
Impact of communication satisfaction and work-life balance on employee turnover intention

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Abstract

This study aims to investigate communication satisfaction (CS) and work-life balance (WLB) among employees in hotels. Additionally, it aims to identify their impact on employee turnover intention (ETI). Data was derived from 515 employees using a validated questionnaire. A stratified random sampling technique is employed to select the hotels from five regions. Correlation and regression tests are used to test the impact of two independent variables; CS and WLB on one dependent variable; ETI. Results indicated that communication climate, supervisory communication, co-workers communication, organizational integration, personal feedback and media quality are essential dimension of CS that influence significantly and negatively on ETI. The study also found that schedule flexibility, job autonomy and manger's support are essential dimensions of WLB that influence significantly and negatively on ETI.

Keywords: *employee turnover intention, communication satisfaction, work-life balance, Egypt*

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1. Introduction

From one side, employee turnover (ET) is an inevitable challenge in hospitality organizations (Nivethitha, Dyaram & Kamalanabhan, 2014). It leads to further costs such as recruiting, selecting and training new employees. It also leads to lower sales because the new employee has not enough experience. Hence, the cost of ET is expected to be greater than the cost of raising employee's salary (Kumar, Ramendran, & Yacob, 2012; Khawaldeh, Muala, & Ziadat, 2014). From other side, employee turnover intention represents a greater threat than the actual ET, it is expected that employee with high turnover intention transfers negative feelings and values to the other employees in the organization (Lather & Singh, 2015; Priyanka & Dubey, 2017).

Employee turnover intention (ETI) is the ideal predictor of actual ET (Brewer, Kovner, Greene, & Cheng, 2009). It refers to employee's thinking to leave their organizations (Cho, Johanson, & Guchait, 2009; Daskin & Tezer, 2012). ETI involves three elements; psychological, cognitive and behavioral process. First, it has a psychological part because it represents the employee's psychological response to pessimistic aspects in the organization. Second, it has a cognitive part which is the core of turnover intention. Third, ETI has a withdrawal behavior as an employee try to withdraw from his/her current job, and find alternative jobs (Takase, 2009).

ETI may be resulted due to many reasons such as work-family conflict, relationship with peers or work stress (Rainayee, 2013; Priyanka & Dubey, 2017). Organizations should not only support human resources management practices that decrease the employee's intention to leave but also support the practices that increase their intention to stay (Cho et al., 2009; Haines, Jalette, & Larose, 2010; Rainayee, 2013; Nivethitha et al., 2014). Accordingly, this study aims to highlight the problem of ETI in hotel operations. In addition, it aims to investigate employee's communication satisfaction and work-life balance (WLB) and their impact on ETI.

2. Literature

2.1. Communication satisfaction

Communication satisfaction (CS) refers to the degree to which employees are satisfied with different aspects of organizational communication (Mueller &

Lee, 2002). It is expected that employee can be motivated to work if he/she perceives satisfying communication (Tsai, Chuang, & Hsieh, 2009). CS includes satisfaction with communication climate, supervisory communication, organizational integration, media quality, co-worker communication, corporate information, personal feedback, and subordinate communication (Downs & Hazen, 1977). Suitable communication in the organization can significantly reduce the unfavorable ETI (Mustamil, Yazdi, Sych, & Ali, 2014). Many studies have found that if employee does not satisfy his/her communication, his/her intention to leave organization will increase (Westlund & Hannon, 2008; Iqbal, 2010; Sager, 2015; Al-Tokhais, 2016). Therefore, the researcher proposes the following hypothesis:

H1: There is a significant correlation between communication satisfaction and employee turnover intention.

2.1.1. Communication climate

Communication climate refers to the level of accessibility that employees can express their opinion, and their contribution in decision-making. It also refers to their perceptions that their opinions are taken sincerely (Hoevan & Fransen, 2012). Moreover, communication climate represents the organizational values that are transferred to employees (Wangombe, Wambui, & Kamau, 2014). Employees may feel self-efficacy in an open and participative communication climate as their actions are taken honestly and seriously (Hoevan & Fransen, 2012; Lee, 2014). Hence, communication climate may encourage or hinder horizontal, upward or downward communication (Nordin, et al., 2014). Furthermore, Communication climate was found to have a significant effect on ETI (Mustamil, et al., 2014). Therefore, the researcher proposes the following hypothesis:

H1a: There is a significant correlation between communication climate and employee turnover intention.

