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**COMMUNICATION SATISFACTION, JOB SATISFACTION,  
ORGANISATIONAL COMMITMENT AND INTENTION TO LEAVE**

A thesis  
Submitted in partial fulfilment  
Of the requirement for the degree

of

Masters in Organisational Psychology

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by

**Melissa Hopper**

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## **ABSTRACT**

The retention of highly motivated, skilled and committed employees is a major concern by organisations to achieve a competitive advantage. The turnover intentions of human capital are of interest to managers, employees, and organisations today. This study explores a theoretical model of turnover intentions that included three proximal variables, job satisfaction, affective and continuance commitment, the distal variables of subordinate communication, horizontal communication, personal feedback, media quality, communication climate, supervisor communication, job-related communication, and management communication, with turnover intentions. A questionnaire was completed by 101 participants of a rental firm in New Zealand. Job satisfaction, affective commitment, continuance commitment, subordinate communication, horizontal communication, personal feedback, media quality, communication climate, supervisor communication, job-related communication, and management communication correlated with turnover intentions. The results of the mediated regression analysis indicated that job satisfaction, affective commitment, and continuance commitment are significant mediators between the eight distal (organisational communication) variables, with turnover intentions.

This study highlights the necessity for managers to develop good quality relationships with their employees to improve the quality of their communication, to foster job satisfaction, affective commitment, and continuance commitment to reduce turnover intentions. The conclusion of this study discusses the practical implications for managers, and organisations and the direction for future research.

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## **CHAPTER ONE:**

### **INTRODUCTION**

#### **OVERVIEW**

Organisational communication is a dynamic phenomenon as the concern of communication within organisations of all types has increased (Pincus, 1986). The quality of communication where workers convey information can determine how they work and interact with each other. The quality of communication reaps many benefits for an organisation. Organisations can obtain many benefits from good internal communication including greater productivity, less absenteeism, improved quality of goods and services, fewer strikes, reduced costs, and increased levels of innovation (Clampitt & Downs, 1993).

To evaluate an organisation's communication system provides the organisation with valuable information about their communicative strengths and weaknesses. It assumed that a positively perceived communication work environment substantially contributes to organisational effectiveness (Pincus, 1986). In the areas of superior-subordinate communication, different types of organisational communication have been empirically linked to job satisfaction (Jablin, 1979; Muchnisky, 1977; Pincus, 1986; Pettit, Goris, & Vaught, 1997; Winterton, 2004) and organisational commitment (Roberts & O'Reilly, 1974; Varona, 1996); but there is a lack of research on the relationship between communication satisfaction, organisational commitment, and intention to leave.

As more attention is focused on the presumed value of organisational communication, positive outcomes can be achieved by intensifying the investigations into these complex relationships to explain and predict significant variance in organisational commitment and intention to quit. The communication between an employee and their supervisor has considerable impact on the employee's satisfaction with their job and the organisation.

Good communication quality between the employee and their supervisor ensures they do their job well. The supervisor's communication with the employee is the most direct link between the employee and the organisation (Sias, 2004). The consequence of

poor and/or lack of communication between an employee and their supervisor can result in the dysfunction of their job and the organisation's success.

The consequences of poor communication within an organisation can prove detrimental to a superior-subordinate relationship which may lead to a lack of employee commitment or their wanting to leave the organisation. In contrast, the good relationship shared between an employee and their supervisor may be considered a reason to stay with the organisation. An employee may feel the time and effort invested in developing a high quality supervisor subordinate relationship is too valuable to jeopardise if they decided to leave the organisation. Therefore, the purpose of this study was to explore the relationships between employees' satisfaction with various types of organisational communication and their job satisfaction, commitment to the organisation and their intention to leave.

## **PURPOSE OF THIS RESEARCH**

By exploring different dimensions of organisational communication's relationship with employee satisfaction with different facets of their job and commitment to the organisation provides an organisation the ability to manage the turnover intentions of their employees. The relationship between different dimensions of communication between supervisor-subordinate which affect employee's job satisfaction; organisational commitment; and intention to quit can provide the knowledge of the weakness and strengths of the organisation's communication system. Certain aspects between supervisor-subordinate communication strategies can then be created to improve the level of employee's job satisfaction; organisational commitment and employee retention.

The principal aim of this thesis was to undertake research at a large customer-service based organisation, which relies heavily on accurate transfer of communication between employee's and supervisors. The analysis of the communication systems currently implemented within the organisation of this research assisted with identifying the variables of organisational communication and the relationship with employee job satisfaction; organisational commitment and turnover intentions. In particular, this research investigated the relationship between facets of organisational communication, and job satisfaction; affective and continuance commitment; and turnover intention.

There is a lack of empirical research in the literature to date which highlights the importance of understanding the factors of communication that contributes to an employee's decision to leave the organisation. There are many reasons why people leave an organisation these decisions can be based on personal reasons, reasons associated with the job itself, or relative to the organisation (Ongori, 2007). The reasons an employee may decide to leave are very complex, so further empirical research could prove useful to gain a greater understanding of the turnover process. Therefore, the research of different facets of organisational communication can provide beneficial empirical knowledge to and practical value to enhance communication systems within an organisation.

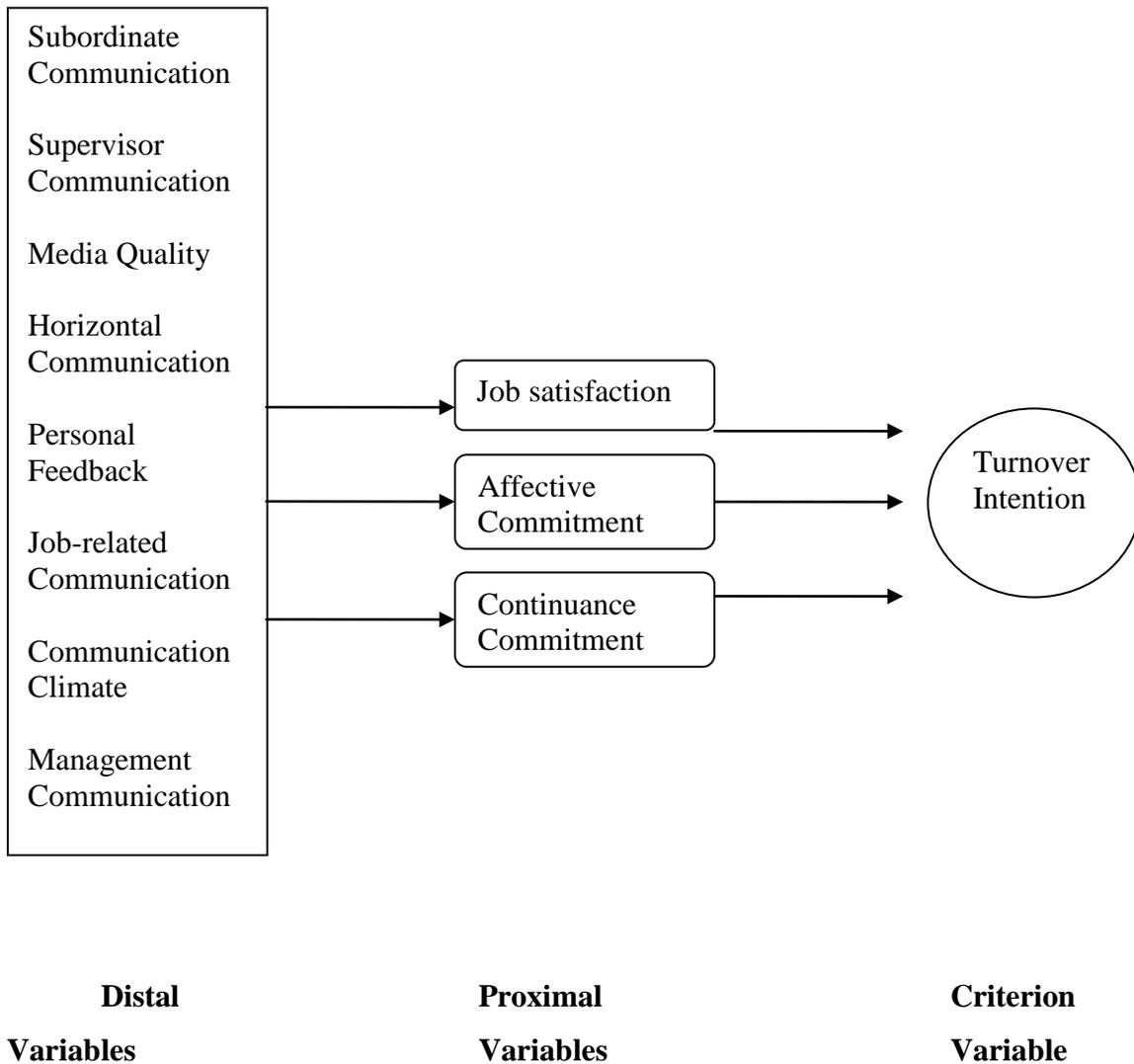
## **A THEORETICAL MODEL FOR COMMUNICATION SATISFACTION**

Some variables are regarded as proximal that have a direct relationship with turnover intentions whereas the distal variables have a more indirect relationship. Figure 1 (see page 7) represents the theoretical model for communication satisfaction and the relationship with job satisfaction, organisational commitment and turnover intentions used in this research. The proximal variables are:

- 1) employee job satisfaction, and
- 2) organisational commitment, including affective and continuance commitment

The rest are distal variables, which look at the employee's satisfaction with organisational communication dimensions grouped into eight variables:

- 1) subordinate communication
- 2) horizontal communication
- 3) personal feedback
- 4) communication climate
- 5) supervisor communication
- 6) media quality
- 7) job-related communication
- 8) management communication



**Figure 1: Communication- Turnover intentions model**

The selection of variables was based upon a literature review of the topic. The theoretical reasoning for the selection of each variable is outlined on pages 14-33.

## COMMUNICATION SATISFACTION

Communication satisfaction is defined by Downs and Adrian (2004) as “the personal satisfaction inherent in successfully communicating to someone or in successfully being communicated with” (p.140). An employee who is well informed by their supervisor and organisation is more likely to understand their job requirements and expectations of their contribution to an organisation’s success.

The most frequently used measure of communication satisfaction is Downs and Hazen’s (1977) Communication Satisfaction Questionnaire which consists of eight distinct dimensions which cover various channels of communication between an employee and their supervisor within an organisation. The eight communication dimensions illustrated below are presented in the communication-turnover intentions model of this research on page 13.

Satisfaction with *communication climate* is the employee’s general response to the communication environment at the organisational and personal levels. The communication climate includes the extent to which the communication in the organisation motivates employees to meet organisational goals, and initiates a healthy attitude toward communication in the organisation (Downs & Adrian, 2004).

The satisfaction with *supervisor communication* refers to an employee’s immediate supervisor, as it measures subordinates perceptions of how their supervisor is open to their ideas, and listens to problems as well as how adequately managers keep subordinates well informed (Downs & Adrian, 2004). The satisfaction with *subordinate communication* focuses on how well an employee initiates communication with their supervisor, and informs their supervisor of helpful information that is useful to the supervisor’s needs.

The satisfaction with *media quality* obtains the employees reactions to meetings, written communication and other important communication channels used with today’s technological communication systems. This covers whether the amount of communication is adequate, well organised and clearly communicated to the employee (Downs & Adrian, 2004).

The satisfaction with *horizontal communication* refers to the information shared through the organisational grapevine is accurate and free flowing. Horizontal

communication is regarded as the informal transfer of information (Downs & Adrian, 2004). The satisfaction with *management communication* refers to broad information about the organisation as a whole. This communication dimension includes the employee being notified of changes, and other information concerning the organisations' financial situation or overall mission (Downs & Adrian, 2004).

The satisfaction with *job-related communication* includes the degree to which employees are adequately informed of information about their immediate work environment, departmental plans and personnel news. The degree to which an individual receives job-related communication makes them feel a vital part of the organisation (Downs & Adrian, 2004).

The satisfaction with *personal feed-back* refers to the accuracy of information given to a subordinate about their performance within the organisation, and how they are being judged and appraised by their supervisor. Personal feedback is one of the strongest dimensions because it is important for an employee to be informed of their progression within their job and how they are being appraised (Downs & Adrian, 2004).

The Downs and Hazen (1977) communication satisfaction instrument has found to be internally consistent (Gray & Laidlaw, 2004) and reliable across organisations (Downs, 1979; Varona, 1996). Communication satisfaction was found to be strongly associated with measures of job satisfaction (Hoth, 1979) and a positive relationship between communication satisfaction and employee organisational commitment (Potvin, 1991). Gregson (1990) stated communication satisfaction had been shown to influence the employee's level of job satisfaction, commitment, and work motivation.

One major theme becomes apparent from a review of the prior research on the relationships among communication satisfaction, job satisfaction and organisational commitment. There is evidence of a strong positive relationship between employee perception of various aspects of communication, job satisfaction and organisational commitment, particularly regarding the superior-subordinate relationship. However, there is limited research which explores multi-dimensions of organisational communication relationships between communication satisfaction, job satisfaction, organisational commitment and intention to leave.

## **JOB SATISFACTION AND COMMUNICATION**

Job satisfaction is an attitude that reflects the extent to which a person likes their job. Research indicates that communication plays a major part in employee job satisfaction, such as, the more better informed, the more certain they are, the more satisfied an employee is in their job (Sias, 2005). The amount of satisfaction (morale) a person may receive from their job will to some extent be influenced by the quality of communication with their supervisor, and others within the organisation (Sias, 2005). The experiences an employee has in their job and work environment reflects their attitude, and devotion to their organisation. Leadership style has been shown to influence many critical variables for organisations such as job satisfaction, organisational commitment and turnover intentions (Allen, Shore, & Griffeth, 2003).

The major focus of this research is centred on the subordinate's perceptions of his or her supervisor, and the importance of employees being adequately informed. Sias (2005) stated that "a potential influence on an employee's information experiences is the quality of that employee's relationship with his/her supervisor and peer co workers" (p. 376). The rationale for this research assumes the quality of the subordinate-supervisor relationship will be associated with an employee's satisfaction with organisational communication and their job.

