European Journal of Business and Social Sciences, Vol. 6, No. 05, **August 2017.** **P.P. 30 - 53**
URL: *http://www.ejbss.com/recent.aspx-/*
ISSN: 2235 -767X

THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMUNICATION, ORGANIZATIONAL COMMITMENT AND INTENTION TO LEAVE

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ABSTRACT

The purpose of this study is to determine the relationships among organizational communication, organizational commitment and intention to leave and to examine the mediating roles of sub dimensions of organizational commitment in the relationship between organizational communication and intention to leave. The research data is gathered by a survey questionnaire from a sample of employees working in the firm that operating at service sector in Hatay, Turkey and analyzed in SPSS. The correlation and multiple regression analyses are conducted to determine the relationships among variables. The results of the study indicate that there are significant relationships between organizational communication, organizational commitment and intention to leave. Also, this study shows that the emotional necessity commitment (i.e., affective and normative commitment) that is renamed sub dimension of organizational commitment is full mediating variable in the relationship between organizational communication and intention to leave.

Keywords: Organizational communication, organizational commitment, affective commitment, continuance commitment, normative commitment, intention to leave.

1. Introduction

Sometimes, we can see that even though employees have a good salary, they start to work elsewhere with a lower wage after they leave the job. For this reason, firms try to retain employees in the organization by various means. One way of doing this is organizational communication. Organizational communication is the sharing of all kinds of human activities that individuals fulfill to achieve the purpose, enabling two or more people to gather for a common objective. Through organizational communication, firms meet the requests and needs of employees and improve their morale and motivation (Uygur, 2007: 1). The communication in organizations is one of the essential management tools that managers use to make employees work (Atak, 2005: 59). For this reason, organizational communication is an indispensable concept for employees who are at the managerial level (Çelik, 2007: 36). Managers take advantage of the communication function to be able to carry out all the interpersonal, informative and decision-making roles. Therefore, as long as there is no effective communication between the workers in organizations, the existence of the people united under a common purpose and the individuals' awareness of their duties and responsibilities will not be enough for that corporation to reach its goals (Kavak and Vatansever, 2007: 124-125). It has been determined in previous studies that a good wage system is not sufficient to raise the productivity of a seemingly complete corporation and having the productivity increased depends on the health of communication in the organization.

On the other hand, the shortening distances, the expanding opportunities of the individual and the awareness of their qualifications of the skilled workforce thanks to developing technology make it difficult to retain the skilled workforce. When the loss of qualified workforce is thought to cause the loss of time, labor and money, which are important concepts for enterprises, the intention to leave comes out as a crucial element for firms in the sectors where require expertise and qualified workforce are difficult to find (Mabindisa, 2013; Alexander, Bloom and Nuchols, 1994). Turnover behavior, which is a result of the intention to leave, affects the reliability and preference of the organization in addition to severe financial losses (Lee, 2000: 101). In fact it leads to an increase in employee turnover rate which is used to measure the success of the human resources department (Tuna, 2007: 47). There are many factors that influence the occurrence of the intention to leave. Behaviors such as an individual's inadequate performance in the organization, manager's communication with the workers, management policies of the organization, not limiting responsibility and authority areas of the individuals, lack of or falling short of justice concept in the organization can be displayed as an example of these factors (Özdevecioğlu, 2004: 99). Behaviors such as absenteeism, decreasing organizational commitment, constant complaints about organization and incidents that take place in it and falling performance are observed in personnel with intention to leave the job. These negative behaviors lead the communication to slow down and therefore to the deterioration of relationships within the organization (Alıca, 2008: 43). Also, as a result of quitting job, increasing pressure and the workload on the staff in the organization can cause to reduce their motivation to work and thus to quit the job (Borda and Norman, 1997: 385). Therefore, it is considered as an important skill to ensure the commitment of the staff to the organization as well as finding qualified personnel in today's world, with which we have difficulty in keeping pace. When the commitment level of employee is high, the probability of quitting the job is lower (Loi, Hang-yue and Foley, 2006: 106; Meyer and Allen, 1990).

Different classifications and theories were asserted by many researchers on organizational commitment. Meyer and Allen's (1990, 1991) organizational commitment model, which is the most preferred approach, was mentioned in this study. The organizational commitment model developed by Meyer and Allen (1990)

includes the normative commitment dimension together with attitudinal and behavioral approaches, and it differs from other organizational commitment models by providing a complementary perspective and by analyzing these three dimensions together. According to this model, organizational commitment includes three sub-dimensions: affective commitment, continuance commitment, and normative commitment (Meyer and Allen, 1990: 3). Affective commitment is expressed as the dimension of commitment that the employee devotes himself to the organization, pleased to be a member of it, and loyal to it emotionally (Meyer and Allen, 1996: 253). Continuance commitment is a dimension of the commitment that arises from the investments that the individual has made in the organization and the fear of not being able to find a job with these opportunities elsewhere (Durna and Eren, 2005: 211-212). Normative commitment is the type of attachment that develops as a result of the belief that the individual perceives loyalty to the organization as a task and his loyalty is true (Kaya, 2008: 33). The sum of individuals' commitment to organization reflects each of these dimensions (Meyer and Allen, 1990: 4). Organizational commitment is discussed in numerous studies because it has a significant role in increasing or decreasing the productivity of workers and on the intention to quit job (Sarıdede, 2004: 16). Firms are trying to increase the commitment of employees to the organization to reduce costs which are a result of employee turnover rate and to maintain its continuity.

