

Communication Satisfaction and Leader Empowering Behavior on Personal Mastery Among Nurses in a Private Hospital

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ABSTRACT

This study determined the relationship between communication satisfaction, leader empowering behavior, and personal mastery among nurses in a private hospital. The study utilized a quantitative descriptive-correlational research design. Data were gathered from nurses using standardized questionnaires, namely the Communication Satisfaction Questionnaire (CSQ), Leader Empowering Behavior Questionnaire (LEBQ), and Personal Mastery Dimension of the Learning Organization Profile. Mean score, standard deviation, and Pearson Product-Moment Correlation were used to analyze the data. Findings revealed that nurses demonstrated high communication satisfaction, high leader empowering behavior, and high personal mastery. Significant positive relationships were identified between communication satisfaction and personal mastery, as well as between leader empowering behavior and personal mastery. The findings suggest that supportive communication and empowering leadership contribute positively to nurses confidence, self-development, and professional growth. The study concludes that communication satisfaction and empowering leadership are important workplace factors that strengthen nurses personal mastery and continuous professional development.

Keywords: Communication satisfaction, Leader empowering behavior, Personal mastery, Nurses, Nursing leadership, Professional growth

INTRODUCTION

Hospitals rely on effective communication and leadership to ensure quality patient care, professional growth, and organizational effectiveness. Communication satisfaction and leader empowering behavior are important workplace factors that influence how nurses perceive their work environment, perform their responsibilities, and develop professionally. Effective communication promotes clarity, confidence, job satisfaction, and performance, while empowering leadership encourages autonomy, participation in decision-making, motivation, and professional competence. In nursing practice, variations in communication processes and leadership approaches may influence nurses confidence, engagement, and opportunities for growth, highlighting their potential role in developing personal mastery among nurses.

Personal mastery reflects a nurse's commitment to continuous learning, self-improvement, and professional excellence. Nurses with high personal mastery are more proactive, adaptable, and capable of responding to the demands of healthcare practice. Although previous studies have shown that communication satisfaction improves employee engagement and performance, and empowering leadership enhances competence and professional development, limited research has examined their combined influence on personal mastery among nurses. Existing studies have largely focused on job satisfaction, burnout, and organizational commitment, creating knowledge, population, and methodological gaps, particularly among nurses working in private hospitals and local healthcare settings.

Given these gaps, this study examined the relationship of communication satisfaction and leader empowering behavior with personal mastery among nurses in a Level II private hospital in Ormoc City. The findings are expected to provide insights into how communication and leadership practices support nurses professional growth and may serve as a basis for leadership and communication enhancement programs. The study supports Sustainable Development Goal 8 on decent work and economic growth by promoting professional development

and workforce productivity. It also contributes to nursing management by providing evidence that can guide leadership strategies, communication systems, and staff development initiatives that foster learning, competence, and professional growth among nurses.

Research Questions

This study was to assess the relationship between communication satisfaction and leader empowering behavior on the personal mastery of nurses in a Level II Private Hospital in Ormoc City, Leyte for the first half of 2026.

The study specifically answered the following queries:

1. What was the level of communication satisfaction as perceived by the nurses in terms of:
 - 1.1. organizational perspective;
 - 1.2. organizational integration
 - 1.3. personal feedback;
 - 1.4. relationship with supervisors;
 - 1.5. horizontal communication;
 - 1.6. media quality;
 - 1.7. communication climate; and
 - 1.8. employee communication?
2. What was the level of leader empowering behavior as perceived by nurses in terms of:
 - 2.1 delegation authority;
 - 2.2 accountability;
 - 2.3 self-directed decision making;
 - 2.4 information sharing;
 - 2.5 skill development; and
 - 2.6 coaching for innovative performance?
3. What was the level of personal mastery among nurses in a private hospital?
4. Was there a significant relationship between:
 - 4.1 communication satisfaction and personal mastery;
 - 4.2 leader empowering behavior and personal mastery?
5. What leadership and communication empowerment enhancement plan was proposed based on the findings of the study?

Statement of Null Hypothesis

H₀₁: There was no significant relationship between communication satisfaction and personal mastery among nurses.

H₀₂: There was no significant relationship between leader empowering behavior and personal mastery among nurses.

REVIEW OF RELATED LITERATURE AND STUDIES

Communication Satisfaction of Nurses. Communication satisfaction is a critical component of organizational effectiveness in healthcare, particularly in nursing practice where accurate and timely information exchange influences professional performance, teamwork, and patient outcomes. Recent studies have consistently shown that effective communication promotes role clarity, coordination, work efficiency, organizational commitment, and job satisfaction among nurses. Nurses who perceive communication as clear, open, and supportive are more confident in performing their responsibilities, demonstrate greater professional engagement, and experience

higher levels of motivation and workplace effectiveness (Vermeir et al., 2020; Wang et al., 2021; Li et al., 2022). Effective communication also strengthens trust between nurses and supervisors, creating a positive work environment that supports professional functioning and collaboration.

