Communication, Job Satisfaction and Employees Turnover in Multinational Engineering Organizations in the United Arab Emirates

التواصل و الرضا الوظيفي و دوران الموظفين
في الشركات الهندسية المتعددة الجنسيات في دولة
الإمارات العربية المتحدة

By

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Abstract

Employees' satisfaction and retention are considered as two of the most significant current discussions in business and organizational philosophy. The turnover intention of employees is an increasingly important area to managers and employees, and considered as one of the fundamental concerns to organizations in our competitive business world today.

This research study aims to examine the potential relationships among communication satisfaction, employees' job satisfaction, and turnover intentions in multinational engineering organizations mainly in the United Arab Emirates. This research focused on investigating the character, strength and importance of the links among these variables through examination of a comprehensive model of communication and turnover intentions. This model integrated six independent variables of communication satisfaction facets (superior-subordinate communication, two ways organizational trust and Influence, information satisfaction, feedback, face-to-face communication, and over all communication climate), the mediating variable of job satisfaction, with the dependent variable of turnover intentions.

The conducted study used self administrated questioners which were distributed among 600 full time employees of five multinational engineering firms in the U.A.E. The objective of the survey work was to test the three main hypotheses of the research, and answer the four research question of this study. Findings showed that employees' communication satisfaction affects their turnover intentions; in addition to that job satisfaction plays a partial role in mediating this effect and controlling turnover intentions of the employees.

This study also highlights the obligations for managers to develop good relationships with their subordinates, to improve the quality of the workplace communication environment, and to maintain employees' job satisfaction as well as minimizing turnover intentions. The theoretical and practical implications of the findings are discussed in the thesis, together with directions for future research and some recommendations for managing communication, satisfaction, and turnover intentions in today's various workplace environments.

ملخص

يعتبر رضا الموظفين والقدرة على الاحتفاظ بهم في الشركات أحد أهم المحاور البارزة في مجال الأعمال التجارية والفلسفة التنظيمية في الوقت الراهن. كما تعد النية في دوران الموظفين من شركة ما إلى أخرى مسألة ذات أهمية متزايدة لدى مدراء وموظفي الشركات، وهي من أكثر الإهتمامات الأساسية التي تشغل معظم الشركات في ظل مجال الأعمال ذو الطابع التنافسي في عالمنا اليوم .

تهدف هذه الدراسة إلى بحث العلاقة المحتملة بين مدى الرضى عن درجة التواصل بين الموظفين والإدارة ورضا وقناعة الموظفين بوظيفتهم والنية في دوران الموظفين في الشركات الهندسية المتعددة الجنسيات في دولة الإمارات العربية المتحدة. يركز هذا البحث على صفات وقوة وأهمية الروابط بين هذه العوامل المتغيرة من خلال فحصها عن طريق استخدام نموذج تشبيهي متكامل عن التواصل في العمل ونوايا الدوران للموظفين. يشمل هذا النموذج ستة متغيرات مستقلة بحد ذاتها لأوجه التواصل المختلفة وهي (التواصل بين كل من الرئيس والمرؤوس، الثقة والتأثير المؤسسي المتبادل، الرضى عن المعلومات المقدمة، التغذية المرتجعة، التواصل المباشر وجها لوجه، والجو العام للاتصال والتواصل)، بالاضافة الى الرضى الوظيفي للموظفين والذي يلعب دور الوسيط بين كل من التواصل ومتغير نوايا الدوران الوظيفي.

تم إجراء هذه الدراسة باستخدام إستبيان يعبأ ذاتياً وقد تم توزيعه على 600 موظف يعملون بدوام كامل في خمس شركات هندسية عالمية متعددة الجنسيات في دولة الإمارات العربية المتحدة. كان الهدف من المسح هو التحقق من الفرضيات الرئيسية الثلاث التي يقوم عليها البحث، والإجابة على الأسئلة البحثية الأربعة التي تتناولها هذه الدراسة. وقد أظهرت النتائج أن رضا الموظفين بمستوى التواصل يؤثر على نوايا الدوران الوظيفي لديهم، كما أن الرضا الوظيفي يلعب دور وسيط مؤثر في نوايا دوران الموظفين.

تسلط هذه الدراسة أيضا الضوء على إلتزامات المدراء اتجاه تطوير علاقات جيدة مع مرؤوسيهم وتحسين مناخ التواصل في أماكن العمل بهدف المحافظة على مستوى رضا الموظفين بوظائفهم وكذلك تقليص نوايا دوران الموظفين. تمت مناقشة الآثار النظرية والعملية لهذه النتائج في هذه الأطروحة، كما تناولت التوجهات البحثية المستقبلية وبعض التوصيات المتعلقة بإدارة التواصل والرضى الوظيفي ونوايا دوران الموظفين في بيئات العمل المختلفة المنتشرة في يومنا هذا.

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Introduction

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Chapter One: Introduction

This chapter aims to demonstrate the research subject and exemplify the research drivers, in addition to introducing the methodology used to conduct the research. Firstly, a background of the research topic is presented, followed by the problem statement section. After that the aims, objectives and research questions are identified, followed by the rationale of the research section, and finally an outline of the research chapters is presented.

1.1   Background Information

The communication in organizations is considered a dynamic observable fact as the concern of communication within organizations has been growing since the end of last century (Pincus, 1986). The importance of organizational communication was formerly considered by plenty of academics for several years because of its influential relation to the effectiveness of organizations (Barnard, 1938 and Pincus *et al*., 1990).

Effectual communication in the work environment gives employees a clear understanding of what is needed and expected by management from them, with information about their everyday tasks. Nowadays, the quality of communication in organizations can determine how employees perform and interact with each other, research showed that better quality of communication at work revealed greater production, higher performance, less absenteeism, and therefore reduced costs (Clampitt and Downs, 1993). Therefore the good communication techniques help in creating effectual performance of the staff. Moreover, the communication between employees and their superiors has significant impact on the employees' satisfaction with their job they do and the organization (Pincus, 1986).

Scholars and researchers have developed theoretical and empirical research methods to determine how communication is truly effecting the organizations, these tools were based on factors influencing the relationship between job performance and job satisfaction, some organizational behavior researchers have concentrated on factors that impact job performance to increase the capability and efficiency of organizations

(Clampitt and Downs, 1993). The research to date has tended to investigate about the way job performance relates to job satisfaction, various factors was found to be influencing job satisfaction such as pay, promotion chances, supervision style, coworker relationship, and the job itself have been examined and taken into consideration by supervisors (Ali. 2008, Coomber and Barriball, 2007). Scholars explained that being satisfied is something employees struggle for within their organizations. They explained that employees want to like their work, as a result of that when employees are content with the job they do, they will attend work frequently and be more productive.

On the other side, additional scholars revealed that other factors such as communication satisfaction and organizational structure can manipulate job satisfaction (Hopper, 2009, Ehlers. 2003). Earlier papers showed empirical links between different types of organizational communication and job satisfaction (Pincus, 1986, Pettit, Goris, and Vaught, 1997); however there is a lack of research on the relationship between communication satisfaction, and turnover intentions.

Observations and past researches showed that the effect of communication on intention to quit doesn't have direct impact. However, it can be associated to indirect effects that can be found in the occurrence of an inadequate organizational commitment, job satisfaction and the amount of support that employee gets from their superiors. Some employees may sense the time and effort spent in building a good relationship and clear communication channels with their team members and supervisors is too valuable to jeopardize if they make the choice to leave the workplace. Therefore, all of the mentioned factors are considered important because they can lead to increased intentions to leave by affecting employees' state of mind and decisions. According to (Firth *et al*., 2004) these factors can be controlled and adjusted based on the level of suppleness in the organizational management system.

Understanding the significance of the relationship between communication satisfaction, employees' job satisfaction and turnover intentions attracts researchers' interest since organizations have to demonstrate that they are fully concerned about their employees and the overall work atmosphere in the organization. In consequence

this concern helps the organization in retention of the employees and in expectation of significant variance in the intention to leave the organization.

1.2   Problem Statement

The relationship between organizational communication and job satisfaction had been studied for more than three decades. However, there is inadequate empirical research which highlights the importance of understanding the factors of communication that contributes to employees' decision to leave their organizations, and as a result the attention given to communication satisfaction relationship with job satisfaction and turn over intentions is insufficient.

The observed dilemma is more widespread in the Middle-east and especially the Arabian Peninsula regions where frequently communication is misconstrued to be similar to official procedures and paperwork. Based on observations in engineering firms across the United Arab Emirates, these firms are facing similar problems described as incapability to have clear communication between management and employees, according to Porter and Roberts (1976) there is a lot of complexity involved in gaining an adequate understanding of communication problems in an organizational context.

Furthermore, the conflicts between employees indicate that they are not satisfied with the current work atmosphere, pervious observations have verified that when employees motivation and satisfaction go down, workers show physical turbulence such as stress and depression. Moreover, employees' level of dissatisfaction increase their turnover intentions to high levels of which eventually leads to actual turnover (Samad, 2006 and, Griffeth *et al.*, 2000).

The literature estimates that such problems cause organizations massive losses in the form of direct and indirect costs especially in employees' turnover. The spending that organizations pay on recruitment, orientation and training of newly joined employees are considered as direct cost. On the other hand, the cost of learning, heavy workload and lack of social assets are considered as indirect costs of high turnover (Staw, 1980,

and Des *et al*., 2001). Thus, research to understand the turnover process and to identify reasons behind it would be of significant value.

1.3   Aim, Objectives and Research questions

This research is primary aimed to examine the different dimensions of the relationship between communication satisfaction, job satisfaction, and turnover intentions.

1.3.1   Research objectives

The following objectives have to be satisfied in order to attain the research aim:

- To research the characteristics of communication satisfaction in the literature and classify its particular elements.

- To research the features of job satisfaction and turnover intentions in literature and identify their characteristics.

- To observe the relationship between communication satisfaction, job satisfaction and turnover intentions by using quantitative research tools.

- To identify main causes of communication issues in engineering companies by using deductive methodology on the identified factors.

- To provide guiding principles to the studied firms in order to enhance communication satisfaction and job satisfaction through discussing research findings.

- To identify the most appropriate approach to increase employees retention and to provide recommendations for its successful implementation.

1.3.2   Research Questions

The research study intends to address the following research questions:

- Q1: Is communication satisfaction positively related to job satisfaction?

- Q2: Is job satisfaction negatively related to employees' turn over intentions?

- Q3: Is communication satisfaction negatively related to employees' turn over intentions?

- Q4: What are the challenges and recommendations to increase employees' retention level?

In order to provide answers to these research questions, this investigative research used a deductive methodology based on a theoretical model in order to address factors affecting the relationships between communication satisfaction, job satisfaction and turnover. This scheme of quantitative research tools was adopted to commence this research. Further details about the research used methodology is presented in Chapter 3: Research Methodology

1.4   The Rationale of the Research

In the past decades, scholars have shown a lot of interest in the study of the workplace factors that affect organizations such as communication, motivation, job satisfaction, performance, and employees' turnover. Numerous numbers of these research papers were looking into these concepts as specific and only few of these papers addresses the linkage and relationship among these concepts. A small number of the research papers showed interest in organizational communication satisfaction and its possible part in shaping employees' retention in their organizations. For this reason, additional research is essential in this field to investigate this relationship in an accurate way.

Developing a knowledge scheme about the grounds behind employees' decision to leave an organisation provides organisations the chance to limit their employees' turnover and in the same time gives them the ability to manage the turnover process more efficiently. After that, the workplace environmental aspects can then be developed and employee retention strategies can be successfully implemented. This research furnishes a benchmark that gives organizations the ability to manage their employees' turnover intentions by investigating several dimensions of the relationship between communication and employees' satisfaction with different components of their job and their loyalty to the organisation.

Assessing the relationship linking different dimensions of organizational communication among supervisor, subordinate and co-workers which have an influence on employee's job satisfaction; and turnover intention can make organizations aware of the strength and weaknesses of the communication system in the organization. After that a number of dedicated characteristics between supervisor,

subordinate, and co-workers communication strategies can then be formed to enhance the level of employee job satisfaction and employee retention. The primary aim of this research was to undertake study at several multinational large engineering based organisations, where the work in such firms greatly depends on accurate and precise transmission of information between employee's and their managers.

Another reason to conduct the research was that all of the available literature about the topic was conducted on organizations located in countries outside the Arab peninsula. There are differences between the work culture in foreign countries where literature researches were conducted and the culture in Middle East in general and the United Arab Emirates in particular. Given that over 90% of the private sector workforces are non UAE nationals, multinational organizations in the UAE are dealing daily with scenarios related to cultural differences between the employees in the workplace. This explains the significance of this research because it will address the workplace organizational issues in the Arabic cultural context and it will be the first research about the topic conducted on organizations operating in the United Arab Emirates.

The conducted analysis of the workplace communication environment in the studied organisations of this research helped out with the recognition of the variables of organisational communication and assisted in identifying the relationship with employees' job satisfaction and turnover intentions. In particular, this study explored and examined the relationship between different facets of organisational communication, job satisfaction and turnover intention.

Despite the enormous number of empirical research available in the literature until today, the importance of understanding the factors contributing to employees' choice to quit their workplace has not been given required attention. Scholars like Dalton *et al*., (1982) and Morrell *et al*., (2001) described that the volume of empirical research examining and understanding turnover process is insufficient and there is a need to overcome this shortage by conducting more research in the field. Therefore, this dissertation highlights the significance of exploring the variables of communication that influence an employee's decision to leave the work in the organization and in the

same time is considered an addition to empirical knowledge and of a practical importance to be used by organizations with large numbers of employees.

The coming years bring with them challenges for organizations that would like to take pleasure in a competitive edge over their competitors. This necessitates having employees that are steady and reliable. Nowadays, organizations and particularly project managers and supervisors are facing a difficulty in retaining their high performing and productive employees throughout periods of high staff turnover. The employee's turnover is translated into a direct cost to the organisation. Research studies revealed that the Civil engineering industry has the second highest turnover rates in the Middle East in the past five years.

Leaving an organization usually comes as a result of different factors; this choice can be taken based on employee's personal grounds, reasons related to the job it-self or other reasons with relevance to the organisation. According to Coomber and Barriball, (2007) understanding the reasons behind an employee's decision to quit is a very complex process, so further empirical study about the topic would provide a better understanding of the turnover process and would caution against oversimplifying the complex turnover equation. Consequently, the research of communication in the organization provides valuable empirical figures that can be used to develop the communication methods within organisations.

In summary, the main aim of this research is to add to the previous literature and to extend the research about how enhancing communication satisfaction among employees can possibly improve their job satisfaction and therefore increasing the employees' retention rate. Attaining this objective necessitates studying and understanding the relationships between these three constructs (communication satisfaction, job satisfaction and turnover intentions) and to learn more about their impact on each other. The area of focus will be an empirical assessment of several engineering companies located in the United Arab Emirates.

1.5   Structure of the Research

This research thesis first gives an observation of earlier literature about the subject, after that a presentation of data collected using appropriate survey techniques in order to verify research hypotheses, provide answers to the research questions and therefore meeting research aim and objectives. The research is divided into five chapters which have a rationale setting as the topics develop as the following:

Chapter 1: This chapter "**Introduction**" presents the research topic background and the problem statement. It also explains the research aims and objectives in addition to the rationale of the research.

Chapter 2: This chapter "**Literature review**" is a revision of the available literature about the three main topics in the research (communication satisfaction, job satisfaction and turnover intentions), in addition to identifying their aspects and special attributes. It also explains hypotheses used in this research.

Chapter 3: This chapter "**Research Methodology**" explains the methodology used in this research. In addition to the researcher's techniques, strategies, study sample and measurements are described in detail.

Chapter 4: This chapter "**Data Analysis and Results**" presents a comprehensive breakdown of the survey information collected following the study methodology while referring to the proposed hypotheses and research questions using statistical software SPSS as an investigation instrument.

Chapter 5: This chapter "**Study Conclusion and Recommendations**" describes the meaning of observations and presents a discussion on the research findings in reference to the proposed hypotheses and research question. Moreover, it includes implications and recommendations for addressing research challenges, in addition to proposed future areas of research. The chapter also contains the general conclusion located at the last section of the research study.

Chapter 2

Literature Review

Chapter Two: Literature Review

This Chapter summarizes the research elements of communication satisfaction, job satisfaction and turnover before concentrating on the relation between these elements perspective. A theoretical review of each of these factors is presented, which defines communication satisfaction, job satisfaction and employees' turnover intentions through past research. Moreover, it explains their variables and measures. Literature focusing on the satisfaction questionnaires is provided and similarities/differences are acknowledged. Research propositions and hypotheses are made accordingly.

2.1   Communication

Communication is considered an important element in our daily life interactions. The research to date has shown that staff and particularly project managers utilize majority of their time at work in different forms of communication with employees (Klemmer and Snyder, 1972). The concept of communication was defined by different researchers as a substitution of knowledge and a delivery of meaning which forms the basis of the organizational community system (Katz and Kahn, 1978). Other authors have described communication as a theoretical variable that determines the extent to which job related information is being transferred by organizations to their workforce (Price, 1997). Commonly, communication takes a significant place within the social system of any organization which is formed by a combination of mutually dependent groups of employees trying to attain organizational acknowledged objectives.

Recently, researchers have shown that employees and organization members are more conscious of the reality that a vital part of their work life is communication (Giri and Kumar, 2009). Greenbaum *et al*., (1988, p.245) stated that communication is considered as one of "fundamental importance in the operation of all organizations", they further added that understanding the effectiveness of the communication in general is essential in order to attain an efficient organization.

Communication formed the central focus of a study conducted by Goldhaber (1990) in which the author found that relationships at workplace are maintained by

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communication, where "human messages are directed at people within the organization-their attitudes, morale, satisfaction, and fulfillment", (Goldhaber, 1990, p.20). The existence and significance of the relationship between both communication and satisfaction has been frequently shown in many of the researches conducted during the past years, According to Ehlers (2003, p.9) "Understanding the impact of communication on job satisfaction is imperative to gaining greater benefits for both the employees and the organization". Her study described that employees having excellent communication skills are a must; therefore employers and managers should deliberate more on the relationship between communication and satisfaction of the employees in the organization. She concluded that "There is a relationship between communication and satisfaction that needs to be of a greater importance for organizations to achieve a higher success" (Ehlers, 2003, p.3).

Pettit, Goris, and Vaught (1997) came to the same conclusion that existence of clear communication is necessary for all individuals in any workplace; furthermore authors demonstrated that successful organizations assess the quality of communication environment that is being implemented. A number of studies have found that employer and management need to focus on communication satisfaction of the employees since statistics from several sources have identified that communication affects both employees' performance and their job satisfaction, furthermore it was confirmed that communication satisfaction helped to sustain the vision of the organization and assured attaining organizational aim and objectives (Downs and Adrian, 2004, and Karatepe and Tekinkus, 2006).

Nowadays, organizations are stating in their job description requirements that communication skills and ability to work within a team are necessities for candidates. Furthermore, it is now understood that effective communication is the key for growing business. Obviously, it is crucial to have good communication climate among workers; thus the relationship between both communications and satisfaction ought to be a crucial object that employers give attention to in the workplace in order to achieve a higher success (Ehlers, 2003).

2.2   Communication Satisfaction

Various studies in the past decades helped recognize the significance and importance of communication satisfaction in the organizational setting (Richmond and McCroskey, 1979). According to Downs and Hazen (1977) a lot of attention in organizations is being awarded to develop a comprehensive process for the assessment of communication, their study was supported by Likert (1967) statement which explained that any communication assessment tool should consider that different communication variables and strategies can help the organization in achieving its aims and objectives.

Ehlers (2003, p.3) stated that "Communication satisfaction is studied in the workplace because employers want employees to be effective and efficient communicators for their organization so they can perform their job". Moreover, the researcher explained that importance of communication satisfaction study came from the fact that employees should be satisfied at work and this helps in establishing clear and better workplace environment.

