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Systematic Review

How Communication Satisfaction Correlates to Psychological Aspects in Healthcare? A Systematic Review

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ABSTRACT

Background: *Healthcare professionals face an escalating crisis of workplace distress, characterized by burnout and depleted commitment. This jeopardizes mental well-being and threatens patient safety. While general communication is valued, the specific construct of internal organizational communication satisfaction remains under-researched, as existing literature prioritizes patient-provider interactions. To address this gap, this study systematically synthesizes existing research to establish a framework isolating communication satisfaction as a core mediating variable, providing an actionable perspective on mitigating distress and rebuilding organizational resilience.*

Methods: *This systematic review followed PRISMA guidelines. A search was performed across ScienceDirect, PubMed, Emerald Insight, and Frontiers for open-access articles published between 2020 and 2026. The search strategy required the exact phrase "communication satisfaction" explicitly stated in article titles to avoid relevance saturation where the construct was merely mentioned in passing.*

Results: *The broad search yielded 31.539 initial records. Following the removal of duplicates and a rigorous two-stage screening process to exclude studies lacking explicit focus on the primary construct in the title, exactly five empirical cross-sectional articles met the inclusion criteria. Findings indicate communication satisfaction operates as a significant direct driver and critical mediator, demonstrating a strong positive correlation with emotional intelligence, job well-being, work satisfaction, organizational commitment, safety climate, work engagement, and patient safety culture.*

Conclusion: *Communication satisfaction provides healthcare professionals with essential clarity to utilize organizational communication as a strategic mechanism for fostering healthy work cultures and ensuring patient safety. When treated as a distinct psychological construct, it serves as a vital preventive tool mitigating mental health issues.*

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INTRODUCTION

Previous research has identified general communication skills as a key factor associated with favoable evaluations of hospitals. However, individual differences in communication competence among physicians an nursing staff remain insufficiently explored, as existing studies have predominantly focused on aggregated, institution level assessments rather than individual level competencies (Pelletier et al., 2019). Roth et al. (2019) and Chevalier et al. (2017) in Xing et al. (2026) high-quality communication contributes to improved patient comprehension, more realistic treatment expectations, and greater engagement in the care process. Another research conducted communication and measure the communication processed by health care agent (HCA) and it also utilize related to these AI tools or technology like these articles explain by (Milne-Ives et al., 2020) and (Kocaballi et al., 2022).

Communication satisfaction is defined as an individual's psychological evaluation both cognitive and affective of their interpersonal interactions. As Fletcher (1999) in Makai et al. (2025) notes, poor internal communication can trigger a domino effect that degrades both an organization's performance and its service quality. Furthermore, early-stage student entrepreneurial groups and traditional startups exhibit remarkably similar internal communication dynamics. Both environments are typically characterized by informal operations, flat organizational structures, and close working relationships also in ((Wolf et al., 2022) and (Krawczyk-Bryłka et al., 2020).

Within the workplace context, this construct operates as a multidimensional element encompassing various levels of interaction Downs and Hazen (1977) in Li et al. (2026). Communication satisfaction is generally conceptualized as the extent to which staff members feel content with the quality of information exchange within their organization. In other hand, it has inscreasingly been regarded as an important construct for understanding internal and organizational communication processes (Pincus, 1986) in (Tkalac Verčič & Špoljarić, 2020).

As an indicator of organizational performance, communication satisfaction is frequently employed to assess its association with job satisfaction. A review of the literature reveals that a majority of researchers utilize standardized instruments to measure this variable. The most dominantly applied tool is the Communication Satisfaction Questionnaire (CSQ) by Downs and Hazen (1977). Furthermore, an alternative measurement identified in the literature is the Interpersonal Communication Satisfaction inventory developed to quantify interpersonal communication satisfaction, this study utilized the 19-item scale originally established by (Hecht, 1978) in (Rajesh et al., 2023).

Recent literature further highlights the affective dimension of communication satisfaction, particularly its correlation with emotional intelligence. Morris (2023) posits that emotional intelligence maintains a strong association with the level of communication satisfaction. This finding is corroborated by Lu et al. (2026), who concludes that communication satisfaction is not merely a functional indicator of successful information transfer. Rather, the construct represents a profound affective response that manifests when an individual's basic emotional needs are fulfilled.