Furthermore, communication satisfaction contributes significantly to nurses professional competence, empowerment, organizational effectiveness, and professional development. Studies have found that nurses who receive constructive feedback, guidance, and adequate information from supervisors and colleagues demonstrate greater confidence, competence, commitment, and work engagement (Alshahrani et al., 2021; Kim & Park, 2021; Ibrahim et al., 2023). Communication satisfaction also promotes teamwork, continuous learning, professional growth, and quality healthcare outcomes by providing the support necessary for nurses to improve their skills and performance (Park & Kim, 2022; Alshammari et al., 2022; Santos et al., 2023; Chen et al., 2021). Overall, the literature highlights communication satisfaction as an essential organizational factor that enhances nurses professional development, engagement, and effectiveness in healthcare settings.

Leader Empowering Behavior of Nurses. Leader empowering behavior is a leadership approach that promotes autonomy, competence, confidence, and professional growth among nurses through shared authority, participation in decision-making, skill development, and supportive guidance. Recent studies consistently show that empowering leadership enhances employees' competence, motivation, work engagement, job satisfaction, professional performance, and organizational effectiveness. Nurses who perceive their leaders as empowering demonstrate higher levels of confidence, autonomy, initiative, and professional development, enabling them to perform their responsibilities more effectively and actively participate in workplace decision-making processes (Amundsen & Martinsen, 2020; Kim & Beehr, 2021; Li et al., 2021). Empowering leadership also fosters a supportive work environment that encourages continuous learning, professional growth, and improved nursing practice.

Furthermore, empowering leadership has been found to strengthen nurses organizational commitment, job performance, professional competence, and work engagement by providing opportunities for learning, skill enhancement, and independent decision-making. Studies have shown that nurses who experience empowering leadership report greater confidence, competence, motivation, and job satisfaction, while demonstrating stronger commitment to professional growth and workplace effectiveness (Al-Hamdan et al., 2021; Orgambidez-Ramos & Borrego-Alés, 2020; Hao et al., 2022). Empowering leadership promotes continuous professional development and creates an environment where nurses are encouraged to improve their skills, maximize their potential, and contribute effectively to organizational goals (Alharbi et al., 2022; Zhang et al., 2022; Lee et al., 2023).

Personal Mastery of Nurses. Personal mastery is an essential component of professional development that reflects an individual's commitment to continuous learning, self-improvement, and professional excellence. In nursing practice, personal mastery enables nurses to develop their skills, enhance their competence, adapt to changes in healthcare, and provide quality patient care. Recent literature emphasizes that personal mastery promotes self-awareness, goal setting, continuous learning, and professional growth, making nurses more proactive, confident, and capable of maintaining professional excellence (Garvin et al., 2021; Senge, 1990; Marquardt, 2002). Studies have consistently shown that nurses with higher levels of personal mastery demonstrate greater professional competence, confidence, work engagement, and job performance, enabling them to perform their roles effectively and respond successfully to workplace challenges (Labrague & De los Santos, 2021; Park & Kim, 2022; Choi et al., 2021).

Furthermore, personal mastery significantly contributes to nurses professional development, organizational commitment, and career growth by fostering continuous learning and motivation to improve professional skills. Research has shown that nurses who demonstrate high personal mastery are more committed to their profession, more capable of adapting to workplace changes, and more effective in delivering safe and quality patient care (Alharbi et al., 2022; Lee & Hwang, 2023; Ibrahim et al., 2023). Personal mastery also enhances professional competence, work performance, and commitment to professional growth, allowing nurses to continually improve their abilities and maintain high standards of nursing practice (Santos et al., 2022; Chen et al., 2021; Zhang et al., 2022). Overall, the literature highlights personal mastery as a vital factor in strengthening nurses competence, performance, and professional excellence.

Communication Satisfaction and Personal Mastery of Nurses. Communication satisfaction plays a significant role in promoting professional growth, competence, continuous learning, and personal mastery among nurses. Effective communication provides clear guidance, constructive feedback, and organizational support that help nurses develop their skills, improve performance, and enhance professional competence. Studies consistently show that nurses who are satisfied with communication demonstrate higher levels of confidence, motivation, competence, work engagement, and professional development, enabling them to perform their roles more effectively and pursue continuous learning and self-improvement (Park & Kim, 2022; Labrague et al., 2021; Chen et al., 2021; Wang et al., 2021). Communication satisfaction also enhances nurses' understanding of their roles and responsibilities, fosters commitment to professional growth, and creates a supportive work environment that encourages learning and career development. Nurses who experience effective communication from supervisors and colleagues demonstrate stronger motivation to improve their professional skills, higher competence and confidence, and greater commitment to professional excellence (Lee & Kim, 2023; Ibrahim et al., 2023; Santos et al., 2022). As emphasized by Vermeir et al. (2020), communication serves as a key mechanism that promotes learning, competence, and professional development, making it an important factor in the achievement of personal mastery among nurses.