While a variety of definitions of the communication satisfaction have been suggested, this study will use the definition first suggested by Redding (1978, p.429) who saw it as a multidimensional concept, which is explained as the "overall degree of satisfaction an employee perceived in his total communication environment". According to other scholars communication satisfaction is defined as the personnel satisfaction intrinsic in a successful communication experience with another person or in a successfully being communicated with (Down and Adrian, 2004).

Through the literature reviews, various factors were identified as requirements for the efficiency of communication with reference to communication satisfaction, researchers have recognized six factors which are believed to have the highest control over communication effectiveness, these are superior – subordinate communication, two-ways organizational trust and influence and information satisfaction (Pincus *et al*., 1990, and Clampit and Downs, 1987), In addition to feedback from supervisors, face-to-face communication and communication climate (Downs, and Hazen, 1977,

and Pincus, 1986). Each of the mentioned factors will be discussed in the coming sections of the literature review.

2.2.1   Communication satisfaction factors characterization:

2.2.1.1 Superior – subordinate communication

During the past thirty years much more information has become available on organizational communication satisfaction, a variety of studies were evaluated by Pincus and Rayfield, (1987), their research revealed that superior and subordinate communication and its linkage to job satisfaction received considerable amount of literature and attention. Varona (1996) defined supervisory communication as communication with superiors directed both downward and upward. Various scholars found that in organizations employees appraise their relationship with the supervisor as the most significant communication link at the workplace. According to Downs, and Adrian, (2004) having a good relationship with the supervisor plays a significant role in assuring clear information transfer to employees, also quality of communication with supervisor influences employees productivity rate and their job satisfaction.

Veilhaber's (1983) research suggests that managers can build their relationships with their employees through communication; Veilhaber has found that there is a significant connection between the supervisor and subordinate relationship and employee feelings toward work. Furthermore, Downs and Adrian (2004) described that the contentment with superior communication refers to an employee's immediate communication with the supervisor in both upward and downward aspect of communicating, they explained that it measures subordinates perceptions of how the supervisor is being open to their contributions and ideas, and it evaluates how good a listener he/she is to their job related difficulties. Additionally, it measures the extent to which the supervisor pays attention as well as how adequately managers keep subordinates well-informed about the organization. In the research conducted by Downs and Adrian (2004) they described that the contentment with subordinate communication assess how clear and well employees initiate communication with

their supervisor and it measures how far employees keep their supervisors informed
about useful information and details that the supervisors need.

According to Varona (1996) supervisor-subordinate communication can be measured
initially by evaluating manager's ability to recognize employees' thoughts and
contributions, if the manager is inattentive and ignores his/her employees, then the
employees' work can become worthless (Villegas and Cerveny, 2004). Moreover,
manager's provision of support and guidance, and giving attention required to
employees will make them feel more positive about their work (Varona, 1996).

When it comes to a work, employees want to keep their manager satisfied, given that
pleased supervisor means easier to carry (Ehlers, 2003), Richmond and McCroskey,
(2000) came to the conclusion that improved quality of communication either on the
supervisor part or the subordinate is expected to cause more mutual dependency and
adjustment which contributes to the formation of an encouraging work atmosphere
and more sought-after results.

2.2.1.2 Two-way organizational trust and influence

In the research conducted by Pincus *et al*., (1990, p.180) organization trust and
influence was defined as a communication satisfaction factor that "reflected
employees' concerns with their perceptions of their organization as a whole and top
management, and their ability to influence organizational decisions affecting the
workplace".

Pincus *et al*., (1990) have identified this communication factor using Dennis' (1974)
research findings about communication climate in organizations, the research has
shown that organizational trust and influence communication factor compromises of
both upward communication influence factor and downward communication accuracy
factor. Employees at workplace have growing desire to be part of the decision making
process in their organizations. This highlights the importance to them to have an
opportunity to contribute and influence their organization's decisions (Pincus *et al*.,
1990). According to Apostolou, (2000) a major significant factor in the success or

failure of any organization is the power of its individuals, and the way that power is focused towards meeting organizational aim and objectives.

Furthermore, Pincus (1986) and in accordance to Dennis' (1974) research explained that employees not only prefer to participate in their organizations decisions, they also have increasing important desire in receiving accurate and trusted communication from their management as well. In the research conducted by Clampitt and Downs (1993), it was found that treating employees fairly and providing them with clear and accurate information will strengthen their trust in the organization's management; organization trust will maintain supervisor's credibility in the eyes of employees and will make them feel more satisfied and committed to their work. According to Downs, and Adrian (2004), supervisors need to make employees feel as a fundamental part of the organization; this can be observed by allowing more communication with the employees.

This translates into getting employees more involved in important work decisions, also conducting more frequent meetings to keep them aware of the organization status. Keeping employees unaware of what is happening in the organization will demotivate them and will break their sense of belonging to the organization.

2.2.1.3 Information satisfaction

In the research conducted by Pincus *et al*., (1990, p.180) information satisfaction was defined as the "employees' satisfaction with information about the organization and their immediate work environment". According to Weick and Roberts, (1993) passing information to employees is regarded as an important approach for pursuing organizational goals.

Downs and Adrian (2004) described that the more information the employees receive, the more this will make them feel as a significant part of the organisation. According to them information satisfaction in any work environment include the extent to which employees are adequately and effectively being informed of information about their immediate work surroundings. The quality of information satisfaction from management is also linked to the extent to which employees receive information

about organizational changes, job requirements, in addition to organizational financial standing (Downs and Hazen, 1977).

Information satisfaction in the organization allows management to clear any doubts about employees jobs, furthermore, it helps in keeping them well informed and particularly makes them feel that they are being appreciated by the management and considered as a significant element of the organization. Consequently, employees will be more motivated and their satisfaction with their job will increase (Clampitt and Downs, 1993).

2.2.1.4 Feedback from supervisors

The literature argues that receiving personal feedback from higher management, supervisor and coworkers is considered as one of the most ubiquitous form of communication in organizations. According to Hasner *et al*., (1978) research study, they described feedback environment as a complete set of information at the workplace that informs employees how well they are performing in the organization. Varona (1996) explained that feedback is implicated with individuals' necessitate to understand how they are being judge by their superiors and the way their performance is being measured and evaluated.

Organizations emphasize the significance of developing a feedback culture at the workplace, receiving feedback allow employees to regulate their behaviors and efforts in order to enhance their abilities and performance (O'reilly and Anderson, 1980, London and Smither, 2002). Moreover, it is significant to maintain employees' satisfaction (Hackman *et al*., 1976, and Lam *et al*., 2002).

According to Downs and Adrian, (2004), personal feedback is considered as one of the most significant communication involving work and personal achievements of the employees, for employees it crucial to know their progression and appraisal. Gerstner and Day, (1997) explained that in any successful organizations managers must express their consideration to employee's participations, and listen to their suggestions, additionally, they have to provide their employees with sufficient support

and positive feedback in order to keep them motivated and satisfied (Anseel and Lievens, 2007).

2.2.1.5 Face-to-face communication

Research conducted by Jablin (1985) has shown that over half of the mangers' time at the workplace is spent in communicating with employees; it was also found that most of the communication is verbal and occurs in a face-to-face context (Whitely, 1984, and Luthans *et al*., 1986). Literature showed that face-to-face interaction is inevitable and still the main communication channel among all groups of employees. Meetings, regardless of the fact of being time-consuming, were unexpectedly esteemed by employees as the main model for effective feedback and in the provision of face-to-face time with higher management (White, Vanc and Stafford, 2008). Organizations use face-to-face communication in forms of meeting, dialogue, etc as their primary communication medium to communicate vital information (Pritchard, 2004).

Begley, (2004, p.1) stated that "even as technology has allowed us to connect with an ever-expanding global network through the click of a mouse, face-to-face communication is still as important as ever". She added that face-to-face communication comprises all of the body language, voice, and facial expressions, which can all be observed by the receiver at the same time; therefore face-to-face communication is verified to be representing the key informative communication method. On the other hand, written communication is deficient in all of the above mentioned aspects, thus, a limited amount of information is understood by the recipient. For these reasons several organizational circumstances, frequently the ones concerning disagreements, feelings, or other sensitive subjects, always requires human contact and face-to-face communication.

The research conducted by Howard (1996) showed that employees favour to obtain their information directly from their superiors. Researcher explained that face-to-face communication between management and subordinates is crucial, since face-to-face communication has particular advantages which are not in printed publications such as ability to ask questions, offering direct opinions, and providing and receiving feedback. Howard (1996) concluded that face-to-face communication builds

employees' confidence in the organization and makes them more satisfied with the work environment.

2.2.1.6 Overall Communication climate

The concept of communication climate can be defined as the "internal environment of information exchange among people through an organization's formal and informal networks" (Buchholz, 2001, p.1). According to Dennis, (1974) and Goldhaber, (1990) communication climate concerns with employees observations about the quality of the common relations at work, in addition to the clarity of communication happening at the organization. Putnam and Cheney, (1985) explained that communication climate is the organizational atmosphere regarding acceptable communication behavior; it includes the formal and informal guidelines, processes, in addition to the decision making process that facilitates or restrains communication.

The communication climate commences a healthy attitude toward communication in the organization (Downs and Adrian, 2004). According to Ryder and Southey (1990) communication climate comprises communication elements like judgments on the openness of management to employees' communication or the reliability of information being circulated in the organization. Pincus *et al*., (1990) concluded that a significant means of the research conducted about communication climate is explained by the ability of communication climate to predict and control the efficiency in the organization.

Previous research findings showed that when information flows freely in the organization, the communication climate is categorized as open, on the other hand, it is considered closed when information is blocked and cannot be transferred (Buchholz, 2001). Satisfaction with communication climate is expressed by the employee's reaction to the communication environment at both the personal level and organizational level. Moreover, the communication climate comprises the degree to which the communication in the organization motivates employees to meet goals and objectives of the organization.

Literature showed that researches in which the concept of communication climate is linked to job satisfaction are abundant (Villegas and Cerveny, 2004, Downs and Adrian, 2004, and Karatepe and Tekinkus, 2006). According to Pettit *et al*., (1997) the way that individuals observe management communication style, and its trustworthiness, in addition to the communication system at the workplace, would all contribute in shaping employees' satisfaction toward their jobs.

2.3   Job Satisfaction

Employee's job satisfaction is an extensively researched construct in Business research literature (Park and Deitz, 2006, and Rutherford *et al*., 2009). Early business management and social science literature showed that several researchers were interested in understanding the employee's personal characteristics and organizational features that are linked to employees' job satisfaction.

The research about job satisfaction began early in the past century; two of the major introductory works of research of that era were the principles of scientific management conducted by Taylor (1911), and Hawthorne experiments conducted by Elton Mayo (1924–1933). The findings of earlier research studies helped in understanding the nature and causes of job satisfaction which paved the way for future research in the field.

Job satisfaction has been discussed in a variety of ways, and a number of theories have been formed to describe the reason that actually makes employees contented with the job they do. A number of studies have shown that a mutual agreement on the definition of job satisfaction doesn't exist, in most of the studies the concept of job satisfaction was viewed as " the outcome of some factors or as the cause of some consequences, such as job performance, absenteeism, labor market mobility, and general life satisfaction" Manisera *et al*., (2005, p.3).

According to Churchill *et al*., (1974) job satisfaction can be defined as the characteristics of the job itself and the work atmosphere which employee believe are satisfying and rewarding; or unsatisfying and annoying. Several attempts have been

made to address the perception of job satisfaction from the time when Hoppock (1935) started his initial investigation about satisfaction; researchers described job satisfaction as a mixture of emotional, physiological, and environmental situation that makes someone sincerely declare that he/she is satisfied with his/her work.

In the research conducted by Graham (1982), it was stated that job satisfaction is "the measurement of one's total feelings and attitudes towards one's job". The concept of job satisfaction has also been anticipated by emotional exhaustion of employees (Jaramillo *et al.*, 2006). Similarly Locke (1976) defined job satisfaction as a positive and pleasing emotional status which is formed because of the appraisal of the employee's job or of the job experience as a whole. This individual emotional appraisal is made by the employee whether deliberately or unconsciously.

According to Rutherford *et al.*, (2009) most of the pervious academic researchers have observed job satisfaction as a single faceted global construct, while in fact job satisfaction should be observed as a double-faceted construct which is considered as both an antecedent and an outcome.

2.3.1 Job Satisfaction Theories:

Many theories have been created to explain how employees are being satisfied with their jobs. According to Furnham (1997) job satisfaction theories can be observed under many theoretical viewpoints, however most of these theories approach the issue from psychological and economical background.

Among the most significant theories of job satisfaction are Maslow's (1954) "Hierarchy of needs" theory, and Herzberg *et al.*, (1959) "Motivation-Hygiene" theory, These theories were named as content job satisfaction theories because of their ability to classify factors leading to employees' job satisfaction (Manisera *et al.*, 2005). According to scholars Maslow's (1954) hierarchy of needs motivation theory has constructed the basis of job satisfaction theory. Maslow explained that individuals' motivation is mainly based on their need to reach fulfillment and change through their personal growth.

Gratton (1980, p.463) described Maslow's theory as "a possible basis for a fuller understanding of the individual's needs, particularly with regard to quality of life". This theory elucidates that employees are looking to satisfy five basic needs, it starts with physiological needs, then safety needs, social needs, self-esteem needs, and finally self-actualization. Maslow's hierarchy of needs is usually demonstrated as a pyramid as shown in **Figure 2.1**.
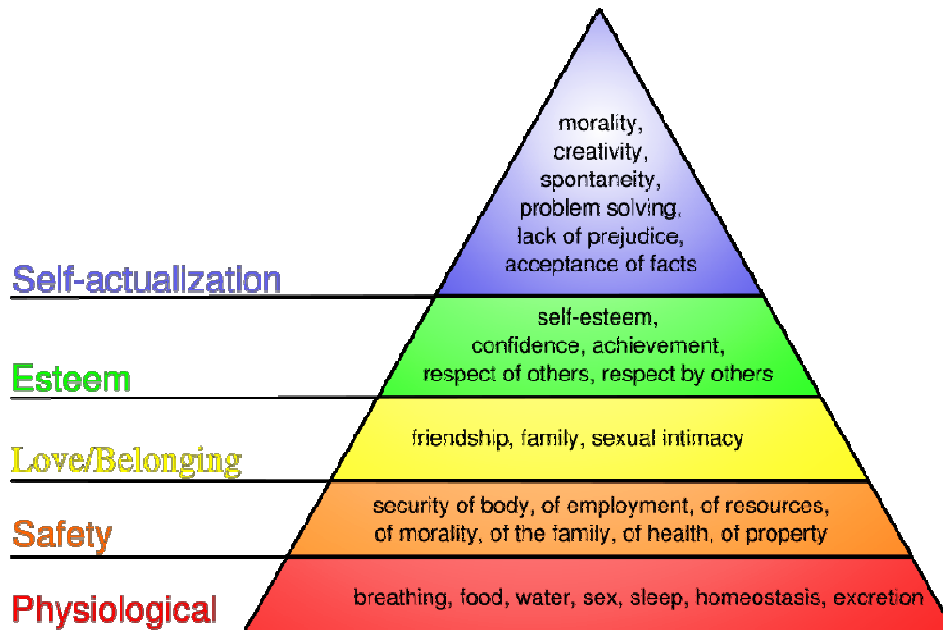
Figure 2.1: Maslow's hierarchy of needs, Finkelstein, (2006) adapted from Maslow (1954).

The pyramid's base is made of the basic needs whereas the more multifaceted needs are placed at the pyramid's highest point. According to Wahba and Bridgewell (1976), the needs at the lower level of the pyramid are considered with basic needs such as physiological needs for air and food, in addition to safety and belonging needs. When the lower level basic needs are satisfied individual can progress upward to the higher level of needs which is concern with growth needs (Mcleod, 2007). Finally, when all the pervious needs are satisfied, the individual might have the ability to reach highest level which is called self actualization. Maslow (1954) described self actualization as the stage where individual desire become everything that one is capable of becoming.

Herzberg *et al*., (1959) Motivation-Hygiene theory is considered as one of the most important theories regarding job satisfaction because of its use of theoretical and practical consequences (Manisera, 2005). According to Ean (2007, p.15) Herzberg was "another theorist who uses the needs satisfaction to explain job satisfaction"

Motivation-Hygiene theory states that job satisfaction and dissatisfaction are determined by independent and diverse factors. According to Herzberg *et al*., (1959) and Manisera, (2005) when employees are satisfied in their workplace, they usually relate their satisfaction to the job and the job content. This includes work type it self, achievements, recognition, responsibility, advancement and promotional chances. On the other hand, when employees are not satisfied at their workplace, they usually relate their dissatisfaction to work environment factors such as pay, working conditions, quality of supervision, company policies, job security and relation with co-workers. Therefore, Herzberg categorized the factors related to employees' satisfaction as motivators while other factors which caused employees dissatisfaction were categorized as hygiene factors. Porter *et al*., (2007) defined a motivator factor as an inner energy that drives employees to achieve personal and organizational goals.

According to Manisera, (2005) hygiene factors can reduce job dissatisfaction but cannot be the cause of job satisfaction. Therefore, the management ought to maintain the satisfaction of hygiene factors in order to maintain employees' job satisfaction. On the other hand motivators' factors have the power to increase job satisfaction; for that reason if motivators are satisfied employees' job satisfaction is maintained.

2.3.2   Job Satisfaction Assessment:

Even though a lot of research and studies were conducted about the topic, job satisfaction remains a vague concept (Garretto, 2000). The concept of job satisfaction comprises the overall constructive approach that employees have toward their job tasks and toward the workplace in general. Moreover, it includes ambience of the workplace which are co-workers, managers, organization strategy, and department policies. By referring to this concept we can conclude that the employees' level of satisfaction is correlated to what level of constructiveness are these workplace factors.

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Similarly, Locke, (1976) and Arvey *et al*., (1989) explained that job satisfaction can be recognized as a simple particular answer to a question about contentment with the job as a whole, although job satisfaction can be explained in a more complex way and be considered as the combination of satisfaction of several situational and dispositional factors

This have pushed scholars in the field and researcher to study the factors affecting and affected by several dimensions of job satisfaction. Earlier studies failed to obtain an accurate assessment of job satisfaction levels of employees at the workplace. This was a result of the use of global measuring of job satisfaction (Mottaz, 1985, Rutherford *et al*., 2009)

The same was explained by Churchill (1974), and according to him the global measure of job satisfaction provides organizations with insufficient information about work environment aspects that employees find it as motivator and satisfying. The use of a multidimensional scales to measure employees' job satisfaction have given management in organizations a clear image about what employees find satisfying. Moreover, these scales showed the discrepancy consequences on employees' work associated attitudes and behaviors (Rutherford *et al*., 2009, and Russ and McNeilly, 1995).

For the reasons mentioned above, research studies about job satisfaction abounded the use of global measures of satisfaction and turned to create several multidimensional satisfaction scales to allow managers to obtain a precise and complete appraisal of the job satisfaction in the work environment. For example, Weiss *et al*., (1967) have used satisfaction scales to measure intrinsic job satisfaction on one side which reflects satisfaction with content of daily work, such as the variety of tasks, on the other side satisfaction scales were used to measure the extrinsic job satisfaction which considers satisfaction with the work environment and conditions, such as salary and benefits.

In accordance with the above mentioned research, Churchill (1974) created a seven dimensions scale that measured employees' satisfaction with supervision, pay, company support, promotion, overall job, and co-workers.

Further research studies have found several factors contributing to the job satisfaction, for example Rice *et al*., (1991) research findings confirmed that job satisfaction is multidimensional in nature with five factors that affect the level of satisfaction. These factors are; satisfaction with pay, work, promotion, co-workers, and a comprehensive item that measures the overall job satisfaction. Moreover, , Spector, 1997, Westlund, 2007, and Westlund and Hannon, 2008, have used nine dimensional facets model of job satisfaction which have measured the satisfaction with pay, contingent rewards, supervision, promotion, operating conditions, benefits, coworkers, communication, and the nature of work. Similarly Sharaf *et al*., (2008) have measured the satisfaction level of employees using the same nine dimensional satisfaction scales.