Communication satisfaction has been extensively investigated across organizational, educational, and hospitality contexts. Previous studies have identified correlations between communication satisfaction and variables such as job satisfaction, occupational stress, and job burnout within the education and hospitality sectors (Rajesh et al., 2023b). It is considered an objective psychological variable due to its positive

impact on organizational effectiveness. This is supported by Hargie et al. (2002), who stated that low communication satisfaction leads to high absenteeism and elevated employee turnover rates. Similarly, research by Gray and Laidlaw (2004) in Tkalac Verčič Nina Pološki Vokić (2021) and Tkalac Verčič and Špoljarić (2020) explored the dynamics of internal communication satisfaction and its connection to broader organizational outcomes. Additionally, Wollney et al. (2023) argued that utilizing satisfaction as a variable to measure communication is a critical construct that can be assessed through Patient-Centered Care (PCC), as it significantly enhances outcomes like trust and treatment adherence.

However, its application as a distinct psychological construct measured via standardized instruments remains relatively limited among healthcare professionals. Within the healthcare sector, communication satisfaction is often conflated with job satisfaction and other related constructs, resulting in a lack of specific measurement using dedicated tools. For instance, studies by Gardulf et al. (2008) and Hayes et al. (2010) who cited in Abed Al Ahad et al. (2022) demonstrated that communication influences nurses' job satisfaction and any other indicators who related. This aligns with Beck and Draper (2024) in findings asserting that internal communication affects employee performance, satisfaction, and engagement which are key factors in organizational success.

Although numerous studies have examined communication in healthcare settings, research specifically investigating communication satisfaction as a standalone psychological construct using standardized instruments among healthcare workers remains scarce. For the example the nurse has rich experience, strong working ability, becomes elite in nursing capacities, has had a smooth promotion and experienced better treatment. All aspects stabilize, and the level of communication satisfaction, emotional intelligence and happiness increase (Krystyna et al., 2020).

Many existing studies tend to position communication primarily as a practical indicator for assessing the general satisfaction of healthcare personnel rather than examining communication satisfaction as a distinct psychological construct. In contrast to previous studies that have predominantly examined the relationship between communication satisfaction and specific outcome variables, this systematic literature review demonstrates that communication satisfaction remains insufficiently conceptualized and explicitly discussed, particularly within the healthcare context. Consequently, the primary objective of this study is to construct a conceptual mapping of communication satisfaction among healthcare professionals and its associated psychological variables.

Furthermore, this review reveals that research on communication satisfaction in the healthcare sector remains highly constrained, both in terms of the volume of available literature and the range of professional groups examined, including physicians, managerial staff, nurses, and other healthcare personnel. This limited evidence base indicates that communication satisfaction has not yet been sufficiently established as an independent psychological and organizational construct within healthcare research. These findings highlight a significant research gap and, importantly, contribute to new scientific knowledge by clarifying the conceptual position of communication satisfaction within healthcare organizational communication.

The present review synthesizes fragmented evidence to identify the psychological variables associated with communication satisfaction and provides a conceptual foundation for understanding how communication satisfaction may function as an organizational and psychological factor among healthcare professionals. Thus, rather than

merely confirming previously established relationships, this systematic review advances the literature by consolidating the existing evidence, identifying underexplored professional populations and psychological domains, and establishing directions for the development and empirical validation of a more comprehensive conceptual framework of communication satisfaction in healthcare settings. This contribution provides a foundation for future empirical research to examine communication satisfaction as a distinct construct and to develop more theoretically grounded models of healthcare organizational communication.

This study contributes to new scientific knowledge by establishing communication satisfaction as the primary driver of workforce engagement and psychological resilience in healthcare settings. It introduces a novel theoretical framework demonstrating that communication satisfaction acts as a critical "psychological bridge," actively translating individual traits like emotional intelligence into measurable institutional commitment and occupational well-being. Furthermore, this research shifts the management paradigm by proving that this satisfaction is achieved through the *structural quality and media effectiveness* of communication, rather than the mere volume of information shared. Ultimately, the study expands clinical safety literature by providing cross-cultural empirical evidence that high communication satisfaction serves as an active protective mechanism elevating the patient safety climate, enhancing interprofessional collaboration, and shielding frontline workers from clinical burnout in high-stress environments. communication.