2.1.2. Supervisory communication

Supervisory communication refers to both upward and downward communication with supervisors (Downs & Hazen, 1977). Effective managers listen to their employees' problems, seek their suggestion and allow them to participate in decision making. In an up-

ward communication, employees follow managers' instructions and are allowed to disagree with them (Lather & Singh, 2015). If managers inform employees, listens to their opinions and suggestions, works will be achieved effectively and smoothly (Mishra, Boyton, & Mishra, 2014). In contrast, employees who perceive ineffective communication with their managers intend to leave (Kim, Lee, & Carlson, 2010; Adebayo & Ogunsina, 2011). Previous studies have found a significant relationship between supervisory communication and ETI (Mustamil et al., 2014). Therefore, the researcher proposes the following hypothesis:

H1b: There is a significant correlation between supervisory communication and employee turnover intention.

2.1.3. Co-worker communication

Co-worker communication represents the employees' satisfaction of the flow of informal and horizontal communication in their organizations (Downs & Hazen, 1977; Mueller & Lee, 2002; Deconinck, Johnson, Busbin, & Lockwood, 2008). Co-worker communication is generated informally (Basford & Offermann, 2012). Employees' relations with each other are required for feeling satisfaction during performing their work (Madlock & Booth-Butterfield, 2012). Employee's communication with his/her peers is a basic component for building effective teamwork to do the job effectively. The good relations and communication among employees support and motivate them to stay at their organization (Ariani, 2015). Therefore, the researcher proposes the following hypothesis:

H1c: There is a significant correlation between co-worker communication and employee turnover intention.

2.1.4. Organizational integration

Organizational integration refers to the employees' satisfaction of the amount of information received about matters related to work such as the work plans, the organization's objectives and news (Downs & Hazen, 1977). Employees should know the standards of performance and how they are to be measured (Mosley, Megginson, & Pietri, 2001). They should be informed about their tasks and their rights, in addition, they should be informed about the company history, products and services provided. Therefore, organizational integration refers to familiarizing employees

with their organization's regulations and internal rules. An effective organizational integration is very important to get positive results (Florea, 2014). Therefore, the researcher proposes the following hypothesis:

H1d: There is a significant correlation between organizational integration and employee turnover intention.

2.1.5. Personal feedback

Personal feedback is defined as the degree to which employees understand the performance procedure (Downs & Hazen, 1977; Mueller & Lee, 2002). Frequency of performance evaluations is very essential to increase employees' understanding of their job (Martin & Batrol, 2003). Moreover, regular feedback helps managers get information about problems before they become catastrophes and avoid negative results which may result (Margrave & Gorden, 2001). The effective personal feedback was found to be correlated negatively with ETI (Arshad, Masood, & Amin, 2013; Mustamil et al., 2014). Therefore, the researcher proposes the following hypothesis:

H1e: There is a significant correlation between Personal feedback and employee turnover intention.

2.1.6. Media quality

Media quality refers to usefulness, clarity and richness of information that are transferred to employees through several channels. Clarity of information is generally seen as good measure of successful communication (Leitch & Davenport, 2011). In addition, channel richness depends on the ability to communicate information, ability to handle multiple cues, feedback rate, and the amount of personal focus (Lengel & Daft, 1989). The proper channel of communication is necessary for performance management (Sang, 2016). Thus, providing a variety of channels allow employees to be in a continuous contact with their organization, it may also increase their job satisfaction as well as decrease their intentions to leave (Smith, Patmos, & Pitts, 2018). Therefore, the researcher proposes the following hypothesis:

H1f: There is a significant correlation between media quality and employee turnover intention.

2.2. Work-Life balance

Work-life balance (WLB) is defined as satisfaction and good functioning at work and at home with a minimum conflict (Clark, 2000). It is considered as the

updated term instead of "*work-family conflict*" (Boswell & Olson-Buchanan, 2007). It can be achieved through considering three things; (1) time balance; allocating equal time to work and family, (2) involvement balance; the mental involvement with work and family issues and (3) satisfaction balance; equal satisfaction with family and work (Greenhaus, Collins & Shawc, 2003). Although, Anderson, Coffey & Byerly (2002) have categorized WLB into formal and informal practices, however, informal practices are seen to be better than formal practices (Ahmad & Omar, 2012). Moreover, according to many literatures, WLB involves three dimensions; schedule flexibility, job autonomy and manger support which should be well considered.