When the studies done in Turkey were examined, generally the relationships between communication and intention to leave (Ünler, Kılıç and Çıray, 2014; Gürbüz and Bekmezci, 2012; Kaya, 2010; Erbaş, 2008; Ayhan, 2006); organizational communication and organizational commitment (Ada, Alver and Atlı, 2008; Akbaş, 2008; Başyiğit, 2006; Bitmiş, Güney and Demirel, 2014; Çöllü and Summak, 2010), organizational commitment and intention to leave (Akca, 2012; Alıca, 2008; Azaklı, 2011; Ceylan and Demircan, 2002; Çakar and Ceylan, 2005; Ceylan and Bayram, 2006; Çalkın, 2014; Çekmecelioğlu, 2006) had been researched in previous studies and no study was found about the triple relationship between organizational communication, organizational commitment, and intention to leave. At the same time, no study could be found about whether the sub-dimensions of organizational commitment mediated the relationship between organizational communication and intention to leave. In this study, it is aimed to investigate the relationship between organizational communication, organizational commitment and intention to leave. Besides, it has been revealed whether the sub-dimensions of organizational commitment are mediator variables in the relationship between organizational communication and intention to leave. Therefore, it is thought that this study will make an enormous contribution to the literature. At the same time, it can be said that the results of this research done in the service industry will also be beneficial to other organizations operating in the same sector.

2. Literature Review

2.1 The Relationship between Organizational Communication and Organizational Commitment

Organizational commitment is critical in the service industry, particularly when the qualified workforce is crucial because individuals who have high levels of organizational commitment are better at solving the problems of organization and at developing new ideas than other employees. In service firms where the importance of customer satisfaction is at the top level, it is important for the organization that employees solve the problems of customers accurately (Tayfun, Palavar and Çöp, 2010: 4). The way to achieve this is through communication. Communication is also an essential factor that is of vital for people. The day the individual joins the organization, he or she begins to meet and becomes friendly with other individuals in the organization through communication. The individual first establishes formal communication within the corporation and, with his or her adaptation, he or she adopts a method which goes through informal communication channels (Erbaş, 2008: 86). Hence, organizational commitment is seen in the form of

informal communication and commitment of the individual firstly to the colleagues, than to organization come true through these informal channels. It was also stated that managers' making people feel valuable for the team through communication, providing individual participation in decision making and the individuals' carrying out the communication in the organization in a healthy way would increase organizational commitment (Bayram, 2005: 137). In most of the previous studies, it has been determined that organizational communication has a positive impact on organizational commitment (Carriere and Bourque, 2009; Başyiğit, 2006; Akbaş, 2008; Kıraç, 2012, Bitmiş et al., 2014; Yılmaz, 2011, Ada et al., 2008).

2.2 The Relationship between Organizational Communication and Intention to Leave

If the communication within the organization is inadequate, problems take place. Low organizational commitment, declining production, high level of absenteeism, increasing uneasiness in enterprise and increasing rate of quitting the job is seen in the enterprises where organizational communication is weak (Hargie, Dickson and Tourish, 1999). It is stated that effective communication system is essential for workers and managers in the corporation to express mutual expectations among each other and the efficient communication system can solve the problems that individuals encounter in the enterprise, and thus their intention to leave the job can be prevented by increasing their commitment to the organization (Ada et al., 2008: 489).

Thanks to efficient communication system established by the managers in organizations; productivity increases, staff turnover rate and staff complaints are reduced, and workers' commitment to the organization are increased (Ekinci, 2006: 49). Also, negative behaviors are prevented such as being late to work, quitting job and absenteeism with the help of the efficient communication system (Yılmaz, 2011: 58). It has been stated that through the intra-organizational communication the employees will understand the goals of the organization and the firms will also find out the aims of their employees. The commitment will increase in the degree of mutual adaptation, the uncertainties in the corporation will disappear and as the intra-organizational problems in which management and the individuals will trust each other are minimized, and there will be a decrease in job leavings (Gözen, 2007: 66). It has been determined in studies conducted on this subject that organizational communication reduces the intention to leave (Ünler et al., 2014; Scott et al., 1999; Gürbüz and Bekmezci, 2012; Erbaş, 2008).

2.3 The Relationship between Organizational Commitment and Intention to Leave

Especially nowadays in which it's hard to retain the qualified workforce, it is seen that it is becoming a very significant problem to provide the commitment of the individual to the enterprise and thus to prevent them from leaving the job, and companies direct their efforts to do so. In fact, it was determined in the studies that there was a negatively oriented relationship between organizational commitment and intention to leave the job (Cho, Johanson and Guchait, 2009). In the study conducted by Meyer, Stanley, Herscovitch and Topolnytsky (2002), this situation was clearly shown as a model, and all sub-dimensions of organizational commitment were found to have an effect on intention to leave.

In other studies regarding this subject, it has been found that when the organizational commitment is at high level, the intention to leave is at lower level (Gül, Oktay and Gökçe 2008; Alıca, 2008; Azaklı, 2011; Özdevecioğlu, 2004; Süner, 2014, Ceylan and Demircan, 2002). It was stated in the conducted studies that each of the three-dimensional commitments was connected with the intention to leave, but the correlation coefficients were different and affective commitment was the strongest commitment dimension regarding intention to leave (Kaya, 2008: 50).

3. The Purpose of the Research

The primary objective of the study is to determine the relationships between organizational communication, sub-dimensions of organizational commitment and intention to leave. In this study, it was also examined whether the organizational commitment sub-dimensions have a role of mediation between organizational communication and intention to leave. The research was conducted on individuals working in a private firm operating in the Hatay province which engages in vehicle sales, insurance, maintenance and service repairs in 2 separate branches. This research has been limited to individuals working in the subject business, and the findings obtained can only be generalized to the employees of this firm.