There is variance between employees who are more informed than other employees within an organisation. The variance can be explained by a variety of factors including the extent to which an employee actively seeks out information, or whether the information is provided to employees by others, for example supervisors (Sias, 2005). The factors affecting the information experiences of employees can also be relevant to how long an employee has been with the organisation. Obviously veteran employees have had more time to develop workplace relationships than new employees, therefore the quality of the information received by the veteran and new employee may vary (Sias, 2005).

Workplace relationships are associated with how employees rely primarily on their immediate supervisors and departmental co-workers for job and organisational related information. The most widely accepted theory regarding supervisor-subordinate

relationship quality is Leader Membership Exchange (LMX) Theory (Graen & Scandura, 1987). According to the LMX theory, supervisors develop different types of relationships with employees. “In-group” relationships characterise a higher quality supervisor subordinate relationship which exhibit higher levels of mutual trust, respect and obligation among the relationship partners (Sias, 2005). The higher quality supervisor-subordinate relationships result in supervisors and subordinates communicating more openly, accurately, frequently, and about more issues than lower quality relationships (Sias, 2005).

The supervisor subordinate relationship quality is associated with a variety of individual and organisational outcomes. Such as, employees in higher quality relationships that are open, share a greater level of trust and participation in decision making, reported higher levels of commitment to the organisation than do employees with lower quality relationships (Richmond, Wagner, & McCroskey, 1983; Plunkett, 1982; & Falcione, Daly, & McCroskey, 1977). Management values employee job satisfaction because dissatisfied workers tend to leave, and replacing them can be expensive. Management desires to maintain a general level of satisfaction, especially among high- performing employees to ensure organisational success (Downs & Adrian, 2004). In addition, research indicated that supervisor subordinate relationship quality is negatively related to employee turnover (Sias, 2005).

Past studies have not revealed more specific patterns concerning the relationships between particular types of communication and employee job satisfaction. Leader membership exchange theory has given only limited attention to the communication that occurs between supervisors and subordinates. I explored eight different dimensions of organisational communication and the quality of communication between superior-subordinates relationship with employee job satisfaction, organisational commitment and intention to leave.

## **ORGANISATIONAL COMMITMENT AND INTENTION TO LEAVE**

Organisations can achieve a competitive advantage through committed employees. Communication plays an influential role in the degree to which an employee is committed to organisational goals and values. Research indicates that employees who accurately receive information from their supervisor about their work environment, are better informed, feel an integral part of the organisation, therefore the higher their commitment to the organisation (Sias, 2005).

Meyer and Allen (1991) used the terms affective, continuance and normative commitment, which refer to an employee's identification with the organisation, awareness of leaving the organisation would be too costly, and the employee's obligation to remain with the organisation. Subsequently, this research focuses on affective and continuance commitment due to their strong predictive strength of employee turnover.

Becker's (1960) 'side bet' theory emphasises the calculative gains such as pension plans, monetary value, skill obtainment and status that would be lost if the employee decided to leave the organisation. According to the 'side bet theory' an employee commits to an organisation because they perceive high costs of losing organisational membership, including social costs such as high quality supervisor subordinate relationships would be incurred. An employee remains with the organisation because they have to, in respect to the benefits gained, (psychological rewards) from sustaining a good relationship with their supervisor.

A high level of trust in a subordinate supervisor relationship determines an employee's positive emotional attachment to the organisation. An employee who experiences mutual trust and respect with their supervisor is affectively committed, as they strongly identify with the goals of the organisation and desire to stay in the organisation. High quality supervisor- subordinate relationships function as employees going beyond their own self interests to focus on larger mutual interests of their supervisor and organisation (Sias, 2005). An employee who has a poor relationship with their supervisor usually involves a level of mistrust, and low commitment which can result in an employee wanting to leave an organisation (Sias, 2004).

A main concern for employers and researchers is the actual quitting behaviour of employees. This is due to the potential loss of the large amount of time and money invested into the training of employees. In order to predict actual quitting behaviour the primary focus of interest is an employee's intention to quit, which is a strong indicator for such behaviour (Firth, Mellor, Moore, & Loquet, 2003).

Employees may vacate employment with an organisation due to voluntary or involuntary reasons. The purpose of this study was to explore an employee's attitude which leads to voluntary turnover, which is characterised by an employee's intention to leave. For the purpose of this study, 'intention to leave' is defined as a conscious and deliberate desire to leave the organisation within the near future (Carmeli & Weisberg, 2006).

McFarlane, Shore and Martin (1989) found turnover intentions correlated more significantly with organisation commitment than with job satisfaction. There is significant evidence of a positive association between job satisfaction and turnover intentions (Kraut, 1975), while Hom, Katerberg, and Hulin (1979) reported a positive correlation between low organisational commitment and turnover.

The lack of communication about how a job is performed, how the job performed is evaluated, and the employee's work expectations such as job functions or duties can cause some job and organisational outcomes. The lack of consensus an employee and supervisor may have about work expectations, due to insufficient information can cause an employee to feel less involved, less satisfied with their job, less committed to the organisation, and eventually display a propensity to leave the organisation (Tor & Owen, 1997).

The implications of this research centres on the quality of superior-subordinate communication and the relationships with job satisfaction and organisational commitment (affective and continuance) which reduces turnover intentions. We can assume that an employee who is emotionally attached to their organisation will exhibit low turnover intentions, as they have reached the highest level of identification, and belonging to the organisation. The extent to which employees feel committed to the organisation can be defined by virtue of the costs associated with leaving the organisation, which ensures their need to stay.

## PROXIMAL VARIABLES

At the centre of some communication satisfaction models have been the proximal variables of job satisfaction and organisational commitment (Gray & Laidlaw, 2004) and were mainly from the vast amount of research on job satisfaction (Downs & Hazen, 1977). The models were extended to include the effects of organisational commitment (Varona, 1996; Allen & Meyer, 1996) and intention to leave the organisation. In this research job satisfaction, organisational (affective and continuance) commitment are considered proximal antecedents as they are strong predictors of turnover intentions.

*Job satisfaction* is defined as a “pleasurable or positive emotional state resulting from one’s job or career” (Locke, 1976, p. 1304). Job satisfaction is measured by specific facets which relate to an employee’s satisfaction with work, pay, rewards, promotion, and co-workers that contribute to an overall measure of employee job satisfaction.

A large part of an employee’s lifetime is consumed by work and it is assumed that employees who are more satisfied with their work experiences and various conditions surrounding their work will tend to stay longer with the organisation (Spector, 2000). Job satisfaction is included in this research because of its strong predictor strength of turnover intentions. It is believed that when an employee is dissatisfied with their job and their work environment, this will lead to thoughts of quitting, and the intention to look for further employment outside of their current employment (Winterton, 2004).

An employee who receives high quality of information, and has good communication with their co-workers, and supervisor reports high job satisfaction (Sias, 2004). When the quality of the supervisor-subordinate relationship diminishes the communication and information sharing decreases, and is less accurate causing employees to isolate themselves from the supervisor and more likely to desire employment elsewhere in higher quality relationships (Sias, 2005). Thus, employees who are satisfied with their jobs are less likely to want to leave their organisation.

**H1 a: Job satisfaction will be negatively associated with turnover intentions**

*Organisational commitment* is defined as the degree to which an employee is dedicated and loyal to their organisation (Spector, 2000). Organisational commitment is an important attitude organisations strive to enhance, as an employee with high level of organisational commitment is more inclined to go beyond the call of duty on behalf of their organisation, identify with the organisation's goals and values, feel an integral part of the organisation's contribution, and desire to remain within the organisation (Mowday, Porter, & Steers, 1982).

Employees with strong emotional attachment (affective commitment) exert more effort on behalf of the organisation, tend to work harder and are committed to remain with the organisation (Meyer, 1997). In contrast, an employee who perceives losses associated with terminating their employment, have strong calculative ties (continuance commitment) to stay with the organisation because the 'side bets' they have invested in the organisation.

An employee who has a good relationship with their supervisor may remain with the organisation because they feel they need to do so for material, psychological or social calculative gains. An employee who perceived there are fewer alternatives, such as, establishing good quality relationships with others for example, (supervisor) their continuance commitment would be stronger to their current employer. The emotional bond between a supervisor and employee, who exhibit a high quality relationship can enhance the employee's feelings of devotion, and belongingness to the organisation (affective commitment), therefore they would desire to remain in the organisation.

Therefore it is expected that both affective and continuance commitment will be negatively associated with turnover intentions.

**H1 b: Affective commitment will be negatively associated with turnover intentions**

**H1 c: Continuance commitment will be negatively associated with turnover intentions.**

## DISTAL VARIABLES

The communication satisfaction construct, (Downs & Hazen, 1977) has become a successful research stream in organisational communication. Communication satisfaction has been defined as a “summing up” of an individual’s satisfaction with information flow and relationship variables (Downs, Hazen, Quiggins, & Medley, 1973; Downs & Hazen, 1977). Downs and Hazen (1977) identified eight stable dimensions of communication satisfaction that provides a measure of organisational functioning.

The communication- turnover intention research model consists of eight dimensions of organisational communication chosen for this research these variables are: subordinate communication, horizontal communication, personal feedback, communication climate, supervisor communication, media quality, job-related communication, and management communication. The employee’s satisfaction with the eight distal variables examined their correlation with:

- Job satisfaction
- Affective commitment
- Continuance commitment

**Distal variables – correlates job satisfaction, and organisational commitment (affective and continuance)**

*Subordinate communication:* involves the subordinate’s ability to communicate to their supervisor. This involves how a subordinate initiates the needs of the supervisor and shares information that is accurate and useful for the supervisor’s success. This communication dimension reflects the quality of the supervisor-subordinate relationship.

The relationship between the subordinate and the supervisor would determine the subordinate’s likelihood to upwardly communicate to help their supervisor. Therefore, employees who perceive they have a positive relationship with their supervisor would be

more satisfied with their communication, and findings have suggested employees' perceptions of their supervisor and their communication practices will positively influence employee's job satisfaction (Sias, 2005). It is believed that the quality of supervisor subordinate relationship is an important determinate of an employee's commitment to an organisation (Downs et al, 2002). The mutual trust and respect of a subordinate supervisor's relationship determines a mutual emotional bond they share with the organisation. An employee who has a strong bond with their supervisor would be more committed, and value their relationship with the supervisor. The employee makes judgement on the return investment of this high quality relationship offered in this organisation. The continuance commitment is based on the premise of a calculative exchange relationship offered in this organisation based on the continuance of specific personal outcomes. This research tested the hypotheses that:

**Employee satisfaction with subordinate communication will have a positive association with .....**

**H2 a: job satisfaction**

**H3 a: affective commitment**

**H4 a: continuance commitment**

*Horizontal communication:* Much of the communication at work takes place horizontally with peers, colleagues, or fellow workers with whom one does not have a hierarchal relationship. Horizontal interaction most commonly takes place informally when colleagues are socialising and communicating during work. Communication is used by organisations to socialise individuals to meet their needs. Much of an adult's life is spent at work, and the relationships that are formed with others at work can impact how an employee identifies with the organisation. Downs, Adrian and Ticehurst (2002) argued that social interaction stimulates organisational commitment. They found most people remained with a particular organisation because they enjoyed interactions with the people who work there.

Co-workers act as a possible source for important organisational information and gossip that may be unobtainable. The relationships which are formed

with peers at work can vary. The co workers who are friends tend to communicate more accurately about work related content, personal or career feedback, show high levels of trust, high levels of intimacy, and emotional support which leads to employee's satisfaction with their communication (Sias, 2005). The continuance commitment of employees may be committed to the organisation based on the quality of their social interactions. The relationships developed with their peers, friends, unions, work teams or with the organisation's customers, may benefit the employee's continued commitment in their personal career goals (Becker, 1992).

The high quality co-worker relations has a positive relationship with job satisfaction, organisational commitment, and the likelihood to stay within the organisation where they have developed relationships according to LMX theory who are regarded as 'special peers' (Sias, 2005).

Therefore, it was predicted that:

**Employee satisfaction with horizontal communication will have a positive association with.....**

**H2 b: job satisfaction**

**H3 b: affective commitment**

**H4 b: continuance commitment**

*Personal feedback:* focuses on the adequacy of giving workers information about recognition of good work, accurate evaluation of their performances, and the criteria by which they are judged. A performance appraisal can be an effective method of communicating personal feedback. An evaluation of employee job performance provides the opportunity to discuss strengths and weaknesses, to state personal goals, and to discuss plans for the future. According to Downs and Adrian (2004) respondents would prefer more informal positive feedback, such as 'recognition for my efforts' rather than emphasis placed on the negative aspects of their work performance to motivate good job performance.

High quality supervisor/subordinate relationships can reduce the likelihood of task and job role uncertainty, as each partner tends to participate in decision making and

brainstorming information (Sias, 2005). On the other hand, communication between supervisors and subordinates in low quality relationships would likely focus more on performance monitoring and disciplinary utterances (Sias, 2005).

Employees have a strong need to be informed. When an employee is given accurate and timely information about their job the more pleasurable their job will be. Downs and Adrian (2004) stated the quality of supervisor/ subordinate communication can relate to the satisfaction an employee has with their job. They also found the quality of personal feedback strongly related to job satisfaction. Thus, employees who are satisfied with personal feedback given by their supervisor are more likely to be satisfied with their job.

**Employee satisfaction with personal feedback will have a positive association with.....**

**H2 c: job satisfaction.**

Personal feedback on goals and performance can take on many forms, but to be effective it must be frequent and specific. An effective method for managers to give successful feedback for a job well done is to give both formal and informal recognition (Peters & Waterman, 1982). More emphasis placed on good performance captures the employees doing the right thing rather than the consistent focus on the employee's poor performance. Positive feedback has been shown to encourage job satisfaction, identification, and commitment among employees (Larson, 1989). Most organisations reward particular job performance that is instrumental in the contribution to an organisation's success. When an employee perceives the relationship between specific work behaviour as instrumental to obtaining some reward, the employee would be more satisfied with the performance feedback system.

When an employee perceives their performance measured is accurate and reliable this strengthens the trust and quality of the supervisor subordinate's relationship. A positive quality relationship between an employee and their supervisor tend to result in an employee who is more secure and has a sense of emotional attachment to the organisation

(Meyer, & Allen, 1991). Personal feedback requires high quality communication between the employee and supervisor to align the employee's goals with the goals of the organisation (Sias, 2005).