Low WLB leads to employee's lower morale and higher absenteeism (Brought, O'Driscoll & Kalliath, 2005). In contrast, high WLB leads to better life, which in turn leads to a higher performance at the workplace (Koubova & Buchko, 2013). It is assumed that the happier the employees are in their personal life, the happier they are at work (Gachter, Savage, & Torgler, 2013; Meenakshi, Subrahmanyam, & Ravichandran, 2013). Accordingly, WLB is considered an essential factor that influences employee's intention to leave his/her organization (Meenakshi al., 2013; Fayyazi & Aslani, 2015). Therefore, the researcher proposes the following hypothesis:

H2: There is a significant correlation between WLB and employee turnover intention.

2.2.1. Schedule flexibility

Schedule flexibility represents a formal form for WLB, it refers to the flexibility for employees to choose their starting and finishing times of work (Anderson, et al., 2002; Hill et al., 2008). Inflexible working hours may make employees feeling stress in the workplace (Shagvaliyeva & Yazdanifard, 2014). Thus, organizations that want to attract and keep their talented employees, should offer greater schedule flexibility to them and give them options in their work schedule (McNall, Masuda, & Nicklin, 2010; Deshwal, 2015; Shagvaliyeva & Yazdanifard; 2014; Kröll, Doeblér, & Nüesch, 2017). Benefits of flexible working arrangements may include increased employee productivity, effective teams, meeting customer requirements, matching customer expectations, reduced

work travel, increased engagement and greater employees' retention (Deshwal, 2015). Therefore, the researcher proposes the following hypothesis:

H2a: There is a significant correlation between schedule flexibility and employee turnover intention.

2.2.2. Job autonomy

Job autonomy represents a key informal WLB practice, it refers to the degree of freedom provided to employees to schedule work and choose the appropriate procedures to use in carrying out the job (Hackman & Oldham, 1976). When employees are provided with autonomy about how, and when to do their work, they will feel responsibility towards organization which in turn reduces their intentions to leave the organization (Galletta, Portoghese, & Battistelli, 2011; Dysvik, & Kuvaas, 2013). Therefore, the researcher proposes the following hypothesis:

H2b: There is a significant correlation between job autonomy and employee turnover intention.