Nowadays, it is essential for managers in organizations to understand the factors affects and being affected by varied dimensions of job satisfaction. Rutherford *et al*., (2009, p.1146) stated that attention of organization should be particularly given to understand "how does emotional exhaustion impact each of the dimensions of job satisfaction, and what are the differential effects of dimensions of job satisfaction on critical organizational outcomes like commitment and turnover".

The most effective and beneficial way to estimate job satisfaction level in organizations is by conducting surveys in both types qualitative and quantitative.
The use of a qualitative method by conducting interviews will assist the researcher in collecting information and facts that are very important to determine factors which organizations should enhance in order to maintain higher level of satisfaction. Also, the use of quantitative survey method by means of questionnaires will help the researcher in collecting verified statistical data which can scientifically be tested and assessed.

The literature showed that job satisfaction is correlated to various areas of concern for employers and organizations, these include but not limited to employee turnover, and intention to leave (Mobley, 1977, Coomber and Barriball, 2007). In addition to, commitment, productivity, performance, and absenteeism, (Locke, 1976, Mottaz, 1985, Shore and Martin, 1989, and Ehlers, 2003).

The focal objectives of this research are to give more explanation about the interrelationships amongst communication, dimensions of job satisfaction, and tendency to quit the workplace. In order to achieve these objectives, the use of a multi-dimensional scale of job satisfaction is necessary and this scale is selected based on the pervious mentioned scales developed by earlier scholars.

2.4   Employees Turnover

Employees turnover have severe impact on organizations, employees usually leave their work for various number of reasons, some are more related to carrier goals and to peruse opportunities, others are related to change for a healthier work environment with better financial returning or retirement.

Many definitions were provided by the literature for employees' turnover and inconsistency within the literature concerning the concept was shown, this is possibly related to the uncertainty about both the definition and measurement of turnover (Cavanagh, 1989). In general, turnover is known as the relocation of employees out of the workplace (Coomber and Barriball, 2007). According to Price (1997) it is defined as the movement of employees across the boundary of an organization, and it can be measured as the number of the employees who have moved out of the organization throughout a considered time divided by the average number of workers in that organization during the same time.

Employees may leave their organizations according to their will or against it. According to Wanous *et al*., (1979) the reason for turnover is taken from both the employee and the employer and it can be characterized as voluntary and involuntary turnover. This research discusses voluntary turnover. Based on our research needs we will be focusing on the turnover case where employees leave their organizations voluntarily (Dougherty *et al*., 1985).

In the research conducted by Bluedorn (1978) turnover was observed as a multi-dimensional notion, differentiating between the act of quitting as voluntary or involuntary, and between the quitting and joining of an employee to an organisation.

Such observation is important to take into consideration when trying to differentiate the changeable factors that possibly will have an affiliation with voluntary turnover acts of employees (Coomber and Barriball, 2007).

2.4.1 Turnover Intentions

These days, the turnover intention is a trend that is widespread across employees in all organizations. Management should understand why employees have an intention to leave their organization. The topic of employee turnover intention has received extensive concentration in the organizational psychology research (Campion, 1991).

Fishbein *et al*., (1975) have clarified reasons that foresee the actual turnover, according to them the actual behaviour of turnover is the primary descendant to the behavioural intention of turnover. This shows that the turnover process starts with the employee's intention to leave as a predictor to the actual turnover (Mobley *et al*., 1978, and Griffeth *et al*., 2000). Therefore turnover intention is defined as the intensity of organizational members willing to leave their job with their organization (Ali, 2008).

Most of earlier researchers' interest was mainly focused on identifying turnover intentions. Turnover intentions measures the degree to which employees intend to quit their organizations other than determining factors that are more relevance to the actual turnover (Cohen, 1999). According to Chen *et al*., (2008) any research about turn over intentions should consider examining if the same factors that affect employees' turnover intentions would also affect the actual turnover of the employees, hence intention to leave by it self represents only a part of the actual turnover (MorBarak *et al*., 2001).

Mobley (1977) explained that the withdrawal decision procedure implies that thinking of leaving the workplace is the next rational step following experienced dissatisfaction and this is the intention to leave. According to Griffeth *et al*., (2000) several factors paved the way for employees' turn over intentions to grow such as job satisfaction and organizational commitment.

Scholars found that turnover intention is considered as a consequence of affective variables similar to the job satisfaction rather than the actual turnover. According to them a complete collection of various turnover factors should be considered when trying to clarify points of difference in actual turnover such as age and tenure. By doing so the actual turn over can then be examined but possibly won't be subjected to factors that are directly predictive (Coomber *et al.*, 2007, Chen *et al.*, 2008, and Hellamn, 1997).

2.4.2   Turnover Effects

The consequences of turnover have not received sufficient attention from past scholars and researchers (Mobley 1982, Bax and Glebbeek, 2004).According to Ton and Huckman (2008) it is surprising to see that such an important aspect being ignored. Some studies such as Sasha Corporation (2007) industry studies have anticipated the cost of turning over of an employee earning $8 (29 AED) per hour at around $3,500 (12,800 AED) to $25,000 (91,250 AED).

Employees turn over is considered as both direct cost (Riley, 2006), and indirect cost (Ton, and Huckman, 2008) to organizations. The direct cost is associated with the cost of recruiting, induction and training of new employees (Dalton *et al.*, 1979, and Griffeth *et al.*, 1995). Moreover, the indirect cost is involved with operational distribution which comes as a consequence of losses of both human and social capital (Mobley, 1982 and Des and Shaw, 2001). Furthermore another indirect cost is demoralization of remaining workers because of increased work pressure and loss of workplace colleagues (Staw, 1980 and Mobley 1982).

Losing a skilled employee will cost the organization time and money in order to overcome this lost. Employees' shortage especially high performing ones will have significant impact on organizational performance and project delivery (Riley, 2006). According to Ton and Huckman (2008), the cost of an employee turnover can be estimated as a financial loss equals to one or more of the employee's wage.

On the other hand, research showed that key employees' turn over had unconstructive consequences on other employees. The turnover proved to cause commotion of the

organizational social process and increased conflict. Moreover, turnover might reduce employees' confidence with their organizations and prompts other employees' turnover (Becker, 1962 and Des and Shaw, 2001). In the study conducted by Shaw *et al.*, (2005), a negative correlation was found between turnover rates and productivity of the studied organizations. Thus, it can be summarised that turnover affects organizational operation and performance through its negative effect on workers cohesion and team integration, in addition to, disturbance of the production process leading to low performance. Therefore, organizations need to understand turnover process clearly, and invest more in reducing their employees' intention to quit.

2.5   Links between communication and job satisfaction:

Communication is explained as a substitution of knowledge and a delivery of meaning which forms the basis of the organizational community system (Katz and Kahn, 1978). Employees' communication satisfaction is considered as an attractive research construct for scholars' investigating the organizational communication starting from O'Reilly, (1977) and Downs *et al.*, (1977) till today. The concept of communication satisfaction at the workplace has been defined as a multidimensional model which is explained as the "overall degree of satisfaction an employee perceived in his total communication environment" Redding (1978, p.429).

Downs *et al.*, (1977) research was one of the earliest studies that looked into measuring communication satisfaction in organizations, majority of subsequent researches depended on communication satisfaction model that Downs developed earlier (Pincus, 1986, Clampit, 1987, Nicholson 1980, Jones 1981, Alum, 1982). This research is looking into communication satisfaction and has incorporated Downs *et al.*, (1977) communication analysis approach into the research investigation, since majority of scholars had immediately recognized the usefulness of this instrument. Downs *et al.*, (1977) looked into communication and job satisfaction relationship. He found that there were broad diversities among studied organizations, however investigation showed that three factors out of eight factors he used were found to be highly correlated with job satisfaction, and these were: Feedback, Superior-subordinate communication, and communication climate. This finding agrees with

what Pincus and Rayfield (1989) concluded about the body of communication-job satisfaction research, they stated that in spite of using multiple definitions, tools, and different methods of research, there was a " positive, but complex relationship exists between employees' perceptions of various types of organizational communication and their perceived job satisfaction", (Pincus and Rayfield, 1989, p.27).

Many factors of organizational communication has been shown to be positively correlated with job satisfaction, such as superior-subordinates communication (Wheeless *et al.*, 1984, Varona, 1996, and Downs *et al.*, 2004), personal feedback (O'reilly and Anderson, 1980, Pincus, 1986, Lam, Yik, and Schaubroeck, 2002), horizontal informal communication (Downs, Adrian and Ticehurst, 2002, and Sias, 2005), communication media quality (Proctor and Doukakisl, 2003, and White, Vanc and Stafford, 2008) and information load (Coan, 1984, and Pettit *et al.*, 1997).

The research model used in this research consists of six dimensions of organizational communication believed to be affecting organizational communication in multinational engineering organizations, these were taken from Downs and Hazen (1977) analytic study of communication satisfaction in addition to some modified communication items that had a high factor loading from Pincus *et al.*, (1990) communication and job satisfaction study, these variables are: superior-subordinate communication, two ways organizational trust and influence, information satisfaction, feedback, face-to-face communication, and overall communication climate. The employees' satisfaction with these six independent variables examined their correlation with job satisfaction, for that reason it is hypothesized:

H1: There is a significant relationship between communication satisfaction and job satisfaction.

In order to study the correlation accurately, the six factors of communication satisfaction were hypothesized as shown in the following sections.

2.5.1   Superior -Subordinate communication:

Pervious literature showed that supervisor-subordinate communication factor is considered as the main and most important communication channel that scholars have focused on in their studies about organizational communication (Downs *et al*., 1977, Wheeless *et al*., 1984, Heng, 1988, and Varona, 1996). This factor of communication includes two dimensions, the downward communication and upward communication.

Scholars initiated that evaluating the extent to which employees are satisfied with their communication with the supervisor can possibly work as a factor in determining how satisfied are the employees with their jobs. In order to sustain an efficient communication between supervisors and employees, researchers like Varona (1996) suggested that it is essential for supervisory communication to be sincere, encouraging, incentive, and empowered. Effective supervisors in organizations always have accentuated the significance of continuance communication with their subordinates, they also freely transfer information and give clear instructions. Moreover, they always have kept their employees informed about the organizational policies and strategies. For employees whom they identify contentment with management, it is expected that they will be satisfied with their communication with their superiors as well.

In several studies it was found that a superior's clear and open communication was positively correlated with employees' job satisfaction (Downs *et al*., 2004, Varona, 1996, and Wheeless *et al*., 1984). The research conducted by Downs and Hazen (1977) and Wheeless *et al*., (1984) hypothesized that communication satisfaction with direct manager or superior will have a significant relation to employee's perception of job satisfaction. The outcome of the study signified that employee's feelings towards communication with superiors and how they listen and pay attention, in addition to openness to communication and guidance offered for solving job related problems were all positively related to both employee's performance and job satisfaction.

Furthermore, Pincus (1986) in a study conducted on 327 staff members, he demonstrated strong positive links between communication and job satisfaction, specifically in supervisor communication, feedback, and communication climate. The

research established "the vital importance of employee-immediate supervisor communication on employee job satisfaction" (Pincus, 1986, p.143). In effective organizations, superiors use communication as an influential way to motivate their subordinates, research showed that employees' motivation can be greatly influenced by the amount of information that the supervisor passes to them. According to Griffin *et al*., (2001) supervisory relation with employees is equally significant in the communication process and is considered as a base in structuring the work setting as well as transferring information to employees. This information includes everyday tasks, organizational objectives, strategy and future plans. The interaction between the employee and the supervisor will raise employees' feeling about their contribution to the organization and increase their enjoyment sensation during their employment period (Byrne *et al*., 2006).

On the other hand, when it comes to workplace, employees attempt to sustain their managers' satisfaction, given that if the superior is satisfied then almost certainly the employee's job will be less complicated and easier to carry (Ehlers, 2003). Furthermore, Employees who are pleased with their managerial communication are expected to provide a high-quality performance since their responsibilities and tasks have been clearly defined and delivered by their superiors. Satisfaction with communication with subordinates revolves around how subordinates are open to downward communication, the level to which subordinates sense responsibility for commencing upward communication with the supervisor, and the grade to which the supervisor's experience that he/she has reached an overload stage of communication (Downs and Hazen, 1977).

According to Hopper (2009), when a vigorous relationship between the employees and their supervisors exists, employees will be expressively attached and committed to their organization. Furthermore, employees will think twice before jeopardizing their good relationships with their employers and move to another organization.

Subordinate communication factor is described by the employees' ability to interact with their superiors and how they can clearly transfer information and initiate superiors' needs that are important to the supervisors. The quality of the supervisor-subordinate relationship would establish the subordinate's ability to communicate in

order to assist their superiors. Thus, subordinates who preserve a good relationship with their supervisor are likely to be pleased with their communication and will optimistically impinge on their job satisfaction (Villegas, 2004).

Past research showed that having strong supervisor-subordinate relationship will contribute to employees' loyalty to the organization (Downs *et al*., 2002). According to them, this relationship establishes a mutual connection between subordinates and supervisors which are based on admiration and confidence between both sides, the existence of this connection imposes employees' commitment and appreciation. Furthermore, the employees' knowledge of managerial open communication policy and organizational enthusiasm to take employees' suggestions into consideration has been proofed to increase their job satisfaction (Heng, 1988).

This research tested the hypotheses that:

H1 a: There is a significant relationship between employee satisfaction with Superior-Subordinate communication and job satisfaction.

2.5.2   Two-Way Organizational Trust and Influence:

This communication factor concerns with employees' perception of their organizations as a whole and top management, Also it revolves around the employees' capability to influence organizational decisions affecting the workplace (Pincus *et al*., 1990). Today's organisations are always trying to change in order to get advanced or to acclimatize to the continuous changing surroundings. Additionally, they try to turn their workforce into becoming the main resource for ideas and suggestions; this (if applied) makes employee senses like a fundamental element of the organisation. The way to achieve this will be by supervisors' ability to conduct frequent meetings to keep employees aware of what is occurring in the workplace or the organisation, doing so provides the employee a feeling of attachment and belonging to the organization (Downs, and Adrian, 2004).

The past research finding highlights the increasing significance of employees' need for a possibility to contribute in and influence organizational decisions, in addition to employees' need for further open, clear, and trusting communication with high level

management. Studies conducted by (Clampitt and Downs, 1993) showed that keeping employees out of the work decision making process will fragile the bond between employees and their jobs. When employees have the feeling that they are being appreciated and treated fairly by the management, and in the same time are provided with accurate information related to their organization and job tasks, these would generate an intellectual feeling of belonging to the organization which would make employees feel more satisfied with their jobs. For that reason, supervisors who keep their employees involved in the work decision making process reports higher level of job satisfaction between their employees

Cotton (1993) stated that getting employees involved is a participative process commenced to utilize the full capacity of employees, and to stimulate them to increase commitment and achieve organizational success. Research conducted by Light (2004) on hundred companies showed that employee involvement was positively related to employee empowerment, and employee empowerment was positively related to employee's job satisfaction.

Furthermore, Sekhar and Anjaiah (1995) explained that the organizational communication and trust have major impacts on organizational effectiveness, teams' adjustment, and difficulties solving efficiency. According to them, the lack of organizational trust will reduce superiors' credibility and employees might ignore communication received from supervisors. When communication practices are open and free flowing, employees perceive that they have an influence in the work they carry out, also they will feel more satisfied with their jobs, this will make employees look over their own interpretations, perform the work correctly and therefore be aligned with the organizational vision (Mishra and Morrissey, 1990).

In summary, organizations using appropriate communication tool based on trust, openness, and accuracy will have an effect on employees' job performance and effectiveness which consecutively will be enhanced leading to more improved job satisfaction (Pettit *et al*., 1997). Therefore it is hypothesized that:

H1 b: There is a significant relationship between employee satisfaction with the two ways organizational trust and influence communication and job satisfaction.

2.5.3   Information Communication Satisfaction:

Information satisfaction is a result of information exchange in the organization which occurs between co-workers, employees and superiors. It comprises employees' satisfaction with the information that they receive about the whole organization and their direct work atmosphere. This communication factor is usually correlated with the amount and value of information that management and co-workers communicate about in view of the organizational plans and polices, in addition to the requirements of employees' work and staff related information (Downs *et al*., 1977).

Exchanging information is ubiquitous in all organizations. According to Poortvliet, (2009) over eighty percent of communication among individuals is a sort of an incessant flow of information moving backward and onward. Gouldner, (1960) explained that at the time workers decide to communicate and share their information with each other, both of the communicating parties will take advantages of this interaction and will enhance their performance consequently through the principle of reciprocity. Sharing information with others in the workplace will result in receiving information back afterwards. For that reason, exchanging knowledge and information can be observed as a fundamental factor in achieving objectives which is positively correlated to job satisfaction (O'Reilly, 1977, Weick and Roberts, 1993).

The research conducted by Clampitt and Downs (1993) showed that the existence of a quality internal communication practices in the organization have enhanced employees' productivity. Therefore, supervisors need to establish an open sociable work environment where information between employees can be transferred without restraint in order to attain improved job performance and satisfaction.

The quality of information satisfaction from supervisors is linked to the degree to which employees receive announcement about organizational changes, job requirements, information about the company financial standing, and changes in the organizational goals and policies (Downs and Hazen, 1977, and Downs and Adrian, 2004).

Exchanging information in the organization helps employees in clearing any uncertainty or doubts about the work they are doing. Moreover, it helps in keeping them well informed and makes them feel that they are valued by the management and considered as an important part of the organization, hence, this will increase their satisfaction with their job and strengthen their loyalty to the organization (Clampitt and Downs, 1993).

According to Carriere and Bourque (2009) internal communication practices play a significant role in manipulating job satisfaction levels in organizations, they enlightened that supervisors need to be aware of the favorable communication practice that employees find encouraging, afterward, supervisors need to exchange with employees the quality and amount of valued information that will support them in carrying out their job's tasks and accordingly make them feel satisfied about the job. Therefore it is hypothesized that:

H1 c: There is a significant relationship between employee information satisfaction and job satisfaction.

2.5.4   Feedback communication:

Literatures argue that personal feedback from the supervisor and co-workers is considered as one of the most widespread forms of communication. Providing feedback to employees is crucial for preserving and rising of employee's motivation and satisfaction (Hackman and Oldham, 1976. Lam, Yik, and Schaubroeck, 2002). Nowadays, most organizations are investing more on the creation of an organizational environment based on a feedback culture in order to increase levels of motivation and satisfaction among employees (London and Smither, 2002).

The feedback provided by supervisors can be explained by the sufficiency of communication between superiors and subordinates which includes, giving employees recognition for their tasks completion, communicating how their performance is being assessed, and the revision criteria used when they are being judged (Hanser and Muchinsky, (1978) and Varona, 1996). According to Gerstner and Day, (1997) managers are required to demonstrate interest to employee's contributions, allow

them to ask questions and should listen to their inputs and suggestions. Moreover, supervisors should offer employees enough support they need and positive feedback.

Scholars found that performance review conducted by supervisors is considered as an effectual technique of providing the feedback to employees. Conducting monthly or yearly revisions of employees' performance gives the subordinate and superiors the chance to plan objectives and goals, discuss points of strengths and weaknesses, and to assign plans for the future. Also feedback drives individuals to alter their behaviors and boost their efforts in order to enhance their performance at work (O'reilly and Anderson, 1980).

Effective personal feedback must be precise and more frequent. Peters *et al*., (1982) explained that the effective criteria for supervisors to provide successful feedbacks are to provide sort of formal and informal recognition for a successful job. Other case studies found that employees usually favor unofficial positive feedback from their supervisors; this feedback was in the form of an informal recognition of the work instead of only pointing out negative aspects of the work performed (Downs and Adrian, 2004).

Having good communication relationship and personal feedback process between subordinates and supervisors will allow both sides to take part in the decision making process which consequently will minimize the possibility of task uncertainty and objectives indecision. In the case of a weak communication relationship the personal feedback from supervisors would be only focused on observing employees performance and their work progress (O'reilly and Anderson, 1980). Downs and Adrian, (2004) clarified that personal feedback have presented a from of communication concerning personal individual achievement and work, Also Lam, Yik, and Schaubroeck, (2002) and O'reilly and Anderson, (1980) hypothesized that higher level of employees job satisfaction is believed to be maintained by the existence of a positive feedback environment in the organizations.