4. Research Model

Within the frame of the purpose of the study, a model was developed regarding organizational communication, organizational commitment sub-dimensions and intention to leave (Figure 1). Some demographic variables (gender, marital status, educational background, age and term of employment in the enterprise) which have an effect on organizational commitment and intention to leave were included in the analysis as control variables. The hypotheses which will be tested within the scope of research model are as follows:

H_1: Organizational communication positively affects organizational commitment.

H_2: Organizational communication negatively affects intention to leave.

H_3: Sub-dimensions of organizational commitment negatively affect intention to leave.

H_4: Sub-dimensions of organizational commitment mediate the effect of organizational communication on intention to leave.



Figure 1: *Research Model*

5. Research Methodology

There are 206 employees in the firm (providing service in two branches in Antakya and Iskenderun) in which this research was done. Simple random sampling method was chosen to determine sample size in this study, in which the survey method was used for gathering data. As a result of the formula used in determining the sample size, the sample mass was determined as 135 people. Accordingly, a total of 150 surveys were distributed and 140 surveys, which were filled in completely and appropriated concerning statistical, were put to analyze. And, the rate of reaching the sample was detected as 93%.

The survey form used in the research consists of 4 parts. In the first part, there are questions about the demographic characteristics of the employees. In the second part, there is a scale related to organizational communication which is used as an independent variable in the research. It is based on the scale used by Ekinci (2006) during his master thesis study and also this scale was developed by Gürgen (1997) for measuring organizational communication and used to comprehend how individuals evaluate organizational communication in organizations. In the third part of the survey, due to the high level of reliability and validity in the literature, Meyer and Allen's (1991) organizational commitment scale was used to measure the levels of organizational commitment of the employees. There is a scale of the intention to leave in the fourth part of the survey. Consisting of 3 items unidimensional scale of intention to leave was used to be able to measure employees' intention to leave the job, which was developed by Cammann, Fichman, Jenkins and Klesh (1983). All the scales in the survey were structured as 5 Likert Scale (1=Absolutely Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Absolutely Agree).

The SPSS 22.0 program was used for survey data analysis. KMO (Kaiser-Meyer-Olkin) and Bartlett tests were performed to control the construct validity of the organizational communication, organizational commitment and intent to leave. As test results were appropriate, factor analyses were carried out by using the Principal Component Method and the Varimax Rotation Method. The internal consistency of the survey was evaluated by the Cronbach's Alpha index that was calculated for each scale. Descriptive statistics of organizational communication, organizational commitment (and sub-dimensions), and intention to leave were calculated. Pearson Correlation Analysis was carried out to reveal the relationships between organizational communication, sub-dimensions of organizational commitment and intention to leave. Research hypotheses were tested with multiple regression analyses.

Accordingly, the three-step method proposed by Baron and Kenny (1986) was used to measure the mediating effect of organizational commitment sub-dimensions on the relationship between the organizational communication and intention to leave. To be able to mention about the effect of mediation, the following conditions must exist: 1) the independent variable should have an effect on the mediating variable, 2) the independent variable should be useful on the dependent variable, 3) there needs to be a significant relationship between the mediating variable and the dependent variable, 4) when the mediating variable is included in the regression analysis in the second step; it is said that if no significant relationship takes place between the independent variable and the dependent variable, a full 'mediating effect' occurs. If there is a decrease in the connection between the independent variable and the dependent variable, a 'partial mediating effect' takes place. All of the analyses in the study were made and evaluated with 95% confidence interval and 5% error margin.

6. Research Findings

6.1 Demographic Characteristics of Employees

It is seen that 82,1% of the employees participating in the survey are male and 17,9% are female and when marital status examined, 24,3% are single and 75,7% are married. When the educational background is analyzed, 35% of the employees participating in the survey have the primary education degree, 39,3% have high school degree, 14,3% have the associate degree, and 11,4% have bachelor's degree. Employees have mainly primary and high school degrees. When we examine the age variable; 33,6% of the participants are at the age of 30 or below, 47,9% are at the ages between 31 and 40, and 18.6% are at the ages between 41 and 50. The majority of employees working in the enterprise consist of middle-aged people. When the term of employment of the participants working in the company was examined, it was found out that 13,6% one year or less, 28,6% 1 to 5 years, 27,9% 6 to 10 years, 17,1% 11-15 years, 12,8% have been working for over 16 years and over.

6.2 Factor and Reliability Analysis

Factor analysis was made for the purpose of measuring the structural validity of the scales used in the research. As a result of the factor analysis, these conclusions was found out: eigenvalue of the organizational communication scale consisting of 9 items was greater than 1, factor loadings consisted of a total factor that was over 0,40%, and these factors clarified the level of organizational communication by 55,896%. In the factor analysis applied to the organizational commitment scale, the scale had three factors, but the expressions did not disperse into factors correctly. Therefore, factor analysis was performed three times, and two items were extracted from the scale by excluding the expressions respectively of which dispersion from the scale to factors was the closest. Following the last factor analysis, it was seen that the items of normative commitment were found to be clustered in the factor of affective commitment. This is thought to be derived from the situation that the respondents who answered the survey perceived normative commitment and affective commitment as unidimensional. As Gül (2002: 46) noted in his study, ‘the necessity of normative commitment’ is based on the moral feelings of individuals. In some studies performed in the western countries, there are some information in respect of that affective and normative commitment dimensions are unidimensional (Meyer and Herscovitch, 2001; Meyer et al., 2002). It is observed that this situation also exists in other studies (Baysal and Paksoy, 1999, Gürkan, 2006, Mutlu, 2013, Aslan, 2013). There are disagreements in the study conducted by Meyer and Herscovitch (2001) as to whether they differ from each other because of the high correlation between affective commitment and normative commitment. Likewise, Meyer et al. (2002) noted in the study that geographical region had an effect on correlation between affective commitment and normative commitment.