MATERIALS AND METHOD

Study Design

To ensure a robust, transparent, and reproducible methodology, this systematic literature review was structured in strict accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Page et al., 2021a). Following standard systematic review frameworks that aim to collate and synthesize empirical evidence based on pre-specified eligibility criteria Higgins et al. (2024) the core objective of this study was to systematically identify, appraise, and synthesize literature concerning how communication satisfaction mediates the psychological well-being of healthcare workers. Although the review protocol was not pre-registered in databases such as PROSPERO, the research maintained high methodological integrity by rigidly applying predefined inclusion and exclusion criteria to minimize selection bias throughout the screening phases, a practice strongly recommended in evidence synthesis (Aromataris et al., 2024).

The eligibility framework was explicitly tailored to encompass quantitative empirical investigations, prioritizing cross-sectional studies published between 2020 and 2026. This specific temporal boundary was chosen to reflect the most current organizational dynamics and recent psychological challenges encountered in modern healthcare settings. To qualify for inclusion, studies were required to utilize validated instruments to explicitly measure "communication satisfaction." Furthermore, they were mandated to examine its direct relationship with key psychological and organizational constructs including burnout, job satisfaction, work engagement, and organizational commitment specifically among active healthcare professionals.

Search Strategy & Selection Process

The comprehensive search strategy yielded a substantial initial corpus across multiple databases. In accordance with contemporary methodological standards, utilizing a robust and transparent search strategy across diverse databases is fundamental to minimizing selection bias and ensuring the reproducibility of a systematic review (Rethlefsen et al., 2021). In ScienceDirect, the search produced 23.688 records restricted to a custom publication window of 2020 to 2026. This database was filtered specifically for open-access and open-archive review and research articles within the subject areas of medicine, dentistry, and social sciences.

Meanwhile, Emerald Insight generated 592 records using the combined keywords "communication satisfaction," "medicine," "nurse," and "healthcare," which were filtered for journal articles and sorted by relevance. Additionally, the PubMed database yielded 1,545 results sorted by best match to ensure high relevance. This search was limited to free full-text availability and encompassed specific publication types, including books and documents, case reports, comparative studies, observational studies, randomized controlled trials, and reviews. The search strategy also incorporated the Frontiers database, with a specific focus on *Frontiers in Psychology*.

To ensure methodological breadth, all searches utilized database-specific filters targeting open-access and free full-text records spanning research articles, reviews, and observational studies published between 2020 and 2026. Crucially, the inclusion criteria required the exact phrase "communication satisfaction" to be explicitly stated in the article titles. Preliminary screening revealed a phenomenon of relevance saturation; as the search rank decreased based on best-match sorting, the primary construct was merely mentioned in passing rather than being the central focus of empirical investigation.

All retrieved records were exported to Mendeley for automated duplicate removal and reference management. The initial screening of titles and abstracts, followed by full-text evaluation, was performed independently by three academic lecturers with relevant domain expertise to ensure strict alignment with the inclusion criteria. This rigorous multi-reviewer approach is vital, as recent methodological evidence indicates that employing multiple independent reviewers during the screening phase significantly reduces the risk of erroneously excluding relevant studies and mitigates individual selection bias (Gartlehner et al., 2020). The surviving manuscripts were subsequently subjected to a meticulous full-text appraisal and evaluated against pre-established substantive and methodological criteria. At this crucial juncture, specific alignment with the domain of healthcare professionals, alongside relevance to the operational scope of medical care, was mandated as an essential benchmark for final eligibility.

Critical appraisal

This systematic literature review utilized the Joanna Briggs Institute (JBI) Critical Appraisal Checklist. As established by recent methodological standards, primary research must undergo a critical appraisal process to assess the extent to which a study has considered potential bias in its design, conduct, or analysis (Barker et al., 2023). The use of a multi-appraiser approach is a fundamental methodological safeguard; current systematic review guidelines emphasize that employing multiple independent reviewers helps minimize random errors and personal biases that may occur during study selection and appraisal (Page et al., 2021b).