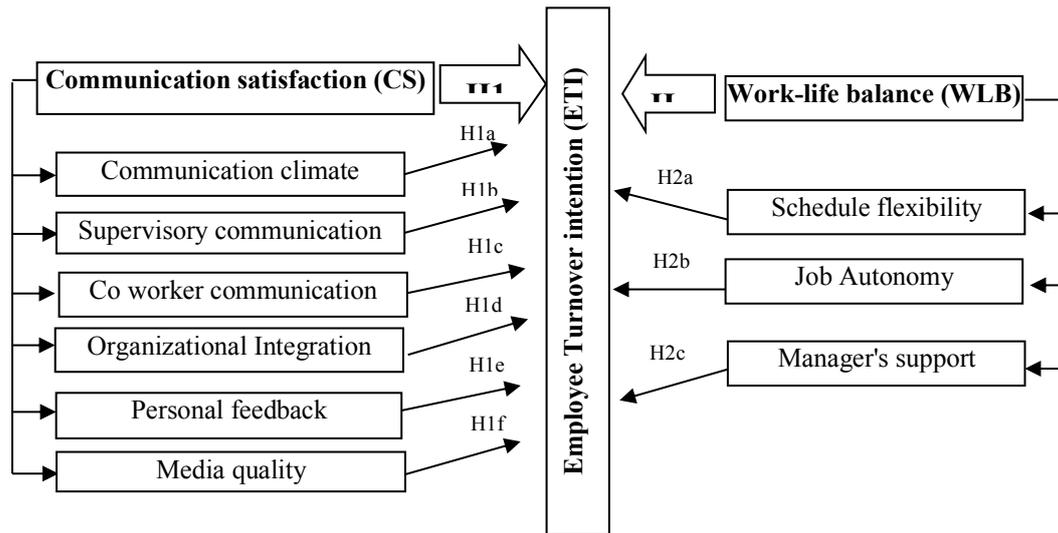
2.2.3. Manager's support

Manager's support represents another key informal WLB practice; it refers to the degree that managers support and understand their subordinates with regard to personal and family life issues. Managers can support their employees by allowing them leave work early for urgent personal or family matters (Roehling, Roehling, & Moen 2001). If employees perceive that managers care about their well-being and family matters, they will be more loyal to their organizations (Wayne, Shore, & Liden, 1997; Eisenberger et al., 2001). Moreover, managers' support to may reduce employees' absenteeism and increase their organizational commitment and citizenship behavior (Perryer, Jordan, Firms, & Travaglione, 2010). Thus, it was found that manager's support to be negatively correlated with ETI and TI, and positively correlated with employees' satisfaction (Perryer et al., 2010; Jais & Mohamad, 2013; Abdallah, Anh, & Matsui, 2016). Therefore, the researcher proposes the following hypothesis:

H2c: There is a significant correlation between manager's support and employee turnover intention.

Based on the above mentioned literature review, the following theoretical model framework has been developed.

Figure 1. The conceptual framework of relationships among the study variables



3. Methodology

Data was gathered randomly from employees of 5-star chain-affiliated hotels in Egypt. Employees were selected randomly from various departments to get opinions from a diverse group of people so that the results can be generalized on the vast group of population. Questionnaire was used as an instrument for the purpose of collecting data and measuring variables of the study. Likert Scale was used to measure items and dimensions on a 5 points scale (ranging from 1, strongly disagree to 5, strongly agree).

The questionnaire survey was divided into four sections; the first section is directed to identify the profile of the respondent in order to assist in the analysis and to provide access to individuals for any necessary clarification. The second section involves 26 items that measure six dimensions of CS. This study adopted

Communication Satisfaction Questionnaire (CSQ) of Downs & Hazen (1977) which was used by many followers. The third section involves 10 items to measure three dimensions of WLB; 3 items to measure "schedule flexibility" and were adopted from Hyland (2000), 4 items to measure "manager support" and were adopted from Anderson et al. (2002), and 3 items to measure "job autonomy" and were adopted from Thompson & Prottas (2005). The fourth section measures ETI and involves 3 items adopted from Michaels and Spector (1982). Table 1 shows measures of the study. About 800 questionnaires were distributed among hotel employees, 560 questionnaires were answered and gathered. After review, 45 inadequately-responded questionnaires were omitted. Therefore, only 515 valid surveys were involved in data analysis, which means a high response rate (64%).

Table 1. Measurements of the study

I.V. Communication satisfaction (CS)
(1) <i>Communication climate</i>
1. This organization's communication motivates my enthusiasm for meeting organization goals.
2. People in my organization have great ability as communicators.
3. This organization's communication makes me identify with it or feel a vital part of it.
4. Conflicts are handled appropriately through proper communication channels.
(2) <i>Supervisor communication</i>
1. Upper management listens and pays attention to me.
2. My supervisor offers guidance for solving job-related problems,
3. My supervisor trusts me.
4. My supervisor is open to ideas.
(3) <i>Co-worker communication</i>
1. The rumors are active in our organization.
2. Communication with employees in other departments is accurate and free-flowing.
3. My work group is compatible.
4. Informal communication is active.
(4) <i>Organizational integration</i>
1. I receive information about personnel.
2. I receive information about my departmental policies and goals.
3. I receive information about the requirements of my job.
4. I receive information about employee benefits and pay.
(5) <i>Personal feedback</i>
1. I receive information about how my job compares with others.
2. I receive information about how I am being judged.
3. I receive recognition of my efforts.
4. I receive information on how problems in my job are being handled.
(6) <i>Media quality</i>
1. This organization's publications are interesting and helpful.
2. Our meetings are well-organized.
3. Written directives and reports are clear and concise.
4. The amount of communication in my organization is about right.
I.V. Work-life balance (WLB)
(1) <i>Schedule Flexibility</i> (Hyland, 2000)
1. I have the freedom to vary my work schedule (or the shift I work on).
2. I can change the start and finish time (or the shift)—if needed.
3. I can easily switch shifts with my colleagues.
(2) <i>Job Autonomy</i> (Thompson & Prottas, 2005)
3. I have the freedom to decide what I do on my job.
4. I have a lot of say about what happens on my job.
5. It is basically my own responsibility to decide how my job gets done.
(3) <i>Manager's Support</i> (Anderson et al., 2002)
1. My manager is supportive when I have a work problem.
2. My manager understands when I talk about personal or family issues that affect my work.
3. I feel comfortable bringing up personal or family issues with my manager.
4. My manager really cares about the effects that work demands have on my personal and family life.
D.V. Employee Turnover intentions (ETI) (Michaels and Spector (1982)
1. I often seriously consider leaving my current job.
2. I intend to quit my current job.
3. I have started to look for other jobs.