As a result, it was determined that organizational commitment is composed of 2 factors; the first is called "emotional necessity commitment" and the second is called "continuance commitment" in this study. It was concluded in the other factor analysis that the scale of the intention to leave's eigenvalue was greater than 1, factor loadings consisted of a factor over 0,40% in total, and this factor accounted for 85,379% of the total variance. Reliability analysis was performed by calculating Cronbach's Alpha value to measure the internal consistency of the scale of organizational communication, organizational commitment, organizational commitment sub-dimensions and the intention to leave that was used in the study (Table 1). So, it was confirmed that the scales used in the research were confidential.

Table 1: *Cronbach's Alpha Values of the Scales*

Scales	Item Numbers	Cronbach's Alpha
Organizational Communication	9	0,900
Organizational Commitment (Total)	15	0,886
Emotional Necessity Commitment	9	0,926
Continuance Commitment	6	0,807
Intention to Leave	3	0,914

6.3 Descriptive Statistics

In Table 2, descriptive statistics are included that belong to the variables used in the study. The mean value in organizational communication is 3,77, and it indicates that employees are satisfied with organizational communication in the firm and the level of organizational communication in the relevant firm is high. The mean value of organizational commitment is approximately 3,72, and it indicates that employees' organizational commitment are at high levels. The mean value of emotional necessity commitment, which is a sub-dimension of organizational commitment, was determined as 4,02. The mean value of the continuance commitment was found as 3,25. Accordingly, the continuance commitment of employees is at the moderate level. The mean value of intent to leave was found approximately as 1,86. Being well below three, this value can be considered as a sign that employees' intentions to leave the job are at low levels.

Table 2: *Descriptive Statistics*

Scale	Sub-Dimensions	Mean	Standard deviation
Organizational Communication		3,7778	0,88076
Organizational Commitment Sub-Dimensions	Emotional Necessity Commitment	4,0222	0,91170
	Continuance Commitment	3,2524	1,01162
Organizational Commitment (Total)		3,7143	0,78508
Intention to Leave		1,8571	1,21944

6.4 Correlation Analysis

Pearson Correlation Analysis was performed to reveal the relationships between the organizational communication, organizational commitment, sub-dimensions of organizational commitment and intention to leave variables which were used in the study (Table 3). Following the correlation analysis, it was found out that there was a strong, positive and significant relationship between organizational communication and organizational commitment ($r=0,722$; $p<0,01$). Based on this result, it can be said that if the organizational communication in the enterprise increases, the level of commitment of the employees to the company increases too, because the existence of effective communication in organizations is crucial with regards to providing the organizational commitment of the individuals. It was determined that there was a moderately positive relationship between organizational communication and continuance commitment ($r=0,418$; $p<0,01$). According to this conclusion, as the organizational communication increases, the continuance commitment to organization will also increase. Moreover, there is a strong and positive relationship between

organizational communication and emotional necessity commitment (r=0,727; p<0,01). According to this result, it can be said that with the enhancement of organizational communication, the level of affective and normative commitment to the enterprise will increase.

When the correlation table is examined, it can also be seen that the commitment sub-dimension, which has the strongest relationship with organizational communication, is the emotional necessity commitment. Correlation analysis revealed that there was a negative and weak relationship between organizational communication and intention to leave (r=-0,247; p=0,003<0,01). Likewise, it was found out that there was a negative, weak, and significant relationship between organizational commitment and intention to leave (r=-0,266; p<0,01). When the sub-dimensions of organizational commitment were considered, there could be a negative relationship between emotional necessity commitment and intention to leave (r=-0,347; p=0,000<0,01), but no significant association could be found between continuance commitment and intention to leave (r=-0,048; p=0,576>0,01).

Table 3: *Correlation Analysis Results*

Variable	Organizational Communication	Emotional Necessity Commitment	Continuance Commitment	Organizational Commitment (Total)	Intention to Leave
Organizational Communication	-				
Emotional Necessity Commitment	**0,727****	-			
Continuance Commitment	**0,418****	**0,346****	-		
Organizational Commitment (Total)	**0,722****	**0,875****	**0,757****	-	
Intention to Leave	**-0,247****	**-0,347****	-0,048	**-0,266****	-

Note: *p<0,05; **p<0,0 and ***p<0,001.

6.5 The Effect of Organizational Communication on Emotional Necessity Commitment

Firstly, the effect of organizational communication on emotional necessity commitment was tested to investigate the mediating effect of the emotional necessity commitment which is the sub-dimension of organizational commitment. Following the multiple regression analysis, the expression level of emotional necessity commitment concerning organizational communication and demographic characteristics was found as R^2=0,565. Accordingly, organizational communication and demographic characteristics accounted for 57% of the total variance of emotional necessity commitment. The F value is 28,825 and the significance value is p=0,000<0,05. These values show that the results of regression analysis, which indicate the effect of organizational communication and demographic characteristics on emotional necessity commitment, are statistically significant.

When the regression analysis results in Table 4 are examined, it is seen that none of the control variables but gender has a significant effect on the emotional necessity commitment (B=0,333; p=0,023<0,05). The results of the research show that women's necessity of emotional commitment levels is higher than that of men. On the other hand, it has been found out that organizational communication has a significant and positively oriented effect on emotional necessity commitment (B=0,752; p=0,000<0,05). According to this

result, the more organizational communication increases, the more emotional necessity commitment increases. The research results show that one unit increase in organizational communication will increase the emotional necessity commitment by 0,752 units, provided that the gender variable remains constant.