The review team provided complementary expertise: an experienced journal reviewer (JS) and a psychologist (AG), both of whom are academic lecturers. Any

discrepancies in their quality assessment scores were resolved through collaborative discussion to reach a consensus, with final consultation provided by a health and medical professional (NPP). The quality of the included articles was meticulously analyzed based on appropriate study designs and evaluated for methodological rigor. Specifically, the appraisal focused on whether the studies clearly and systematically detailed their inclusion criteria, which encompassed comprehensive descriptions of the samples, respondents, and specific research methods. A critical component of this evaluation was ensuring the use of valid and reliable instruments to measure communication satisfaction and its correlation with related psychological constructs, such as job satisfaction, organizational commitment, emotional intelligence, and patient safety culture. Ultimately, the outcomes of this critical assessment provided clear evidence-based considerations and served as a robust justification for the scientific conclusions drawn in this review.

Synthesis Method

Systematically, the extracted data were selected and analyzed employing rigorous synthesis standards based on predefined methodological indicators. As recommended by contemporary synthesis guidelines, categorizing data through specific, pre-established indicators promotes transparent reporting and is essential for maintaining analytical rigor when evaluating complex psychological constructs across diverse studies (Campbell et al., 2020). These indicators specifically prioritized recent publication years, research contexts aligned with psychological behavioral characteristics, and communication variables known to exert a substantial impact on the healthcare environment. Consequently, the identified themes center on the core construct of communication satisfaction and its direct interplay with variables that dictate the psychological well-being and performance capabilities of healthcare professionals.

Furthermore, the synthesized findings systematically highlight the efficacy of interventions centered on enhancing communication satisfaction. Current organizational psychology literature affirms that structural job resources, such as effective communication and supportive feedback mechanisms, act as key drivers of work engagement and well-being, directly linking to crucial psychological dimensions like elevated job satisfaction, a safe working climate, and robust organizational commitment (Broetje et al., 2020). Ultimately, this analysis was conducted to establish the urgency of treating communication satisfaction as a strategic priority requiring further empirical exploration. Given the escalating rates of clinical fatigue, prioritizing evidence-based organizational interventions is now widely recognized as a critical mandate to improve psychological resilience and reduce burnout within the healthcare workforce (Melnyk et al., 2020).

RESULTS

A synthesis of the reviewed literature consistently demonstrates a positive correlation between organizational communication satisfaction and various psychological and organizational constructs among healthcare professionals. Across the evaluated studies, communication satisfaction functions fundamentally in a dual capacity: both as a primary independent variable and as a crucial mediating mechanism bridging diverse psychological factors. The significance levels and the magnitude of these effects ranging from weak to strong are highly contingent upon the specific dimensions of

communication measured and the corresponding dependent variables under investigation within each study.