Literatures explained that when employees are kept well informed about their jobs they are likely to be more satisfied with their jobs. Both Anseel and Lievens, (2007) and Downs and Adrian, (2004) stated that both the quality of communication between

subordinates and supervisors, and the personal feedback were positively related to employees' job satisfaction, these findings totally agreed with pervious research findings of Downs and Hazen, (1977) where the main significant communication factor influencing job satisfaction was personal feedback.

In organizations employees usually feel more secured and tend to have a strong emotional connection to their organization when positive subordinates-supervisors relationships exist (Varona, 1996, and Meyer *et al*., 1991). This relationship is maintained by positive feedback, feedback provides the employee ability to get involved and to be a part of the work planning processes that include job, career, and promotional plans. Moreover, it brings into line employee's objectives together with organizational objectives. Varona's (1996) research confirmed earlier argument about the relationship between feedback and job satisfaction, the scholar came to the conclusion that personal feedback was the most significant predictor of job satisfaction and employee's loyalty. Therefore it is hypothesized that:

H1 d: There is a significant relationship between employee satisfaction with Feedback communication and job satisfaction.

2.5.5   Face-to-Face Communication:

Face-to-face communication is considered with employees' perception of using face-to-face communication as a medium of communication and the degree to which employees perceive it as functioning effectively. Organizations use face-to-face communication in forms of meetings, conversations, and interviews. It is also considered as the primary communication medium to communicate vital information at the workplace (Pritchard, 2004). In their research Karhan and hartment, (2006) initiated that individuals at the workplace rated listening to verbal communication as one of the highest competencies. Also, Cameron and McCollum (1993) described that employees favor interpersonal direct communication more than mediated indirect communication, which means in brief that employees want to observe and speak with their managers directly.

Employees have a preference to receive information concerning the organization through formal channels, as this approach reduces the probability of receiving untrustworthiness information which flows informally within the organization. White, Vanc and Stafford, (2008) described that Face-to-face interaction is considered as the most favorable method for communication between all groups of employees. Meetings, in spite of being recognized as a time consuming practice, were unexpectedly highly appreciated by the employees and considered as the main channel for giving personal feedback and providing face time with supervisors.

Begley, (2004) explained that face-to-face communication comprises body parts movement (body language), voice, in addition to facial expressions, which every facet of this type of communication can be directly observed by the communicators in the discussion. This verifies that face-to-face communication represents the top informative communication method. On the other hand, written communication is deficient in all of the above mentioned aspects, thus, a limited amount of information is understood by the recipient.

Both Jo and Shim, (2004), and Byrne and LeMay, (2006) explained that there is a significant relationship between management's face-to-face communication and employee's job satisfaction since it can shape a trusting attitude among both sides. According to Downs and Adrian, (2004) organizations usually choose formal means to communicate significant information in the workplace, consequently, strong organizational binds will be developed and employees' feeling that they are being appreciated within the company is sustained. This developed feeling among employees can't be remained if employees moved to another organization, thus these feelings will create an aspiration for the employee to stay with the same organization.

Based on the above mentioned it can be hypothesized that:

H1 e: There is a significant relationship between employee satisfaction with the face-to-face communication and job satisfaction.

2.5.6   Overall Communication climate:

Overall Communication climate is interested in measuring how employees in the organization are being satisfied with various characteristics of communication on both organizational and personal level. The communication climate in the organization is concerns with the type of communication aspects that employees favor and stimulate them to meet organizational goals. Also, it determines if employees' expectations are being observed by the management or not (Downs and Hazen, 1977). In the investigative study conducted by Pettit, Goris, and Vaught, (1997) they demonstrated that the existence of a clear and high quality communication climate is crucial for all individuals in organizations, additionally they described that successful organizations always do examination of the quality of communication climate that is being developed.

According to Trombetta and Rogers (1986) communication climate aspects covers several areas of communication in the organization, this includes employees' awareness of supervisory communication, opportunities and effectiveness of subordinates communication, co-workers openness to relationships, consistency of information received from employees and team members, and communication satisfaction. Communication climate aspects are important elements of effective organizations, because they help in the development of information and knowledge transfer processes between employees, also they play major role in the formation of relationships between employees in the organization. This agrees with what Goldhaber (1990, p.20) have stated, according to him communication climate assists in developing relationships between employees because "human messages are directed at people within the organization-their attitudes, morale, satisfaction, and fulfillment".

Investigations conducted by several scholars in the past decades showed that receiving adequate amount of communication makes employees aware of the organizational goals objectives and this will make them feel as a vital part of the organization they work for. According to Villegas and Cerveny (2004) communication is not only essential for attaining work objectives, it is also essential on the employees' individual level to maintain their job satisfaction. Goris (2007)

illustrated that when an employee conveys substantial satisfaction with their organizational communication climate, they are likely to be more satisfied with their employment conditions in the workplace.

When employees feel that they are being appreciated by the organization, this will develop their attachment to the workplace and therefore encourage employees' loyalty. An individual who senses the connection to other employees in the organization will certainly feels more commitment to the job itself (Villegas and Cerveny, 2004).

The research conducted by Downs and Adrian, (2004) and Karatepe and Tekinkus (2006) showed that communication climate is positively associated to job satisfaction, they explained that when more correct job related information is being shared between employees and superiors, employees will feel more attached to their organization and accordingly satisfied with their jobs. According to them, every supervisor should put more consideration into understanding the relationship between communication climate and job satisfaction, since communication have an effect on both employees' performance and job satisfaction, furthermore it conserves the organizational strategy and vision, in addition to support in attaining more success to the organization. For these reasons it is hypothesized that:

H1 f: There is a significant relationship between employee satisfaction with the overall communication climate and job satisfaction.

2.6   Links between job satisfaction and Turnover Intentions:

Much of the past communication based research have focused on the relationship between a variety of communication factors and job satisfaction, it was usually alleged to be an attractive organizational objective. In the research conducted by Clampit (1987) it was found that most of past studies have used communication satisfaction model as an independent variable, the job satisfaction was a dependents variable. The same ideas were explained in many other researches such as Downs *et al*., (1977), Pincus *et al*., (1989), Pincus *et al*., (1990), all of these research papers

have studied job satisfaction in organizations. In other studies, the model of communication satisfactions was expanded to include the influences on employees' retention (Ehlers, 2003; Hopper, 2009). According to Hellman (1997), rising of dissatisfaction in workers results in increasing the probability of taking into consideration other employments opportunity. Job satisfaction in this study is considered as precursor to the dependent variable because it is believed to be a significant predictor of the employees' turnover intentions.

Previously, job satisfaction was defined as "the measurement of one's total feelings and attitudes towards one's job" Graham (1982, p.68), It was clearly explained that the concept of job satisfaction comprises the overall constructive approach that employees have toward their job tasks and toward the workplace in general. Moreover, it can only be analyzed by measuring different factors that are in correlation to employees' satisfaction such as pay, promotion chances, relation with supervisors and co-workers, and the job it-self (Rice *et al*., 1991, and Westlund, 2007). All of these mentioned factors jointly create a global item that measures the overall job satisfaction.

Majority of employees spent most of their daily time at work and it is understood that when the employees are satisfied with their jobs and over all work environment, they keen to keep working in the same place and don't tend to shift to another workplace (Ali, 2008, and Sarminah, 2006). Many scholars agreed that employees' turnover intention is considered as a consequence of affective variables such as job satisfaction rather than the actual turnover (Coomber *et al*., 2007). The primary objective of the research conducted by Westlund and Hannon, (2008) on about 124 employees was to determine which facets of job satisfaction have the highest effect on turnover intentions; in their research Westlund and Hannon used Spector's (1997) facets of job satisfaction as independent variables and employed Jackofsky *et al*., (1987) job turnover model which reflected combined scales of views of quitting and intention to leave as dependent variable. This was demonstrated in their research framework as shown in **Figure 2.2** in the next page.
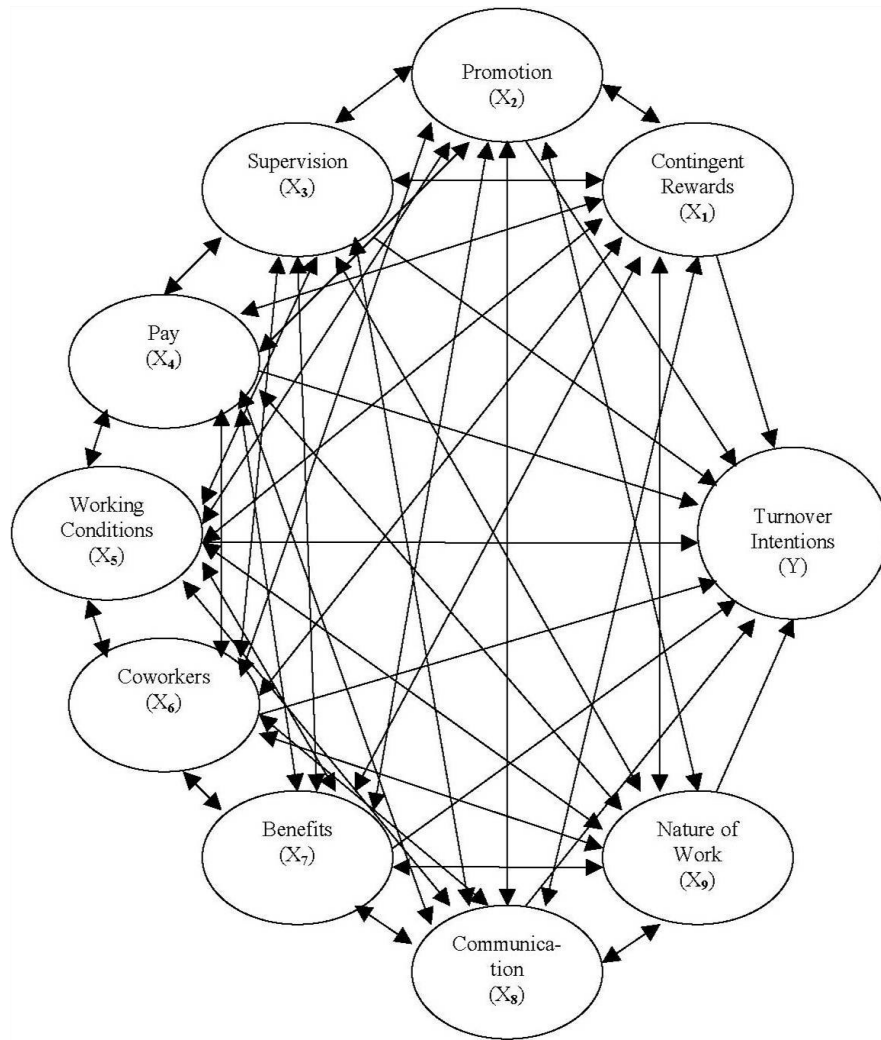
Figure 2.2: Job satisfaction and turnover intentions conceptual frame work, Westlund
and Hannon, (2008, p.3).

Westlund and Hannon (2008) findings agreed with other past research papers which
have shown a significant negative correlation between the different facets of job
satisfaction and the turn over intention of employees (Cavanagh and Coffin, 1992,
Price, 1997, Korunka *et al*., 2005, Boswell, 2005, and Rahman *et al*., 2008). This
strong negative relationship between job satisfaction and turnover intentions in
addition to the fact that job satisfaction is considered as a strong predictor of turnover
intentions was the reason to include job satisfaction in this research study.

All of the pervious literature agreed that when employees are surrounded by an
unconstructive work environment that makes them feel dissatisfied with their jobs,

this will push them to consider leaving the work and move on to another organization that will suit their needs, and keep them satisfied (Ali, 2008, Brough *et al.*, 2004, Rahman, 2008 and Winterton, 2004).

Employees satisfied with their work are less likely considering quitting their job, several case studies showed that when employees are well paid, and have clear communication channels and good relation between them and their supervisors, a higher percentages of job satisfaction were stated (Coomber *et al.*, 2007). Downs, and Adrian, (2004) enlightened that for employees, the relationship with supervisors is considered as the main significant communication facets at the workplace ,quality of this relation plays a vital role in transferring clear information to employees. When the quality gets worst employees tend to avoid any contact with the supervisors and this will motivate them to seek opportunities for employment elsewhere.

This will lead to the second research hypothesis which is in accordance to (Rahman *et al.*, 2008 and Brough, 2004) research findings and where it examines the relationship between job satisfactions and turn over intentions;

H2: There is a significant relationship between job satisfaction and turnover intentions.

2.7 Mediated relationship of job satisfaction between communication satisfaction and turnover intentions:

From pervious literature it is understood that employees' observation of their good communication with their superiors and co-workers will have a significant positive correlation with their satisfaction with the job they do (Pincus, 1986).

Information about the job and organization are mainly being transferred through direct supervisors in the first place and co-workers, this means that employees trust and count on their superiors to pass on all information they need to complete their tasks (Krackhardt *et al.*, 1981). According to Ongori (2007), employees' satisfaction will decrease if they feel that they are being provided with insufficient information in the organization. Moreover, their hesitant perception of the expectations of other co-

workers and the management will contribute to their dissatisfaction status and make
them search for another workplace where they can overcome these issues and be more
satisfied.

The pervious analysis of the relation between communication satisfaction and job
satisfaction showed employee's perceptions of:

- **H1 a** superior-subordinate communication
- **H1 b**: two ways organizational trust and influence communication
- **H1 c**: information communication satisfaction
- **H1 d**: Feedback communication
- **H1 e**: face-to-face communication
- **H1 f**: overall communication climate

All of these hypotheses are believed to be positively correlated to job satisfaction.
Moreover, job satisfaction was alleged to be correlated with turnover intentions (**H2**).
According to Kraut (1975) lots of case studies showed that there is a negative
relationship between job satisfaction and turn over intentions. For these reasons it can
predicted that having a good communication satisfaction with superiors and co-
workers is expected to lead to a higher job satisfaction, which consecutively will be
directly linked to employees turn over intentions (Flecley and Bennett, 1997, Flaherty
and Pappa, 2002, Rycrat and Shoech, 2002, and Adebayo and Ogunsina, 2011).

The insufficient communication about the way job is being carried, poor evaluation
methods used by superiors, in addition to vague impression of employees' work
expectations will all lead to dissatisfaction and drive employees to look for
employment elsewhere, Ilgen and Seely, 1974, and Grandey *et al.*, 2005 .
Therefore, it is hypothesized that:

H3: Job satisfaction will mediate the relationship between communication satisfaction
and turnover intentions.

From this main hypothesis we can assume these sub- hypotheses:
H3 a: Job satisfaction will mediate the relationship between superior-subordinate
communication and turnover intentions.

H3 b: Job satisfaction will mediate the relationship between two ways organizational trust and influence communication and turnover intentions.

H3 c: Job satisfaction will mediate the relationship between Information satisfaction and turnover intentions.

H3 d: Job satisfaction will mediate the relationship between feedback communication and turnover intentions.

H3 e: Job satisfaction will mediate the relationship between face-to-face communication and turnover intentions.

H3 f: Job satisfaction will mediate the relationship between the overall communication climate and turnover intentions.

Chapter 3

Research Methodology

Chapter Three: Research Methodology

This chapter of the thesis illustrate the research methodology used to attain the aim and achieve objectives of this exploratory study. For the purpose of this study, a random sampling technique was used to collect data from a sample of employees working in five multinational engineering firms across the United Arab Emirates in the emirates of Abu Dhabi and Dubai. The contribution of this study will be in the useful guiding principle to engineering firms' management in the United Arab Emirates to enhance and improve the satisfaction of employees throughout intervention considered to develop a vigorous communication environment in such a way that encourages loyalty and commitment.

The methodology chapter of the research gives a description about the research design selected in this study. A theoretical research model and questionnaire were developed for this research. In addition, details on the pilot study, sample characteristics and inclusion criteria, research procedure, variables of the hypothesis that will be tested, and the method used in the analysis are explained.

Moreover, this research intends to examine and measure employees' job satisfaction and to investigate the relationship between communication satisfaction, job satisfaction and turnover intentions.

3.1   Research design

For the purpose of this research a structured questionnaires survey method was used since this is concerned as a timely and suitable approach to investigate the connection, strength, and significance of the relationship between job satisfaction, communication, and turnover intentions.

The questions of the questionnaire are divided into four sections, general information, job satisfaction, communication climate and turnover intentions. Furthermore, this research seeks to explore the possible effect of the communication climate and turnover intentions on the job satisfaction. In addition, the relationships between

various demographic as well as profession variables with research variables were also analyzed.

The three key procedures that have been implemented to complete the research objectives are correlation analyses, multiple regressions and mediated regression analyses. Moreover, the processing of the collected data was performed using Microsoft Excel and the Statistical Package for the Social Sciences software (SPSS-V.18). The study data were composed from multinational engineering firms across the United Arab Emirates in the emirates of Abu Dhabi and Dubai throughout a self managed questionnaire.

3.2   Sample of the study

In order to complete this research, data were collected from full time employees of multinational engineering firms based in both emirates of Dubai and Abu Dhabi in 2011. For the purpose of this research, a general sample of employees was selected to fill the questionnaire using the random sampling technique since this study is expected that it will contribute useful guiding principle to engineering firms' management in the United Arab Emirates, and to possibly improve the employees' satisfaction through interferences designed to improve the communication atmosphere in such means that decrease turn over and encourage loyalty and commitment.

The random sampling technique was employed to select a representative sample of this study and the hard copy questionnaires were distributed by the researcher who attached a cover letter indicating the rationale of the research, who was doing the study, confidentiality, anonymity and that study following results will be specifically used for the research purposes only. In order to assure the correctness and convenience of the study's respondents, the questionnaire was prepared in both English and Arabic. The participants were also informed that their participation in the study was voluntary in the cover letter of the questionnaire.

The questionnaire contained quantitative measures of communication satisfaction (Superior-Subordinate communication, two ways organizational trust and influence,

information satisfaction, feedback, face-to-face communication, and communication climate), job satisfaction (pay, promotion chances, supervision style, co-workers relationship and job it self), turnover intentions, and demographics. Section one of the questionnaire is about demographics information, respondents were asked their gender, marital status, education level, age, number of years worked in the current organization, number of years worked in the same position, job status, and nationality. An example of the cover letter and questionnaire is presented in **Appendix A**.

In the beginning of the research, the determined sample size was six hundred, however, out of 600 distributed questionnaires, five hundred and forty two returned and found acceptable, which represents 90.3% response rate of the total distributed questionnaires. The collected research sample represents full-time employees from three job status managerial levels specifically; first, middle and lower level. The detailed sample characteristics will be explained in the next section of the chapter. The first step of the analysis started by coding the collected data into SPSS software, next the data were processed in order to arrange it into organized tables to make it organized for the descriptive statistical analysis.

3.3   Description of the study sample

3.3.1   Demographic Characteristics:

The total sample size of 542 employees from three managerial levels (first, middle and lower) was 366 (67.5%) males and 176 (32.5%) females. The sample comprises 330 (60.9 %) married and 212 (39.1%) unmarried. The sample includes a total number of 48 (8.9 %) as UAE nationals, while the rest 494 (91.1%) is Non- UAE nationals. The following **Table 3.1** presents a summary of the demographic characteristics of the study sample.

Table 3.1: Demographic characteristics of the study sample

Demographics	Gender	Marital Status	Education	Age	Years in the current organizaition	Years in the current positon	Job Status	Nationality
Male	366							
Female	176							
Married		330						
Unmarried		212						
Less than High School			2					
High School			14					
College degree			112					
Graduate degree			234					
High Diploma			46					
Masters or above			134					
Less than 25				74				
25 - 35				322				
36 - 46				114				
47 - 57				32				
58 or above				0				
One year or less					84			
2 - 7					340			
8 - 13					94			
14- 19					12			
20 Years or above					12			
One year or less						98		
2 - 7						334		
8 - 13						76		
14- 19						22		
20 Years or above						12		
First Level							60	
Middle Level							306	
Lower Level							176	
UAE National								48
Non UAE National								494
Total	542	542	542	542	542	542	542	542

Table 3.2 and **Figure 3.1** represent the gender status for the 542 participants in the
sample. The participants' gender is normally distributed in the sample with a majority
366 (67.5%0) males and 176 (32.5%) females.