A high quality relationship between an employee and their supervisor allows an employee's involvement to participate with the planning and goal setting procedures which can create a continuance commitment mentality. When a continuance commitment employee develops an active interest in procedures such as the job, career, and promotional plans then the employee may have feelings of commitment to the organisation based on the continuance of the accumulated personal benefits that may eventuate. Thus, an employee's satisfaction with personal feedback with their supervisor will create high affective commitment and continuance commitment.

Therefore, it was predicted that:

**Employee satisfaction with personal feedback will have a positive association with.....**

**H3 c: affective commitment**

**H4 c: continuance commitment.**

*Communication climate*: is concerned with how satisfied organisational members are with the various aspects of organisational communication. Communication climate concerns whether people's expectations are being met, and what communication should be like in an organisation. The concept of communication is important to an organisation's effectiveness as it simplifies the informational flow of the job itself and establishes relationships of people who are involved in the organisation.

Climate is considered to be an 'index' of an individual's psychological state in the context of the organisation (Falcione & Kaplan, 1984). The 'index' is multidimensional focusing on the members' perceptions of downward communication, relational openness, opportunities and efficacy of upward communication, reliability of information from subordinates and co-workers, communication satisfaction, and organisational commitment (Goldhaber & Barnett, 1988).

When an organisation provides high quality communication systems to employees they would be more likely to identify with the organisation's goals as they would feel they are an integral part of the company. An employee who is valued in the organisation will want to stay with the organisation because of the inducements offered by the organisation, such as relationships developed within the organisation. Thus, employees who are satisfied with the communication climate of the organisation would have an emotional attachment to, and display greater continuance commitment with the organisation. Therefore it is posited that:

**Employee satisfaction with communication climate will have a positive association with.....**

**H3 d: affective commitment**

**H4 d: continuance commitment.**

The quality of communication climate is strongly related to job satisfaction (Downs & Adrian, 2004). The more timely and accurate the information shared between the supervisor and the employee concerning their job, an employee would be more satisfied with their job. Thus, employees who are satisfied with the communication climate of the organisation are more likely to be satisfied with their job. Therefore it is posited that:

**Employee satisfaction with communication climate will have a positive association with.....**

**H2 d: job satisfaction.**

*Supervisory communication:* Effective supervisors are required to display at least four essential characteristics when communicating with employee's, these characteristics are openness, supportiveness, motivation and empowerment (Eisenberg & Goodall, 2004). The most effective managers tend to emphasize the importance of communication with their employees, and are skilled at explaining instructions and policies. An employee who perceives leadership satisfaction is likely to be satisfied with the communication

with their supervisor. The supervisor's open communication was positively correlated with employee job satisfaction (Eisenburg & Goodall, 2004). Therefore it is predicted that:

**Employee satisfaction with supervisory communication will have a positive association with.....**

**H2 e: job satisfaction.**

Communication is a powerful tool used by supervisors within an organisation to motivate their subordinates. An employee's motivation can be greatly affected by the quality of information an immediate supervisor may share with employees about goals, tasks, and future direction. Managers help employees to see how their efforts contribute to the success of the company (Eisenberg & Goodall, 2004). Good interpersonal interaction with co-workers and supervisors verify the employees' inclusion within the organisation and assist with the pleasure an employee endures while employed within the organisation (Anderson & Martin, 1995).

Employees' who are satisfied with supervisory communication, are likely to perform better as their job tasks communicated by their supervisor tend to be more accurate, and they are less likely to leave the company (Jablin, 1979). Furthermore, the immediate supervisor is an important determinate of an employee's commitment to the organisation as they communicate from top management the values and goals of the organisation to which an employee strives to achieve (Downs et al. 2002). An employee who experiences a good relationship with their supervisor may have an emotional attachment to the organisation, and are likely to want to remain with the organisation they perceive there are fewer alternatives available, and have stronger commitment to their employer.

Therefore it is predicted that:

**Employee supervisory communication will have a positive association with....**

**H3 e: affective commitment.**

**H4 e: continuance commitment.**

*Media Quality:* Employees prefer to hear information about the organisation through formal channels, as this decreases the potential unreliability of information that circulates informally. When management use formal methods to communicate important information internally, they enhance strong organisational ties and the employees perceive they are respected within the company (Downs & Adrian, 2004). The employee feels that the level of respect earned within the company can not be sustained in alternative employment which leads to their desire to remain with their organisation.

Communication through formal channels such as newsletters, meetings or e-mail allow members to be informed of what is going on, identify with the organisation, articulate its values, participate willingly in its processes, and feel pride in working there, and acknowledge the costs involved when leaving the organisation. Therefore it is predicted that:

**Employee satisfaction with media quality will have a positive association with....**

**H2 f: job satisfaction.**

**H3 f: affective commitment.**

**H4 f: continuance commitment.**

*Job-related communication:* Modern organisations continuously change to improve or to adapt to their ever-changing environment. Increasingly, organisations are turning to their employees as important resources for suggestions which make employees feel like a vital part of the organisation. By managers designing meetings to let people know what is happening in their job or organisation, gives the employee a sense of belonging (Adrian & Downs, 2004). Employees are likely to think less of their job and the organisation if they have no participation in the decision making process relative to their job (Adrian & Ticehurst, 2001). Therefore, an employee who is involved in participating in the decision making process of their job would be more satisfied and committed to their job.

The rationale is that if employees have perceptions of treated fairly by the organisation, and are provided with relevant and accurate information about their job requirements they are more likely to have a positive emotional attachment to the organisation, and more satisfaction in their job. The withholding or distortion of information related to an employee's job will reduce the creditability of their supervisor and their commitment to the organisation. An employee, who is accurately informed of job related information, would benefit the continuance committed employee in their personal goals. Therefore it is predicted that:

**Employee satisfaction with job-related communication will have a positive association with.....**

**H2 g: job satisfaction.**

**H3 g: affective commitment.**

**H4 g: continuance commitment.**

*Management Communication:* This concerns the degree to which management communicates the organisations functioning and direction. The communication from management, concerns the degree to which employees receive notification about changes, information about the organisation's financial standing, and the overall mission of the organisation. An important aspect of the organisational perspective is the company's ability to inform, to instruct, to command, and to identify goals to the employee (Downs & Adrian, 2004).

Downward communication illustrates management's ability to notify employees of policy announcements and other information important to their job. The quality of the information sharing by management helps to reduce any uncertainty employees may have. Communication is used by members to individualise organisations to meet their needs. The quality of job and organisational related information helps keep employees better informed, therefore more satisfied with their job, and more committed to the organisation (Sias, 2005). The sharing of detailed information integrates the employee into the organisation so they feel they are valued, and lessening their desire to leave the organisation.

The continuance commitment employee's decision is based on their time and effort and their return on investment. The employee may have continuance commitment to the organisation based on the personal benefits that continue with their commitment to the organisation.

Therefore it is predicted:

**Employee satisfaction with management communication will have a positive association with.....**

**H2 h: job satisfaction.**

**H3 h: affective commitment.**

**H4 h: continuance commitment.**

## **MEDIATED RELATIONSHIPS**

### *Job Satisfaction*

Perceptions of a high quality subordinate-supervisor relationship will positively influence an employee's job satisfaction (Pincus, 1986). The immediate supervisor is the primary person who an employee relies on to inform them of job and organisational information. An employee who is unsure of the expectations of their peers and supervisors, and is given inadequate information by the organisation may cause an employee to be less satisfied with their job and less committed to the organisation, and more likely to have intentions of leaving the organisation (Ongori, 2007).

As discussed earlier, perceptions of subordinate communication (*H2a*), horizontal communication (*H2b*), personal feedback (*H2c*), communication climate (*H2d*), supervisory (*H2e*), media quality (*H2f*), job-related communication (*H2g*), and management communication (*H2h*) are expected to be associated with job satisfaction. In addition, job satisfaction (*H1a*), affective commitment (*H1b*), and continuance commitment (*H1c*) are expected to be associated with turnover intentions. Hence, strong perceptions of good communication channels with co workers and supervisors of job-related and organisational functions are likely to lead to higher job satisfaction, and

organisational (affective and continuance) commitment, which in turn will be linked to turnover intentions. Therefore, it is expected that:

**Job satisfaction will mediate the relationship between .....**

**H5 a: subordinate communication and turnover intentions.**

**H5 b: horizontal communication and turnover intentions.**

**H5 c: personal feedback and turnover intentions.**

**H5 d: communication climate and turnover intentions.**

**H5 e: supervisor communication and turnover intentions.**

**H5 f: media quality and turnover intentions.**

**H5 g: job-related communication and turnover intentions.**

**H5 h: management communication and turnover intentions.**

*Affective commitment*

As discussed the distal variables subordinate communication (on page 22), horizontal (on page 23), personal feedback (on page 24), communication climate (on page 26), supervisory (on page 27), media quality (on page 29), job-related communication (on page 29), management communication (on page 30) communication dimensions, are expected to be associated with affective commitment. Therefore, it is predicted that:

**Affective commitment will mediate the relationship between.....**

**H6 a: subordinate communication and turnover intentions.**

**H6 b: horizontal communication and turnover intentions.**

**H6 c: personal feedback and turnover intentions.**

**H6 d: communication climate and turnover intentions.**

**H6 e: supervisor communication and turnover intentions.**

**H6 f: media quality and turnover intentions.**

**H6 g: job-related communication and turnover intentions.**

**H6 h: management communication and turnover intentions.**

*Continuance commitment*

As discussed the distal variables subordinate communication (on page 22), horizontal (on page 23), personal feedback (on page 24), communication climate (on page 26), supervisory (on page 27), media quality (on page 29), job-related communication (on page 29), management communication (on page 30) communication dimensions, are expected to be associated with continuance commitment. Therefore, it is predicted that:

**Continuance commitment will mediate the relationship between.....**

**H7 a: subordinate communication and turnover intentions.**

**H7 b: horizontal communication and turnover intentions.**

**H7 c: personal feedback and turnover intentions.**

**H7 d: communication climate and turnover intentions.**

**H7 e: supervisor communication and turnover intentions.**

**H7 f: media quality and turnover intentions.**

**H7 g: job-related communication and turnover intentions.**

**H7 h: management communication and turnover intentions.**

## **SUMMARY OF HYPOTHESES**

### **Correlates of Turnover Intentions**

H1 a: Job satisfaction will be negatively associated with turnover intentions

H1 b: Affective commitment will be negatively associated with turnover intentions

H1 c: Continuance commitment will be negative associated with turnover intentions.

### **Correlates of Job satisfaction**

Employee satisfaction with ..... will have a strong positive association with job satisfaction.

H2 a: subordinate communication

H2 b: horizontal communication

H2 c: personal feedback.

H2 d: communication climate

H2 e: supervisor communication

H2 f: media quality

H2 g: job-related communication.

H2 h: management communication

### **Correlates of Affective commitment**

Employee satisfaction with ..... will have a strong positive association with affective commitment.

H3 a: subordinate communication

H3 b: horizontal communication

H3 c: personal feedback

H3 d: communication climate

- H3 e: supervisor communication
- H3 f: media quality
- H3 g: job-related communication
- H3 h: management communication

### **Correlates of Continuance commitment**

Employee satisfaction with ..... will have a strong positive association with continuance commitment.

- H4 a: subordinate communication
- H4 b: horizontal communication
- H4 c: personal feedback
- H4 d: communication climate
- H4 e: supervisor communication
- H4 f: media quality
- H4 g: job-related communication
- H4 h: management communication

### **Mediated relationships**

#### **Job satisfaction**

Job satisfaction will mediate the relationship between.....

- H5 a: subordinate communication and turnover intentions.
- H5 b: horizontal communication and turnover intentions.
- H5 c: personal feedback and turnover intentions.
- H5 d: communication climate and turnover intentions.
- H5 e: supervisor communication and turnover intentions.
- H5 f: media quality and turnover intentions.
- H5 g: job-related communication and turnover intentions.
- H5 h: management communication and turnover intentions.

**Affective commitment**

Affective commitment will mediate the relationship between..... ..

H6 a: subordinate communication and turnover intentions.

H6 b: horizontal communication and turnover intentions.

H6 c: personal feedback and turnover intentions.

H6 d: communication climate and turnover intentions.

H6 e: supervisor communication and turnover intentions.

H6 f: media quality and turnover intentions.

H6 g: job-related communication and turnover intentions.

H6 h: management communication and turnover intentions.

**Continuance commitment**

Continuance commitment will mediate the relationship between .....

H7 a: subordinate communication and turnover intentions.

H7 b: horizontal communication and turnover intentions.

H7 c: personal feedback and turnover intentions.

H7 d: communication climate and turnover intentions.

H7 e: supervisor communication and turnover intentions.

H7 f: media quality and turnover intentions.

H7 g: job-related communication and turnover intentions.

H7 h: management communication and turnover intentions.

## CHAPTER TWO:

### METHOD

#### Organisational Context

The organisation, from which the participants were drawn, employs over six hundred staff and serves the total population of New Zealand. The organisation is a privately owned company that is distributed nationwide. The organisation, which is customer service focused provides hire equipment of machinery, vehicles and other plant equipment to the construction, building and transporting industry. The core groups of people who make up the organisation's staff include accounts, sales, service and maintenance, administration, customer service, drivers, groomers and service people, mechanics and scaffolders.

#### Participants

All employees of the organisation were invited to participate in this study. Overall, 512 employee questionnaires were distributed and 101 completed questionnaires were returned representing a response rate of 19.73%.

Table 1 Number of respondents for each demographic group

<b>Occupation</b>	Accounts (n = 13), Sales (n =17), Service and Maintenance (n = 9), Administration (n = 9), Customer service (n = 20), Driver (n = 7), Groomer and Service person (n = 12), Mechanic (n = 9), Scaffolder (n = 5).
<b>Gender</b>	Male (n = 88, 87 %), Female (n = 13, 13 %).
<b>Marital Status</b>	Married/ living with partner (n = 76), Not married/ not living with partner (n = 25).

**Ethnicity** European (n = 73), Maori (16), Asian (3), Pacific Island (7), Other (2)

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Table 1 presents the number of respondents for each demographic group from the total number of respondents (n = 101). The respondent's average age was 35 ranging from 15 to 70 years. The average tenure in the organisation was 3 years, and the average time spent in their current job was 21 months. Males comprised 87 % of the sample and females 13 %.