Table 4: *The Relationship between Organizational Communication and Emotional Necessity Commitment*

Variables	**B**	**Standard Error (σ)**	**β (Beta)**	**t**	**P**
Constant	0,287	0,397		0,722	0,472
Gender	0,333	0,144	0,140	2,306	**0,023***
Marital status	0,065	0,132	0,030	0,489	0,625
Education	0,023	0,059	0,025	0,394	0,694
Age	0,062	0,085	0,053	0,726	0,469
Organizational tenure	0,059	0,051	0,080	1,167	0,245
Organizational Communication	0,752	0,061	0,726	12,312	**0,000***
R=0,752 R^2= 0,565 Adjusted R^2=0,546 F=28,825 P=0,000 Durbin Watson=2,049					

Note: *p<0,05; **p<0,01 and ***p<0,001; Dependent Variable: Emotional Necessity Commitment.

6.6 The Effect of Organizational Communication on Continuance Commitment

The effect of organizational communication and demographic characteristics on the continuance commitment which is one of the sub-dimensions of organizational commitment was examined by doing multiple regression analysis. According to the results of multiple regression analysis in Table 5, the expression level of the continuance commitment sub-dimension, which is a dependent variable, by organizational communication and demographic characteristics was found out as R^2=0,212. Organizational communication and demographic characteristics account for about 21% of the total variance which belongs to sub-dimensions of continuance commitment. According to the regression analysis results, the model was determined to be statistically significant because F value was 5,978 and significance value was p=0,000<0,05.

Table 5: *The Relationship between Organizational Communication and Continuance Commitment*

Variables	**B**	**Standard Error (σ)**	**β (Beta)**	**t**	**P**
Constant	2,115	0,593		3,566	0,001
Gender	-0,199	0,216	-0,076	-0,922	0,358
Marital status	-0,083	0,197	-0,035	-0,421	0,675
Education	-0,126	0,089	-0,121	-1,419	0,158
Age	0,153	0,127	0,119	1,204	0,231
Organizational tenure	-0,107	0,075	-0,131	-1,418	0,159
Organizational Communication	0,437	0,091	0,380	4,790	**0,000***
R=0,461					
R^2=0,212					
Adjusted R^2=0,212					
F=5,978 P=0,000					
Durbin Watson=2,064					

Note: *p<0,05; **p<0,01 and ***p<0,001; Dependent Variable: Continuance Commitment.

When the analysis results were examined (Table 5), it was determined that organizational communication had significant and positive effect on continuance commitment (B=0,437; p=0,000<0,05). Consequently, one unit increase in organizational communication would increase the continuance commitment by 0,437 units. When the effect of demographic characteristics, which were used as control variables, on continuance commitment was examined, it was seen that they weren't effective on continuance commitment as the p value of all demographics were greater than 0,05.

6.7 The Effect of Organizational Communication on Intention to Leave

The effect of the demographic characteristics and organizational communication on intention to leave was examined by doing multiple regression analysis. When the analysis results in Table 6 were checked, it was seen that the organizational communication had a significant and negative effect on the intention to leave (B=-0,317; p=0,008<0,05). According to this result, as the level of organizational communication increased, the intention of the employee to leave the job decreased. When we went over the effect of demographic characteristics on the intention to leave, it was seen that all the other demographics were meaningless except for gender. The results of this analysis revealed that the level of women's intention to leave is lower than men.

Table 6: *The Relationship between Organizational Communication and Intention to Leave*

Variables	B	Standard Error (σ)	β (Beta)	t	P
Constant	3,998	0,763		5,241	0,000
Gender	-0,616	0,277	-0,194	-2,221	**0,028***
Marital status	-0,272	0,254	-0,096	-1,073	0,285
Education	0,104	0,114	0,083	0,913	0,363
Age	0,002	0,163	0,001	0,013	0,990
Organizational tenure	0,016	0,097	0,017	0,167	0,867
Organizational Communication	-0,317	0,117	-0,229	-2,707	**0,008***
R=0,322 R^2=0,103 Adjusted R^2=0,063 F=2,557 P=0,022 Durbin Watson=1,786					

Note: *p<0,05; **p<0,01 and ***p<0,001; Dependent Variable: Intention to Leave.

6.8 The Effect of Emotional Necessity Commitment on Intention to Leave

The effects of emotional necessity commitment and demographic characteristics on intention to leave were tested by doing multiple regression analysis. The expression level of the intention to leave, which is a dependent variable, by emotional necessity commitment and demographic characteristics was found out as R^2=0.148 according to the results of multiple regression analysis in Table 7. Accordingly, emotional necessity commitment and demographic characteristics account for about 15% of the total variance of intention to leave. As the F value, which belonged to organizational communication and demographic characteristics, was 3,839 and the significance value was p=0,001<0,05, it was seen that the emotional necessity commitment and demographic characteristics were statistically meaningful in describing the intention to leave. When the analysis results in Table 7 were examined, it was seen that emotional necessity commitment had a significant and negative effect on the intention to leave (B=-0,424; p=0,000<0,05). So, as the level of emotional necessity commitment of the employees (the levels of affective and normative commitment) increased, their intention to leave the job would decrease. The analysis results show that one unit increase in emotional necessity commitment will reduce the intention to leave the job by 0,424 units. In this analysis, it couldn't be determined that none of the demographic characteristics had a significant effect on the intention to leave.

Table 7: *The Relationship between Emotional Necessity Commitment and Intention to Leave*

Variables	**B**	**Standard Error (σ)**	**β (Beta)**	**t**	**P**
Constant	4,125	0,696		5,927	0,000
Gender	-0,475	0,275	-0,150	-1,729	0,086
Marital status	-0,245	-0,247	-0,086	-0,991	0,323
Education	0,114	0,110	0,091	1,034	0,303
Age	0,029	0,159	0,018	0,800	0,858
Organizational tenure	0,041	0,094	0,042	0,438	0,662
Emotional Necessity Commitment	-0,424	0,111	-0,317	-3,821	**0,000***
R=0,384					
R^2=0,148					
Adjusted R^2=0,109					
F=3,839 P=0,001					
Durbin Watson=1,792					

Note: *p<0,05; **p<0,0 and ***p<0,001; Dependent Variable: Intention to Leave.