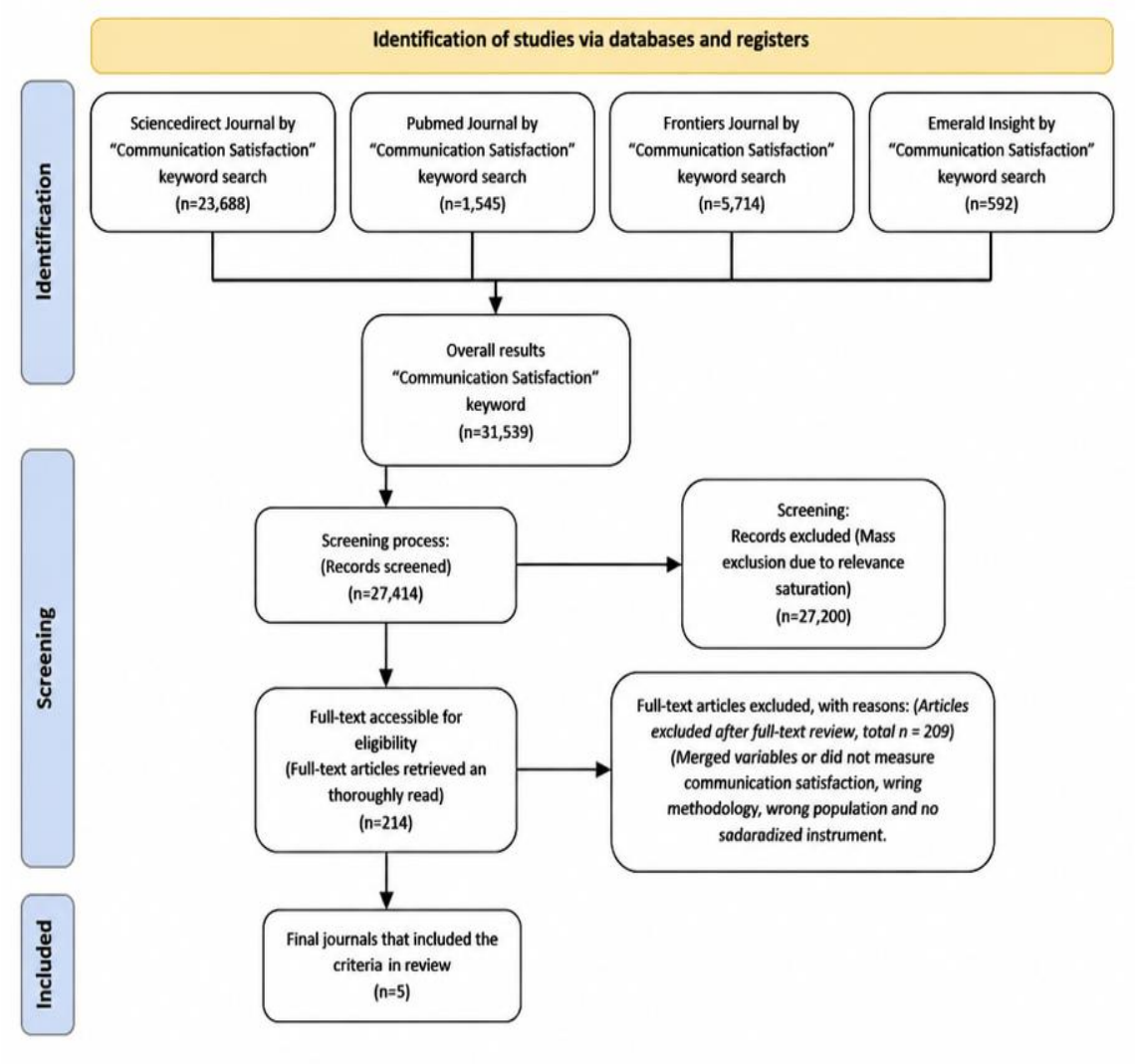


Figure 1. PRISMA Flow Diagram

Based on a rigorous synthesis of the empirical evidence, three primary themes emerged regarding the multifaceted impact of communication satisfaction within the healthcare setting. The first theme centers on "Psychological Well-being and Occupational Satisfaction," highlighting communication as a vital conduit for connecting emotional intelligence to job commitment. The second theme, "Clinical Safety Climate," underscores the role of structural communication quality in fostering a culture of patient safety and interprofessional openness. The final theme, "Psychological Engagement and Dedication," illustrates how effective interpersonal communication structures mitigate clinical fatigue and sustain workforce absorption and vigour.

Concerning the first theme, the most prominent effect of communication satisfaction is observed in its relationship with the psychological well-being and job satisfaction of healthcare professionals. Research by Abu Dalal et al. (2023) reported a very strong direct positive effect of organizational communication satisfaction on job

satisfaction ($\beta = 0.78$; $p < 0.001$), which subsequently acted as a partial mediator for organizational commitment ($\beta = 0.20$). Similarly, Li (2021) explored communication satisfaction as an essential mediator between emotional intelligence and job well-being among Chinese registered nurses. In this model, emotional intelligence highly influenced communication satisfaction ($\beta = 0.69$; $p < 0.001$), which in turn significantly enhanced job well-being ($\beta = 0.36$; $p < 0.001$). These findings indicate that communication satisfaction acts as a critical psychological bridge connecting individual emotional intelligence to broader occupational well-being and organizational commitment.

Beyond individual internal well-being, communication satisfaction proves crucial in shaping the clinical safety climate. Regression analysis by Yoo et al. (2021) identified that among various communication dimensions, media quality served as the most consistent and dominant predictor influencing working conditions, perception of management, job satisfaction, and teamwork climate, with robust effect sizes (β ranging from 0.35 to 0.49). This empirical evidence is corroborated by Noviyanti (2021), who demonstrated that nurses with higher communication satisfaction exhibited a more positive perception of patient safety culture implementation, albeit with a lower correlation coefficient ($r = 0.338$; $p = 0.015$). Collectively, these findings affirm that adequate communication acts as a catalyst for improving team coordination, interprofessional collaboration, and a climate of openness within hospital environments.