Leader Empowering Behavior and Personal Mastery of Nurses. Leader empowering behavior plays a critical role in promoting professional development, competence, continuous learning, and personal mastery among nurses. Empowering leadership creates an environment that encourages autonomy, participation in decision-making, skill development, confidence, and professional independence, which are essential for continuous learning and self-development (Conger & Kanungo, 1988; Senge, 1990). Studies consistently show that nurses who perceive their leaders as empowering demonstrate higher levels of confidence, motivation, competence, engagement, and commitment to professional growth. Empowering leadership encourages nurses to take initiative, participate in learning activities, improve their skills, and pursue professional excellence, thereby enhancing their ability to perform effectively and adapt to workplace challenges (Hao et al., 2022; Lee et al., 2023; Kim & Beehr, 2021; Amundsen & Martinsen, 2020). Furthermore, empowering leaders provide guidance, support, and opportunities for development that strengthen nurses' competence, career growth, and motivation for continuous improvement (Zhang et al., 2022; Alharbi et al., 2022; Choi et al., 2021; Orgambidez-Ramos & Borrego-Alés, 2020; Al-Hamdan et al., 2021). Overall, the literature highlights empowering leadership as an important factor in fostering professional competence, continuous learning, and personal mastery among nurses.

RESEARCH METHODOLOGY

Design. The study employed a quantitative descriptive-correlational research design. The descriptive component was used to determine the levels of communication satisfaction, leader empowering behavior, and personal mastery among nurses in a private hospital. The correlational component was utilized to determine the relationships between communication satisfaction and personal mastery, and between leader empowering behavior and personal mastery among nurses.

Environment. This was conducted in a Level II private hospital located in Ormoc City, Leyte, Philippines.

Respondents. The respondents were 208 registered nurses employed in a Level II private hospital in Ormoc City.

Sampling Design. Complete enumeration was utilized, wherein all 208 registered nurses were considered eligible participants; however, 192 nurses completed and returned the questionnaires, yielding a 92.31% retrieval rate.

Inclusion Criteria and Exclusion Criteria. The study included registered nurses who were actively assigned to clinical or bedside nursing roles, directly involved in patient care, employed in the hospital for at least three months, possessed a valid nursing license, and voluntarily consented to participate. Nurses from different units and employment classifications were included provided they met the clinical practice requirement. Excluded from the study were nurses assigned solely to administrative or managerial roles, those on extended leave during data collection, nurses under orientation or training status, and those not physically present in their assigned clinical units during the study period.

Instrument. The study utilized three standardized instruments to measure communication satisfaction, leader empowering behavior, and personal mastery among nurses. Communication satisfaction was measured using the Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen (1977), which assessed nurses satisfaction with organizational communication across eight dimensions and demonstrated excellent reliability (Cronbach’s $\alpha = 0.94$). Leader empowering behavior was measured using the Leader Empowering Behavior Questionnaire (LEBQ) developed by Konczak et al. (2000), which assessed empowering leadership practices in terms of delegation, accountability, decision-making, information sharing, skill development, and coaching for innovation, with reliability coefficients ranging from 0.89 to 0.94. Personal mastery was measured using the Personal Mastery Dimension of the Learning Organization Profile developed by Marquardt (2002), which assessed continuous learning, self-development, reflective practice, and commitment to professional growth, with reliability coefficients ranging from 0.87 to 0.90. Mean scores were computed and interpreted to determine the levels of the study variables.

Data Gathering Procedures. Following approval of the research proposal, ethical clearance, and authorization from the hospital administration, the researcher coordinated with the nursing service office and personally distributed the questionnaires to eligible nurse respondents through face-to-face administration and Google Forms. Informed consent was secured prior to participation, and questionnaires were retrieved and checked for completeness. After data collection, all responses were reviewed, encoded, and submitted for statistical analysis. Findings were presented and interpreted based on the study objectives, while all research materials were securely stored and properly disposed of in accordance with ethical guidelines on confidentiality and data management.

Statistical Treatment of Data. Mean score and standard deviation were used to determine the levels of communication satisfaction, leader empowering behavior, and personal mastery among nurses. Pearson Product–Moment Correlation Coefficient (Pearson r) was used to determine the significant relationships between communication satisfaction and personal mastery, and between leader empowering behavior and personal mastery, including the direction and strength of the relationships.