### **Instrument**

The data were collected via hard copy questionnaire. The questionnaire contained quantitative measures of turnover intentions, job satisfaction, and organisational commitment (affective and continuance), communication satisfaction (subordinate response, horizontal communication, personal feedback, communication climate, supervisor communication, media quality, job-related communication and management communication), and demographics. Within section E of the questionnaire about demographic information (see Appendix 1), respondents were asked their age, gender, marital status, ethnicity, job tenure, job title, and organisational tenure.

A sample of the cover letter and questionnaire is presented in Appendix One. The questionnaire was submitted to the owner of the company for his input and approval. The Research and Ethics Committee of the Psychology Department at the University of Waikato granted ethical approval for this research.

## **Quantitative Measures**

All scores were computed by taking the mean across item responses.

### **Criterion variable**

*Turnover intentions* were measured using O’Driscoll and Beeher’s (1994) Turnover Intentions Scale. The participants were asked about their perception of their present job, and how this compared with intention to stay with the organisation. The Turnover Intentions scale included three questions that asked the participants “if the thought about quitting their job crossed their mind”, “if they planned to look for a job within the next 12 months”, and “how likely over the next year, they would actively look for another job outside of their company.” The first two items were measured on a six point response scale from *strongly disagree* to *strongly agree*. The last item, “how likely over the next year, they would actively look for another job outside of their company” was measured on a six point response scale from *very unlikely* to *very likely*. The Cronbach’s alpha for turnover intentions in the present sample was 0.91.

### **Proximal variable**

*Job satisfaction:* was measured using The Facet Satisfaction scale developed by O’Driscoll and Randall (1999) that looks at how satisfied employees are with various aspects of their job. The scale asks the respondents 16 items that are measured on a seven point scale from, 1= *very dissatisfied* to 7= *very satisfied*. The Facet Satisfaction scale involves intrinsic and extrinsic rewards. The Cronbach’s alpha for the facet satisfaction scale in this study was 0.88.

*Organisational commitment:* The scale used to measure organisational commitment was developed by Allen and Meyer, (1996). The authors divide the scale into two subdivisions, affective and continuance commitment. The affective and continuance commitment survey asks the participant their feelings about the company in which they are currently employed with. Eight items relate to the affective commitment an employee has to their company. These items included questions such as “This organisation has a great deal of personal meaning for me.” Continuance commitment relates to the items 9-16, the questions were for example, “Right now, staying with the organisation is a matter of necessity as much as desire.” The sixteen items were measured on a 7 point scale that ranged from 1= *strongly disagree* to 7 = *strongly agree*. The

Cronbach's alpha for organisational commitment in this sample was affective commitment 0.76, and continuance commitment 0.75.

### **Distal variable**

*Communication Satisfaction Questionnaire:* The scale was developed by Downs and Hazen (1977) and assumes employee satisfaction with the quality of communication within the organisation. The scale includes eight dimensions of communication which are: subordinate communication, horizontal communication, personal feedback, communication climate, supervisor communication, media quality, job-related communication and management communication.

There are 40 items in the communication satisfaction scale, five items relate to *subordinate response*, for example "Extent to which I initiate accurate upward information." Five items relate to *horizontal communication*, for example "extent to which communication with other employees at my level is accurate and free-flowing." Five items relate to *personal feedback*, for example "information about progress in my job." Five items relate to *communication climate*, for example "extent to which the (company's name) communication motivates me to meet its goals." Five items relates to *supervisor communication*, for example "extent to which my managers/supervisors understand the problems faced by staff." Five items relate to *media quality*, for example "extent to which our meetings are well organised." Five items relate to *job-related communication*, for example "information about the requirements of my job." Five items relate to *management communication*, for example "information about company policies and goals."

The 40 items in this scale are measured on a 7 point scale that ranges from 1= *very dissatisfied* to 7= *very satisfied*. The Cronbach's alpha for communication satisfaction in this sample was subordinate communication 0.82, horizontal communication 0.80, personal feedback 0.90, communication climate 0.82, supervisor communication 0.92, media quality 0.84, job-related communication 0.88, and management communication 0.84 respectively.

## **PROCEDURE**

The owner of the company was approached by the researcher in a formal email, phone call and face to face meeting, for permission to carry out the research within the company. The meeting with the owner of the company, and the researcher helped discuss the scope of the research, and the sample for the research to include the employees currently on the company's payroll. The main focus of this research was based on the organisational communication within the company and the employee's satisfaction with the communication they experienced. The company used in this research relies heavily on the interpersonal communication between other staff, their supervisor and organisation as the company is centred on providing excellent quality customer service.

From the meeting a proposal was presented to the owner outlining the rationale for the research, and how the dissemination of results will take place. The participants of the survey were assured anonymity of identity in their responses to the survey. An information sheet was attached to the survey that was given to each participant outlining the research details (see Appendix 1). The support office administrator, at the suggestion of the owner, undertook the distribution of the questionnaires to employees through the inter-branch mailing bag system.

The employees received a questionnaire with the covering page that outlined what the research was about, who was doing the study, the purpose of the research, confidentiality, anonymity, what was required of them and when, and an offer to provide a summary of results from the study. The participants were informed that their participation in the survey was voluntary in the cover letter of the questionnaire (see Appendix 1). An envelope addressed to the researcher was provided in each individually named envelope that contained the questionnaire, in order for the questionnaire to be reposted to the researcher.

## **CHAPTER THREE:**

### **RESULTS**

This chapter presents the outcomes of the statistical analyses, which are separated into three main sections: a) descriptive statistics, b) correlations and regressions and, c) mediated regression analyses

#### **Descriptive Statistics**

A factor analysis was conducted, resulting in two factor loadings for both affective commitment, and continuance commitment. These were represented as affective commitment1, affective commitment2, continuance commitment1, and continuance commitment2.

Descriptive statistics, for all variables, including means, standard deviations, skew and Cronbach's alphas are presented in Table 2. Participants indicated moderate to high levels of job satisfaction, (4.90) and moderate to high levels of affective commitment (5.0, 4.8) and continuance commitment (4.9, 4.9). On average the participants indicated they had low levels (3.0) of intent to leave the organisation.

In relation to the distal variables, most respondents had perceptions of moderate to high levels of satisfaction with subordinate communication (4.8), horizontal communication (4.5), personal feedback (3.9), communication climate (4.5), supervisor communication (4.7), media quality (4.4), job related communication (4.3), and management communication (4.5). On average, most respondents experienced a moderate to high satisfaction of communication with their supervisor compared with personal feedback.

Five variables had statistically significant levels of skew, an indication of asymmetry of distribution. Firstly, most respondents indicated that they experienced moderate to high levels of job satisfaction (skew = -0.82). Secondly, respondents indicated that they experienced moderate to high levels of affective commitment (skew =

-0.98). Thirdly, most respondents indicated that they experienced moderate to high levels of continuance commitment (skew = -0.98). Fourthly, most respondents indicated that they experienced moderate to high levels of supervisor communication (skew = -0.70). Cronbach's alpha was used to measure the internal consistency of responses. All of the responses were over the Nunnally's (1978) recommended minimal internal consistency threshold of .70. This suggests that the scale scores are reliable for respondents in this study.

Table 2. Descriptive Statistics

<b>Variable</b>	<b>M</b>	<b>SD</b>	<b>Skew</b>	<b>Cronbach's Alpha</b>
Job Satisfaction (a)	4.89	1.14	-0.82*	0.88
Aff. Commitment1	5.01	1.17	-.098*	0.76
Aff. Commitment2 (a)	4.81	1.14	-0.55	0.76
Cont. Commitment1	4.91	1.48	-0.59	0.75
Cont. Commitment2 (a)	4.90	1.26	-0.83*	0.75
Subordinate Communication (c)	4.83	1.02	-0.54	0.82
Horizontal Communication (c)	4.55	1.04	-0.39	0.80
Personal Feedback (c)	3.85	1.34	-0.51	0.90
Communication Climate (c)	4.45	1.13	-0.36	0.82
Supervisor Communication (c)	4.67	1.53	-0.70*	0.92
Media Quality (c)	4.44	1.14	-0.40	0.84
Job-related				

Communication (c)	4.23	1.27	-0.60	0.88
Management Communication (c)	4.47	1.13	-0.72*	0.84
Turnover Intentions (d)	2.97	1.56	0.43	0.91

Note.

Aff. Commitment = affective commitment, Cont. Commitment = continuance commitment.

(a) was measured on a 7 point scale (1= very dissatisfied, 7= very satisfied).

(b) involved ratings made on a 7 point scale (1= strongly disagree, 7= strongly agree).

(c) was measured on a 7 point scale (1= very dissatisfied, 7= very satisfied).

(d) involved ratings made on a 5 point scale (1= strongly disagree, 7= strongly agree).

## Correlations and Regressions

The correlations and regressions for this study will be presented for the model displayed in Section 1, Figure 1 on page 7. The results of the Pearson's Product Moment correlations between the variables are presented (see Table 3), then the regressions for job satisfaction (see Table 4), affective commitment (see Table 5), continuance commitment (see Table 6), and turnover intentions (see Table 7).

### Job Satisfaction

#### Correlations

As expected, job satisfaction was significantly correlated with turnover intentions ( $r = .55, p < 0.01$ ), and the predictor variables subordinate communication ( $r = .50, p < 0.01$ ), horizontal communication ( $r = .58, p < 0.01$ ), personal feedback ( $r = .60, p < 0.01$ ), communication climate ( $r = .53, p < 0.01$ ), supervisor communication ( $r = .65, p < 0.01$ ), media quality ( $r = .60, p < 0.01$ ), job-related communication ( $r = .60, p < 0.01$ ), and management communication ( $r = .40, p < 0.01$ ). Therefore, hypotheses 1a, 2a, 2b, 2c, 2d, 2e, 2f, 2g, and 2h were supported.

Table 3. Correlations between major variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	1													
2	0.50**	1												
3	0.58**	0.71**	1											
4	0.60**	0.49**	0.70**	1										
5	0.53**	0.65**	0.82**	0.70**	1									
6	0.65**	0.68**	0.75**	0.65**	0.73**	1								
7	0.60**	0.69**	0.88**	0.67**	0.82**	0.77**	1							
8	0.62**	0.57**	0.80**	0.88**	0.83**	0.73**	0.81	1						
9	0.40**	0.47**	0.64**	0.70**	0.79**	0.54**	0.66**	0.81**	1					
10	-0.55**	-0.46**	-0.55**	-0.51**	-0.57**	-0.63**	-0.50**	-0.56**	-0.46**	1				
11	0.91**	0.40**	0.42**	0.55**	0.41**	0.53**	0.47**	0.48**	0.32**	-0.42**	1			
12	0.89**	0.46**	0.54**	0.51**	0.46**	0.63**	0.52**	0.50**	0.26**	-0.51**	0.70**	1		
13	0.80**	0.38**	0.59**	0.49**	0.59**	0.58**	0.59**	0.58**	0.44**	-0.52**	0.62**	0.69**	1	
14	0.83**	0.49**	0.54**	0.46**	0.48**	0.48**	0.53**	0.54**	0.42**	-0.56**	0.62**	0.71**	0.69**	1

Note. 1 = job satisfaction, 2 = subordinate communication, 3 = horizontal communication, 4 = personal feedback, 5 = communication climate, 6 = supervisor communication, 7 = media quality, 8 = job-related communication, 9 = management communication, 10 = turnover intentions, 11 = continuance commitment1, 12 = affective commitment1, 13 = continuance commitment2, 14 = affective commitment2. N= 101. P < 0.01

## Regression

A regression was run with job satisfaction as the criterion variable and subordinate communication, horizontal communication, personal feedback, communication climate, supervisor communication, media quality, job-related communication, and management communication were entered simultaneously as predictor variables. Table 4 displays that two predictor variables had a significant result – personal feedback ( $\beta = .33$ ,  $p < 0.05$ ), and supervisor communication ( $\beta = .34$ ,  $p < 0.01$ ).

Table 4. Regression equation: All predictors with job satisfaction.

Predictors	Beta	t
Subordinate communication	.06	.56
Horizontal communication	-.05	-.29
Personal feedback	.33	7.44*
Communication climate	-.03	-.19
Supervisor communication	.34	2.59**
Media Quality	.20	1.09
Job-related communication	.08	.32
Management communication	-.18	-1.250

\*  $p < .05$ ; \*\*  $p < .01$ . Adjusted R square .45;  $F = 11.37^{**}$ ;  $df = 8, 101$ .

While the  $r$ 's for in Table 3 for subordinate, horizontal, personal feedback, communication climate, supervisor, media quality, job-related and management communication were significant, the beta's in Table 4 were not. Overall, the set of predictors explained 45 % of the variance in job satisfaction.

## Affective commitment

### Correlations

Table 3 indicates that affective commitment1; and affective commitment2 had a significant association with job satisfaction ( $r = .89$ ;  $r = .83$ ,  $p < 0.01$ ); subordinate communication ( $r = .46$ ;  $r = .49$ ,  $p < 0.01$ ); horizontal communication ( $r = .54$ ;  $r = .54$ ,  $p < 0.01$ ); personal feedback ( $r = .51$ ;  $r = .46$ ,  $p < 0.01$ ); communication climate ( $r = .46$ ;  $r = .48$ ,  $p < 0.01$ ); supervisor communication ( $r = .63$ ;  $r = .48$ ,  $p < 0.01$ ); media quality ( $r = .52$ ;  $r = .53$ ,  $p < 0.01$ ); job-related communication ( $r = .50$ ;  $r = .54$ ,  $p < 0.01$ ); management communication ( $r = .26$ ;  $r = .42$ ,  $p < 0.01$ ); continuance commitment1 ( $r = .70$ ;  $r = .62$ ,  $p < 0.01$ ), and continuance commitment2 ( $r = .69$ ;  $r = .69$ ,  $p < 0.01$ ). Therefore, hypotheses 4a, 4b, 4c, 4d, 4e, 4f, 4g, and 4h were supported. Hypothesis 1b stated that affective commitment would be negatively related to turnover intentions. The  $r$ 's for turnover intentions and affective commitment were significant, therefore the hypothesis was supported.

### Regression

A regression analysis was undertaken to predict affective commitment from all the predictors. The regression for affective commitment is presented in Table 5. The results show that two predictors had a significant result – supervisor communication ( $\beta = .45$ ,  $p < 0.01$ ), and management communication ( $\beta = .33$ ,  $p < 0.05$ ). The set of variables explained 41 % of the variance in affective commitment.