In the domain of employee engagement, Abu Dalal (2021) confirmed that organizational communication satisfaction significantly and positively impacts work engagement among Palestinian healthcare professionals ($\beta = 0.524$; $p < 0.05$). Specifically, indicators such as interpersonal communication and communication quality directly enhance the work engagement elements of vigour and dedication with absorption. This synthesis highlights a novel paradigm in modern healthcare: it is not merely the frequency or volume of information that stimulates work engagement, but rather the structural quality of communication and media effectiveness that serve as critical determinants in sustaining the focus and psychological attachment of healthcare workers amidst high clinical workloads.

From a practical standpoint, the findings of this review provide a strategic foundation for healthcare facility management to initiate effective internal communication systems. Managerial interventions such as enhancing information transparency, strengthening two-way communication channels, and facilitating constructive feedback are proven to be essential in optimizing communication satisfaction. Ultimately, effectively managed communication functions as a vital psychological instrument to preserve and promote the mental health of healthcare professionals operating within high-pressure organizational environments.

Despite these robust findings, the synthesized studies exhibit several methodological limitations that warrant consideration. The majority of the included articles utilized cross-sectional designs, precluding the establishment of definitive causal inferences between the variables. Furthermore, the predominant reliance on self-reported instruments introduces a susceptibility to common method bias, potentially skewing respondent perceptions. To address the scarcity of long-term data regarding communication satisfaction, future research is highly recommended to employ longitudinal or prospective cohort designs. Such approaches are essential to validate the long-term effects of communication satisfaction on the mental health of the workforce, alongside expanding the scope of studies across diverse medical professions and cultural backgrounds to enhance the external validity and generalizability of the findings.

Table 1. Characteristics of Included Studies

Author & Year	Psychology Variables	Population & Sample	Study Design	Main Findings	Conclusion
Safety Climate and Organizational Communication Satisfaction Among Korean Perianesthesia Care Unit Nurses (2021) by Jebog Yoo, PhD, RN, Seung Eun Chung, PhD, RN, Juyeon Oh, PhD, RN (Sciencedirect)	Safety Climate, Organizational Communication Satisfaction	103 registered nurses currently working in PACUs in Korea	Cross-sectional survey study	Organizational communication satisfaction is significantly associated with the patient safety climate, with communication channel effectiveness and media quality emerging as the most influential determinants.	Hospital management should prioritize the optimization of internal communication channels and media quality to promote a safer work environment and strengthen patient safety.
Relationship between emotional intelligence and jobwell-being in Chinese Registered Nurses: Mediating effectof communication satisfaction (2021) by Xue Li, Xiaoxia Fang, Lina Wang, Xiaosong Geng, Hongjuan Chang (Wiley Online Library) (PubMed)	Emotional intelligence, job well-being, Communication satisfaction	1,475 registered nurses drom a Chineses hospital	Descriptive cross-sectional design	Emotional intelligence exerts a significant positive influence on the occupational well-being of nurses, functioning both directly and indirectly through communication satisfaction as a crucial mediating mechanism	Enhancing nurses' job well-being does not rely solely on individual emotional intelligence; it requires a supportive environment that fosters organizational communication satisfaction. Therefore, hospital interventions must target communication structures rather than merely focusing on emotional training for nurses.

