Domu zdravlja Šid. Uočene su razlike u zadovoljstvu između različitih demografskih grupa, pri čemu su žene, zaposleni sa nižim stepenom obrazovanja i stariji zaposleni često izražavali niži nivo zadovoljstva. Posebno je istaknuto nezadovoljstvo korporativnom informisanošću i povratnim informacijama, što sugerira potrebu za jasnijim i konzistentnijim informisanjem zaposlenih o važnim pitanjima. Ovi nalazi su u skladu sa istraživanjima *Hargie* (9) i *Varona* (6), koji su naglasili važnost transparentnosti i dvosmerne komunikacije za povećanje zadovoljstva zaposlenih. Pored toga, istraživanje je pokazalo da mlađi radnici, za razliku od starijih kolega, imaju pozitivniju percepciju brenda organizacije, što može značajno doprineti njihovom angažovanju i zadovoljstvu poslom. Ova razlika u percepciji brenda među demografskim grupama poklapa se sa nalazima *Myrden* i sar (18) koji su pokazali da simbolični aspekti brenda, kao što su reputacija organizacije i mogućnost identifikacije sa njom, imaju snažan uticaj na privlačnost organizacije kod mladih radnika. U njihovom istraživanju, utvrđeno je da mlađi radnici više vrednuju ove simbolične aspekte brenda u poređenju sa funkcionalnim atributima, kao što su plata i beneficije, i da ovaj efekat postaje još izraženiji sa porastom radnog iskustva. Na osnovu ovih saznanja, možemo zaključiti da strategije interne komunikacije u Domu zdravlja Šid treba da se fokusiraju na jačanje simboličnih aspekata brenda, posebno kod mlađih radnika, kako bi se povećalo njihovo angažovanje i lojalnost prema organizaciji. Zbog toga strategije interne komunikacije moraju se prilagoditi različitim demografskim grupama kako bi se obezbedilo sveobuhvatno zadovoljstvo svih zaposlenih.

Jedan od najvažnijih izazova identifikovanih u istraživanju je prisustvo širenja glasina (tračeva), što negativno utiče na radnu atmosferu i timsku koheziju. Ovaj problem se može rešiti kroz obuku zaposlenih o efikasnoj komunikaciji i razvijanje etičkog kodeksa koji bi regulisao komunikaciju unutar organizacije bez širenja glasina. Ovakav pristup podržan je istraživanjima *Novaković Božić* i sar. (7) i *Clampitt* i sar. (5), koje naglašavaju potrebu za etičkim standardima i transparentnim procesima u organizacijama. Prema *Ožegović* i sar.

(18), efikasna komunikacija unutar organizacije ima presudnu važnost u sprečavanju dezinformacija i širenja glasina, što direktno doprinosi boljoj organizacionoj klimi i većoj timskoj koheziji.

Preporučuje se primena strategije poput „Vidljivost, komunikacija, priznanje“ (VCR) za poboljšanje angažovanosti osoblja i promociju kulture priznanja, što je naglašeno u istraživanjima *Viji* i sar. (1). Ova strategija može doprineti unapređenju komunikacione klime i smanjenju negativnih efekata, kao što su sagorevanje i odliv kadrova (20). Implementacija ovakvih strategija može doprineti boljoj koordinaciji timova i poboljšanju opšteg radnog okruženja u zdravstvenim ustanovama, što je potvrđeno i u radu *Loveman*-a (21) koji povezuje zadovoljstvo zaposlenih sa lojalnošću i performansama. Pored toga, kako navodi *Kim* (22), efikasne interne komunikacione prakse ne samo da jačaju socijalni kapital unutar organizacije, već i poboljšavaju odnose između zaposlenih i menadžmenta, što je ključno za održavanje pozitivne radne atmosfere. Pandemija COVID-19 je dodatno naglasila važnost efikasne interne komunikacije u održavanju organizacione kohezije i adaptaciji na nove uslove rada (23).

Istraživanje je pokazalo da je najviše zadovoljstvo izraženo u pogledu horizontalne komunikacije i komunikacije sa nadređenima, što ukazuje na dobre odnose među zaposlenima na istom nivou i sa njihovim nadređenima. Visoka ocena zadovoljstva komunikacijom sa nadređenima ukazuje na važnost efikasne komunikacije u smanjenju rizika od sagorevanja i odliva kadrova. *Hargie* (9) i *Vermeir* i sar. (3), ističu važnost komunikacione satisfakcije za opšte zadovoljstvo poslom i smanjenje rizika od sagorevanja.

Glavni nedostatak ove studije odnosi se na relativno mali broj ispitanika, što može ograničiti generalizaciju nalaza. Ipak, uprkos ovom ograničenju, studija pruža značajan doprinos, jer postavlja temelje za dalja istraživanja u oblasti interne komunikacije. Ovi rezultati mogu poslužiti kao polazna tačka za razvijanje i implementaciju strategije koja će unaprediti komunikaciju unutar organizacija, čime se doprinosi poboljšanju radne atmosfere i efikasnosti timova.

Zaključak

Istraživanje je pokazalo da je ukupno zadovoljstvo internom komunikacijom u Domu zdravlja Šid

with a lower level of education showed the lowest level of satisfaction (3.16+0.72). Respondents with completed postgraduate studies and secondary vocational education had similar levels of satisfaction (4.42+1.08 and 4.44+1.27) (Figure 4).