6.9 The Effect of Continuance Commitment on Intention to Leave

The effect of the sub-dimension of continuance commitment and the demographic characteristics on the intention to leave was examined by doing multiple regression analysis (Table 8). According to the results of multiple regression analysis, the significance value of the regression model showing the effect of the continuance commitment sub-dimension and the demographic characteristics on the intention to leave, which is a dependent variable, was determined as F=1,302; p=0,260>0,05. This result indicates that continuance commitment has no effect on intention to leave (B=-0,048, p=0,653>0,05). During the correlation analysis, it was seen that there was no significant relationship between continuance commitment and intention to leave and this result was also received by multiple regression analysis. For this reason, hierarchical regression analysis was not performed to determine the mediating effect of continuance commitment.

Table 8: *The Relationship between Continuance Commitment and Intention to Leave*

Variables	B	Standard Error (σ)	β (Beta)	t	P
Constant	2,958	0,748		3,954	0,000
Gender	-0,675	0,284	-0,213	-2,373	0,019
Marital status	-0,250	0,260	-0,088	-0,959	0,340
Education	0,150	0,117	0,120	1,278	0,204
Age	-0,052	0,168	-0,034	-0,312	0,756
Organizational tenure	0,046	0,100	0,047	0,461	0,645
Continuance Commitment	-0,048	0,106	-0,040	-0,451	0,653
R=0,236 R^2=0,055 Adjusted R^2=0,013 F=1,302 P=0,260 Durbin Watson=1,826					

Note: *p<0,05;**p<0,01 and ***p<0,001; Dependent Variable: Intention to Leave.

6.10 The Mediating Effect of Emotional Necessity Commitment on the Relationship between Organizational Communication and Intention to Leave

Hierarchical regression analysis was done to determine the mediating role of emotional necessity commitment in the relationship between organizational communication and intention to leave. In this study, it was found out in the previous analyses that organizational communication had an effect on emotional necessity commitment and intention to leave; also, emotional necessity commitment affected the intention to leave negatively. So, the preconditions related to the mediating role of emotional necessity commitment were met in the effect of the organizational communication on the intention to leave.

The mediating role of emotional necessity commitment was tested by hierarchical regression analysis. Accordingly, by entering the control variables in the first step, their effects on the dependent variable (intention to leave) were brought under control. In the second step, the effect on the dependent variable (intention to leave) was measured by including it in the independent variable (organizational communication) model, in the third and last step, the mediator effect was analyzed by adding emotional necessity commitment as a mediator variable. The results of the hierarchical regression analysis were given in Table 9. When the results were examined, it was determined that the control variables (demographic

characteristics), which was included in the analysis in the first step, had no significant effects on the intention to leave (F=1,531; p=0,184>0,05). In the second step, the regression model was found to be meaningful following the inclusion process of organizational communication (independent variable) in the analysis (F= 2,557; p=0,022<0,05). The explanatory power of the relevant model was discovered as R^2 = 0,103. It was seen in this regression model that organizational communication had affected the intention to leave negatively and significantly (B=-0,317, p=0,008<0,05). In the third step, the emotional necessity commitment, which is thought to have a mediating variable effect, was included in the analysis (F=3,266; p=0,003< 0,05). And it was seen that the significant effect of organizational communication, at the second step, on the intention to leave became meaningless at this step (B=0,003; p=0,985> 0,05). These results show that emotional necessity commitment plays a complete mediating variable role in the relationship between organizational communication and intention to leave.

Table 10: *The Mediating Role of Emotional Necessity Commitment in the Effect of Organizational Communication on Intention to Leave*

Variables	**Step 1**		**Step 2**		**Step 3**	
	B	**Sig**	**B**	**Sig**	**B**	**Sig**
Gender	-0,699	0,020	-0,616	**0,028***	-0,474	0,089
Marital status	-0,244	0,349	-0,272	0,285	-0,245	0,326
Education	0,159	0,168	0,104	0,363	0,114	0,309
Age	-0,064	0,700	0,002	0,990	0,028	0,859
Organizational tenure	0,054	0,586	0,016	0,867	0,041	0,665
Organizational Communication			-0,317	**0,008***	0,003	**0,985**
Emotional Necessity Commitment					-0,427	**0,010***
F	1,531		2,557		3,266	
R^2	0,054		0,103		0,148	
Adjusted R	0,019		0,063		0,102	
P	**0,184**		**0,022***		**0,003***	

Note: *p<0,05;**p<0,01and ***p<0,001.

7. Discussion and Conclusion

In this study, it was aimed to determine the relationships between organizational communication, organizational commitment sub-dimensions and intention to leave the job. Also, the mediating roles of organizational commitment sub-dimensions in the relationship between organizational communication and intention to leave were examined in contradistinction to previous studies. In the study, the data collected by the survey method from the individuals working in an enterprise operating in the service industry were analyzed. The factor analysis showed that the scales of organizational communication and the intention to leave composed of one factor. However, the employees perceived the dimensions of affective commitment and normative commitment as unidimensional, which was on the scale of organizational commitment included in the survey as three-dimension. Following the factor analysis, sub-dimensions of organizational commitment were considered as two-factor, "Emotional Necessity Commitment" and "Continuance Commitment" and the analyses in this study were carried out by taking two sub-dimensions into consideration. After factor analysis, Cronbach's alpha coefficients were calculated within the framework of reliability analysis of the scales and all the scales were considered as reliable.