Ethical Considerations. Ethical considerations are an essential component of any research study. The study was submitted to the ethics committee of both the university and the hospital. Ethical approval was sought prior to the start of data gathering to ensure that the welfare of the respondents was protected.

Presentation, Analysis, and Interpretation of Data

Table 1 Level of Communication Satisfaction among Nurses

Dimensions	Mean score	SD	Interpretation
Organizational Perspective			
1. Information about hospital policies and goals	5.42	1.21	Slightly Satisfied
2. Information about changes in the hospital	5.35	1.28	Slightly Satisfied
3. Information about the hospital’s achievements	5.38	1.25	Slightly Satisfied
4. Information about how problems are handled	5.21	1.34	Slightly Satisfied
5. Information about future plans	5.27	1.30	Slightly Satisfied
Factor Mean	5.33	1.28	High
Organizational Integration			
6. Information about job requirements	5.36	1.22	Slightly Satisfied
7. Information about my responsibilities	5.40	1.20	Slightly Satisfied
8. Information about work coordination	5.31	1.27	Slightly Satisfied
9. Information about departmental policies	5.29	1.26	Slightly Satisfied
10. Information about evaluation criteria.	5.18	1.35	Slightly Satisfied
Factor Mean	5.31	1.26	High
Personal Feedback			
11. Supervisor feedback about performance	5.12	1.36	Slightly Satisfied

12. Recognition received from supervisor	5.08	1.39	Slightly Satisfied
13. Information about how well I am doing	5.05	1.41	Slightly Satisfied
14. Communication about performance improvement	5.01	1.42	Slightly Satisfied
15. Clarity of feedback given	5.10	1.37	Slightly Satisfied
Factor Mean	5.07	1.39	High
Relationship with Supervisors			
16. Supervisor openness	5.22	1.33	Slightly Satisfied
17. Supervisor willingness to listen	5.30	1.29	Slightly Satisfied
18. Supervisor communication style	5.28	1.31	Slightly Satisfied
19. Supervisor guidance	5.25	1.32	Slightly Satisfied
20. Supervisor trust in nurses	5.33	1.28	Slightly Satisfied
Factor Mean	5.28	1.31	High
Horizontal Communication			
21. Communication among nurses	5.34	1.27	Slightly Satisfied
22. Communication between departments	5.18	1.35	Slightly Satisfied
23. Cooperation in communication	5.22	1.33	Slightly Satisfied
24. Sharing of work information	5.30	1.29	Slightly Satisfied
25. Coordination through communication	5.27	1.30	Slightly Satisfied
Factor Mean	5.26	1.31	High
Media Quality			
26. Quality of written memos	5.10	1.36	Slightly Satisfied
27. Hospital bulletin boards	5.05	1.38	Slightly Satisfied
28. Usefulness of meetings	5.18	1.34	Slightly Satisfied
29. Accuracy of communication channels	5.12	1.36	Slightly Satisfied
30. Effectiveness of communication tools	5.20	1.33	Slightly Satisfied
Factor Mean	5.13	1.35	High
Communication Climate			
31. Openness in communication	5.09	1.38	Slightly Satisfied
32. Freedom to express ideas	5.04	1.40	Slightly Satisfied
33. Trust in communication	5.06	1.39	Slightly Satisfied
34. Encouragement to communicate	5.10	1.37	Slightly Satisfied
35. Supportive communication environment	5.15	1.35	Slightly Satisfied
Factor Mean	5.09	1.38	High
Employee Communication			
36. Communication about benefits	5.02	1.42	Slightly Satisfied
37. Communication about training	5.08	1.39	Slightly Satisfied
38. Information about staff welfare	5.11	1.36	Slightly Satisfied
39. Communication regarding staff concerns	5.06	1.40	Slightly Satisfied
40. Overall communication satisfaction	5.18	1.34	Slightly Satisfied
Factor Mean	5.09	1.38	High
Grand mean	5.19	1.33	High Communication Satisfaction

Note. $n=192$

Legend: A mean score of 1.00–1.49 indicates Very Low Communication Satisfaction (Very Dissatisfied); 1.50–2.49 indicates Low Communication Satisfaction (Dissatisfied); 2.50–3.49 indicates Slightly Low Communication Satisfaction (Slightly Dissatisfied); 3.50–4.49 indicates Moderate Communication Satisfaction (Neutral); 4.50–5.49 indicates High Communication Satisfaction (Slightly Satisfied); 5.50–6.49 indicates Very

High Communication Satisfaction (Satisfied); and 6.50–7.00 indicates Very High Communication Satisfaction (Very Satisfied).