Table 5. Regression equation: All predictors with affective commitment

Predictors	Beta	t
Subordinate communication	.02	.18
Horizontal communication	.15	.83
Personal feedback	.27	1.63

Communication climate	-0.00	-0.02
Supervisor communication	.45	3.27**
Media Quality	.01	.05
Job-related communication	.07	.28
Management communication	-.334	-2.24*

---

\*  $p < .05$ ; \*\*  $p < .01$ . Adjusted R square .41;  $F = 9.84^{**}$ ;  $df = 8, 101$ .

## Continuance commitment

### Correlations

Continuance commitment was found to correlate with all the variables. Table 3 displays there were significant results with job satisfaction ( $r = .91$ ;  $r = .79$ ,  $p < 0.01$ ); subordinate communication ( $r = .40$ ;  $r = .38$ ,  $p < 0.01$ ); horizontal communication ( $r = .42$ ;  $r = .59$ ,  $p < 0.01$ ); personal feedback ( $r = .55$ ;  $r = .49$ ,  $p < 0.01$ ); communication climate ( $r = .41$ ;  $r = .59$ ,  $p < 0.01$ ); supervisor communication ( $r = .53$ ;  $r = .58$ ,  $p < 0.01$ ); media quality ( $r = .47$ ;  $r = .59$ ,  $p < 0.01$ ); job-related communication ( $r = .48$ ;  $r = .58$ ,  $p < 0.01$ ); management communication ( $r = .32$ ;  $r = .44$ ,  $p < 0.01$ ); affective commitment1 ( $r = .70$ ;  $r = .71$ ,  $p < 0.01$ ), and affective commitment2 ( $r = .62$ ;  $r = .69$ ,  $p < 0.01$ ).

Therefore, hypotheses 5a, 5b, 5c, 5d, 5e, 5f, 5g, and 5h were supported. Hypothesis 1c predicted a negative association with turnover intentions. Table 3 showed turnover intentions had a significant result ( $r = .42$ ;  $r = .52$ ,  $p < 0.01$ ), therefore hypothesis 1c was supported.

### Regression

A regression analysis was undertaken to predict continuance commitment for all the predictors. The regression for continuance commitment is presented in Table 6. Table 6 displays that two predictors had a significant result – personal feedback ( $r = .62$ ,  $p <$

0.01), and supervisor communication ( $r = .31, p < 0.05$ ). The set of predictors explained 35 % of the variance in continuance commitment.

Table 6. Regression equation: All predictors with continuance commitment

Predictors	Beta	t
Subordinate communication	.08	.60
Horizontal communication	-.27	-1.38
Personal feedback	.62	3.54**
Communication climate	-.02	-.11
Supervisor communication	.31	2.11*
Media Quality	.31	1.56
Job-related communication	-.23	-.88
Management communication	-.15	-.93

\*  $p < .05$ ; \*\*  $p < .01$ . Adjusted R square .41;  $F = 7.66^{**}$ ;  $df = 8, 101$ .

## Turnover Intentions

### Correlations

Results of the Pearson's Product moment correlations with turnover intentions are presented in Table 3. As expected from previous relationship, the association with job satisfaction ( $r = -.55, p < 0.01$ ), affective commitment ( $r = -.51; r = -.56, p < 0.01$ ), and continuance commitment ( $r = -.42; r = -.52, p < 0.01$ ) was significant, therefore hypotheses 1a, 1b, and 1c were supported. Furthermore, turnover intentions were significantly related to subordinate communication ( $r = -.46, p < 0.01$ ), horizontal communication ( $r = -.55, p < 0.01$ ), personal feedback ( $r = -.51, p < 0.01$ ), communication climate ( $r = -.57, p < 0.01$ ), supervisor communication ( $r = -.63, p <$

0.01), media quality ( $r = -.50, p < 0.01$ ), job-related communication ( $r = -.56, p < 0.01$ ), and management communication ( $r = -.46, p < 0.01$ ).

## Regression

The proximal variables were regressed to determine their significance in predicting turnover intentions (see Table 7). Job satisfaction, affective commitment and continuance commitment were all significant predictors of turnover intentions. The set of predictors explained 32 % of the variance in turnover intentions.

Table 7. Regression equation: Proximal variables with turnover intentions

Predictors	Beta	t
Job satisfaction	-.23	-.20*
Affective commitment1	-.22	-.61
Affective commitment2	-.37	-1.19**
Continuance commitment1	-.10	-.19
Continuance commitment2	-.23	-1.25**

\*\*  $p < .01$ . Adjusted R square .32;  $F = 10.33^{**}$ ;  $df = 5, 101$ .

## Mediated Regression

The approach to mediation regression was outlined by the Baron and Kenny (1986) mediated regression technique. Their technique required a three step equation the first step required a regression to be run with the mediator on the predictor variable. The second step, involved a regression to run with the criterion on the predictor variable. Finally, a regression is run with the criterion variable simultaneously on the predictor and mediator variables. Baron and Kenny (1986) proposed that mediation has to be met on

four conditions: a) results from step 1 indicated a significant relationship between the predictor and mediator variables, b) step 2 indicated a significant relationship between the predictor and criterion variables, c) step 3 shows the mediator is significantly related to the criterion variable, and, d) the relationship of the predictor with the criterion variable is less at step 3 than at step 2.

Full mediation is evident when the predictor variable influences the criterion variable simultaneously with the mediator variable. A partial mediation occurs when the predictor variable influences the criterion variable directly, or when the predictor and mediator variable influences the criterion variable. Furthermore, the statistical significance of mediated relationships can be assessed by using the Sobel test (Preacher & Leonardelli, 2001).

The mediated relationships presented (see theoretical model Chapter 1, figure 1 on page 13) the three mediators, job satisfaction, affective commitment, and continuance commitment were viable for testing through mediated regression.

### **Job satisfaction**

Hypothesis 6a stated that job satisfaction will mediate the relationship between subordinate communication and turnover intentions. Table 8 presents the findings from the three regression equations testings this hypothesis. In the first equation, job satisfaction (mediator), was regressed on subordinate communication (the predictor). In equation two turnover intentions (the criterion), was regressed on subordinate communication (the predictor) and their relationship was found to be significant. In equation three, turnover intentions were regressed simultaneously on subordinate communication and job satisfaction. The relationship between turnover intentions and subordinate communication was significant and was less in equation three. The relationship between turnover intentions and job satisfaction was significant. Hence, all four of Baron and Kenny's (1986) conditions are met, indicating a partial mediation was demonstrated. So hypothesis 6a was supported. A Sobel test was performed indicating a significant mediation effect.

Table 8. Mediating regression equation testing hypothesis H 6a

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
1	Job satisfaction	Subordinate communication	.50	5.70**
2	Turnover intentions	Subordinate communication	-.46	-5.10**
3	Turnover intentions	Subordinate communication	-.25	-2.59**
		Job satisfaction	-.43	-4.52**

\*\*p < .01, Sobel test Z= -3.21, p = 0.00\*\*.

Note. Eq. = Equation.

Hypothesis 6b stated that job satisfaction will mediate the relationship between horizontal communication and turnover intentions. Table 9 represents the findings from three regression equations testing this hypothesis. In equation one of the mediated regression, job satisfaction (mediator) was found to be significantly related to horizontal communication. In the second equation, turnover intentions (criterion) and horizontal communication were significantly related. In the third equation, there was a significant relationship between turnover intentions and horizontal communication. Hence, all the Baron and Kenny's (1986) conditions were all met indicating a partial mediation relationship so hypothesis 6b was supported. The Sobel test produced a significant mediation effect.

Table 9. Mediating regression equation testing hypothesis H 6b

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
1	Job satisfaction	Horizontal communication	.58	7.00**
2	Turnover intentions	Horizontal communication	-.55	-6.62**
3	Turnover intentions	Horizontal communication	-.34	-3.53**
		Job satisfaction	-.36	-3.69**

\*\*p < .01. Sobel test Z= -3.28, p= 0.00\*\*

Note. Eq. = Equation.

Hypothesis 6c stated that job satisfaction will mediate the relationship between personal feedback and turnover intentions. Table 10 represents the findings from three regression equations testing this hypothesis. In equation one of the mediated regression, job satisfaction (mediator) was found to be significantly related to personal feedback. In the second equation, turnover intentions (criterion) and personal feedback were significantly related. In the third equation, there was a significant relationship between turnover intentions and personal feedback. Hence, all the Baron and Kenny's (1986) conditions were all met indicating a partial mediation relationship so hypothesis 6c was supported. The Sobel test produced a significant mediation effect.

Table 10. Mediating regression equation testing hypothesis H 6c

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Job satisfaction	Personal feedback	.60	7.44**
<b>2</b>	Turnover intentions	Personal feedback	-.51	-5.82**
<b>3</b>	Turnover intentions	Personal feedback	-.38	-2.71**
		Job satisfaction	-.28	-3.75**

\*\*p < .01. Sobel test Z= -2.50, p= 0.01\*\*

Note. Eq. = Equation.

Hypothesis 6d stated that job satisfaction will mediate the relationship between communication climate and turnover intentions. Table 11 represents three regression equations for testing this hypothesis. In equation one of the mediated regression, job satisfaction (mediator) was found to be significantly related to communication climate. In the second equation, turnover intentions (criterion) and communication climate were

significantly related. In the third equation, there was a significant relationship between turnover intentions and communication climate. Hence, all the Baron and Kenny's (1986) conditions were all met indicating a partial mediation relationship so hypothesis 6d was supported. The Sobel test produced a significant mediation effect.

Table 11. Mediating regression equation testing hypothesis H 6d

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Job satisfaction	Communication climate	.53	6.29**
<b>2</b>	Turnover intentions	Communication climate	-.57	-6.88**
<b>3</b>	Turnover intentions	Communication climate	-.39	-4.20**
		Job satisfaction	-.34	-3.70**

\*\*p< .01. Sobel test Z= -3.10, p= 0.00\*\*

Note. Eq. = Equation.

Hypothesis 6e stated that job satisfaction will mediate the relationship between supervisor communication and turnover intentions. Table 12 represents three regression equations for testing this hypothesis. In equation one of the mediated regression, job satisfaction (mediator) was found to be significantly related to supervisor communication. In the second equation, turnover intentions (criterion) and supervisor communication were significantly related. In the third equation, there was a significant relationship between turnover intentions and supervisor communication. Hence, all the Baron and Kenny's (1986) conditions were all met indicating a partial mediation relationship so hypothesis 6e was supported. The Sobel test produced a significant mediation effect.

Table 12. Mediating regression equation testing hypothesis H 6e

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
1	Job satisfaction	Supervisor communication	.65	8.46**
2	Turnover intentions	Supervisor communication	-.63	-7.96**
3	Turnover intentions	Supervisor communication	-.47	-4.63**
		Job satisfaction	-.25	-2.46**

\*\*p< .01. Sobel test Z= -2.42, p= 0.00\*\*

Note. Eq. = Equation.

Hypothesis 6f stated that job satisfaction will mediate the relationship between turnover intentions and media quality. Findings presented in Table 13 show that the first two equations yield a significant relationship. The third equation, media quality was reduced but remained significant. Job satisfaction was significantly associated with the criterion variable, turnover intentions. Thus, the results presented a partial mediation effect, which supports hypothesis 6f. The results of the Sobel test indicated a significant effect.

Table 13. Mediating regression equation testing hypothesis H 6f

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
1	Job satisfaction	Media Quality	.60	7.42**
2	Turnover intentions	Media Quality	-.69	-5.74**
3	Turnover intentions	Media Quality	-.37	-2.64**
		Job satisfaction	-.39	-3.80**

\*\*p< .01. Sobel test Z= -3.40, p= 0.00\*\*

Note. Eq. = Equation.

Hypothesis 6g stated that job satisfaction will mediate the relationship between turnover intentions and job-related communication. Findings presented in Table 14 show the three equations have a significant relationship. Thus, the results presented a partial mediation, supporting hypothesis 6g. The results from the Sobel test presented a non significant mediated relationship effect.

Table 14. Mediating regression equation testing hypothesis H 6g

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Job satisfaction	Job-related communication	.60	7.51**
<b>2</b>	Turnover intentions	Job-related communication	-.56	-6.64**
<b>3</b>	Turnover intentions	Job-related communication	-.35	-3.55**
		Job satisfaction	-.33	-3.35**

\*p<.05, \*\*p< .01. Sobel test Z= -1.50, p= 0.13

Note. Eq. = Equation.

Hypothesis 6h stated that job satisfaction will mediate the relationship between management communication and turnover intentions. Table 15 findings show the three equations yielded a significant relationship. All four conditions of the Baron and Kenny (1986) criteria were met indicating a partial mediation, so hypothesis 6h was supported. A Sobel test was performed indicating a significant effect.

Table 15. Mediating regression equation testing hypothesis H 6h

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Job satisfaction	Management communication	.40	4.35**
<b>2</b>	Turnover intentions	Management communication	-.63	-5.13**

<b>3</b>	Turnover intentions	Management communication	-0.30	-4.94**
		Job satisfaction	-0.43	-3.25**

\*\*p < .01. Sobel test Z = -3.30, p = 0.00\*\*

Note. Eq. = Equation.

### Affective commitment

Hypothesis 7a stated that affective commitment will mediate the relationship between subordinate communication and turnover intentions. The findings presented in Table 16 shows that all three equations had a significant relationship indicating a partial mediate relationship effect. A Sobel test was performed indicating a significant mediation effect.

Table 16. Mediating regression equation testing hypothesis H 7a

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Affective commitment1	Subordinate communication	.46	5.08**
	Affective commitment2	Subordinate communication	.49	5.62**
<b>2</b>	Turnover intentions	Subordinate communication	-.46	-5.10**
<b>3</b>	Turnover intentions	Subordinate communication	-.43	-3.04**
		Affective commitment1	-.51	-4.07**
		Affective commitment2	-.60	-4.67**

\*\*p < .01. Sobel test Z = 3.29, p = 0.00\*\*

Note. Eq. = Equation.

Hypothesis 7b stated that affective commitment will mediate the relationship between horizontal communication and turnover intentions. The results from the three regression equations are presented in Table 17. All three equations showed a significant

relationship, supporting hypothesis 7b. The results from the three equations indicate a partial mediation regression effect. A Sobel test was performed indicating the mediation regression effect was significant.