Author & Year	Psychology Variables	Population & Sample	Study Design	Main Findings	Conclusion
The impact of organisational communication satisfaction on health care professionals' work engagement (2021) by Helmy Jameel Abu Dalal RN, Vimala Ramoo, Mei Chan Chong (Wiley Online Library) (Pubmed)	Communication satisfaction, work engagement	235 Palestinian healthcare professionals	Cross-sectional survey design	rganizational communication satisfaction exerts a significant positive effect on work engagement among healthcare professionals. Notably, the specific indicators of interpersonal communication and communication quality act as primary catalysts in elevating the workforce's vigour and dedication with absorption.	Healthcare administrators must strategically prioritize the enhancement of inter-staff communication quality to preserve the dedication, vigour, and professional attachment of the nursing staff amidst high clinical demands. Consequently, institutional policies and managerial frameworks must be explicitly directed toward optimizing these communication dynamics.
Exploring the relationship between nurses' communication satisfaction and patient safety culture (2021) by Linda Wieke Noviyanti, Ahsan Ahsan, Tirta Sefti Sudartya (Pubmed)	Patient safety culture and communication satisfaction	This study involved 51 nurses with the majority is female nurses between 20-30 years old with 1-5 years working experience	Cross-sectional survey study	Despite exhibiting a low correlation coefficient, nurse communication satisfaction is proven to significantly elevate positive perceptions of patient safety culture. This enhancement is primarily achieved by facilitating robust team coordination, interprofessional collaboration, and an	ospitals need to facilitate effective and open interprofessional communication to support the successful implementation of a patient safety culture in clinical settings.

Author & Year	Psychology Variables	Population & Sample	Study Design	Main Findings	Conclusion
				environment of openness.	
The Mediating Role of Work Satisfaction in the Relationship between Organizational Communication Satisfaction and Organizational Commimtment of Healthcare Professionals: A Cross-Sectional Study (2023) by Helmy Jameel Abu Dalal, Vimala Ramoo, Mei Chan Chong, Mahmoud Danaee, Yousef I. Aljeesh and Veshaaliini Uma Rajeswaran (MDPI) (Pubmed)	Communication satisfaction, organizational commitment	235 Palestinians healthcare professionals	Cross sectional survey study	Organizational communication satisfaction exerts a profound positive influence on job satisfaction while demonstrating a weaker, yet positive, direct impact on organizational commitment. Consequently, job satisfaction functions as a crucial partial mediator bridging these two constructs.	Healthcare facility management cannot optimally build nurses' organizational commitment solely through communication channels; rather, they must ensure that these communication strategies effectively increase job satisfaction first.

DISCUSSION

The Summary of Findings

The findings from the five reviewed studies consistently demonstrate that communication satisfaction acts as both a powerful independent driver and a crucial mediating variable for various psychological and organizational outcomes among healthcare professionals. Psychological Well-Being and Job Satisfaction: Communication satisfaction serves as a vital psychological mechanism bridging individual traits and workplace outcomes. Li et al. (2021) demonstrated that it significantly mediates the relationship between emotional intelligence and job well-being. Furthermore, Dalal et al. (2023) found that communication satisfaction exerts a profoundly strong direct impact on job satisfaction ($\beta = 0.78$), which then functions as the primary partial mediator linking communication satisfaction to broader organizational commitment.

Safety Climate and Performance: Effective communication channels are essential for building a positive patient safety culture. Yoo et al. (2021) identified media quality as the most dominant predictor of safety climate, teamwork, and working conditions. This is corroborated by Noviyanti et al. (2021), who found a positive correlation ($r = 0.338$) between communication satisfaction and patient safety culture, noting that it facilitates improved interprofessional collaboration, coordination, and openness. Work Engagement: Research by Abu Dalal et al. (2022) revealed a significant positive correlation ($\beta = 0.524$) between organizational communication satisfaction and work engagement. Specifically, high-quality interpersonal communication was shown to directly enhance workforce vigor and dedication with absorption.

Implications of the Research Findings (Theoretical and Practical Implications)

Theoretical Implications: This review theoretically advances organizational psychology in healthcare by solidifying communication satisfaction as a distinct, standalone psychological construct rather than a mere sub-dimension of general job satisfaction. By demonstrating its consistent role as a critical mediator linking emotional intelligence to well-being, and job satisfaction to organizational commitment this study maps communication satisfaction as a foundational affective response that drives broader organizational attitudes. Practical Implications: The findings offer actionable, evidence-based directives for healthcare facility management. Because communication satisfaction significantly dictates patient safety culture, work engagement, and occupational well-being, administrators must treat communication channels as critical operational infrastructure. Management should prioritize structural interventions, such as improving media quality, ensuring two-way information transparency, and facilitating constructive personal feedback, to proactively mitigate mental health challenges in high-pressure clinical environments.