As shown in Table 1, the findings revealed that nurses demonstrated a high level of communication satisfaction across all dimensions, indicating that communication within the organization was generally perceived as functional, supportive, and helpful in carrying out professional responsibilities. Effective communication remains essential in healthcare as it promotes safe patient care, teamwork, staff engagement, and organizational stability. The results suggest that nurses benefited from timely information, clear guidance, and supportive interactions that enabled them to coordinate care efficiently and adapt to workplace demands. These findings support previous studies showing that communication satisfaction contributes to stronger workplace relationships, organizational trust, morale, and engagement among nurses (Karimi et al., 2023; Alshahrani & Baig, 2022). Organizational perspective and organizational integration further reflected that nurses felt informed about institutional goals, policies, and role expectations, helping them align their practice with organizational priorities and maintain effective coordination in patient care. Similar findings were reported by Kim and Park (2021), Wei et al. (2022), Labrague et al. (2021), and Al-Hamdan et al. (2021), who emphasized the importance of transparent communication in promoting inclusion, teamwork, and patient safety.

Among the dimensions, relationships with supervisors, horizontal communication, communication climate, media quality, and employee communication were generally viewed favorably, suggesting positive supervisory relationships, effective teamwork, and useful communication channels within the hospital. However, personal feedback obtained relatively lower ratings, indicating opportunities to improve the consistency and quality of recognition and developmental feedback. Prior studies have shown that supportive feedback enhances confidence, motivation, and job satisfaction (Nasir & Safdar, 2023), while strong supervisory communication fosters psychological safety and organizational attachment (Majeed et al., 2021; Woo & Kang, 2020). Likewise, effective peer communication and open communication climates strengthen collaboration, resilience, and patient safety culture (Boamah et al., 2022; Teo et al., 2021; Ferreira et al., 2023). Overall, the findings suggest that the hospital has established communication practices that support coordination, teamwork, and employee engagement, although continued efforts to strengthen feedback systems and employee-centered communication remain necessary to sustain professional growth, staff satisfaction, and quality patient care.

Table 2 Level of Leader Empowering Behavior among Nurses

Dimensions	Mean score	SD	Interpretation
Delegation of Authority			
1. Delegates authority to nurses	3.72	0.88	Agree
2. Allows autonomy	3.69	0.91	Agree
3. Provides leadership opportunities	3.66	0.93	Agree
Factor Mean	3.69	0.91	High
Accountability			
4. Promotes accountability	3.71	0.89	Agree
5. Trusts nurses competence	3.74	0.87	Agree
6. Encourages responsibility	3.73	0.88	Agree
Factor Mean	3.73	0.88	High
Information Sharing			
7. Shares important information	3.75	0.86	Agree
8. Recognizes contributions	3.70	0.90	Agree
Factor Mean	3.73	0.88	High
Self-Directed Decision Making			
9. Encourages independent decisions	3.68	0.92	Agree
10. Encourages problem solving	3.71	0.89	Agree
11. Involves nurses in decisions	3.69	0.91	Agree
Factor Mean	3.69	0.91	High
Skill Development			

12. Supports skill development	3.76	0.85	Agree
13. Motivates professional growth	3.78	0.84	Agree
14. Builds confidence	3.74	0.87	Agree
Factor Mean	3.76	0.85	High
Coach for Innovative Performance			
15. Provides guidance	3.72	0.88	Agree
16. Encourages innovation	3.70	0.90	Agree
17. Coaches for improvement	3.73	0.88	Agree
Factor mean	3.72	0.89	High
Grand mean	3.72	0.69	High Leader Empowering Behavior

Note: *n*-192

Legend: A mean score of 1.00–1.49 indicates Very Low Empowering Behavior (Strongly Disagree); 1.50–2.49 indicates Low Empowering Behavior (Disagree); 2.50–3.49 indicates Moderate Empowering Behavior (Neutral); 3.50–4.49 indicates High Empowering Behavior (Agree); and 4.50–5.00 indicates Very High Empowering Behavior (Strongly Agree).

The findings revealed that nurses perceived a high level of leader empowering behavior among their nurse leaders, suggesting that supervisors and nurse managers fostered participation, autonomy, professional growth, and shared responsibility in the workplace. Empowering leadership is particularly important in nursing because it strengthens nurses confidence, motivation, and engagement in fast-paced clinical environments that require sound judgment, collaboration, and adaptability. The findings support previous studies showing that empowering leadership contributes to greater nurse engagement, work motivation, and organizational commitment (Specchia et al., 2021), while supportive leadership practices enhance nurses confidence, resilience, and active involvement in patient care (Wei et al., 2020). Overall, nurses perceived their leaders as creating an environment where they felt trusted, supported, and encouraged to perform their roles effectively.