Table 17. Mediating regression equation testing hypothesis H 7b

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Affective commitment1	Horizontal communication	.50	6.20**
	Affective commitment2	Horizontal communication	.54	6.41**
<b>2</b>	Turnover intentions	Horizontal communication	-.83	-6.62**
<b>3</b>	Turnover intentions	Horizontal communication	-.39	-4.13**
		Affective commitment1	-.30	-3.10**
		Affective commitment2	-.36	-3.87**

\*\*p< .01. Sobel test Z= -2.80, p= 0.01\*\*, Sobel test Z= -3.32, p=0.00\*\*

Note. Eq. = Equation.

In respect of the predictor variables, personal feedback, communication climate, supervisor communication, media quality, job-related communication, and management communication, the results of the mediation with affective commitment and turnover intentions are presented in Tables 18, 19, 20, 21, 22, and 23 respectively. All four conditions of the Baron and Kenny's (1986) equations were met which supported hypotheses 7c, 7d, 7e, 7f, 7g, and 7h. Furthermore, the results for each hypothesis showed a partial mediation effect. The results of the Sobel test performed for each hypothesis indicated a significant mediation relationship.

Table 18. Mediating regression equation testing hypothesis H 7c

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Affective commitment1	Personal feedback	.51	5.84**

	Affective commitment2	Personal feedback	.46	5.14**
2	Turnover intentions	Personal feedback	-.51	-5.82**
3	Turnover intentions	Personal feedback	-.32	-3.56**
		Affective commitment1	-.34	-3.58**
		Affective commitment2	-.41	-4.60**

\*\*p< .01. Sobel test Z= -2.93, p= 0.00\*\*, Sobel test Z= -3.37, p=0.00\*\*.

Note. Eq. = Equation.

Table 19. Mediating regression equation testing hypothesis H 7d

Eq.	Criterion Variable	Predictor Variable	Beta	t
1	Affective commitment1	Communication climate	.46	5.10**
	Affective commitment2	Communication climate	.48	5.49**
2	Turnover intentions	Communication climate	-.79	-6.88**
3	Turnover intentions	Communication climate	-.59	-4.84**
		Affective commitment1	-.42	-3.59**
		Affective commitment2	-.54	-4.48**

\*\*p< .01. Sobel test Z= -2.93, p= 0.00\*\*, Sobel test Z= -3.47, p=0.00\*\*.

Note. Eq. = Equation.

Table 20. Mediating regression equation testing hypothesis H 7e

Eq.	Criterion Variable	Predictor Variable	Beta	t
1	Affective commitment1	Supervisor communication	.63	8.05**
	Affective commitment2	Supervisor communication	.48	5.42**
2	Turnover intentions	Supervisor communication	-.63	-7.96**

3	Turnover intentions	Supervisor communication	-0.47	-5.59**
		Affective commitment1	-0.19	-1.93**
		Affective commitment2	-0.33	-3.99**

\*p<.05, \*\*p< .01. Sobel test Z= -1.94, p= 0.05\*, Sobel test Z= -3.63, p=0.00\*\*.

Note. Eq. = Equation.

Table 21. Mediating regression equation testing hypothesis H 7f

Eq.	Criterion Variable	Predictor Variable	Beta	t
1	Affective commitment1	Media Quality	.52	6.01**
		Affective commitment2	.53	6.21**
2	Turnover intentions	Media Quality	-.50	-5.74**
3	Turnover intentions	Media Quality	-.32	-3.36**
		Affective commitment1	-.34	-3.55**
		Affective commitment2	-.40	-4.26**

\*\*p< .01. Sobel test Z= -3.03, p= 0.00\*\*, Sobel test Z= -3.44, p=0.00\*\*.

Note. Eq. = Equation.

Table 22. Mediating regression equation testing hypothesis H 7g

Eq.	Criterion Variable	Predictor Variable	Beta	t
1	Affective commitment1	Job-related communication	.50	5.80**
		Affective commitment2	.54	6.43**
2	Turnover intentions	Job-related communication	-.56	-6.64**
3	Turnover intentions	Job-related communication	-.36	-3.87**
		Affective commitment1	-.31	-3.33**
		Affective commitment2	-.36	-3.86**

\*\*p< .01. Sobel test Z= -2.95, p= 0.00\*\*, Sobel test Z= -3.21, p=0.00\*\*.

Note. Eq. = Equation.

Table 23. Mediating regression equation testing hypothesis H 7h

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Affective commitment1	Management communication	.26	2.73**
	Affective commitment2	Management communication	.42	4.64**
<b>2</b>	Turnover intentions	Management communication	-.46	-5.13**
<b>3</b>	Turnover intentions	Management communication	-.35	-4.20**
		Affective commitment1	-.42	-5.02**
		Affective commitment2	-.44	-4.97**

\*p<.05, \*\*p< .01. Sobel test Z= -2.39, p= 0.02\*, Sobel test Z= -3.41, p=0.00\*\*.

Note. Eq. = Equation.

### **Continuance commitment**

Hypothesis 8a stated that continuance commitment will mediate the relationship between subordinate communication and turnover intentions. The finding's in Table 24 presents the three regression equations that test this hypothesis. The first equation, continuance commitment (the mediator), was regressed on subordinate communication (the predictor variable). The second equation, turnover intentions (the criterion variable), was regressed on subordinate communication (the predictor variable), and their relationship was found to be significant. In equation three, turnover intention was regressed simultaneously on subordinate communication and continuance commitment. In the third equation, the association between turnover intentions, continuance commitment and subordinate communication was significant. Therefore, the results indicated a partial mediation supporting hypothesis 8a. The results of the Sobel test indicated a significant mediated regression relationship.

Table 24. Mediating regression equation testing hypothesis H 8a

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Continuance commitment1	Subordinate communication	.40	4.30**
	Continuance commitment2	Subordinate communication	.38	4.08**
<b>2</b>	Turnover intentions	Subordinate communication	-.46	-5.10**
<b>3</b>	Turnover intentions	Subordinate communication	-.35	-3.68**
		Continuance commitment1	-.28	-3.00**
		Continuance commitment2	-.40	-4.58**

\*\*p< .01. Sobel test Z= -2.49, p= 0.01\*\*, Sobel test Z= -2.97, p=0.00\*\*.

Note. Eq. = Equation.

Hypothesis 8b stated that continuance commitment will mediate the relationship between horizontal communication and turnover intentions. The results of this regression analysis are presented in Table 25. The relationship between continuance commitment and horizontal communication in equation one was significant. The results of equation two and three yielded a significant relationship, supporting hypothesis 8b. All four conditions of the Baron and Kenny (1986) regression equations were met indicating there was a partial mediation. A Sobel test indicated the mediation regression was significant.

Table 25. Mediating regression equation testing hypothesis H 8b

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Continuance commitment1	Horizontal communication	.42	4.64**
	Continuance commitment2	Horizontal communication	.59	7.20**
<b>2</b>	Turnover intentions	Horizontal communication	-.55	-6.62**
<b>3</b>	Turnover intentions	Horizontal communication	-.46	-5.10**
		Continuance commitment1	-.22	-2.49**
		Continuance commitment2	-.30	-2.97**

\*p<.05, \*\*p< .01. Sobel test Z= -2.13, p= 0.03\*, Sobel test Z= -2.83, p=0.00\*\*.

Note. Eq. = Equation.

Hypothesis 8c stated that continuance commitment will mediate the relationship between personal feedback and turnover intentions. The results from the three regression equations are presented in Table 26. The results indicated that was a significant relationship from all three regression equations supporting hypothesis 8c. Thus, indicating a partial mediated regression effect. A Sobel test was performed indicating a significant mediation effect.

Table 26. Mediating regression equation testing hypothesis H 8c

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Continuance commitment1	Personal feedback	.55	6.62**
	Continuance commitment2	Personal feedback	.49	5.62**
<b>2</b>	Turnover intentions	Personal feedback	-.51	-5.82**
<b>3</b>	Turnover intentions	Personal feedback	-.39	-3.84**
		Continuance commitment1	-.20	-1.95**
		Continuance commitment2	-.36	-3.81**

\*\*p< .01. Sobel test Z= -1.84, p= 0.07, Sobel test Z= -3.69, p=0.00\*\*.

Note. Eq. = Equation.

Hypothesis 8d stated that continuance commitment will mediate the relationship between communication climate and turnover intentions. The results from the regression analysis are presented in Table 27. The three regression equations yielded a significant relationship supporting hypothesis 8e. Thus, indicating a partial mediation effect as the association between communication climate and turnover intentions was reduced but remained significant in equation three. A Sobel test was performed indicating a significant mediation effect.

Table 27. Mediating regression equation testing hypothesis H 8d

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Continuance commitment1	Communication climate	.41	4.50**
	Continuance commitment2	Communication climate	.59	7.17**
<b>2</b>	Turnover intentions	Communication climate	-.57	-6.88**
<b>3</b>	Turnover intentions	Communication climate	-.48	-5.40**
		Continuance commitment1	-.22	-2.51**
		Continuance commitment2	-.28	-2.88**

\*p<.05, \*\*p< .01. Sobel test Z= -2.05, p= 0.04\*, Sobel test Z= -2.70, p=0.01\*\*.

Note. Eq. = Equation.

In respect of the predictors, supervisor communication, media quality, job-related communication and management communication, the results of the mediation with continuance commitment and turnover intentions are presented in Tables 28, 29, 30, and 31 respectively. All four of the Baron and Kenny's (1986) conditions were met indicating the support for hypotheses 8e, 8f, 8g, and 8h. A Sobel test was performed for hypotheses 83, 8f, 8g, and 8h indicating a significant mediation effect for each hypothesis.

Table 28. Mediating regression equation testing hypothesis H 8e

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Continuance commitment1	Supervisor communication	.53	6.17**
	Continuance commitment2	Supervisor communication	.58	7.03**
<b>2</b>	Turnover intentions	Supervisor communication	-.63	-7.96**
<b>3</b>	Turnover intentions	Supervisor communication	-.56	-6.08**
		Continuance commitment1	-.12	-1.34**

Continuance commitment2      -.24      -2.54\*\*

\*p<.05, \*\*p< .01. Sobel test Z= -1.27, p= 0.20, Sobel test Z= -2.34, p=0.02\*.

Note. Eq. = Equation.

Table 29. Mediating regression equation testing hypothesis H 8f

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Continuance commitment1	Media quality	.47	5.33**
		Continuance commitment2	.59	7.30**
<b>2</b>	Turnover intentions	Media quality	-.50	-5.74**
<b>3</b>	Turnover intentions	Media quality	-.24	-2.43**
		Continuance commitment1	-.24	-2.43**
		Continuance commitment2	-.34	-3.34**

\*p<.05, \*\*p< .01. Sobel test Z= -2.25, p= 0.02\*, Sobel test Z= -3.01, p=0.00\*\*.

Note. Eq. = Equation.

Table 30. Mediating regression equation testing hypothesis H 8g

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Continuance commitment1	Job-related communication	.48	5.50**
		Continuance commitment2	.58	7.07**
<b>2</b>	Turnover intentions	Job-related communication	-.56	-6.64**
<b>3</b>	Turnover intentions	Job-related communication	-.46	-4.91**
		Continuance commitment1	-.20	-2.09**
		Continuance commitment2	-.30	-3.01**

\*p<.05, \*\*p< .01. Sobel test Z= -1.97, p= 0.05\*, Sobel test Z= -2.83, p=0.00\*\*.

Note. Eq. = Equation.

Table 31. Mediating regression equation testing hypothesis H 8h

<b>Eq.</b>	<b>Criterion Variable</b>	<b>Predictor Variable</b>	<b>Beta</b>	<b>t</b>
<b>1</b>	Continuance commitment1	Management communication	.32	3.33**
	Continuance commitment2	Management communication	.44	4.86**
<b>2</b>	Turnover intentions	Management communication	-.46	-5.13**
<b>3</b>	Turnover intentions	Management communication	-.36	-4.05**
		Continuance commitment1	-.30	-3.39**
		Continuance commitment2	-.39	-4.29**

\*p<.05, \*\*p< .01. Sobel test Z= -2.27, p= 0.02\*, Sobel test Z= -3.30, p=0.00\*\*.

Note. Eq. = Equation.

## **CHAPTER 4**

### **DISCUSSION**

The aim of this research was to explore a model of turnover intentions in a sample of employees from a rental organisation in a New Zealand context. The retaining of a highly skilled and motivated workforce is important in the current work environment. The labour force is rapidly becoming more transient, which entails high costs in terms of losing highly skilled employees who might transfer specific firm knowledge to competitors. By acknowledging the importance of human capital and organisations adapting strategic practices to retain this valuable asset, this would allow the detection of motivational factors that diminish an employee's intention to leave and actually leaving the organisation. This research contributes to the understanding of the turnover process by working with a sample of employees from a rental organisation to expand on the knowledge obtained of turnover intentions. The purpose of this research was to assess the mediation effects of organisational communication, job satisfaction, affective commitment, continuance commitment and turnover intentions.

The results from this research supported previous research on turnover intentions, with support for job satisfaction, affective commitment, and continuance commitment mediating the relationship between subordinate communication, horizontal communication, personal feedback, communication climate, supervisor communication, media quality, job-related communication, and management communication with turnover intentions. The turnover intentions model in this research proved valid in the New Zealand sample that was used, providing useful information for other organisations.

This chapter is divided into six sections. The first section will discuss the main findings, which includes the proximal variables and turnover intentions, the correlations between the distal variables and turnover intentions and the mediation effects of job satisfaction, affective commitment, and continuance commitment on turnover intentions.

The following sections will discuss the limitations, strengths, practical limitations, future research, and conclusion of the findings drawn from this research.

### **Proximal Variables**

In this research job satisfaction, affective commitment and continuance commitment were found to be significant predictors of turnover intentions.

### **Job Satisfaction**

Job satisfaction was referred to earlier as an employee's positive appraisal of their overall work environment (Locke, 1976). The findings from this research supported previous research which stated (Spector, 2000), an employee who is satisfied with work tend to stay longer with their organisation. This research provided evidence that job satisfaction is a strong predictor of turnover intentions and as a mediator, therefore contributing to the empirical knowledge of the turnover intentions literature. Furthermore, this research suggests management should adopt the organisational goal of designing work practices that ensure employees are satisfied in their jobs to reduce the turnover intentions of employees.