Table 3.2: Gender status distribution of the respondents

| Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	366	67.5	67.5	67.5
Female	176	32.5	32.5	100.0
Total	542	100.0	100.0	
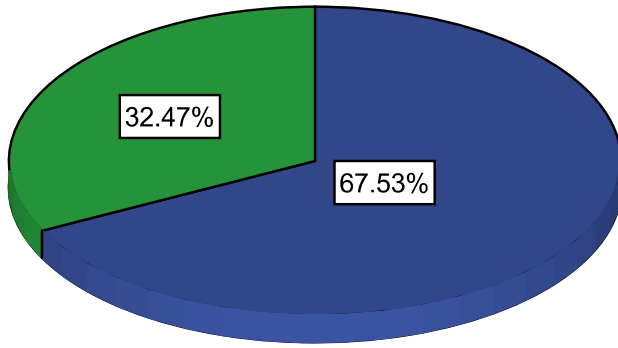
Gender of the respondent

■ Male
■ Female

Figure 3.1: Gender status distribution of the respondents

Table 3.3 and **Figure 3.2** show marital status for the 542 participants in the sample. The participants' marital status is normally distributed in the sample with a majority 330 (60.9 %) married and 212 (39.1%) unmarried.

Table 3.3: Marital status distribution of the respondents

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	330	60.9	60.9	60.9
Unmarried	212	39.1	39.1	100.0
Total	542	100.0	100.0	
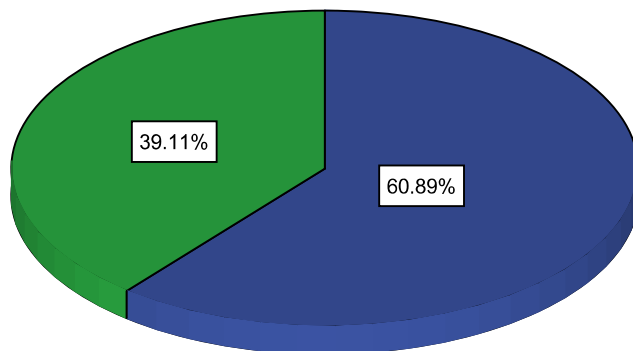
Marital status of the respondent

■ Married
■ Unmarried

Figure 3.2: Marital status distribution of the respondents

Table 3.4 and **Figure 3.3** below represent educational level for the 542 participants in
the sample. The participants' education level is normally distributed in the sample
with a majority 234 (43.2%) having Graduate degree followed by Maters or above
degree holders 134 (24.7%).

Table 3.4: Educational level distribution of the respondents

Educational Level	Frequency	Percent	Valid Percent	Cumulative Percent
Less than high school	2	.4	.4	.4
High School	14	2.6	2.6	3.0
College degree	112	20.7	20.7	23.6
Graduate degree	234	43.2	43.2	66.8
High diploma	46	8.5	8.5	75.3
Master or above	134	24.7	24.7	100.0
Total	542	100.0	100.0	
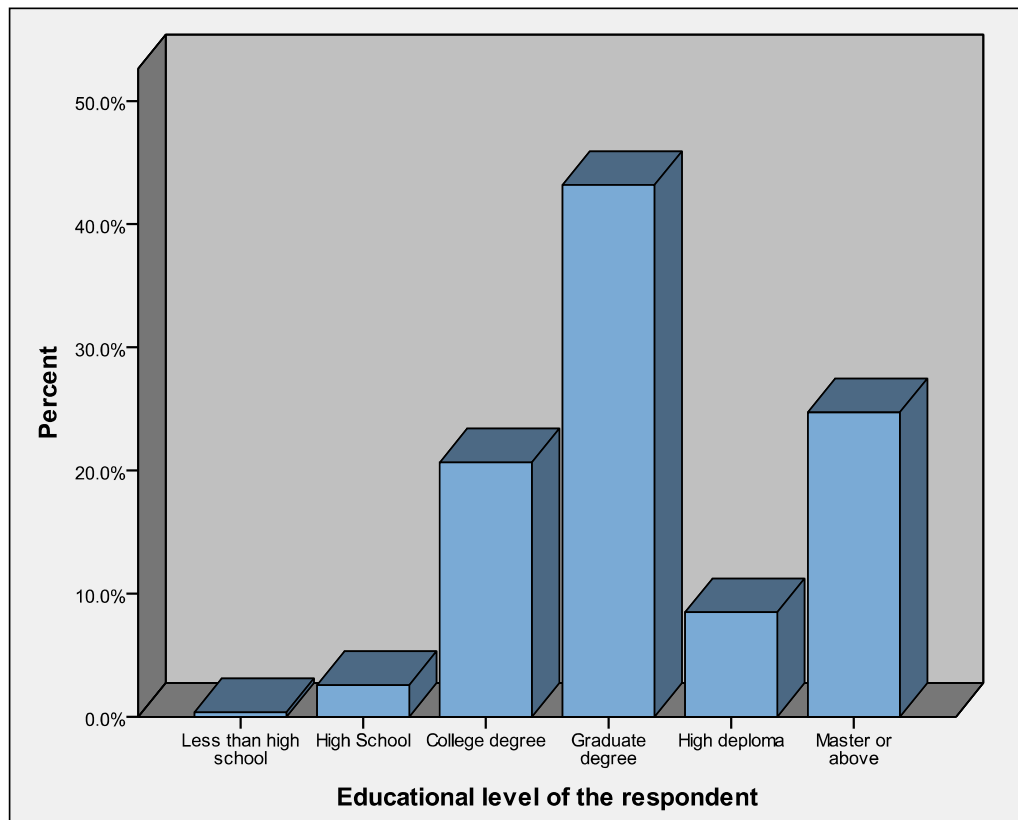
Figure 3.3: Educational level distribution of the respondents

Table 3.5 and **Figure 3.4** demonstrate the age for the 542 participants in the sample. The participants' age status shows that over half of the employees in the sample are in the age of 25 – 35 years who represent 322 (59.4%) of the total respondents.

Table 3.5: Age status distribution of the respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
less than 25	74	13.7	13.7	13.7
25 - 35	322	59.4	59.4	73.1
36 - 46	114	21.0	21.0	94.1
47 - 57	32	5.9	5.9	100.0
Total	542	100.0	100.0	
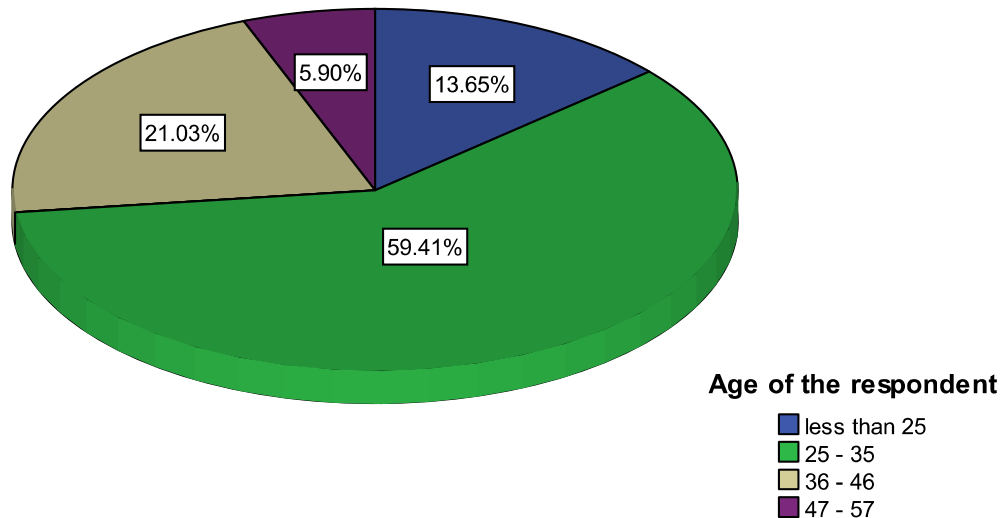
Figure 3.4: Age status distribution of the respondents

Table 3.6 and **Figure 3.5** illustrate the distributions of the number of years the employee worked in the current organization for the 542 participants in the sample. The majority of the respondents 340 (62.7%) are working in the current organization for 2 – 7 years whereas 12 (2.2%) are equally working "between" 14-19 years and for more than 20 years.

Table 3.6: Number of working years distribution of the of respondents

No. of Years	Frequency	Percent	Valid Percent	Cumulative Percent
One year or less	84	15.5	15.5	15.5
2 - 7	340	62.7	62.7	78.2
8 - 13	94	17.3	17.3	95.6
14 - 19	12	2.2	2.2	97.8
20 or above	12	2.2	2.2	100.0
Total	542	100.0	100.0	
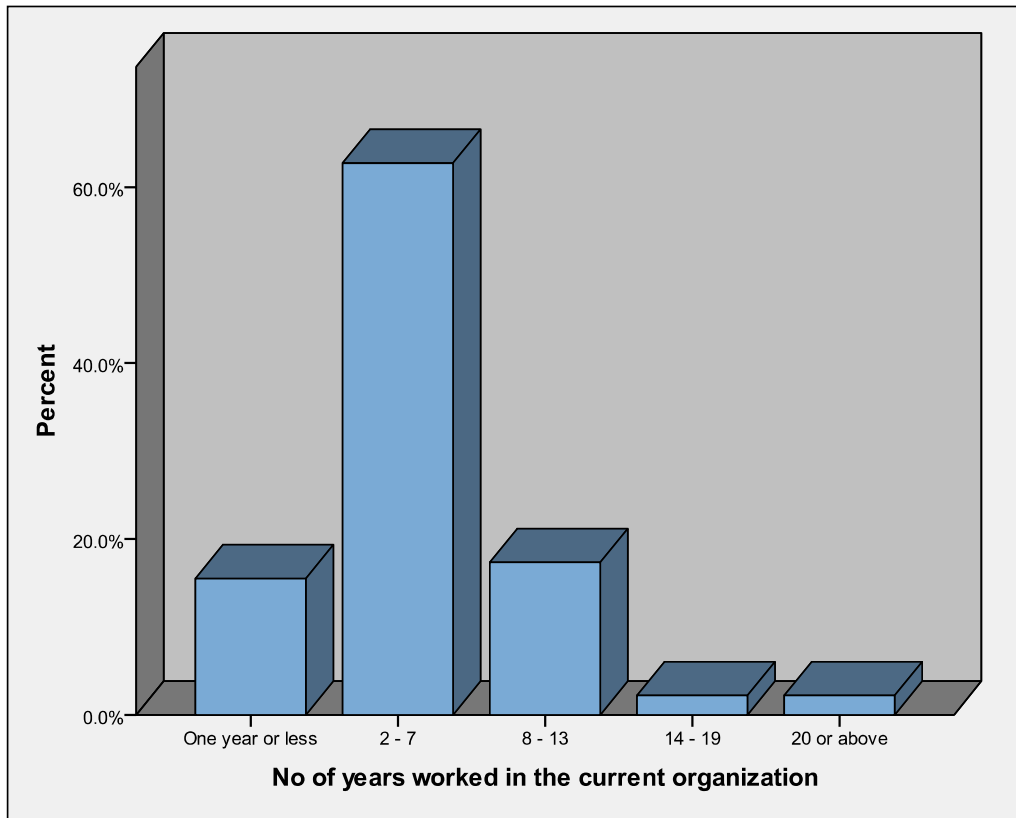
Figure 3.5: Number of working year's distribution of the respondents

Table 3.7 and **Figure 3.6** demonstrate the distributions of the number of years the employee worked in the current organization and in the current position for the 542 participants in the sample. The majority of the respondents (61.6%) are working in the current organization "between" 2 – 7 years while (18.1%) are working for one year or less.

Table 3.7: Working years in the same position distribution of the of respondents

No. of Years	Frequency	Percent	Valid Percent	Cumulative Percent
One year or less	98	18.1	18.1	18.1
2 - 7	334	61.6	61.6	79.7
8 - 13	76	14.0	14.0	93.7
14 - 19	22	4.1	4.1	97.8
20 or above	12	2.2	2.2	100.0
Total	542	100.0	100.0	
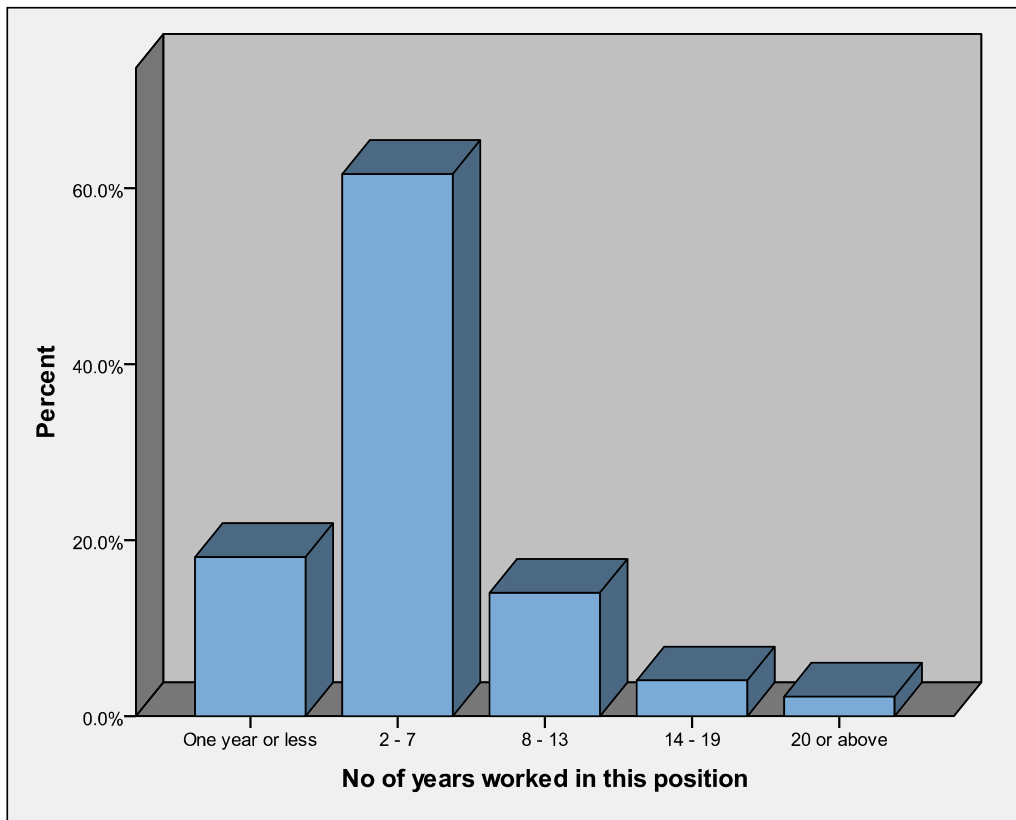
Figure 3.6: Working years in the same position distribution of the respondents

Table 3.8 and **Figure 3.7** present the distribution of job status for the 542 participants in the sample. The distribution of the participants' job status in-accordance to the three levels of job status shows that over half of the respondents are middle level 306 (56.5%), then followed by lower level 176 (32.5%), and finally first level with 60 (11.1%).

Table 3.8: Job status distribution of the respondents

Job Status	Frequency	Percent	Valid Percent	Cumulative Percent
First level	60	11.1	11.1	11.1
Middle level	306	56.5	56.5	67.5
Lower level	176	32.5	32.5	100.0
Total	542	100.0	100.0	
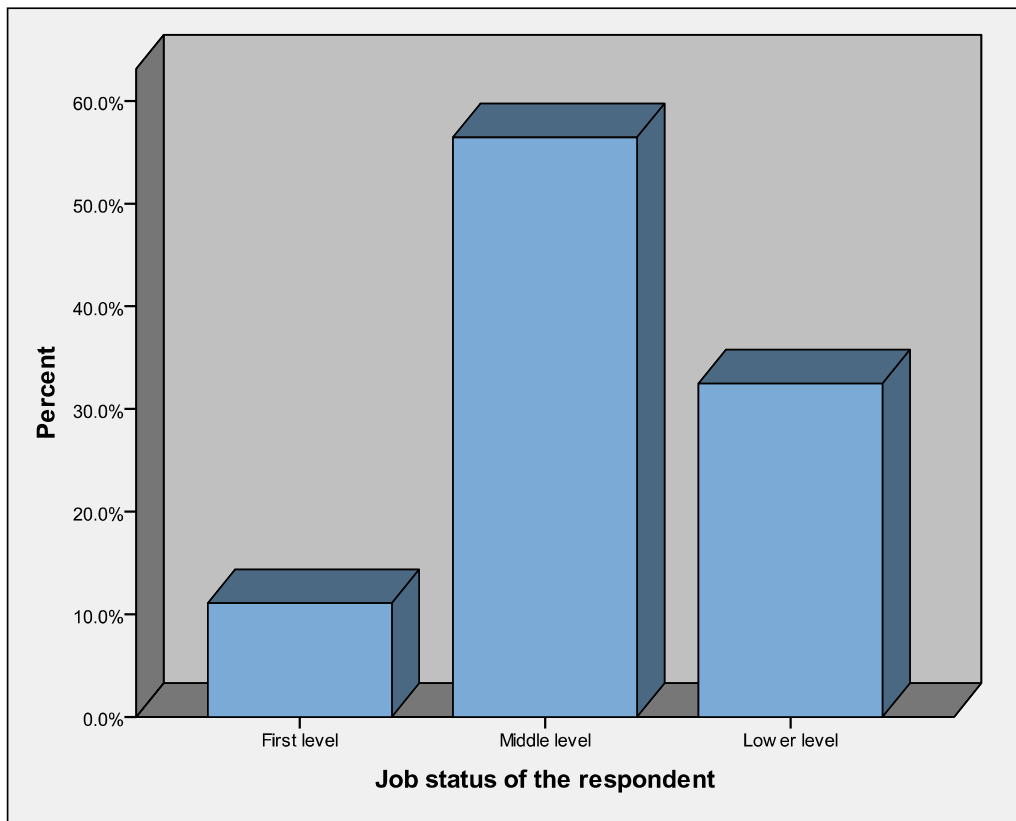
Figure 3.7: Job status distribution of the respondents

Finally **Table 3.9** shows the distribution of nationality for the 542 participants in the sample. The distribution shows that the majority of respondents 494 (91.1%) were by Non - UAE nationals followed by 48 (8.9%) of UAE nationals as shown in **Figure 3.8**.

Table 3.9: Nationality distribution of the respondents

Nationality	Frequency	Percent	Valid Percent	Cumulative Percent
UAE National	48	8.9	8.9	8.9
Non UAE National	494	91.1	91.1	100.0
Total	542	100.0	100.0	
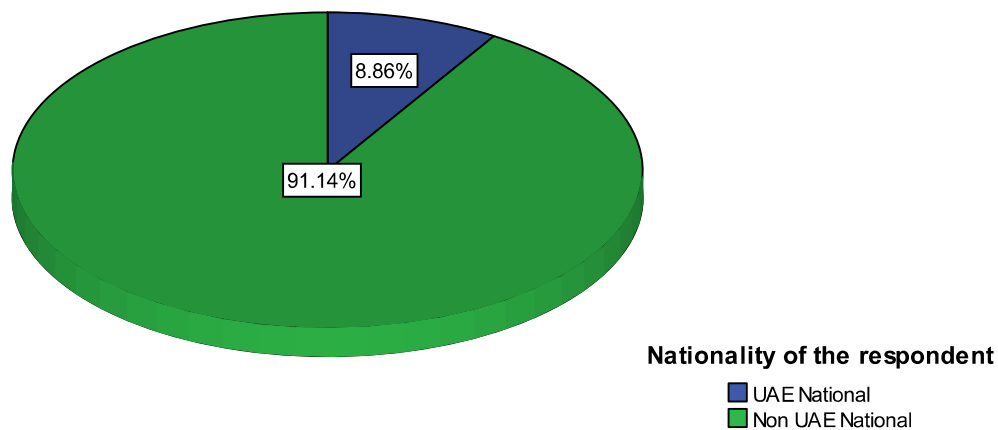
Figure 3.8: Nationality distribution of the respondents

3.4   The study model and study variables

The study includes three main variables specifically, communication satisfaction, job satisfaction and turnover intentions. The communication satisfaction and job satisfaction have several factors while turnover intentions have no factors.