4. Findings

4.1 Reliability analysis

BM SPSS Statistics (Version 23) is used to analyze the collected data. All items were tested for its reliability by using Cronbach's Alpha test as shown in Table 2. This reliability test was used to ensure that the sur-

vey constructs used for the study are stable and consistent. All survey constructs achieved values that are greater than 0.70, and these values exceeded the minimum cut-off point suggested by Nunnally & Bernstein (1994). Accordingly, all survey constructs have high reliability.

Table 2. Reliability test

Variable	Number of items	Cronbach's Alpha
CS	26	.849
WLB	10	.877
ETI	4	.985

4.2. Respondents' profile

80% of respondents are males and 20 % are females, 63% of them have bachelor degree, and 51% of them are single while other 43% are married. In addition, 46 % of respondents are working in the front-of-the-house departments and the other 54 % are working in the back-of-the-house departments. Moreover, 88% of the respondents are aged from 20 to 40 years.

4.3. Descriptive analysis

Table 3 illustrates the descriptive data (means and standard deviations) for the six dimensions of CS. The mean for overall CS is 3.70; it can be considered that respondents perceived a high level of all dimensions of CS except "personal feedback" which was perceived in average level (3.33). Table 3 also shows that the means for the three variables of the WLB are about neutral. Hence, respondents experienced neutral overall WLB (mean = 2.96). Furthermore, results show a high mean for overall ETI (4.11). This means that respondents have a high intention to leave the work.

Table 3. Descriptive analysis of the study variables

The study variables	Mean	Std. Deviation
Independent variables		
▪ Communication satisfaction (CS)	3.70	.977
Communication climate	3.90	.64
Co-worker communication	3.90	1.02
Supervisory communication	3.81	1.04
Media quality	3.70	.85
Organizational integration	3.59	.82
Personal feedback	3.33	1.10
▪ Work-life balance (WLB)	2.96	.68
Manager's support	3.05	.81
Schedule flexibility	2.91	.92
Job autonomy	2.91	.88
Dependent variable		
▪ Employee turnover intention (ETI)	4.11	.61

5. Results and discussion

Table 4 shows the correlations between two independent variables (CS and WLB) and one dependent variable (ETI). All dimensions of CS were found to

have a significant negative relationship with ETI. It was seen that co-worker communication recorded the stronger negative correlation with ETI ($r = -.716$, p . value = .000), followed by supervisory communication ($r = -.663$, p . value = .000). From other side, organizational integration recorded the least negative correlation with ETI ($r = -.484$, p . value = .000), followed by media quality ($r = -.550$, p . value = .000).

With regard to WLB, results indicated that overall WLB has a negative correlation with ETI ($r = -.710$, p . value = .000). However, It was seen that schedule flexibility recorded the strongest negative correlation with ETI ($r = -.720$, p . value = .000), followed by manager's support ($r = -.686$, p . value = .000) while job autonomy recorded the least significant correlation with ETI ($r = -.449$, p . value = .000).

Table 4. Correlations among the study variables

	Employee turnover intention
Communication satisfaction	.734*
Co-worker communication	.716*
Supervisory communication	.663*
Communication climate	.657*
Personal feedback	.558*
Media quality	.550*
Organizational integration	.484*
Work-life balance	.710*
Schedule Flexibility	.720*
Manager's Support	.686*
Job Autonomy	.449*

*. Correlation is significant at the 0.01 level (2-tailed)

Regression analysis was also performed to predict the level of impact of CS and WLB on ETI. The results (Table. 5) indicated that about 52.7% of ETI was caused by CS and WLB.