### **Affective Commitment**

This research predicted that employees who are committed to the organisation are less likely to have turnover intentions. Affective commitment was stated earlier as the employee's emotional attachment to the organisation (Meyer & Allen, 1991). The rationale for this research was based on the assumption that employees with strong affective commitment are more committed to stay with the organisation (Meyer, 1997). When employees have a sense of belonging, they identify with the organisation's goals and values, and are less likely to have intentions to leave the organisation. As predicted earlier, affective commitment was found to have a strong negative association with turnover intentions. This implies that employees are willing to stay with the organisation because of their high level of emotional attachment to the organisation.

## **Continuance Commitment**

Continuance commitment was predicted to be negatively associated with turnover intentions. Continuance commitment was stated earlier as an employee's awareness of leaving the organisation would be too costly (Meyer & Allen, 1991). The side-bet theory (Becker, 1960) emphasises the costs involved when leaving the organisation, and the calculative gains (money, social, and psychological rewards) that are lost when leaving the organisation. The side bets vary between employees, each employee interrupts what they stand to gain by remaining with the organisation, and what would be lost if they left the organisation. Some examples of such 'side bets' are pay, status or the relationships they have formed with people in the organisation. These investments have a positive effect on the employee to remain within the organisation. The findings in this research provided support for Becker's side bets theory in this sample of employees from a New Zealand rental organisation.

The results from this study indicated that continuance commitment was related to turnover intentions. The results suggest that employees are committed to the organisation, due to the calculative gains that are invested in the organisation and would be lost if they decided to leave. We can assume that variables such as pay, promotion, social and other material gains were a driving force in the continued commitment of employees to remain with the organisation.

## **Distal variable correlations with turnover intentions**

As predicted from previous research, the distal variables from the New Zealand sample that significantly correlated with turnover intentions were subordinate communication, horizontal communication, personal feedback, communication climate, supervisor communication, media quality, job-related communication, and management communication.

The findings from this research suggested that eight dimensions of organisational communication (distal variables) had a direct relationship with an employee's decision to stay with the organisation. We can assume that employees who receive good quality communication are more willing to remain with the organisation. An important issue an organisation should bear in mind is to employ strategic communication systems that

reduce motivational factors at the organisational and personal levels which impact turnover intentions. When a firm invests in its employees and provides them with sufficient communication, the employees are highly informed and the firm receives higher return on their investment in training and development giving the firm a competitive advantage.

## **Mediated Relationships**

The factor analysis for this study indicated there were two factors for both affective commitment and continuance commitment. The proximal variables, job satisfaction, affective commitment1, affective commitment2, continuance commitment1, and continuance commitment2 correlated with turnover intentions. The mediation was carried out for each of these proximal variables and their mediation effect will now be discussed.

### **Mediation effects of job satisfaction, affective commitment, and continuance commitment**

In this research job satisfaction was moderately correlated with turnover intentions, and the relationship between affective commitment, and continuance commitment were strongly correlated with job satisfaction. The findings also showed that affective commitment1, affective commitment2, continuance commitment1 and continuance commitment2 were moderately correlated with turnover intentions therefore the mediation effects will be discussed together.

*Subordinate communication:* As mentioned earlier, Downs & Adrian (2004) stated subordinate communication as an employee's ability to communicate important information that meets their supervisor's needs. It includes the level of mutual trust and respect from a subordinate-supervisor relationship. The present study hypothesised that job satisfaction, affective commitment, and continuance commitment would mediate the relationship between subordinate communication and turnover intentions. The results of this study showed the correlation between the independent variable and the dependent

variable was significantly reduced by the inclusion of the mediating variable and the association is significant at the ( $p < .01$ ) indicating a partial mediation. The rationale was that the stronger an employee's satisfaction with subordinate communication the more satisfied and committed (affective and continuance) the employee would be and therefore less likely to have turnover intentions. The partial mediation outcome shows that affective and continuance commitment mediated the effect between subordinate communication and turnover intentions, but was not dependent on subordinate communication. Downs et al. (2002) stated that the quality of the relationship between an employee and their supervisor determined an employee's commitment to an organisation. Therefore, from the results the employee's felt they had greater emotional attachment (affective commitment), and value of the relationship with their supervisor that was too costly to lose if they left the organisation (continuance commitment), and were less likely to have turnover intentions.

*Horizontal communication:* It was hypothesised that job satisfaction, affective commitment, and continuance commitment would mediate the relationship between horizontal communication and turnover intentions. In this research all hypotheses were supported indicating affective and continuance commitment partially mediated the relationship between horizontal communication and turnover intentions. This suggests that most respondents who experience good relationships with other colleagues are satisfied with the communication, more satisfied in their job, enjoy working with the people in an organisation they have emotional attachment to, (affective commitment), and the thought of losing the social interactions with peers in the organisation would be too great (continuance commitment), the less likely they would have turnover intentions.

*Personal feedback:* It was hypothesised that job satisfaction, affective commitment, and continuance commitment would mediate the relationship between personal feedback and turnover intentions. All hypotheses were supported by the Baron and Kenny (1986) mediation technique which found a partial significant mediation. The direct effect of the independent variable and dependent variable is stronger than the effect which goes through the mediating variable. A full mediation typically yields a 50% ratio

between the effect of the independent variable on the dependent variable, and then when the IV on the DV goes through the mediating variable. This suggests that the respondents who experience a high quality relationship with their supervisor would be satisfied with personal feedback, more satisfied with their job, and higher feelings of commitment (affective and continuance), therefore the respondents would be less likely to have turnover intentions.

*Communication climate:* It was hypothesised that job satisfaction, affective commitment, and continuance commitment would mediate the relationship between communication climate and turnover intentions. According to Baron and Kenny (1986) all hypotheses were supported, from the Sobel test it showed a significant partial mediation occurred as the association between the IV and DV remained significant. This suggests that respondents who were satisfied with various aspects of organisational communication systems, the more likely they would identify with the organisation's goals and values (affective), feel they have fewer alternatives if they left the firm (continuance commitment), the less likely they would have turnover intentions.

*Supervisor communication:* It was hypothesised that job satisfaction, affective commitment, and continuance commitment would mediate the relationship between supervisor communication and turnover intentions. All three hypotheses were supported, and the results yielded a partial mediation. This suggests that an employee who is satisfied with the communication with the supervisor, the more satisfied they are in their job, an emotional attachment to, and the more commitment to their current employer, the less likely the propensity of turnover intentions.

*Media quality:* It was hypothesised that job satisfaction, affective commitment, and continuance commitment would mediate the relationship between media quality and turnover intentions. All three hypotheses supported there was a partial mediation. The strength of the association between affective and continuance commitment and turnover intentions was reduced when media quality mediated the relationship. The results suggest

that employee satisfaction with media quality, would increase affective and continuance commitment and reduce turnover intentions.

*Job-related communication:* It was hypothesised that job satisfaction, affective commitment, and continuance commitment would mediate the relationship between job-related communication and turnover intentions. The results supported all three equations from the Baron and Kenny (1986) model and showed a partial mediation had occurred. The rationale is that if employees have perceptions of being valued, their supervisor could communicate relevant and accurate information about their job, the more satisfied they would be in their job, and the more committed (affective and continuance), the less likely they would have turnover intentions.

*Management communication:* It was hypothesised that job satisfaction, affective commitment, and continuance commitment would mediate the relationship between management communication and turnover intentions. All three hypotheses were supported in this research. The findings from the Sobel test indicated a partial mediation effect had occurred. Downs and Adrian (2004) stated that management communication is the company's ability to ensure employee's identify, and instil the organisations goals as their own, and are informed of any job or organisational information. If respondents were satisfied with the communication displayed by management, the more satisfied with their job, and are more committed (affective and continuance) and less likely to have turnover intentions.

## **Theoretical Implications**

Results from the present study have several theoretical implications. Most striking are the links between the distal variables such as subordinate, horizontal, personal feedback, organisational climate, media quality, supervisor, job related, and management communication relationship with employee job satisfaction, affective and continuance commitment and turnover intentions.

Supervisor communication, job-related communication and personal feedback were strongly associated with employee job satisfaction, affective and continuance commitment, and turnover intentions. Previous research identified links between information quality and communication satisfaction with supervisors (Sias, 2005) therefore the findings from this study identifies supervisor, job-related communication, and personal feedback were variables dependent on the subordinate-supervisor relationship, and had stronger relationships with the proximal variables. This study indicates that employee's in a supervisors "in group" enjoyed a strong information advantage than those in the out-group. As mentioned earlier, LMX has been linked to personal and organisational outcomes such as job satisfaction, affective and continuance commitment and turnover (Sias, 2005) the findings from this study indicate that being well informed contributes to these important outcomes.

### **Practical Implications**

This research has several practical implications for personnel researchers, management practitioners, and organisations. The findings from this research will provide evidence from a service organisation based in New Zealand. Firms invest large amounts of money and resources in developing human capital. It is critical for organisations to retain their highly motivated and skilled employees, in order to sustain a competitive advantage. Firms should carefully enhance human resource practice's which improves the quality of communication in the organisation. The findings suggested that an organisation may control turnover intentions by increasing the affective and continuance commitment, and job satisfaction of the employees they wish to retain. Organisations should find ways to enhance these work attitudes, as satisfied and committed (affective and continuance) employees display lower turnover intentions. This study also suggests that employees' perceptions of organisational communication are directly related to both job satisfaction, and organisational commitment (affective and continuance), and a distal relationship with turnover intentions. The present research investigated turnover intentions in a rental organisation in New Zealand, therefore the practical implication for this organisation are discussed below.

## **Job Satisfaction**

This research provided evidence that organisational communication played a major role in employee job satisfaction. The findings from this research showed that communication is vital in an organisation and to an employee's satisfaction in their job. A subordinate's job satisfaction can be associated with the relationship they have with their supervisor (Jablin, 1979). Therefore, from this study we may argue that managers should develop communication strategies designed to enhance employee job satisfaction, and human resource practices that foster job satisfaction. Managers need to be aware that they can influence organisational factors such as the sharing of high quality information to all employees, and providing accurate information gathering, feedback and explanation of results, consistent application of standards, and clear understanding by employees being evaluated (Bettencourt & Brown, 1997).

Managers can implement strategies such as intrinsic or extrinsic factors to enhance job satisfaction. Herzberg (1987) argues that intrinsic rewards such as routine, job complexity, task identity, and job autonomy, are a stronger predictor than extrinsic rewards which include monetary rewards, job security, and other monetary fringe benefits affect employee's job satisfaction. Human resource departments should practice communication systems that develops a manager's ability to openly communicate job-related information to an employee so they are more knowledgeable in their working environment. Other communication systems include the relationship between communicators, communication overload, communication apprehension, amount of feedback, nonverbal behaviour, congruence of communication rules, climate of communication, accuracy and quality of communication, which all require special attention when used by manager's as these forms of communication systems have positive links to employee job satisfaction (Downs & Adrian, 2004).

## **Organisational Commitment (affective and continuance)**

The research provides evidence of the importance of affective and continuance commitment, and job satisfaction which are strong predictors of turnover intentions. This

research shows the need for managers to foster affective and continuance commitment within the organisation. The results from this study showed that employees from the New Zealand rental organisation are highly satisfied in their job. The employees from this sample also showed a high emotional attachment to the organisation (affective commitment), and a moderate level of continuance commitment to the organisation. Managers need to be aware that employees who feel emotionally connected, and perceive the cost involved with leaving the organisation to great, are less likely to want to leave the organisation. Therefore, it is beneficial for managers to enhance these forms of organisational commitment in employees as committed employees are more likely to remain with the organisation (Meyer & Allen, 1997).

This research highlights that employees' of the New Zealand firm who are satisfied with their managers' are more likely to commit to the organisation. Organisations' benefit hugely from fostering organisational commitment, such outcomes include organisational support and agreement for organisational policies and values (O'Driscoll, Taylor & Kalliath, 2003). Similarly, employee's who is satisfied with personal feedback, supervisor communication, or organisational information identifies more with their organisation (Downs & Adrian, 2004). Therefore, managers need to be aware of how they can effectively communicate with employees' and develop higher quality relationships with them to enhance an employee's commitment to the organisation.

### **Distal Variables**

This research provides evidence in a New Zealand context the necessity for managers to focus on organisational communication systems, such as subordinate, horizontal, personal feedback, communication climate, media quality, job-related and management communication, and the policies and procedures associated with them. It is important that organisations assess the company policies and procedures so they are aligned with organisational communication systems that are implemented to enhance the quality of the supervisor-subordinate relationship. Managers within a firm need to focus on their leadership style in their approach to communicating with staff, as this reflects

how an employee will perceive their manager's credibility and how they identify with them. Hence, the more satisfied an employee is with their manager the more commitment to their organisation (Meyer & Allen, 1997).

The results from this sample showed employees' were highly satisfied with subordinate, horizontal, personal feedback, communication climate, media quality, supervisor, job-related and management communication. These results indicate that communication plays a vital part in the functioning of the organisation. Therefore, managers need to bear in mind the link between organisational communication, job satisfaction, affective and continuance commitment, when explaining turnover intentions.

This study draws attention to the need for organisations to create an open and informative communicative work environment where employees are confident in communicating with their manager, and are highly informed with circumstances surrounding their work environment. By enhancing an employee's awareness of job and organisational information, this could be effective in the organisation's functioning and performance.

## **Future Research**

This research has major contribution to the area of turnover intentions research, building empirical knowledge and testing the turnover intentions model in a New Zealand sample. The results from this study should not be overestimated, as further investigation regarding other occupations could provide more knowledge. More research is needed in the turnover process which remains up to date in the changing work environment. I suggest it would be valuable to explore the turnover intentions model used in this research in more depth.

In regards to organisational communication, deeper investigation into the quality and amount of the information shared with employees, and the quality of the relationship between the supervisor and subordinate's needs to take place in order to explore the quality of different dimensions of organisational communication. By investigating the quality of supervisor and subordinates relationships provides firms with greater knowledge of employee job satisfaction, and affective and continuance commitment.

Thus, examining the relationships between organisational communication, job satisfaction, and organisational commitment could be valuable in today's work environment, and how they influence each other and turnover intentions. There is a considerable amount of empirical research still needed with investigating organisational communication, job satisfaction, affective and continuance commitment and its relationship with turnover intentions.