A theoretical model for communication satisfaction and the relationship with job satisfaction and turnover intentions used in this research is presented in **Figure 3.9** in the next page.

Independent Variables

Communication Satisfaction

Superior-Subordinate communication

Two way organizational trust and Influence

Information satisfaction

Feedback

Face-to-face communication

Communication climate

Mediating Variables

Job Satisfaction

Pay

Promotion Chances

Supervision Style

Co-workers relationship

Job it self

Dependent Variables

Turnover Intentions

Figure 3.9: Model of the dependent, mediator, and independent variables (Turnover intentions, Job satisfaction, and Communication satisfaction).

The factors of communication satisfaction are:

1. Superior-subordinate communication;
2. Two ways organizational trust and Influence;
3. Information satisfaction;
4. Feedback;
5. Face-to-face communication;
6. Over all communication climate.

The job satisfaction has several factors as well, these are:

1. Pay;
2. Promotion chances;
3. Supervision style;
4. Co-workers relationship;
5. Job it-self.

Job satisfaction variables are considered as mediators that have a direct relationship with turnover intentions while the communication satisfaction represents the independent variables which have a more an indirect relationship.

Turnover intention represents the dependent variable, the mediating variable is employees' job satisfaction, which includes pay, promotion chances, supervision style, co-workers relationship and job it self variables.

The independent variable looks at employee's satisfaction with organizational communication dimensions, this includes: Superior-subordinate communication, two ways organizational trust and Influence, Information satisfaction, feedback, face-to-face communication, and communication climate.

The selection of variables was based upon a literature review of the topic. The theoretical reasoning for the selection of each variable was outlined in the literature review chapter.

The study model as presented earlier supposes the following:

- Communication satisfaction and job satisfaction are linearly correlated.
- Job satisfaction and Turn over intentions are linearly correlated.
- The variable of communication satisfaction has a significant impact on the job satisfaction as a mediator variable; also Job satisfaction has a significant impact on turnover intentions as a dependent variable.

3.5   Measurements

The study tool is a questionnaire that comprises 52 items which measure the three variables integrated in the research. The questionnaire used a five-point scale in Likert design in which the highest scale point is five = "*strongly agree*" and the lowest is One = "*strongly disagree*". The reliability test designated for the entire 52 items revealed a Cronbach's alpha of 0.97 as shown in **Table 3.10** below.

Table 3.10: Reliability coefficient of the total study 52 factors

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.97	52

Given that the Cronbach's Alpha value of 0.97, this implies that the section exceeds the threshold satisfactory reliability Cronbach's Alpha limit of 0.7 to proceed further Nunnally (1978). This means that our value is significantly high and this is an indication that the items included in the analysis are consisted. **Table 3.11** shows the reliability test designated for the 12 main variables of the study. Fully detailed reliability analysis of the over all 52 items scale is provided in **Appendix B**.

Table 3.11: Reliability coefficient of the study main variables

No.	Main Variables	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
1	Superior-subordinate communication	26.09	4.35	.92
2	Two ways organizational trust and Influence	18.03	3.78	.91
3	Information satisfaction	11.37	2.30	.92
4	Feedback	11.39	2.34	.92

5	Face-to-face communication	11.12	2.36	.92
6	Over all communication climate	14.79	3.32	.91
7	Pay	16.21	3.68	.92
8	Promotion chances	13.06	3.17	.92
9	Supervision style	15.50	2.98	.92
10	Co-workers relationship	15.49	2.37	.92
11	Job it-self	15.96	2.74	.92
12	Turnover intentions	20.32	6.18	.93

3.5.1   Variables Definitions and Measurements:

1. **Communication Satisfaction:** it is defined as the "overall degree of satisfaction an employee perceived in his total communication environment", (Redding, 1978, p.429). The scale to measure this variable was created by combining items from Downs and Hazen (1977) Analytic study of communication satisfaction in addition to some items from Pincus *et al.*, (1990) communication and job satisfaction study, the final scale was modified by the researcher in order to presume employees satisfaction with the quality of communication environment in the workplace. The used scale includes six dimensions of communication that are as the following:

1-   Superior-subordinate communication;

2-   Two ways organizational trust and Influence;

3-   Information satisfaction;

4-   Feedback;

5-   Face-to-face communication;

6-   Overall communication climate

The final communication satisfaction scale combined twenty five items; seven items are related to "Superior-Subordinate communication", for example (Supervisor listens when you tell things that bother you). Five items are related to "Two ways organizational trust and Influence", for example (People in the company can freely exchange information and opinions).Three items are related to "Information satisfaction", for example (You are kept informed oh how company goals and objectives are met). Three items are related to "Feedback", for example (I receive

feedback from my supervisor). Three items are related to "Face-to-face communication", for example (I see and communicate with my manager and team members daily). Four items are related to "Overall communication climate", for example (I am satisfied how company's communication makes me identify with it or feel a vital part of it).

The twenty five items in this scale were measured on a five-point scale in Likert design ranges from 1 = "strongly disagree" to 5 = "strongly agree". The psychometric properties of communication satisfaction components were examined using reliability test designated for the entire 25 items of communication satisfaction in the sample, this revealed a Cronbach's alpha of 0.96 as shown in **Table 3.12** below.

Table 3.12: Reliability coefficient of the communication satisfaction factors

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.96	25

A reliability test analysis was conducted on each of the 25 items, this analysis intends to filter out the variables' measurements and to include only the items (factors) that provide a higher possible reliability coefficient (Cronbach's Alpha Value), Other statistics values were also calculated for each factor as shown in **Table 3.13**.

Table 3.13: Mean, Standard deviation and Reliability coefficient of the communication satisfaction scale.

No.	Communication Satisfaction	Mean	Std. Deviation	Min.	Max.	Cronbach's Alpha if Item Deleted
2	Supervisor makes it easy for you to let him know when things go wrong.	3.89	0.88	1	5	0.96
3	Supervisor has your interests in mind when he talks to top management.	3.66	0.95	1	5	0.96
4	Supervisor listens when you tell things that bother you.	3.88	0.87	1	5	0.96
5	Supervisor really understands your job problems.	3.81	0.90	1	5	0.96

6	Supervisor expresses confidence in your ability to do a job.	4.03	0.77	1	5	0.96
7	Supervisor tolerates argument, fair hearing to all views.	3.81	0.93	1	5	0.96
8	Your views have a real influence in your organization.	3.52	0.96	1	5	0.96
9	People in the company encouraged to be open and candid.	3.70	0.86	1	5	0.96
10	You are satisfied with Top management explanation of why things are done.	3.49	1.02	1	5	0.96
11	Your recommendations are seriously heard & considered.	3.50	0.97	1	5	0.96
12	People in company can freely exchange info & opinions.	3.82	0.81	1	5	0.96
13	Supervisor makes it easy for you to let him know when things go wrong.	3.75	0.91	1	5	0.96
14	Supervisor has your interests in mind when he talks to top management.	3.75	0.90	1	5	0.96
15	Supervisor listens when you tell things that bother you.	3.87	0.86	1	5	0.96
16	You are kept informed on how company goals and objectives are met.	3.87	0.87	1	5	0.96
17	Top management provides you information you really need.	3.90	0.87	1	5	0.96
18	Your job requirements are specified in clear language.	3.63	1.01	1	5	0.96
19	I receive feedback from my supervisor.	3.87	0.87	1	5	0.96
20	I provide feedback to my supervisor.	3.70	1.00	1	5	0.96
21	I receive recognition for my efforts.	3.55	0.98	1	5	0.96
22	I see and communicate with my manager and team members daily.	3.65	0.99	1	5	0.96
23	My manager carries on frequent face-to-face meetings with the team.	3.75	0.93	1	5	0.96
24	The company carries on frequent corporate meetings.	3.71	0.94	1	5	0.96
25	I am satisfied how company's communication motivates and stimulates an enthusiasm for meeting its goals.	3.68	0.95	1	5	0.96

The first item from the scale was removed and not included in the scale because it has shown zero variance; this came as a result because all the response to this question came as "undecided". As shown from the table, the mean values are between 3.49 and 4.03, and the standard deviation values are between 0.76 and 1.02 for the 24 items. Results showed that the overall Chronbach's alpha reliability coefficient value is equal to 0.96 which is effectively high and consistent, thus no further improvements to the scale is required. Besides, the minimum and maximum columns show that the respondents' responses for the twenty four items ranged from 1 (strongly disagree) to 5 (strongly agree). Therefore, it can established that there is homogeneity between communication satisfaction elements after the elimination of item 1 and the psychometric properties of the scale are highly reliable and the variables are measuring the communication satisfaction.

2. **Job satisfaction** is defined as the characteristics of the job itself and the work atmosphere which employee find satisfying and rewarding (Churchill *et al*., 1974). The job satisfaction is measured using twenty one items satisfaction scale developed by Suliman (2007), the questions in the scale were structured in a manner that pursues to find out the perception of employees.

The used scale includes five dimensions of job satisfaction that are as the following:

1- Pay;
2- Promotion chances;
3- Supervision style;
4- Co-workers relationship;
5- Job it-self.

The job satisfaction scale combined twenty one items; five items are related to "Pay", for example (I fell I am being paid a fair amount for the work I do). Four items are related to "Promotion chances", for example (There is really little chance for promotion on my job).Four items are related to "Supervision Style", for example (My supervisor is unfair to me). Four items are related to "Co-workers relationship", for example (I like the people I work with), and finally four items are related to the "Job it self", for example (I feel a sense of pride in doing my job).

The scale asks the respondents a total of twenty one items that are measured on a
Likert five points scale ranged from 1 = "strongly disagree" to 5 = "strongly agree".
The reliability test designated for the entire 21 items of job satisfaction in the sample
revealed a Cronbach's alpha of 0.90 as shown in **Table 3.14**.

Table 3.14: Reliability coefficient of the job satisfaction factors

Reliability Statistics	
Cronbach's Alpha	N of Items
.90	21

To asses the psychometric properties of the job satisfaction scale, A reliability test
analysis was conducted on each of the 21 items together with descriptive statistics
were obtained, this analysis intends to filter out the variables' measurements and to
include only the items (factors) that provide a higher possible reliability coefficient
(Cronbach's Alpha Value), other statistics values were also calculated for each factor
as shown in **Table 3.15**.

**Table 3.15: Mean, Standard deviation and Reliability coefficient of the Job
satisfaction scale.**

No.	Job Satisfaction	Mean	Std. Deviation	Min.	Max.	Cronbach's Alpha if Item Deleted
1	I feel I am being paid a fair amount for the work I do	3.51	1.11	1	5	0.89
2	I am not satisfied with the benefits I receive.	3.18	1.10	1	5	0.90
3	I am unappreciated by the organization when I think about what they pay me	3.39	1.07	1	5	0.90
4	I feel satisfied with my chances for salary increases	3.31	1.09	1	5	0.90
5	There are few rewards for those who work here	2.83	1.05	1	5	0.90
6	There is really little chance for promotion on my job	3.00	1.06	1	5	0.90
7	Those who do well on the job stand a fair chance of being promoted	3.56	1.02	1	5	0.89
8	People get ahead as fast here as they do in other places	3.21	0.99	1	5	0.89

9	I am satisfied with my chances for promotion	3.30	1.05	1	5	0.89
10	My supervisor is quite competent in doing his/her job	4.04	0.87	1	5	0.89
11	My supervisor is unfair to me	3.82	0.94	1	5	0.89
12	My supervisor shows too little interest in the feelings of subordinates	3.70	0.98	1	5	0.89
13	I like my supervisor	3.92	0.86	1	5	0.89
14	I like the people I work with	4.26	0.63	1	5	0.90
15	I find I have to work harder at my job than I should because of the incompetence of people I work with	3.13	1.10	1	5	0.90
16	I enjoy my co-workers	4.13	0.70	1	5	0.90
17	There is too much bickering and fighting at work	3.97	0.87	1	5	0.89
18	I sometimes feel my job is meaningless	3.87	1.00	1	5	0.89
19	I like doing the things I do at work	4.05	0.76	1	5	0.90
20	I feel a sense of pride in doing my job	4.06	0.79	1	5	0.89
21	My job is enjoyable	3.99	0.86	1	5	0.89

The mean, standard deviation, minimum and maximum and the alpha values for the twenty one items are presented in the pervious **Table 3.15**.

The overall Job satisfaction scale Cronbach's alpha was found to be 0.90 as shown earlier in **Table 3.14**; this value can be maximized to 0.91 by excluding both items 5 and 15 in the above sale of the analysis. Nevertheless, the 0.90 reveals a high reliability in the data. Therefore, the analysis will be based on the total 21 items and it can be verified that the internal consistency reliability of job satisfaction scale is good.

3. Turnover Intentions are defined as the intensity of organizational members willing to leave their job with their organization (Ali, 2008).Turnover intentions were measured using Suliman and Al-Junaibi (2010) scale and was developed by the researcher, the respondents were requested to explain their observation of their current work, and the way this contrasted with their intention to stay in their workplace and organization. The turnover intentions scale consisted of six questions that asked the participants if they are "Thinking a lot about leaving the organization",

"Actively searching for an alternative to the organization", "As soon as possible, they will leave the organization", "Feel it is the right time to move to another organization". Moreover, if they "Wish to spend the rest of their life in the organization" and "Think that staying in their current organization is good for them". The six items in this scale were measured on a five-point Likert design scale ranges from 1 = "strongly disagree" to 5 = "strongly agree".

The reliability test designated for the entire 6 items of turnover intentions in the sample revealed a Cronbach's alpha of 0.94 as shown in **Table 3.16**.

Table 3.16: Reliability coefficient of the turnover intentions factors

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.94	6

To asses the psychometric properties of the turnover intentions scale, Cronbach's alpha together with descriptive statistics were obtained for each of the 6 items, this analysis intends to filter out the variables' measurements and to include only the items (factors) that provide a higher possible reliability coefficient (Cronbach's Alpha Value), other statistics values were obtained for each factor as shown in **Table 3.17**.

Table 3.17: Mean, Standard deviation and Reliability coefficient of the Turnover intentions scale.

No.	Turnover Intentions	Mean	Std. Deviation	Min.	Max.	Cronbach's Alpha if Item Deleted
1	I think a lot about leaving the organization.	3.38	1.21	1	5	0.93
2	I am actively searching for an alternative to the organization.	3.47	1.19	1	5	0.93
3	As soon as it is possible, I will leave the organization.	3.51	1.15	1	5	0.92
4	I feel it is the right time to move to another organization.	3.51	1.16	1	5	0.93
5	I wish to spend the rest of my life in this organization.	3.07	1.17	1	5	0.94
6	I think that staying in this organization is good for me.	3.36	1.11	1	5	0.94

Table 3.17 shows the mean, standard deviation, minimum and maximum and the alpha values for the six items of turnover intentions scale. As can be seen from the above table, the over all Chronbach's alpha is 0.94. This value of alpha is considered sufficiently high consistent, therefore doesn't require any improvements.

In accordance to the entire reliability test conducted earlier, the analysis of the study will based on 51 items where one item from the communication satisfaction scale was excluded, the overall reliability Chronbach's alpha value is 0.97 as shown in **Table 3.18** below.

Table 3.18: Reliability coefficient of the total study 51 factors

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.97	51

Fully detailed reliability analysis of the overall 51 items scale is provided in **Appendix C.**

3.6   Research Hypotheses

The main objective of this research is to investigate the relationship between communication satisfaction, job satisfaction and turnover intentions. In order to achieve and sustain the research aim, a number of diverse hypotheses have been proposed in the literature review chapter. These hypotheses are used as a tool in identifying the subsistence, direction and potency of the relationship between these three focal variables.

The following presents a summary of the research hypotheses:

▪ **H1:** There is a significant relationship between communication satisfaction and job satisfaction.
  ● **H1 a:** There is a significant relationship between employee satisfaction with Superior-subordinate communication and job satisfaction.

- **H1 b**: There is a significant relationship between employee satisfaction with the two ways organizational trust and influence communication and job satisfaction.

- **H1 c**: There is a significant relationship between employee information satisfaction and job satisfaction.

- **H1 d**: There is a significant relationship between employee satisfaction with Feedback communication and job satisfaction.

- **H1 e**: There is a significant relationship between employee satisfaction with the face-to-face communication and job satisfaction.

- **H1 f**: There is a significant relationship between employee satisfaction with the overall communication climate and job satisfaction.

- **H2**: There is a significant relationship between job satisfaction and turnover intentions.

- **H3**: Job satisfaction will mediate the relationship between communication satisfaction and turnover intentions.
  - **H3 a:** Job satisfaction will mediate the relationship between Superior-subordinate communication and turnover intentions.
  - **H3 b:** Job satisfaction will mediate the relationship between two ways organizational trust and influence communication and turnover intentions.
  - **H3 c:** Job satisfaction will mediate the relationship between Information satisfaction and turnover intentions.
  - **H3 d:** Job satisfaction will mediate the relationship between feedback communication and turnover intentions.
  - **H3 e:** Job satisfaction will mediate the relationship between face-to-face communication and turnover intentions.
  - **H3 f:** Job satisfaction will mediate the relationship between the overall communication climate and turnover intentions.

3.7   Statistical analysis

In order to asses the research hypotheses outlined in the pervious section, statistical analysis was conducted using both simple correlation and regressions analyses, In addition to mediation regression analysis.

The Pearson's Product Moment correlation will be used to determine the association of variables that are normally distributed, also it is considered as the key to identify the strength and direction of the relationship between variables. In our study correlation analysis will be conducted on the relationship between communication satisfaction and job satisfaction, similarly the relationship between job satisfaction and turnover intentions.

The regression analysis is implemented to empirically test the proposed hypotheses of the research. Regression analysis will determine the predicted impact of the communication satisfaction on job satisfaction; also it will measure the expected impact of job satisfaction on turnover intentions. In our analysis scoring a P- Value that is below 5 percent will indicate a significant linear relationship or impact between variables being analysed as mentioned earlier.

The mediated regression analysis procedure as explained by Baron and Kenny (1986) can be conducted using three steps process, firstly a regression analysis to be carried with the mediator (job satisfaction) on the predictor (communication satisfaction) variables. Secondly, a regression analysis needs to be carried with the dependent (turnover intentions) variable on the predictor (communication satisfaction) variables. Finally, a regression analysis needs to be carried with the dependent (turnover intentions) variable at the same time on the predictor (communication satisfaction) and mediator (job satisfaction) variables. Moreover, both Baron and Kenny (1986) described that in order to prove the mediation relationship there are four conditions need to be met, these are:

1- The outcome from the first regression analysis described earlier should signify a relationship among the predictor (communication satisfaction) and mediator variables (job satisfaction).

2- The outcome from the second regression analysis should signify a relationship among the predictor (communication satisfaction) and dependent (turnover intentions) variables.

3- The outcome from the third regression analysis should demonstrate that the mediator (job satisfaction) is significantly related to the dependent (turnover intentions) variable.

4- The relationship significance value of the predictor (communication satisfaction) with the dependent (turnover intentions) variable in the third regression analysis must be less that the relationship significance value determined in the second regression analysis.

In order to attain full mediation the predictor (communication satisfaction) variables must influence the dependent (turnover intentions) variable simultaneously with the mediator (job satisfaction) variable. A partial mediation takes place when the predictor (communication satisfaction) variables influence the dependent (turnover intentions) variable directly, or once the predictor (communication satisfaction) and mediator (job satisfaction) variable influence the dependent (turnover intentions) variable. Moreover, Preacher and Leonardelli (2001) explained that the Sobel test can be used to examine the statistical significance of mediated variable.