Among the dimensions, skill development emerged as one of the strongest aspects of empowering leadership, indicating that nurse leaders actively supported professional growth and competence enhancement. Favorable perceptions were also observed in delegation of authority, accountability, information sharing, self-directed decision-making, and coaching for innovative performance, reflecting leadership practices that promoted autonomy, responsibility, open communication, participation, and continuous improvement. These findings are consistent with studies showing that delegation enhances confidence and professional independence (Li & Liu, 2022; Boamah et al., 2022), accountability strengthens teamwork and engagement (Alshammari et al., 2021; Cummings et al., 2021), transparent communication improves cooperation and job satisfaction (Dirik & Intepeler, 2021), participative leadership enhances problem-solving and commitment (Mudallal et al., 2020; Asif et al., 2021), developmental support increases motivation and performance (Wang et al., 2022; Labrague & De los Santos, 2021), and coaching-oriented leadership fosters innovation, resilience, and engagement (Shaughnessy et al., 2021; Wei et al., 2020). These findings highlight the need for nursing management to sustain empowering leadership practices through mentorship, staff involvement, continuing education, and leadership development initiatives to promote nurse morale, teamwork, professional confidence, and quality patient care.

Table 3 Level of Personal Mastery among Nurses

Dimensions	Mean score	SD	Interpretation
1. I continually seek professional growth	4.32	0.72	Agree
2. I am committed to lifelong learning	4.35	0.70	Agree
3. I set clear personal goals	4.28	0.74	Agree
4. I reflect to improve my performance	4.30	0.73	Agree
5. I pursue excellence in my work	4.34	0.71	Agree
6. I actively develop my capabilities	4.31	0.72	Agree

7. I align my personal vision with my job	4.26	0.76	Agree
8. I continuously strive to become better	4.36	0.69	Agree
Grand Mean	4.32	0.72	High Personal Mastery

Note: $n=192$

Legend: A mean score of 1.00–1.49 indicates Very Low Personal Mastery (Strongly Disagree); 1.50–2.49 indicates Low Personal Mastery (Disagree); 2.50–3.49 indicates Moderate Personal Mastery (Neutral); 3.50–4.49 indicates High Personal Mastery (Agree); and 4.50–5.00 indicates Very High Personal Mastery (Strongly Agree).

The findings in Table 3 indicate that nurses demonstrated a high level of personal mastery, indicating that they generally practiced continuous learning, goal setting, self-reflection, and self-improvement in their professional roles. The favorable findings may partly reflect the use of self-report measures, as nurses may be inclined to evaluate themselves positively because lifelong learning, commitment, and professional excellence are expected characteristics of the profession. Nevertheless, the results suggest that nurses actively pursue professional growth rather than merely performing routine tasks. Personal mastery is essential in nursing because it enables nurses to adapt to evolving healthcare demands, maintain competence, and deliver safe and quality care. This finding supports previous studies emphasizing that continuing professional development is closely linked to professionalism, lifelong learning, competence, and evidence-based practice among nurses (Mlambo et al., 2021; Brunt, 2023). Furthermore, the nurses commitment to lifelong learning highlights their recognition that professional development extends beyond graduation and licensure, requiring continuous updating of knowledge and skills throughout their careers (American Association of Colleges of Nursing, 2021).

The findings also showed that nurses valued goal setting, reflective practice, excellence, and the continuous development of their capabilities. Nurses appeared to use reflection to improve clinical reasoning and performance, while their pursuit of excellence was reflected in their commitment to safe, accurate, and compassionate patient care. Continuous striving to become better emerged as the strongest aspect of personal mastery, demonstrating a mindset of improvement that is essential in dynamic healthcare environments. Previous studies have shown that goal-oriented nurses exhibit stronger engagement and commitment to professional growth (Zhao et al., 2024), while reflective practice enhances self-awareness, confidence, and clinical judgment (Bowers et al., 2025; Yang et al., 2025). Overall, the findings suggest that nurses possess a strong sense of responsibility for their own professional development; however, opportunities remain for nursing management to further strengthen personal mastery through mentoring, career development programs, continuing education, structured feedback, and reflective learning activities to sustain competence, motivation, and quality patient care.

Table 4 Relationship between Communication Satisfaction and Personal Mastery

Variables	r value	p value	Decision	Interpretation
Communication Satisfaction vs Personal Mastery	0.81	.000	Reject Ho	Significant

Legend: Significant if p value is $< .05$. Dependent variable: Personal Mastery. A value greater than .5 is strong (positive), between .3 and .5 is moderate (positive), between 0 and .3 is weak (positive), 0 is none, between 0 and $-.3$ is weak (negative), between $-.3$ and $-.5$ is moderate (negative), and less than $-.5$ is strong (negative).