It would be beneficial to conduct longitudinal research to provide an insight into turnover intentions. The data from this research was only taken from one particular time. However, research collected over an extended time period could provide better understanding of the turnover process, with better predictions of actual turnover can be examined not just turnover intentions.

### **Strengths of the Research**

The complex model of turnover intention provided substantial strength in the research. This study provided extensive knowledge of the turnover intentions model by including the mediation relationships between organisational communication, job satisfaction, affective and continuance commitment. By looking at four factors of organisational commitment this allowed a deeper understanding of the aspects of work environments and employee's perceptions to aid in the development of retention strategies.

This research built on previous literature of turnover intentions within a New Zealand context. Rather than focusing on direct effects, this research explored the mediation effects of job satisfaction, affective and continuance commitment. It included investigating the relationship between eight distal variables of organisational communication which had not been previously explored. The eight distal variables provided a comprehensive examination of organisational communication, and this added much value to the research when explaining the mediating relationships with turnover intentions.

## **Limitations of this Research**

This study had a number of limitations. One limitation is that majority of the sample was male, and making generalisation to include females is not necessarily appropriate.

Another limitation was a response bias among the participants. The factor analysis undertaken for this research showed there were two factors for affective commitment, and two factors for continuance commitment. By closer investigation of the factor loadings it is presumed that the negatively worded items caused a level of confusion to the respondent, there was a tendency to respond to negatively worded items differently.

Another potential bias in the administration of the questionnaire was the researcher's employment within the organisation used in this study. It was important to ensure the questionnaires by the participants were anonymous, and the research was undertaken independently from the New Zealand firm used in this study. It is assumed that researcher of this study's employment within the company may have affected the participant's response to some items.

This research was cross sectional, and was susceptible to time of measurement effects. The data was taken at one point of time, and could only reflect that point in time for that organisation. The use of longitudinal designs would ensure a greater investigation in the relationships between the variables. The participants from the New Zealand firm were from a range of job positions within the organisation so the findings cannot be generalised for other organisations that are not similar to the organisation used in this study.

The low response rate (101 from a population of 640) from the sample could have impacted the statistical power of the results. The larger the sample size the more accurate a generalisation to the whole population, given this sample was small for this study the results would not be as significant.

## **Conclusions**

The present study supported job satisfaction, affective commitment, and continuance commitment as proximal variables for turnover intentions. The results also

indicated that significant positive correlations were found for the distal variables subordinate communication, horizontal communication, personal feedback, media quality, communication climate, job-related communication, supervisor communication, and management communication. Organisations need to foster these distal variables to enhance job satisfaction, affective commitment, and continuance commitment to facilitate employee retention within New Zealand organisations. The findings from this research would provide useful information to managers, organisations, personnel practitioners, and management practitioners.

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## **APPENDIX ONE**

### **Employee Cover letter and Questionnaire**

## **Employee Satisfaction with Organisational Communication Survey**

Dear New Zealand Rental Group (NZRG) Staff,

I am a Masters student in Organisational Psychology at the University of Waikato, conducting my thesis research into how employees experience communication within their organisation. My supervisors are Professor Michael O'Driscoll and Dr. Donald Cable.

The purpose of my research is to explore the quality of communication systems currently used in your organisation, and how your satisfaction with the communication systems are related to your intention to leave NZRG, satisfaction with your job, and commitment to the organisation. I invite you to complete my questionnaire, which looks at responses to 8 different dimensions of organisational communication. This survey has four sections and relates to areas of your job, organisation, attitude, and satisfaction with communication.

I have been granted ethical approval by the Department of Psychology Ethics Committee to conduct this survey which will take about 15-20 minutes to complete, and your identity and responses will be completely confidential. The results of this survey will be anonymous and you will not be identified in any publication or report of the research findings.

Participation is voluntary but will be supporting research. My proposed research has implications for good internal communication, including providing information on the accuracy, timely, and creditable information relevant to work and specific organisational practices employees receive.

Please read the instructions carefully and answer the questions in the order they are presented.

A summary of the overall results of this research will be provided to the company. However, these will only include aggregated results, and no individual responses will be identified. If you would like a copy of the summary results please send an email to: [mlh13@students.waikato.ac.nz](mailto:mlh13@students.waikato.ac.nz), with the subject line 'copy of research results please'. A copy will be sent to you via email when my research is complete.

If you encounter any problems or would like to discuss any aspects of the study please email me. My contact details are below and I am happy to answer any questions that you may have.

Thank you

Melissa Hopper  
[mlh13@students.waikato.ac.nz](mailto:mlh13@students.waikato.ac.nz)

Phone: 021 928 918.

**COMPLETING THE QUESTIONNAIRE:**

To complete the attached questionnaire please follow these instructions:

- a) Please do not write your name on the questionnaire
- b) Please answer the questionnaire yourself, giving your answers only.
- c) The questionnaire’s format is shown in the example below:

The format provides you with a scale from which to select your response, for example:

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Strongly disagree	Moderately Disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Moderately agree	Strongly agree

1. The sky is usually blue	1	2	3	4	5	6	7
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If you *agree* with the statement you would circle the number **6**.

- d) Please complete all sections taking care not to skip any pages.
- e) Please complete the questionnaire as soon as possible.
- f) It is recommended that you complete the questionnaire in one sitting.
- g) Please return the questionnaire as soon as you have completed it using the envelope provided.
- h) Please do not place your name anywhere on the completed questionnaire, or envelope that is to be posted back to me.

### Section A: Job Satisfaction

In this section, I would like to ask you how satisfied you are with various aspects of your present job. Please circle the number which best indicates how you feel about each of the following aspects.

1	2	3	4	5	6	7
Very dissatisfied	Moderately dissatisfied	Slightly dissatisfied	Neither satisfied or dissatisfied	Slightly satisfied	Moderately Satisfied	Very satisfied

#### Job aspect

A1	Financial rewards (pay, fringe benefits)	1	2	3	4	5	6	7
A2	Job security	1	2	3	4	5	6	7
A3	My workload	1	2	3	4	5	6	7
A4	Opportunities for promotion/ advancement	1	2	3	4	5	6	7
A5	Relations with my co-workers	1	2	3	4	5	6	7
A6	The way my boss handles his/her subordinates	1	2	3	4	5	6	7
A7	Physical work conditions	1	2	3	4	5	6	7
A8	Variety in work	1	2	3	4	5	6	7
A9	The competence of my supervisor	1	2	3	4	5	6	7
A10	Amount of challenge in my job	1	2	3	4	5	6	7
A11	Support from others	1	2	3	4	5	6	7
A12	Opportunities to use my skills and abilities	1	2	3	4	5	6	7
A13	The praise I get from doing a good job	1	2	3	4	5	6	7
A14	Amount of freedom to decide how to do my work	1	2	3	4	5	6	7
A15	The way organizational policies are put into practice	1	2	3	4	5	6	7
A16	My job as a whole	1	2	3	4	5	6	7

## Section B: Feelings about your Organisation

The following items deal with your feelings about New Zealand Rental Group (NZRG).

Thinking about NZRG, please circle the number that indicates the extent of your agreement or disagreement with each of the following statements.

1	2	3	4	5	6	7
Strongly disagree	Moderately disagree	Slightly disagree	Neither agree or disagree	Slightly agree	Moderately agree	Strongly agree

B1	I do not feel a strong sense of belonging to this organisation.	1	2	3	4	5	6	7
B2	I do not feel “emotionally attached” to this organisation.	1	2	3	4	5	6	7
B3	This organisation has a great deal of personal meaning for me.	1	2	3	4	5	6	7
B4	I do not feel “part of the family” in this organisation.	1	2	3	4	5	6	7
B5	I would be very happy to spend the rest of my career with this organisation.	1	2	3	4	5	6	7
B6	I enjoy discussing my organisation with people outside it.	1	2	3	4	5	6	7
B7	I really feel as if this organisation’s problems are my own.	1	2	3	4	5	6	7
B8	I think I could easily become as attached to another organisation as I am to this one.	1	2	3	4	5	6	7
B9	Right now, staying with the organisation is a matter of necessity as much as desire.	1	2	3	4	5	6	7
B10	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice. Another organisation may not match the overall benefits I have here.	1	2	3	4	5	6	7
B11	I feel I have too few options to consider leaving this organisation	1	2	3	4	5	6	7
B12	One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives	1	2	3	4	5	6	7
B13	It would be very hard for me to leave this organisation right now, even if I wanted to.	1	2	3	4	5	6	7
B14	Too much in my life would be disrupted if I decided I wanted to leave this organisation now.	1	2	3	4	5	6	7
B15	It wouldn’t be too costly for me to leave this organisation in the near future.	1	2	3	4	5	6	7
B16	I am afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5	6	7

### Section C: Perceptions of Organisational Communication

This section asks for your perceptions of communication practices within NZRG. Please indicate how satisfied you are with the quality of each kind of information by circling the appropriate number.

1	2	3	4	5	6	7
Very dissatisfied	Moderately dissatisfied	Slightly dissatisfied	Neither satisfied or dissatisfied	Slightly satisfied	Moderately Satisfied	Very satisfied

C1	Information about progress in my job.	1	2	3	4	5	6	7
C2	Personnel news.	1	2	3	4	5	6	7
C3	Information about company policies and goals.	1	2	3	4	5	6	7
C4	Information about how my job compares with others.	1	2	3	4	5	6	7
C5	Information about how I am being judged.	1	2	3	4	5	6	7
C6	Recognition of my efforts.	1	2	3	4	5	6	7
C7	Information about departmental policies and goals.	1	2	3	4	5	6	7
C8	Information about the requirements of my job.	1	2	3	4	5	6	7
C9	Information about government regulatory action affecting NZRG.	1	2	3	4	5	6	7
C10	Information about changes in NZRG.	1	2	3	4	5	6	7
C11	Reports on how problems in my job are being handled	1	2	3	4	5	6	7
C12	Information about employee benefits and pay.	1	2	3	4	5	6	7
C13	Information about profits and/or financial standing.	1	2	3	4	5	6	7
C14	Information about achievements and/or failures of the NZRG	1	2	3	4	5	6	7
C15	Extent to which my managers/supervisors understand the problem's faced by staff.	1	2	3	4	5	6	7
C16	Extent to which NZRG communication motivates me to meet its goals	1	2	3	4	5	6	7
C17	Extent to which my supervisor listens and pays attention to me.	1	2	3	4	5	6	7
C18	Extent to which the people in NZRG have great ability as communicators.	1	2	3	4	5	6	7
C19	Extent to which my supervisor offers guidance for solving job-related problems.	1	2	3	4	5	6	7
C20	Extent to which communication in NZRG makes me identify with it, or feels a vital part of it.	1	2	3	4	5	6	7

**Section C: Perceptions of Organisational Communication continued .....**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Very dissatisfied	Moderately dissatisfied	Slightly dissatisfied	Neither satisfied or dissatisfied	Slightly satisfied	Moderately Satisfied	Very satisfied

C21	Extent to which NZRG communications are interesting and helpful	1	2	3	4	5	6	7
C22	Extent to which my supervisor trusts me.	1	2	3	4	5	6	7
C23	Extent to which I receive in time the information needed to do my job.	1	2	3	4	5	6	7
C24	Extent to which conflicts are handled appropriately through proper communication channels.	1	2	3	4	5	6	7
C25	Extent to which the grapevine is active in NZRG	1	2	3	4	5	6	7
C26	Extent to which my supervisor is open to ideas	1	2	3	4	5	6	7
C27	Extent to which communication with other employees at my level is accurate and free-flowing.	1	2	3	4	5	6	7
C28	Extent to which communication practices are adaptable to emergencies.	1	2	3	4	5	6	7
C29	Extent to which my group work is compatible	1	2	3	4	5	6	7
C30	Extent to which our meetings are well organised.	1	2	3	4	5	6	7
C31	Extent to which the amount of supervision given is about right.	1	2	3	4	5	6	7
C32	Extent to which written directives and reports are clear and concise.	1	2	3	4	5	6	7
C33	Extent to which my group work is compatible	1	2	3	4	5	6	7
C34	Extent to which informal communication is active and accurate.	1	2	3	4	5	6	7
C35	Extent to which the amount of communication in NZRG is about right.	1	2	3	4	5	6	7
C36	Extent to which I follow downward-directive communication	1	2	3	4	5	6	7
C37	Extent to which I anticipate my supervisor's need for information.	1	2	3	4	5	6	7
C38	Extent to which my supervisor avoids having communication overload.	1	2	3	4	5	6	7
C39	Extent to which I am receptive to evaluations, suggestions, and criticisms from my supervisor	1	2	3	4	5	6	7
C40	Extent to which I initiate accurate upward communication.	1	2	3	4	5	6	7

**Section D: Feelings about your Current Job**

In this section, I would like to ask you how you feel about your present job. Please circle the number that best represents your thoughts on each item.

D1.	Thoughts about quitting my job cross my mind				
Never 1	Rarely 2	Sometimes 3	Often 4	Very often 5	All the time 6

D2.	I plan to look for a new job within the next 12 months.				
Strongly disagree 1	Moderately disagree 2	Slightly disagree 3	Slightly agree 4	Moderately agree 5	Strongly agree 6

D3.	How likely is it that, over the next year, you will actively look for a new job outside of this firm?				
Very unlikely 1	Moderately unlikely 2	Somewhat unlikely 3	Somewhat likely 4	Moderately likely 5	Very likely 6

**Section E: Demographic Information.**

Please record your response to the following questions by circling the appropriate choice, or by completing the question as indicated.

1. What is your Age?

2. What is your Gender?  

Male	Female
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3. How do you describe your Marital Status?  

Married, or living with a partner	Not married, not living with a partner
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4. How do you describe your Ethnicity?  

European	Maori	Asian	Pacific Island	African	Other (please specify below ) -----
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5. How many years have you worked for this organization?

6. What is your current job title? (Please specify below)

7. How long have you been in your current job? \_\_\_\_\_ months

*Please check to make sure you have answered all the questions.  
Please return the questionnaire as soon it has been completed, and within 2 weeks of receiving the questionnaire.*

**How to return the questionnaire?**

Please place your completed questionnaire (in your envelope provided to you) in the mailbag of your current NZRG branch. The envelope given to you has the direct postal address for your questionnaire to be reposted back to me via the inter-branch mailing bag system.

*Thank you for Completing the Questionnaire!*