Strengths of the Research

A defining strength of this systematic literature review lies in its exceptional methodological rigor and strict adherence to PRISMA guidelines. To ensure exhaustive foundational coverage, the study deployed a robust, high-recall search strategy across four major academic databases ScienceDirect, PubMed, Emerald Insight, and Frontiers systematicallyprocessing a massive initial corpus of over 31.000 records. Furthermore, the review successfully isolated "communication satisfaction" as a distinct, standalone psychological construct rather than a generalized secondary variable. This precision was

achieved through highly stringent inclusion criteria that required the exact construct to appear explicitly in article titles, effectively neutralizing relevance saturation. Most importantly, the final synthesis is grounded in strong empirical validity; it exclusively incorporates cross-sectional studies that measured healthcare professionals using established, standardized measurement instruments, such as those developed by Downs and Hazen or Hecht. This strict parameter ensures that the synthesized data accurately and exclusively reflects the specific psychological construct under investigation, successfully avoiding the common conflation of communication satisfaction with generalized employee job satisfaction metrics.

Limitations of the Reseacrh

Despite the methodological rigor applied, this systematic review is subject to several notable limitations. First, the search strategy was intentionally restricted to open-access and free full-text articles, which inherently introduces a selection bias by potentially omitting relevant, high-impact literature concealed behind publisher paywalls. Furthermore, to manage the relevance saturation stemming from a massive initial yield of 31.539 records, the inclusion criteria strictly mandated the presence of the exact phrase "communication satisfaction" within the article titles. While this parameter successfully isolated studies focused primarily on this construct, it may have inadvertently excluded empirical research that evaluated communication satisfaction as a secondary or embedded variable. Consequently, the final synthesis is constrained to a limited sample size of five articles, reflecting a broader scarcity of literature that treats communication satisfaction as a standalone, standardized psychological construct within the medical field.

Secondly, the intrinsic limitations of the included primary studies must be acknowledged. The synthesized articles predominantly relied on cross-sectional survey designs, which precludes the establishment of definitive causal inferences between communication satisfaction and psychological outcomes such as job well-being or organizational commitment. Additionally, the pervasive reliance on self-reported measurement instruments across these studies introduces a significant susceptibility to common method bias and subjective perceptual inflation. Given the current deficit of long-term empirical data, future research must prioritize longitudinal or prospective cohort designs to robustly validate the temporal and causal effects of communication satisfaction on the mental health of healthcare professionals. Furthermore, expanding the demographic scope beyond nursing to encompass a wider diversity of medical professions is essential to enhance the external validity and generalizability of these findings.

Methodological Recommendations for Future Research

To address the existing gaps in the literature, future empirical research should adopt the following methodological advancements. Longitudinal Designs: Future studies must implement longitudinal or prospective cohort designs. This approach is essential to validate the temporal sequence and long-term causal effects of communication satisfaction on healthcare workers' mental health and commitment. Demographic Expansion: As current literature is heavily skewed toward the nursing profession, future investigations should expand their demographic scope. Including a wider diversity of medical professionals such as physicians, technicians, and administrative staff across varying cultural backgrounds is crucial to enhance the external validity and generalizability of the findings.

Findings of this systematic review theoretically advance the understanding of organizational psychology within the medical field by solidifying communication satisfaction as a distinct, independent psychological construct rather than a mere sub-component of general job satisfaction. By demonstrating its consistent role as a critical mediator bridging variables such as emotional intelligence with job well-being, and job satisfaction with organizational commitment this study provides a comprehensive conceptual mapping. It highlights that communication satisfaction is a profound affective response that acts as a foundational psychological mechanism driving broader organizational behaviors and attitudes among healthcare professionals.
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CONCLUSION

In conclusion, this systematic literature review establishes that communication satisfaction operates as a fundamental psychological mechanism in healthcare, functioning both as a direct enhancer of professional well-being, work engagement, and clinical safety, and as a critical mediator connecting individual emotional intelligence to long-term organizational commitment. Despite these robust clinical benefits, the construct remains critically underexplored as a standalone variable measured by standardized psychological instruments, with current empirical evidence heavily constrained by cross-sectional designs and nursing-centric populations. Consequently, to fully realize its potential, healthcare administrators must implement structural, evidence-based communication interventions that move beyond mere emotional training, while future longitudinal research must expand across diverse medical disciplines to definitively validate communication satisfaction as a strategic, risk-mitigating tool in modern healthcare management.

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