Descriptive statistics show that employees' perceptions of organizational communication are at high levels. This can be commented as follows: The employees participated in the survey is satisfied with the organizational communication in their workplace, and the level of organizational communication in the enterprise is at high level. It was determined that the continuance commitment of employees were at moderate level. It means that individuals continue to work in the enterprise because they need to show continuance commitment to be able to remain in the organization and the cost of leaving the job is high. Likewise, the emotional necessity commitment sub-dimension of employees is greater than three. This situation implies that the affective and normative commitment levels or surveyed employees are high, and they see themselves as a part of the business. In general, it is seen that the commitment to the enterprise is mostly affective and normative. In the study carried out by Wasti (2005), it was stated that the profile in which affective and normative commitment was intense, was the most preferred behavior. In the study carried out by Boylu et al. (2007: 65), it was concluded that the levels of affective and normative commitment were higher than the levels of continuance commitment. Besides, similar results were obtained in the study conducted by Bozkurt and Yurt (2013: 132), and the means of the organizational commitment of the individuals were as follows: Affective commitment, normative commitment and continuance commitment. Thus, the findings obtained in our study support the literature. It is said in the conducted studies that individuals who have emotional ties to organization want to stay in the organization more than the individuals who continue to remain in the organization only for financial support (Gürbüzcü and Bekmezci, 2012: 195). That's why it is desired the affective commitment in the first place and later the normative commitment to be effective on the behavior of the individuals in the enterprises and the continuance commitment level of the people to be minimum (Özutku, 2008: 83). The results of this study indicate that the level of employees' intentions to leave the job is well below the average. So, it can be said that the employees' organizational commitment, who work in the enterprise, are high and they don't have any intention of leaving the job. In other words, the high level of organizational commitment of employees shows that the intention of employees to leave the job and thus the turnover rate of the staff will be at low levels (Gül et al., 2008: 4).

The results of the analysis show that organizational communication has an effect on emotional necessity commitment and continuance commitment positively. H_1 has therefore been accepted. The followings were

concluded in other researches related to the topic: Organizational communication had a positive effect on emotional necessity and continuance commitment and organizational communication increased the levels of affective, normative and continuance commitment of employees (Kakakhel, Khan, Gül and Jehangir ,2015; Allen,1996; Başyiğit, 2006; Akbaş, 2008; Kıraç, 2012, Bitmiş et al.,2014; Yılmaz, 2011, Ada et al., 2008). According to this, if the organizational communication is well, the organizational commitment of employees increases. Indeed, the environment of inter-organizational communication plays a major role in providing the individual's commitment to the organization (Doğan and Kılıç, 2007: 51). By means of a well-functioning and effective communication system, the individual will be informed of the events happening within the organization in time, will be able to share his problems more easily with his superiors and will receive feedback from his superiors, and this will increase his or her commitment to the organization by making him or her feel more valuable to the organization (Ada et al., 2008: 489-504). On the other hand, the individual's feeling himself or herself valuable in the organization, appreciating the employee's effort to make the best of his or her work (Camilleri, 2002: 23), contacting the manager easily when he or she has a notification including suggestion or problem, manager's effort to solve the problem of employee are thought to increase the commitment of employee to organization (Taplin and Winterton, 2007: 9-10). When the manager displays these behaviors, the level of affective and normative commitment of the individual to organization increases as the person finds these acted behaviors correct. The person feels himself or herself owed to the institution and obliged to respond to these behaviors regarding ethical rules (Dordevic, 2004: 112). When we consider the affective commitment mainly as an emotional commitment of the individual, it can be thought that the social environment created through inter-organizational communication will contribute considerably to let this happen. People create social environment through communication within the organization and maintain their inter-personal relationships. The relationships between individuals contribute to continuance commitment of individuals too (Dordevic, 2004: 112). If the individual cuts loose from the organization, he or she starts to think about whether he or she could establish similar relationships, which were established through intra-organizational communication, in the other corporation. This situation increases the continuance commitment (Durna and Eren, 2005: 210). Moreover, the individual will not be able to stand idle by this social structure and whether or not he or she will be respectful as the structure is decent. Based on these two statements, it can be said that the normative commitments will be at high levels. For this reason, it can be concluded that there needs to be communication with the individual, considering that it will affect the commitment of the individual to the organization. After the regression analysis conducted in this study, it was determined that while none of the demographic characteristics had an effect on continuance commitment, only the gender had a positive effect on emotional necessity commitment. This result shows that women's emotional necessity commitment levels are higher than men's. In the study conducted by Küçüközkan (2015), it was found out that women had higher levels of affective and normative commitment than men. Women's affective commitment levels are higher than man. It is thought that their more sensitive approaches in relationships play a role in this situation. On the other hand, women's normative commitments are also high. It can be said that the reasons that cause it are: the society doesn't look with favour on the change of work very frequently, the organization protects their legitimate rights and obligations of women, and because of that women feel owed themselves.