3.8   Data Collection methods

The selection of the sample is imperative in the determination of the levels of the success that can be achieved in the collection of the data procedure. Moreover, it can influence the integrity of the research. The base data for the study were collected via hard copy self administered questionnaires in the year of 2011, the questionnaires were distributed on a random-sampled population of a total of six hundred full time

employees working in five multinational engineering firms across the United Arab
Emirates in the emirates of Abu Dhabi and Dubai.

The self administered questionnaire questions were closed – end formatted and
answers format used a five-point Likert design scale ranges from 1 = "strongly
disagree" to 5 = "strongly agree". These questionnaires will provide the empirical
data that we are going to use in order to examine and justify the research hypotheses.

The random sampling technique was employed to select a representative sample of
this study and the hard copy questionnaires were distributed by the researcher who
attached a cover letter indicating the rationale of the research, who was doing the
study, confidentiality, anonymity and that the following results will be specifically
used for the study purposes only. In order to assure the accuracy and convenience of
the study's respondents, the questionnaire was prepared in both English and Arabic,
also the participants were informed that their participation in the study was voluntary
in the cover letter of the questionnaire.

The determined sample size for the research was six hundred, however out of 600
distributed questionnaires, Five hundred and forty two returned and found acceptable,
which represents 90.3% response rate of the total distributed questionnaires. The
analysis started by coding the collected data into SPSS software, next the data were
processed in order to arrange it into organized tables to make it ready for the
descriptive statistical analysis.

3.9   Ethical Consideration

In order to meet the terms and ethical procedures, a research proposal was presented
to the dissertation supervisor and once approved research was continued. The
researcher assured the participants confidentiality, anonymity and that the research
results will be specifically used for the study purposes only. Also the convenience
time for participants was predicted to be 18 minutes based on the pilot study.

3.10   The Pilot Study

A pilot study was conducted to determine the compliance of the study targeted firms to contribute in the research study. Moreover, this approach insured the clarity of the instructions and questions and in the same time helped in identifying the questionnaires' validity and reliability. In the year of 2010 sixty eight questionnaires were distributed in a multinational engineering firm in the United Arab Emirates and fifty four questionnaires were retuned and found acceptable which represents 79.5% response rate.

The average time needed to complete the questionnaires by the respondents was also noted and found to be ranged from 15 to 20 minutes. The questionnaire was conducted in both English and Arabic languages in order to sustain accuracy and conveniently, however after piloting the Arabic translated questionnaire, few changes were made to the Arabic version of the questions because some questions in the communication satisfaction part presented a different meaning other than the one presented in the English language version of the questions. The issue occurred due to the fact that some management terms are hard to be translated to Arabic language because of its more classical structure.

The participants in the pilot study compromised (52%) males and (48%) females, most of the respondents were non UAE national (91%) and majority of them were married (70%) and hold either college (33%) or graduate degree (33%). The dominant age group of the participant were ranged from 36 to 46 years with (41%), and (57%) are middle level job status. The mainstream of the participant worked in the same organization between 2 to 7 years (46%) and had worked the same position for the range between 2 to 7 years (52%).

The reliability test conducted showed that over all Cronbach's alpha coefficient is 0.87 which exceeds the threshold minimum limit of 0.6, this means that the data was reliable and items were consistent and were measuring the variables. The following **Table 3.19** presents a summary of the demographic characteristics of the pilot sample.

Table 3.19: Demographic characteristics of the pilot sample

Demographics	Gender	Marital Status	Education	Age	Years in the organizaition	Years in the current positon	Job Status	Nationality
Male	28							
Female	26							
Married		38						
Unmarried		16						
Less than High School			0					
High School			3					
College degree			18					
Graduate degree			18					
High Diploma			10					
Masters or above			5					
Less than 25				0				
25 - 35				21				
36 - 46				22				
47 - 57				8				
58 or above				3				
One year or less					4			
2 - 7					25			
8 - 13					19			
14- 19					5			
20 Years or above					1			
One year or less						3		
2 - 7						28		
8 - 13						16		
14- 19						6		
20 Years or above						1		
First Level							9	
Middle Level							14	
Lower Level							31	
UAE National								5
Non UAE National								49
Total	54	54	54	54	54	54	54	54

3.11 Demarcation

The reliability and accurateness of any study verifies the acceptability of the research, and accordingly it will affect the employ of the research findings in the development of scheme to tackle the research problem or in future research studies. This research study took into consideration that the accuracy is extensively influenced by the significance of the research approach to the research objectives.

The methodology in the research papers has considered the significance of accuracy where it was practically applied by understanding the unstable character of the study environment. Moreover, it looked into past researches and studies and understood the

need for related principal data. Additionally, this statistical approach supported by random selection method of the study sample in addition to statistical analysis have sustained accuracy and improved the ability to minimize errors occurred. Following these procedures ensured that the research methodology sustained the reliability of the research and reached its significance in achieving the study objectives and addressing a problem that was a matter of concern to the community.

Chapter 4

Data Analysis and Results

Chapter 4: Data Analysis and Results

This chapter aims to analyze the data gathered using the research methods, moreover it represents a comprehensive analysis of the outcomes of the statistical analyses; this analysis is categories into four sections as the following:

- Descriptive statistics;
- Correlation analysis;
- Regression analysis;
- Mediated regression analysis.

4.1   Descriptive analysis:

Testing for violations of normality of the research data is extremely important. In order to ensure that the research standard statistical tests are to be applicable, the assumption that research variables are normally distributed must hold.

A descriptive statistics for the research variables including means, standard deviations, range, and skewness are presented in the following **Table 4.1**. The table showed that most variables are close in value in terms of their means and standard deviations. Moreover, the research variables are normally distributed as shown by the closeness of the skewness statistics to 0.

Table 4.1: Descriptive statistics of the collected data

Items	Factor	Mean	Std. Deviation	Skews
Item 1 of pay		3.51	1.111	-.756
Item 2 of pay		3.18	1.098	-.245
Item 3 of pay	Pay	3.39	1.071	-.376
Item 4 of pay		3.31	1.091	-.501
Item 5 of pay		2.83	1.052	.202
Item 1 of promotion		3.00	1.058	-.064
Item 2 of promotion	Promotion Chances	3.56	1.022	-.634
Item 3 of promotion		3.21	.992	-.173
Item 4 of promotion		3.30	1.050	-.459

Item	Category	Mean	SD	Skew
Item 1 of supervisor style	Supervision Style	4.04	.870	-1.399
Item 2 of supervisor style		3.82	.940	-.913
Item 3 of supervisor style		3.70	.981	-1.007
Item 4 of supervisor style		3.92	.860	-1.207
Item 1 of Co-Worker Relationship	Co-workers relationship	4.26	.626	-.617
Item 2 of Co-Worker Relationship		3.13	1.100	-.148
Item 3 of Co-Worker Relationship		4.13	.695	-.843
Item 4 of Co-Worker Relationship		3.97	.868	-.828
Item 1 of Job itself	Job it-self	3.87	1.001	-.929
Item 2 of Job itself		4.05	.760	-.942
Item 3 of Job itself		4.06	.793	-1.051
Item 4 of Job itself		3.99	.862	-1.126
Item 1 of Superior-Subordinates Communication	Superior-Subordinates Communication	3.00	.000	.
Item 2 of Superior-Subordinates Communication		3.89	.880	-1.049
Item 3 of Superior-Subordinates Communication		3.65	.945	-.658
Item 4 of Superior-Subordinates Communication		3.88	.866	-1.098
Item 5 of Superior-Subordinates Communication		3.81	.894	-1.018
Item 6 of Superior-Subordinates Communication		4.03	.759	-1.374
Item 7 of Superior-Subordinates Communication		3.81	.929	-1.034
Item 1 of Two ways Organization Trust and Influence	Two-Way Org. Trust and Influence	3.52	.953	-.508
Item 2 of Two ways Organization Trust and Influence		3.70	.856	-.953
Item 3 of Two ways Organization Trust and Influence		3.49	1.015	-.622
Item 4 of Two ways Organization Trust and Influence		3.50	.965	-.526
Item 5 of Two ways Organization Trust and Influence		3.82	.808	-1.043
Item 1 of Information Satisfaction	Info. Satisfaction	3.74	.906	-.944
Item 2 of Information Satisfaction		3.75	.899	-.997
Item 3 of Information Satisfaction		3.87	.854	-1.209

Item 1 of Feedback	Feedback	3.87	.865	-1.088
Item 2 of Feedback		3.90	.864	-1.220
Item 3 of Feedback		3.63	1.005	-.801
Item 1 of Face-to-face Communication	Face-to-Face Com.	3.87	.871	-1.020
Item 2 of Face-to-face Communication		3.70	.994	-.862
Item 3 of Face-to-face Communication		3.54	.979	-.760
Item 1 of Overall Communication Climate	Over all Communication Climate	3.65	.981	-.809
Item 2 of Overall Communication Climate		3.75	.931	-.952
Item 3 of Overall Communication Climate		3.71	.938	-.819
Item 4 of Overall Communication Climate		3.68	.943	-1.026
Item 1 of Turnover Intentions	Turnover Intentions	3.37	1.212	-.432
Item 2 of Turnover Intentions		3.47	1.188	-.579
Item 3 of Turnover Intentions		3.51	1.150	-.659
Item 4 of Turnover Intentions		3.51	1.156	-.620
Item 5 of Turnover Intentions		3.07	1.170	-.213
Item 6 of Turnover Intentions		3.36	1.110	-.491

The average mean and average standard deviation for each of the factors have been summarised in **Table 4.2**, this table will simplify the analysis of respondents' answers to research questions.

Table 4.2: Descriptive statistics variables summary

Factor	Mean	Std. Deviation
Pay	3.24	1.085
Promotion Chances	3.27	1.031
Supervision Style	3.87	0.913
Co-workers relationship	3.87	0.822
Job it-self	3.99	0.854
Superior-Subordinates Communication	3.72	0.753
Two-Way Org. Trust and Influence	3.61	0.919
Info. Satisfaction	3.79	0.886
Feedback	3.80	0.911
Face-to-Face Com.	3.70	0.948
Over all Communication Climate	3.70	0.948
Turnover Intentions	3.38	1.164

1=Strongly Disagree, 2=Disagree, 3=Neither, 4=Agree, 5=Strongly Agree

Pervious tables explained that majority of respondents answers to questions related to the mediating variables of job satisfaction had perceptions of moderate to high levels

of satisfaction with pay (m=3.24), promotion chances (m=3.27), supervision style(m=3.87), co-worker relationship(m=3.87), and satisfaction with the job it-self(m=3.99). On average the respondents indicated moderate to high level of job satisfaction (m=3.65), and moderate to high level of intentions to leave the organization (m=3.38) as a dependent variable.

In relation to independent variables, the majority of participants had observations of moderate to high levels of superior-subordinate communication (m=3.72), two ways organizational trust and Influence (m=3.61), information satisfaction (m=3.79), feedback (m=3.80), face-to-face communication and overall communication climate with (m=3.70) for each. On average the respondents indicated moderate to high level of satisfaction with communication with (m=3.72).

The reliability analysis was explained extensively in the previous chapter under the measurement section, the reliability chronbach's alpha values for all the respondents' answers were over Nunnally (1978) recommended value of 0.70 except for one item which was excluded, this means that all of the study items are reliable and measuring the study variables. Also **Table 3.16** earlier presented over all alpha reliability coefficient (that is 0.97) which indicates a high level of interned consistency for the questionnaire as a whole. A fully detailed tables explaining descriptive analysis are presented in **Appendix D.**

4.2   Correlation Analysis

This part of the study presents a complete analysis to the results of correlation. **Table 4.3** presents the results of the Pearsons's Product Moment correlations between the demographic and study variables. For example, gender of the respondents has a positively significant correlation with job satisfaction (r=0.09, p<0.05), also education level of the respondents showed a positive significance correlation with both communication satisfaction (r=0.08, p<0.05) and turnover intentions(r=0.11, p<0.05), it is also highly significantly correlated to job satisfaction with (r=0.15, p<0.01). On the other hand job status shows a negative significant association with supervisor and subordinates communication (r=-0.09, p<0.05). Looking into both variables

discussing the number of years respondents spent in the organization or current position, it is shown that years spent in the organization is significantly correlated to the three main research variables, communication satisfaction (r=0.11), job satisfaction (r=0.09), and turnover intentions (r=0.09), whereas the number of years spent in the current position is significant correlated to communication satisfaction variable with (r=0.11, p<0.05). The age of the respondents is the only demographic variable that has a positive relationship with all the study variables and their facets, except for the supervisor and subordinates communication.

Table 4.3: Correlation coefficients between demographics and research variables

Variables	Gender	Marital status	Educational level	Age	Years worked in the current organization	Years worked in same position	Job status	Nationality
Supervisor-Subordinates Communication	0.10*	0.04	0.09*	0.07	0.03	0.06	-0.09*	0.12**
Two Ways organizational trust and influence	0.05	0.02	0.05	0.12**	0.13**	0.12**	-0.05	0.07
Information Satisfaction	0.02	0.02	0.08*	0.10*	0.14**	0.11**	0.02	0.07
Feedback	0.04	0.06	0.06	0.08*	0.08	0.10*	-0.01	0.10*
Face-to-face	0.02	0.00	0.09*	0.11**	0.07	0.06	-0.05	0.04
Over all communication. climate	0.04	0.00	0.08	0.14**	0.12**	0.09*	0.07	0.02
Job Satisfaction	0.09*	0.02	0.15**	0.13**	0.09*	0.08	-0.01	0.00
Communication Satisfaction	0.06	0.02	0.08*	0.12**	0.11*	0.11*	-0.03	0.09*
Turnover intentions	0.08	-0.06	0.11*	0.18**	0.09*	0.08	0.06	-0.06
*. Correlation is significant at the 0.05 level (2-tailed). N=542 **. Correlation is significant at the 0.01 level (2-tailed).								

The following correlation analysis will be presented for the research model shown in **Figure 3.9** earlier in the methodology chapter, the results of the Pearson's Product Moment correlations between research's variables are presented in the following **Table 4.4.**

Table 4.4: Correlation coefficients between research variables

	Variables	1	2	3	4	5	6	7	8	9
1	**Job Satisfaction**	1								
2	Supervisor-Subordinates Communication	.67**	1							
3	Two ways organizational trust and Influence	.67**	.77**	1						
4	Information Satisfaction	.62**	.52**	.64**	1					
5	Feedback	.67**	.73**	.69**	.65**	1				
6	Face-to-face	.63**	.63**	.70**	.60**	.65**	1			
7	Over all communication Climate	.68**	.59**	.72**	.71**	.68**	.72**	1		
8	**Communication Satisfaction**	.78**	.86**	.91**	.78**	.85**	.83**	.86**	1	
9	**Turnover intentions**	-.75**	-.57**	-.61**	-.48**	-.53**	-.50**	-.60**	-.65**	1
**. Correlation is significant at the 0.01 level (2-tailed). N=542										

In order to examine the impact of communication satisfaction and its facets on employees' job satisfaction both correlation and single tests were applied. The correlation table above shows that all of our research variables have a highly significant correlation among each variable, the correlation coefficients are ranged from 0.50 to 0.91. As anticipated, the correlation analysis between job satisfaction and different facets of communication satisfaction shows a strong positive significance correlation, where correlation coefficients for supervisor-subordinates communication are ($r=0.67$, $p<0.01$), two ways organizational trust and influence communication ($r=0.67$, $p<0.01$), Information satisfaction ($r=0.62$, $p<0.01$), personal feedback ($r=0.67$, $p<0.01$), face-to-face communication ($r=0.63$, $p<0.01$), and finally overall communication climate ($r=0.68$, $p<0.01$). This implies that the higher the communication satisfaction, the higher the job satisfaction. Hence, research main hypothesis **H1** and sub-hypotheses **H1a**, **H1b**, **H1c**, **H1d**, **H1e**, and **H1f** are supported by the research data. Furthermore, the correlation analysis shows that there is a strong

significant negative association between job satisfaction and turnover intentions ($r=-0.75$, $p<0.01$), therefore, the research hypothesis **H2** is supported by the research data. Results of the Pearson's correlations analysis verified that turn over intentions variable has a strong negative significant correlation with all facets of communication satisfaction variable where correlation coefficients for supervisor-subordinates communication are ($r=-0.57$, $p<0.01$), two ways organizational trust and influence communication ($r=-0.61$, $p<0.01$), Information satisfaction ($r=-0.48$, $p<0.01$), personal feedback ($r=-0.53$, $p<0.01$), face-to-face communication ($r=-0.50$, $p<0.01$), and finally overall communication climate ($r=-0.60$, $p<0.01$).

4.3   Regression Analysis

The regression analysis was carried out to determine the relation of independent variables with those of the dependent variables. Also it was used to empirically test the proposed hypotheses of the research. The first regression analysis will determine the predicted impact of the communication satisfaction on job satisfaction; the second regression test will measure the expected impact of job satisfaction on turnover intentions. In our analysis scoring a P- Value that is below 5 percent will indicate a significant linear relationship or impact between variables being analysed.

4.3.1   Communication satisfaction and job satisfaction regression test:

The communication satisfaction was regressed against job satisfaction, where job satisfaction was the dependent variable and communication satisfaction facets were the independent variables, the results are presented in **Table 4.5** in the next page.

The F test shows a high significant model (P value <0.01) and coefficient of determination- R^2 is 0.606. This finding indicates that there is significant influence of communication satisfaction on job satisfaction. Six facets of communication satisfaction were regressed against job satisfaction. The F test showed a high significant regression model (p value< 0.01) for most of the independent factors, supervisor and subordinates communication ($\beta=0.228$, $t=4.722$), two ways organizational trust and influence ($\beta=0.156$, $t=3.003$), information satisfaction ($\beta=0.134$, $t=3.225$), feedback ($\beta=0.128$, $t=2.727$), and over all communication climate ($\beta=0.186$, $t=3.842$), the supervisor and subordinates communication and overall

communication climate accounted for the most variance between all of the communication satisfaction facets. The only factor that revealed a no significant regression model was the face-to-face communication with (β=0.082, t=1.876), thus face-to-face communication is the only independent variable that is not a significant predictors independent variable of job satisfaction.

As can be seen from **Table 4.5**, the value of the R^2 (Product realization) equals 0.606, this indicated that communication satisfaction is capable of explaining the variance in employees job satisfaction to the extent of 61 percent. In other words, employees' job satisfaction is 61% affected by communication satisfaction of the employees.

These results point out that research main hypothesis **H1** and sub-hypotheses **H1a**, **H1b**, **H1c**, **H1d** and **H1f** are supported by the research data, furthermore results show that the sub-hypothesis **H1e** is rejected.

Table 4.5: Regression analysis between communication satisfaction and job satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781	.610	.606	7.32140

a. Predictors: (Constant), Over all communication Climate, Supervisor and subordinates Communication, Information Satisfaction, Face-to-face communication, Feedback, Two ways organizational communication

ANOVAb						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44220.578	6	7370.096	137.494	.000
	Residual	28248.741	527	53.603		
	Total	72469.318	533			

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	22.337	2.074		10.771	.000
	Supervisor and subordinates Communication	.612	.130	.228	4.722	.000
	Two ways organizational communication	.484	.161	.156	3.003	.003
	Information Satisfaction	.682	.212	.134	3.225	.001
	Feedback	.639	.234	.128	2.727	.007
	Face-to-face communication	.403	.215	.082	1.876	.061
	Over all communication Climate	.654	.170	.186	3.842	.000

Dependent Variable: Job Satisfaction

4.3.2 Job satisfaction and turnover intentions regression test:

In order to test the hypothesis that job satisfaction and its facets have a significant relation to turnover intentions they were regressed against turnover intentions. The result of this regression analysis is presented in **Table 4.6** below.