Table 4 findings shows that a significant positive relationship between communication satisfaction and personal mastery among nurses, indicating that those who perceived communication within the organization as clear, supportive, and respectful also demonstrated stronger characteristics of continuous learning, self-improvement, goal orientation, and professional growth. The results suggest that communication influences not only teamwork and workflow but also nurses motivation and confidence to develop themselves personally and professionally. Supportive communication environments help nurses feel informed, valued, and psychologically supported, thereby encouraging professional growth and lifelong learning. These findings are consistent with previous studies showing that organizational communication enhances work engagement, collaboration, professional

confidence, commitment, self-efficacy, and professional functioning among nurses (Labrague et al., 2021; Kim & Park, 2021). Likewise, positive communication experiences have been associated with improved morale, workplace satisfaction, resilience, emotional well-being, and organizational attachment (Alshahrani & Baig, 2022; Teo et al., 2021).

The findings further suggest that communication satisfaction fosters reflection, continuous learning, resilience, and psychological safety among nurses. Nurses frequently learn through feedback from supervisors, discussions with colleagues, patient endorsements, and collaborative problem-solving, all of which contribute to stronger confidence and professional competence. Supportive communication climates encourage nurses to ask questions, admit uncertainties, share ideas, and engage actively in learning opportunities without fear of criticism or embarrassment. Previous studies have highlighted that open communication environments strengthen teamwork, patient safety culture, and professional confidence (Ferreira et al., 2023), while supportive learning environments promote professional growth and workplace engagement (Zhao et al., 2024). From a nursing management perspective, the findings emphasize the importance of fostering communication practices characterized by active listening, constructive feedback, mentoring, and open dialogue, as these strategies can strengthen nurses personal mastery, professional development, teamwork, and ultimately, the quality of patient care.

Table 5 Relationship between Leaders Empowering Behavior and Personal Mastery

Variables	r value	p value	Decision	Interpretation
Leader Empowering Behavior vs Personal Mastery	0.84	.000	Reject Ho	Significant

Legend: Significant if p value is < .05. Dependent variable: Personal Mastery. A value greater than .5 is strong (positive), between .3 and .5 is moderate (positive), between 0 and .3 is weak (positive), 0 is none, between 0 and -.3 is weak (negative), between -.3 and -.5 is moderate (negative), and less than -.5 is strong (negative).

In Table 5 finding shows that a significant positive relationship between leader empowering behavior and personal mastery among nurses, indicating that nurses who perceived their leaders as more empowering also demonstrated stronger characteristics of self-improvement, lifelong learning, reflective practice, and professional growth. The results suggest that leadership behaviors influence nurses confidence, competence, and motivation to develop themselves professionally. Empowering leaders who provide support, trust, guidance, autonomy, and opportunities for participation create environments where nurses feel capable of taking initiative and improving their abilities. These findings support previous studies showing that empowering leadership strengthens psychological empowerment, work engagement, resilience, confidence, and positive professional behaviors among nurses (Li & Liu, 2022; Wei et al., 2020). Similarly, empowering leadership has been associated with higher job satisfaction, stronger commitment, and improved workplace engagement (Specchia et al., 2021; Boamah et al., 2022).

The significant relationship may also be explained by the learning opportunities and psychological safety fostered by empowering leaders. Through mentoring, coaching, constructive feedback, and involvement in decision-making, nurse leaders encourage nurses to reflect on their practice, strengthen critical thinking, and pursue continuous learning. Recognition, encouragement, and support for career development further enhance nurses motivation to improve and build confidence in their professional capabilities. Nurses who feel trusted and valued are more likely to demonstrate initiative, accountability, and commitment to growth, whereas unsupportive environments may hinder professional development. Previous studies have shown that empowering leadership enhances organizational commitment and professional engagement (Asif et al., 2021) while reducing burnout and strengthening professional functioning (Mudallal et al., 2020). These findings highlight the importance of nursing management in promoting leadership practices that emphasize autonomy, coaching, mentorship, and professional development to strengthen nurses personal mastery, teamwork, morale, and quality patient care.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study concludes that nurses demonstrated high levels of communication climate, empowering leadership, and personal mastery, indicating that they generally perceive their work environment as supportive and conducive to professional growth. The findings suggest that nurses experience open and constructive communication within their organizations, while nurse leaders exhibit empowering behaviors that foster trust, participation, autonomy, and professional support. Likewise, nurses reported high levels of personal mastery, reflecting their commitment to continuous learning, self-improvement, and professional development.

Furthermore, the study revealed strong positive correlations among communication climate, empowering leadership, and personal mastery. Nurses who perceived more positive communication practices and greater empowerment from their leaders also tended to exhibit higher levels of personal mastery. These findings emphasize that professional growth among nurses is not solely dependent on individual motivation but is significantly influenced by organizational factors that promote meaningful interactions and supportive leadership.