Research findings show that organizational communication has a negative effect on the intention to leave. So, H_2 has been accepted. In the previous studies carried out on this subject, it was also found that there was a negative oriented significant relationship between communication and intention to leave (Ünler et al., 2014; Gürbüz and Bekmezci, 2012). In the study carried out by Erbaş (2008), it was concluded that the

quality of communication was effective on individual's intention to leave the job and the individual wouldn't want to leave even if there was a good job offer when he or she was informed adequately about his or her work, responsibilities and authorities. Yüksel (2005: 296) stated that the lack, deficiency or inadequacy of communication in the organization caused uncertainty in the organization, also, the uncertainty led to decrease in the level of organizational commitment and increase in the intention to leave. Because it was expressed that the individuals wanted to know what the executives in the organization expected from them, why they asked from them, what the outcome of the business they were doing would be, and if they didn't know these, the atmosphere of uncertainty would occur. With a strong communication network, it will be ensured that the duties and responsibilities of the individuals are specified and the uncertainty will be eliminated (Özkan, 2011: 120). In addition, it was indicated that horizontal communication developed social ties within the organization and prevented the behavior of leaving the job. Increasing in the communication quality between the manager and the worker will affect the organizational commitment of employees (Eroğluer, 2011: 126). So, as the quality of communication in the enterprise increases, the intentions of employees to leave the job will also decrease. After the regression analysis, it was determined that gender had an negative effect on the intention to leave. It was concluded in the studies conducted by Şahin (2011) and Süner (2014) that gender affected the intention to leave. According to this conclusion, men are more likely to leave the job than women. The reasons for this finding can be expressed as follows: women don't want to change job frequently, the low alternative job opportunities because of the positive discrimination entitled to women and the good working conditions given to the employees.

In this study, it was found out that the relationship between the level of total organizational commitment and intention to leave was negative, weak and meaningful. Similar results were obtained in other researches related to the subject and it was discovered that as the level of organizational commitment increased, employees' intention to leave the job decreased (Loi, Hang-yue and Foley, 2006; Gül et al.,2008; Alıca, 2008; Azaklı, 2011; Özdevecioğlu, 2004; Süner, 2014, Meyer et al., 2002; Ceylan and Demircan, 2002). If there were a negative relationship between organizational commitment and intent to leave, the speed of staff turnover would decrease, and the qualified workforce would continue to stay in the organization (Gürbüz and Bekmezci, 2012: 195). The result, which was obtained in the service industry where the qualified workforce is fundamental, is important for the organization. When the results of correlation and multiple regression analyses were evaluated concerning two sub-dimensions of organizational commitment, there was seen no significant effect of continuance commitment on intention leave. For this reason, the mediation test was not applied for the continuance commitment sub-dimension of organizational commitment. Meyer et al. (1993) also stated that continuance commitment had no effect on the intention to leave. It was determined in other studies conducted in Turkey regarding the subject that there was no significant relationship between continuance commitment and intention to leave (Genç, 2014). On the other hand, according to the results of the analysis, there is a significant relationship between the emotional necessity commitment and intention to leave and the emotional necessity commitment has a negative effect on the intention to leave. H_3 has been therefore partially accepted. Considering this result, it can be said that as the affective and normative commitment (emotional necessity commitment) of the employees to the enterprise increase, their intention to leave the job will decrease. When other studies related to the subject were examined, it was seen that affective and normative commitment affected the intention to leave negatively (Uyguç and Çımrın, 2004, Günlük, Özer and Özcan, 2013, Çakar and Ceylan, 2005, Çakar and Ceylan, 2005, Tolay, 2007, Uysaler, 2010). The negative effect of affective commitment on intention to leave was also reported by Meyer, Allen and Smith (1993) and Camilleri (2002). Based on these findings, it can be

said that individuals who regard themselves as a part of the family in the enterprise, who feel an emotional tie to the organization, and who can speak proudly to the people about the institution they work in, are the individuals with the lowest intentions to leave the job.

Hierarchical regression analysis was done to test the role of emotional necessity commitment in the relationship between organizational commitment and intention to leave. The results of the analysis show that the emotional necessity commitment is a complete mediating variable in the relationship between organizational communication and intention to leave. Thus, H_4 has been partially accepted. When we consider this result, it can be said that the relationship between organizational communication and intention to leave the job takes place through emotional necessity commitment. So, if the level of organizational communication increases and the individuals are satisfied with the communication in the organization, the level of affective and normative commitment increases too. With the enhancement in the level of affective and normative commitment, the intention to leave decreases. In other words, the employees' emotional necessity commitment (affective and normative commitment levels) increase by means of the efficient communication system and this decreases the intention to leave.

When research findings are evaluated in general, it is seen that organizational communication and emotional necessity commitment have a negative effect on intention to leave. It is seen that emotional necessity commitment has a maximum effect on the employees' intentions to leave the job. Moreover, it was determined in this study that the emotional necessity commitment played a complete mediating variable role in the relationship between organizational communication and intention to leave. This result shows that the relationship between organizational communication and intention to leave takes place mainly through affective commitment and normative commitment. So, it should firstly be provided that the contact, which individuals make with their managers within the corporation, is sufficient. Because of the effectiveness of communication, the level of affective and normative commitment of the individuals increases and with this growth their intention to leave the job decreases. Consequently, to reduce the intentions of employees to leave the job, an effective organizational communication network should be established in the enterprises and the activities should be organized to increase the level of affective and normative commitment of the employees. For this, the existence of the followings can be said to be necessary: the evaluation of the wishes and complaints of employees in organization, the department heads' dealing with the problems of individuals, providing the participation of the individuals in decision making, feedback by the executives even if employees are successful or unsuccessful, the more humane approach of executives to the individuals, approach as a worthy individual regardless of the level of education of the individual, taking into consideration the opinions of the individual even if their opinions will not contribute so that individual will see and feel that he or she is being listened in the organization, meeting with individuals, informing the individuals regularly about the situation of the organization, organizing events and social activities in the organization, the administrator's ensuring the transparency of the communication he has with the individual and this communication is based on confidence. This study has made a significant contribution to the literature by examining the relationship between organizational communication, organizational commitment sub-dimensions and intention to leave in the service industry. Especially, it has an importance to have revealed the mediating role of organizational commitment sub-dimensions in the relationship of the organizational communication's effect on the intention to leave. In the future studies, it is recommended to conduct research in different sectors and to use structural equality analysis in determining the relationships between variables.

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