Employees in administrative (5.16+1.22) and management positions (4.70+1.49) showed higher satisfaction with internal communication than health workers (4.34+1.24) and support staff (3.95+1.48) (Figure 5).

Discussion

The research results indicate several key areas for improving internal communication in the Health Center Šid. Differences in satisfaction were observed between different demographic groups, while women, employees with lower education levels, and older employees often expressed lower levels of satisfaction. Dissatisfaction with corporate awareness and feedback was particularly highlighted, suggesting a need for clearer and more consistent communication with employees on important issues. These findings are consistent with the research of Hargie (9) and Varona (6), who emphasized the importance of transparency and two-way communication for increasing employee satisfaction. Additionally, the research showed that younger workers, unlike their older colleagues, had a more positive perception of the organization's brand, which could significantly contribute to their engagement and job satisfaction. This difference in brand perception between demographic groups is consistent with the findings of Myrden et al. (18), who showed that symbolic brand attributes, such as the organization's reputation and the possibility of identifying with it had a strong influence on the attractiveness of the organization among young workers. In their study, they found that younger workers appreciate these symbolic aspects of the brand more than functional attributes, such as salary and benefits, and that this effect becomes more pronounced with the increase in work experience. Based on these findings, we can conclude that internal communication strategies at the Health Center Šid should focus on strengthening symbolic brand attributes, especially in younger workers in order to increase their engagement and loyalty to the organization. Therefore, internal communication strategies must be adapted to different demographic groups

in order to ensure the comprehensive satisfaction of all employees.

One of the most important challenges identified in the research is the presence of rumors, which negatively affects the work atmosphere and team cohesion. This problem can be addressed through employee training on effective communication and the development of an ethical code that would regulate communication within the organization without spreading rumors. This approach is supported by the research of Novaković Božić et al. (7) and Clampitt et al. (5), who emphasize the need for ethical standards and transparent processes in organizations. According to Ožegović et al. (18), effective communication within the organization plays a crucial role in preventing misinformation and spreading rumors, directly contributing to a better organizational climate and greater team cohesion.

It is recommended to implement strategies such as VCR (Visibility, Communication, Recognition) to improve employee engagement and promote a culture of recognition, as emphasized in the research of Viji et al. (1). These strategies can significantly contribute to improving the communication climate and reducing negative effects such as burnout and staff turnover (20). The implementation of such strategies can improve team coordination and the overall work environment in healthcare institutions, as confirmed by Loveman's work (21), which links employee satisfaction with loyalty and performance. Furthermore, as Kim notes (22), effective internal communication practices not only strengthen social capital within the organization but also improve relationships between employees and management, which is crucial for maintaining a positive work atmosphere. The COVID-19 pandemic has further highlighted the importance of effective internal communication in maintaining organizational cohesion and adapting to new working conditions (23).

The research showed that the highest satisfaction was expressed regarding horizontal communication and communication with superiors, indicating good relationships among employees at the same level and with their superiors. The high satisfaction with communication with superiors indicates the importance of effective communication in reducing the risk of burnout and staff turnover. Hargie (9) and Vermeir et al. (3) emphasize the importance of communication satisfaction for overall

na umerenom nivou, s prostorom za unapređenje zadovoljstva internom komunikacijom i to posebno u segmentima korporativne informisanosti i povratnih informacija. Preporučuje se uvođenje redovnih edukacija za zaposlene o veštinama komunikacije, kao i razvijanje i primena etičkog kodeksa koji bi regulisao komunikaciju unutar organizacije. Simetrična i dvosmerna komunikacija može značajno unaprediti međuljudske odnose i doprineti poboljšanju interne komunikacije i zadovoljstva zaposlenih. Strategija vidljivosti, komunikacije i priznanja može unaprediti angažovanje osoblja i poboljšati radnu atmosferu. Takođe, treba raditi na smanjenju širenja glasina kroz promotivne aktivnosti koje će podržati pozitivnu i transparentnu komunikaciju. Ove mere mogu značajno doprineti poboljšanju radne atmosfere i povećanju zadovoljstva zaposlenih.

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Konflikt interesa

Autor je izjavio da nema konflikta interesa.

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job satisfaction and reducing the risk of burnout.

The main limitation of this study refers to the relatively small number of respondents, which may limit the generalization of findings. However, in spite of this limitation, the study provides a significant contribution, because it lays the foundations for future research in the field of internal communication. These results may serve as a starting point for developing and implementing strategy that will improve communication within organizations, thus contributing to improving the working atmosphere and the efficiency of teams.

Conclusion

The research showed that overall satisfaction with internal communication at the Health Center Šid is at a moderate level, with room for its improvement, especially in the areas of corporate awareness and feedback. The introduction of regular training for employees on communication skills is recommended, as well as the development and implementation of an ethical code that would regulate communication within the organization. Symmetrical and two-way communication can significantly improve interpersonal relationships and contribute to better internal communication and employee satisfaction. A strategy of visibility, communication, and recognition can enhance employee engagement and improve the work atmosphere. Additionally, efforts should be made to reduce the spread of rumors through promotional activities that will support positive and transparent communication. These measures can significantly contribute to improving the work atmosphere and increasing employee satisfaction.

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Competing interests

The author declared no competing interests.

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