The results have important implications for nursing management. Healthcare institutions should prioritize the development of workplace environments characterized by effective communication and empowering leadership practices. Nurse managers should foster collaborative relationships, encourage participation in decision-making, recognize staff contributions, and provide opportunities for professional development. By cultivating a culture that supports both communication and empowerment, nursing leaders can enhance nurses' personal mastery, strengthen workforce competence, and ultimately contribute to the delivery of high-quality patient care.

Recommendations

Based on the findings, a Leadership and Communication Empowerment Enhancement Program is recommended to sustain supportive communication practices, strengthen empowering leadership behaviors among nurse managers, and promote personal mastery through mentorship, reflective practice, professional development, and continuous learning activities. Since communication satisfaction and leader empowering behavior significantly influenced personal mastery, nursing leaders should foster environments where nurses feel heard, respected, supported, and encouraged to participate actively in workplace and professional development initiatives. The findings may also be integrated into nursing education to strengthen learning related to organizational communication, empowering leadership, lifelong learning, and professional growth, while healthcare institutions may reinforce policies on supportive communication, participative leadership, mentorship, shared governance, and continuing professional development. Future studies are encouraged to explore other organizational and psychosocial factors affecting personal mastery, examine the outcomes of empowering leadership interventions, investigate nurses' lived experiences related to communication and leadership, and assess the roles of organizational culture, emotional intelligence, and psychological safety in enhancing communication satisfaction and personal mastery among nurses.

Leadership and Communication Empowerment

Enhancement Plan

Rationale

Communication satisfaction, leader empowering behavior, and personal mastery are important factors that contribute to nurses' professional growth, workplace engagement, teamwork, and quality patient care. Effective communication enables nurses to feel informed, supported, respected, and included in organizational processes, while empowering leadership fosters confidence, autonomy, motivation, and active participation in clinical and organizational responsibilities. Personal mastery remains essential in nursing practice as it promotes continuous learning, reflective practice, adaptability, and commitment to professional improvement. The study findings revealed high levels of communication satisfaction, leader empowering behavior, and personal mastery among nurses, with significant relationships identified between communication satisfaction and personal mastery, and

between leader empowering behavior and personal mastery. These findings indicate that supportive communication and empowering leadership positively influence nurses’ self-improvement, confidence, reflective practice, and lifelong learning. Given the demanding nature of nursing work, the Leadership and Communication Empowerment Enhancement Plan is proposed to sustain these favorable outcomes while further strengthening communication satisfaction, empowering leadership practices, and personal mastery among nurses.

General Objective

The plan aims to strengthen communication satisfaction, empowering leadership behaviors, and personal mastery among nurses through supportive leadership practices, effective communication systems, and continuous professional development activities.

Areas of Concern	Key Strategy	Persons Responsible	Time Frame	Expected Outcome
High communication satisfaction among nurses	Conduct communication enhancement seminars, establish regular dialogue sessions, implement open-door communication, strengthen feedback mechanisms, and provide communication coaching for nurse leaders.	Chief Nurse, Nurse Supervisors, Nursing Education Coordinator, Staff Nurses	Third Quarter of 2026 onwards	Sustained high communication satisfaction, improved teamwork, and increased participation in discussions.
High leader empowering behavior among nurse leaders	Conduct leadership enhancement trainings, establish mentoring and coaching programs, strengthen supportive supervision, and implement periodic leadership evaluation and feedback.	Chief Nurse, Nurse Managers, Nursing Education Coordinator, Hospital Administrators	Third Quarter of 2026 onwards	Sustained empowering leadership practices, improved leadership feedback, and greater nurse participation in unit activities.
High personal mastery among nurses	Organize professional development activities, reflective practice sessions, mentorship programs, and provide opportunities for continuing education and skill enhancement.	Nursing Education Coordinator, Nurse Supervisors, Human Resource Department, Staff Nurses	Third Quarter of 2026 onwards	Sustained personal mastery, increased participation in professional development, and enhanced confidence and competence.

Significant relationship between communication satisfaction and personal mastery	Strengthen structured feedback, mentoring, case discussions, and collaborative communication activities that support learning and reflection.	Chief Nurse, Nurse Supervisors, Staff Nurses	Third Quarter of 2026 onwards	Improved communication openness, stronger reflective learning, and increased nurse confidence and engagement.
Significant relationship between leader empowering behavior and personal mastery	Strengthen shared governance, involve nurses in decision-making, expand leadership mentoring, and recognize initiative and innovation among nurses.	Chief Nurse, Nurse Managers, Nursing Education Coordinator	Third Quarter of 2026 onwards	Increased nurse involvement in leadership activities, improved accountability and confidence, and sustained professional growth.

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