Table 5. Summary of regression analysis for CS and WLB

	R	R ²	B
CS+WLB	.726	.527	Constant .007 1.035

With regard to CS, it is noted (Table. 6) that the changes of 1 unit in the CS will cause a change of -0.998 units in the ETI. Results indicated that about 54% of ETI was caused by CS. Hence, H1 is supported. This result is consistent with other studies such as Chiang, Jang, Canter, & Prince (2008) who indicated that hotel workers who are acquiring high level of effective and satisfied communication are more likely to

perform better and motivated toward their workplace. It is also agreed with Mohamed (2008) who affirmed the correlation between CS and ETI. In addition, it was agreed with Sager (2015) as they indicated ineffective communication in organization leads to employees' turnover. Moreover, this result is in not totally consistent with Mustamil et al. (2014) as they found that only personal feedback, supervisory communication, and communication climate were significantly related to ETI while, organizational integration and co-workers communication were not significantly related to ETI.

Table 6. Summary of regression analyses for CS

	B	Sig.	Result
Climate communication	-.727	.000	H1a is supported
Supervisory communication	-.706	.000	H1b is supported
Co-worker communication	-.769	.000	H1c is supported
Organizational integration	-.590	.000	H1d is supported
Personal feedback	-.728	.000	H1e is supported
Media quality	-.572	.000	H1f is supported
Communication satisfaction (CS)	-.998	.000	H1 is supported
R			.734
R2			.538
Significance			.000

With regard to WLB, results (Table 7) showed that the changes of 1 unit in the WLB will cause a change of -1.051 units in ETI. It indicated that about 50% of ETI was caused by WLB. Hence, H2 is supported. This result is agreed with (Hassan, 2014; Arshad & Puteh, 2015) who indicated that employees will stay in organizations that achieve a balance between work and life. Although Fayyazi & Aslani (2015) found that WLB has a negative relationship with ETI, however, their results revealed that manager's support was the only WLB practice that had a significant negative direct effect on ETI, as Job autonomy and schedule flexibility had insignificant effect on ETI. Additionally, Suifan, Abdallah, & Diab (2016) found only that the informal WLB practices which involve manager's support and job autonomy had significant effect on ETI.

Table 7. Summary of regression analyses for WLB

	B	Sig.	Result
Schedule Flexibility	-.805	.000	H2a is supported
Job Autonomy	-.713	.000	H2b is supported
Manager 'sSupport	-.912	.000	H2c is supported
WLB	-1.051	.000	H2 is supported
R			.710
R2			.503
Significance			.000

Conclusion

Hotel operations are suffering from the increasingly rate of employees' turnover, it represents a real challenge. This study aimed to investigate the impact of CS and WLB on ETI. In accordance with previous literatures, results of this study suggest that by considering CS and WLB, ETI can be minimized.

By providing employees with communication that is satisfactory, hotel can reduce their intentions to leave the work. This study highlighted six dimensions for CS in order to avoid turnover intentions. First, improving communication climate in the organization that encourages employees to participate and express their opinions (organizational climate), second, increasing the flow of upward and downward communication between employees and their supervisors (supervisory communication), third, providing employees with satisfactory amount of information about matters related to their work (organizational integration), fourth, supporting employees' relations with each other (co-workers communication), fifth, giving employees a continuous feedback about their performance (personal feedback) and finally, providing them with a variety of channels to feel them that they are in continuous contact with others in the organization (media quality).

In addition, results of this study found that efforts of hotel operations to make employee feel a balance between their work and their personal life, can reduce their intentions to leave organizations. In accordance with previous studies, WLB can be achieved by considering three dimensions; first, offering a greater schedule flexibility to employees in their work (Schedule flexibility), second, providing them with sufficient autonomy about how and when to do their work (job autonomy), and finally, feeling them of their managers' support and understanding to their personal and family life issues (manager's support).

Limitations and future research

This study mainly highlighted two variables that affect ETI. For further research, the researcher can examine the role of other variables. In addition, the researcher should consider the effect of the demographic variables such as age, gender, education level, job position on the study variables, and analyze the dissimilarities according to employees' demographic profile. This study used only six dimensions of CSQ of Downs

& Hazen (1977), the other dimensions may be studied in future researches. The study was only implemented on 5-star hotels; other categories of hotels may be studied in the future.

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