Table 4.6: Regression analysis between job satisfaction and turnover intentions

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773	.598	.59394	3.91973446
a. Predictors: (Constant), Job It Self, Pay, Supervisor Style, Co-workers relationship, Promotion				

ANOVAb						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12189.647	5	2437.929	158.675	.000
	Residual	8204.546	534	15.364		
	Total	20394.193	539			
a. Predictors: (Constant), Job It Self, Pay, Supervisor Style, Co-workers relationship, Promotion						
b. Dependent Variable: Turnover intentions						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.799	1.214		6.423	.000
	Pay	-.597	.061	-.356	-9.844	.000
	Promotion	-.577	.073	-.296	-7.960	.000
	Supervisor Style	-.365	.078	-.176	-4.652	.000
	Co-workers relationship	-.260	.097	-.100	-2.691	.007
	Job It Self	-.075	.087	-.033	-.867	.386
a. Dependent Variable: Turnover intentions						

The analysis showed that majority of job satisfaction facets are highly significant predictor of turnover intentions with (P value <0.01), and significant **F** value and **t**-values where factors of pay has (β=-0.356, t=-9.844), promotion (β=-0.296, t=-7.960), supervisor style (β=-0.176, t=-4.652), co-workers relationship (β=-0.100, t=-2.691). The job it self factor of job satisfaction was the only not significant predictor of turnover intentions with (β=-0.033, t=-0.867). The value of the R^2 (Product

realization) equals 0.60; this indicated that job satisfaction is capable of explaining the variance in employees turnover intentions to the extent of 60 percent.

In other words, employees' turnover intentions is 60% affected by employees' job satisfaction. It can be concluded that job satisfaction plays significant role in shaping employees' turnover intentions. Hence **H2** is established.

4.4   Mediated regression Analysis

To examine the role of job satisfaction in mediating the relationship between communication and turnover intentions, both the correlation analysis conducted earlier and the three steps process outlined by Baron and Kenny (1986) which was explained extensively in the methodology chapter were applied.

The hypothesis **H3a** assumed that job satisfaction is mediating the relationship between supervisor -subordinate communication and turnover intentions. **Table 4.7** presents the results of the mediated regression approach testing hypothesis **H3a**. The results showed that supervisor-subordinate communication affected turnover intentions in the first equation, and also affected job satisfaction in the second equation. Furthermore, the third equation showed that job satisfaction (mediator) influenced turnover intentions, while supervisor-subordinate communication (independent variable) remains significant (t=-2.80, T=0.005), also in the same equation the beta value of supervisor-subordinate communication in the third equation has been reduced by 0.46 (0.57-0.11).

This means that the inclusion of job satisfaction in the third equation have reduced the effect of supervisor-subordinate communication on turnover intentions. Given these findings, all four conditions of Baron and Kenny (1986) are achieved and it can be concluded that job satisfaction plays a partial role in mediating the relationship between supervisor -subordinate communication and turnover intentions. Also a Sobel approximate formula was used and it indicated a significant mediation effect (Z=-13.75, p=0.00**). Therefore, hypothesis **H3a** was supported.

Table 4.7: Mediated regression analysis – H3a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 Supervisor-Subordinates Communication	-.807	.050	-.568	-16.008	.000
a. Dependent Variable: Turnover Intentions					
2 Supervisor-Subordinates Communication	1.810	.085	.675	21.261	.000
a. Dependent Variable: Job Satisfaction					
Supervisor-Subordinates Communication	-.152	.054	-.107	-2.798	.005
Job Satisfaction	-.360	.020	-.680	-17.756	.000
a. Dependent Variable: Turnover Intentions					

The hypothesis **H3b** assumed that job satisfaction is mediating the relationship between two ways organizational trust and influence communication and turnover intentions. **Table 4.8** presents the results of the mediated regression approach testing hypothesis **H3b**. The results showed that the two ways organizational trust and influence communication affected turnover intentions in the first equation, and also affected job satisfaction in the second equation. Furthermore, in the third equation even though job satisfaction (mediator) influenced turnover intentions, the two ways organizational trust and influence communication (independent variable) remains significant (t=-4.41, Sig.T=0.000), also in the same equation the beta value of two ways organizational trust and influence communication in the third equation has been reduced by 0.44 (0.61-0.17).

This means that the inclusion of job satisfaction in the third equation have reduced the effect of two ways organizational communication on turnover intentions. Given these findings, all four conditions of Baron and Kenny (1986) are achieved and it can be considered that job satisfaction plays a partial role in mediating the relationship between two ways organizational trust and influence communication and turnover intentions. Also a Sobel approximate formula was used and it confirmed a significant mediation effect (Z=-13.15, p=0.00**). Therefore, hypothesis **H3b** was supported.

Table 4.8: Mediated regression analysis – H3b

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Two ways organizational trust and influence	-1.005	.056	-.614	-18.011	.000
a. Dependent Variable: Turnover Intentions						
2	Two ways organizational trust and influence	2.162	.095	.699	22.665	.000
a. Dependent Variable: Job Satisfaction						
3	Two ways organizational trust and influence	-.282	.064	-.173	-4.411	.000
	Job Satisfaction	-.334	.021	-.632	-16.151	.000
a. Dependent Variable: Turnover Intentions						

Hypothesis **H3c** stated that job satisfaction is mediating the relationship between Information communication satisfaction and turnover intentions. **Table 4.9** presents the results of the mediated regression approach testing hypothesis **H3c**. The results showed that Information communication satisfaction affected both turnover intentions in the first equation, and the job satisfaction in the second equation. Furthermore, in the third equation the job satisfaction (mediator) influenced turnover intentions, while Information communication satisfaction (independent variable) was no longer significant (t=-0.74, T=0.46). Also in the same equation the beta value of Information communication satisfaction in the third equation has been reduced by 0.46 (0.48-0.03).

This means that the inclusion of job satisfaction in the third equation have reduced the effect of Information communication satisfaction on turnover intentions. Given these findings, all four conditions of Baron and Kenny (1986) are achieved and it can be concluded that job satisfaction plays a key role in fully mediating the relationship between Information communication satisfaction and turnover intentions. Also a Sobel approximate formula was used and it confirmed a significant mediation effect (Z=-13.64, p=0.00**). Therefore, hypothesis **H3c** was supported.

Table 4.9: Mediated regression analysis – H3c

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Information Satisfaction	-1.299	.102	-.483	-12.786	.000
a. Dependent Variable: Turnover Intentions						
2	Information Satisfaction	3.138	.172	.618	18.251	.000
a. Dependent Variable: Job Satisfaction						
3	Information Satisfaction	-.072	.097	-.027	-.737	.461
	Job Satisfaction	-.390	.019	-.736	-20.320	.000
a. Dependent Variable: Turnover Intentions						

The hypothesis **H3d** assumed that job satisfaction is mediating the relationship between personal feedback and turnover intentions. **Table 4.10** presents the results of the mediated regression approach testing hypothesis **H3d**. The results showed that feedback affected turnover intentions in the first equation, and also affected job satisfaction in the second equation. Furthermore, the third equation showed that job satisfaction (mediator) influenced turnover intentions, while personal feedback (independent variable) was no longer significant (t=-1.34, T=0.181), also in the same equation the beta value of personal feedback in the third equation has been reduced by 0.48 (0.53-0.05).

This means that the inclusion of job satisfaction in the third equation have reduced the effect of personal feedback on turnover intentions. Given these findings, all four conditions of Baron and Kenny (1986) are achieved and it can be concluded that job satisfaction plays a main role in fully mediating the relationship between personal feedback and turnover intentions. Also a Sobel approximate formula was used and it indicated a significant mediation effect (Z=-14.14, p=0.00**). Therefore, hypothesis **H3d** was supported.

Table 4.10: Mediated regression analysis – H3d

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Feedback	-1.417	.097	-.535	-14.677	.000
a. Dependent Variable: Turnover Intentions					
Feedback	3.355	.159	.672	21.041	.000
a. Dependent Variable: Job Satisfaction					
Feedback	-.136	.102	-.051	-1.339	.181
Job Satisfaction	-.381	.020	-.718	-18.690	.000
a. Dependent Variable: Turnover Intentions					

Furthermore, hypothesis **H3e** assumed that job satisfaction is mediating the relationship between face-to-face communication and turnover intentions. Findings presented in **Table 4.11** showed results of the mediated regression approach testing hypothesis **H3e**. The results showed that face-to-face communication affected turnover intentions in the first equation, also affected job satisfaction in the second equation. Furthermore, the third equation showed that job satisfaction (mediator) influenced turnover intentions, while face-to-face communication (independent variable) was no longer significant (t=-0.94, T=0.35), also in the same equation the beta value of face-to-face communication in the third equation has been reduced by 0.46 (0.49-0.03).

This means that the inclusion of job satisfaction in the third equation have reduced the effect of face-to-face communication on turnover intentions. Given these findings, all four conditions of Baron and Kenny (1986) are achieved and it can be concluded that job satisfaction plays a main role in fully mediating the relationship between face-to-face communication and turnover intentions. Also a Sobel approximate formula was used and it indicated a significant mediation effect (Z=-13.89, p=0.00**). Therefore, hypothesis **H3e** was supported.

Table 4.11: Mediated regression analysis – H3e

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Face-to-face communication	-1.296	.097	-.497	-13.301	.000
a. Dependent Variable: Turnover Intentions						
2	Face-to-face communication	3.116	.164	.634	19.030	.000
a. Dependent Variable: Job Satisfaction						
3	Face-to-face communication	-.089	.095	-.034	-.935	.350
	Job Satisfaction	-.387	.019	-.731	-19.945	.000
a. Dependent Variable: Turnover Intentions						

Another mediated regression analysis is conducted to Analyse Hypothesis **H3f**.The hypothesis **H3f** assumed that job satisfaction is mediating the relationship between the over all communication climate and turnover intentions. **Table 4.12** presents the results of the mediated regression approach testing hypothesis **H3f**. The results showed that the over all communication climate affected turnover intentions in the first equation, and also affected job satisfaction in the second equation. Furthermore, in the third equation even though job satisfaction (mediator) influenced turnover intentions, the over all communication climate (independent variable) remains significant (t=-4.48, Sig.T=0.000), also in the same equation the beta value of over all communication climate in the third equation has been reduced by 0.43 (0.60-0.17).

This means that the inclusion of job satisfaction in the third equation have reduced the effect of over all communication climate on turnover intentions. Given these findings, all four conditions of Baron and Kenny (1986) are achieved and it can be confirmed that job satisfaction plays a partial role in mediating the relationship between overall communication climate and turnover intentions. Also a Sobel approximate formula was used and it confirmed a significant mediation effect (Z=-13.23, p=0.00**). Therefore, hypothesis **H3f** was supported.

Table 4.12: Mediated regression analysis – H3f

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Overall Communication Climate	-1.122	.064	-.602	-17.474	.000
a. Dependent Variable: Turnover Intentions						
2	Overall Communication Climate	2.380	.112	.677	21.331	.000
a. Dependent Variable: Job Satisfaction						
3	Overall Communication Climate	-.316	.071	-.170	-4.479	.000
	Job Satisfaction	-.339	.020	-.639	-16.867	.000
a. Dependent Variable: Turnover Intentions						

Hypothesis **H3** assumed that job satisfaction is mediating the relationship between communication satisfaction and turnover intentions. Findings presented in **Table 4.13** showed that the communication satisfaction affected turnover intentions in the first equation, and also affected job satisfaction in the second equation. Moreover, in the third equation even though job satisfaction (mediator) influenced turnover intentions, the communication satisfaction (independent variable) remains significant (t=3.68, Sig.T=0.000), also in the same equation the beta value of communication satisfaction in the third equation has been reduced by 0.49 (0.65-0.17).

This means that the inclusion of job satisfaction in the third equation have reduced the effect of communication satisfaction on turnover intentions. Given these findings, all four conditions of Baron and Kenny (1986) are achieved and it can be concluded that job satisfaction plays a partial role in mediating the relationship between communication satisfaction and turnover intentions. Also a Sobel approximate formula was used and it confirmed a significant mediation effect (Z=-12.42, p=0.00**). Therefore, hypothesis **H3** was supported.

Table 4.13: Mediated regression analysis – H3.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
	Communication Satisfaction	-0.256	0.013	-0.654	-19.878	0.000
a. Dependent Variable: Turnover Intentions						
	Communication Satisfaction	0.578	0.02	0.78	28.793	0.000
a. Dependent Variable: Job Satisfaction						
	Communication Satisfaction	-0.065	0.018	-0.167	-3.682	0.000
	Job Satisfaction	-0.33	0.024	-0.623	-13.777	0.000
a. Dependent Variable: Turnover Intentions						

4.5   Research results summary

The conducted analyses have demonstrated that there is a relationship between the various communication satisfaction facets, job satisfaction, and turnover intentions. Furthermore, this research confirmed and clarified clearly that job satisfaction played as a mediator is the significant relationship between communication satisfaction in organizations and the turnover intentions of the employees.

The factors of communication satisfaction except for face-to-face communication which are: superior-subordinate communication, two ways organizational trust and influence, information satisfaction, feedback, and over all communication climate believed to be significantly related to the dimensions of job satisfaction: pay, promotion chances, supervision style, co-workers relationship, and the job it self. Moreover, the job satisfaction factors are also significantly related to turnover intentions. All the results demonstrate that there is a strong relationship and association between the three research variables and their aspects and factors.

In brief, the correlation table demonstrated a positive significant relationship between communication satisfaction and job satisfaction. Also it showed a negative significant relationship between job satisfaction and turnover intention. The regression analysis confirmed correlation findings except for the significant relation between one of the communication satisfaction factors (face-to-face communication) and job satisfaction. Moreover, regression showed weak negative relationship between one factor of job satisfaction (job it self) and employees' turnover intentions. After all, the mediated regression confirmed the mediator role of job satisfaction between communication satisfaction and turnover intentions.

These pervious findings of the research data analysis show that both H1 and H2 are supported; in addition to that H3 is maintained as well. Therefore, the findings indicate that communication satisfaction and its facets do affect employees' turnover intentions through their influence on employees' job satisfaction.

Chapter 5

Study Conclusion and Recommendations

Chapter Five: Study Conclusion and Recommendations

The purpose of this chapter is to provide a discussion on the research findings in reference to the research questions, moreover it provides recommendations to address the challenges identified in the study, suggestions for future research and the overall conclusion of the research.

5.1   Discussion of the research findings

The literature review has shown that a lot of studies were conducted to explore and understand the importance of communication satisfaction and its prospective part in influencing job satisfaction and turnover. However, the majority of these studies were studying the concepts of communication satisfaction, job satisfaction, and turnover intention independently, and there were few studies that drew attention to the connection between these three concepts. Additionally, most of these research studies were conducted in the west where working cultures are different from the Middle Eastern countries.

The main objective of this chapter is to present a discussion on the research findings in order to answer the research questions which are:

Q1: Is communication satisfaction positively related to job satisfaction?

Q2: Is job satisfaction negatively related to employees' turn over intentions?

Q3: Is communication satisfaction negatively related to employees' turn over intentions?

Q4: What are the challenges and recommendations to increase employees' retention level?

The findings from this research have supported the majority of the past research on communication satisfaction facets in relation to job satisfaction and turnover intentions. The implemented research theoretical model for communication satisfaction and turnover intentions, with the support of job satisfaction variables as mediators in the relationship, have proved validity at multinational engineering organizations in the United Arab Emirates.

The following sections in this chapter will discuss the main findings of the research data analysis and conduct comparisons with literature review conclusions in order to answer the research questions.

- **Communication satisfaction and job satisfaction**

One of the aims of this research was to discover the relationship between communication satisfaction and job satisfaction. The analysis and the findings validated this research's first hypothesis **H1**. Thus, we can confirm that there is a significant relationship between communication satisfaction and job satisfaction in multinational engineering organizations in the United Arab Emirates .This confirms with past literature findings where communication satisfaction was found to be an important and attractive research construct for past scholars (O'Reilly, 1977, Downs *et al.*, 1977, Katz and Kahn, 1978, and Redding, 1978). Scholars such as, Downs *et al.*, 1977, Nicholson 1980, Jones 1981, Alum, 1982, Pincus, 1986, Clampit, 1987, Rayfield, 1989, and Pincus *et al.*, 1990, have used communication satisfaction model in order to measure employees' communication satisfaction and confirmed its relationship with job satisfaction.

Various factors concerning organizational communication satisfaction were shown to have a relationship with job satisfaction in the findings from this research and the literature. The analysis of the research findings validates that five out of six factors correlate with job satisfaction. This indicated that these factors are legitimate variables in measuring communication satisfaction in multinational engineering organizations. Therefore, in addition to the first research hypothesis **H1**, the following sub hypothesis (**H1a, H1b, …, H1f**) resulted in the following findings:

- There is a positive significant relationship between superior subordinate communication and job satisfaction. Both correlation and regression analyses have confirmed this finding. This supports **H1a** research sub-hypothesis and corroborates with Wheeless *et al.*, 1984, Pincus, 1986, Heng, 1988, Varona, 1996, Griffin *et al.*, 2001, Ehlers, 2003, and Downs *et al.*, 2004, researchers' conclusions. This finding clearly indicate that having sincere, encouraging, and incentive supervisors' communication with the subordinates will make them feel

more value. Moreover, supervisory communication about their job tasks, organizational strategies and future plans proved to be a significant element in sustaining clear flow of information and in making employees feel empowered and contented.

Research findings showed that when superiors listen and pay attention to employees' contributions, and be open to communication and suggestion offered for solving job related issues have motivated employees and positively influenced both their performance and job satisfaction. Additionally, this interaction between the employee and the supervisor have raised employees' feeling about their contribution to the organization and increased their enjoyment sensation during their work time (Byrne *et al.*, 2006).

On the other hand, research findings showed that employees also attempt to sustain their superiors' satisfaction by trying to initiate communication and clearly transfer information to the supervisor because they believe that a satisfied supervisor means job will be less complicated and easier to be carried out. Heng, 1988, and Villegas, 2004, research findings showed that subordinates who maintain a good relationship with their supervisor are likely to be pleased with their communication and will optimistically impinge on their job satisfaction.

- These findings showed that two-ways organizational trust and influence have a positive significant relationship with job satisfaction. This clearly indicates that the more employees' perception of their management and their feeling of being empowered and able to influence organizational decisions, the more job satisfaction levels can be attained.

These empirical findings support the study sub-hypothesis **H1b** and are also consistent with the pervious research outcomes. Past literature showed that organisations are trying to turn their workforce into becoming the main resource for ideas and suggestions; this makes employee feels like a fundamental element of the organisation. Achieving this stage would necessitate management and supervisors to build open and trusting communication with employees, keep employees aware of what is happening in the workplace and organization behind the scene. Doing so would give employees opportunity to contribute and influence

organizational decisions. Moreover, it will make employees feel more satisfied and provide them sense of belonging to the organization (Clampitt and Downs, 1993, Cotton, 1993, Downs, and Adrian, 2004, and Light, 2004).

Conversely, these research findings showed that when employees are kept unaware of management and organizational communications, their lack of trust in the organization developed resulting in reduction of superiors' credibility amongst the employees. Furthermore, employees started to disregard future communication received from superiors which was the reason for higher chances of commencing errors and conflicts. All of these have contributed in the reduction of employees' satisfaction and efficiency (Mishra and Morrissey, 1990, and Sekhar and Anjaiah, 1995).

- The analysis outcome showed that Information satisfaction is positively related to job satisfaction. This agrees with O'Reilly, 1977, Pincus *et al*., 1990, Weick and Roberts, 1993, Clampitt and Downs, 1993, Downs and Adrian, 2004, and Carriere and Bourque, 2009 researches'' findings. Research showed that employees' satisfaction with information about the organization and their immediate work environment would significantly increase their overall job satisfaction.

  Receiving information about organizational changes, job requirements, and work environment, in addition to keeping employees aware of the organizational financial standing have raised employees feeling of being a significant part of the organization. This feeling developed into employees' conviction of being appreciated by the management and as an important part of the organization. Thus, information satisfaction will increase employees' satisfaction with their jobs and strengthen their commitment to the organization. The research findings are consistent with Clampitt and Downs, 1993, and Downs and Adrian, 2004, studies' findings. Therefore, the findings of this research supported **H1c** sub-hypothesis.

- The research findings have also shown that there is a positive significant relationship between personal feedback and job satisfaction; The empirical findings support **H1d** sub-hypothesis and also corroborate with past literature research findings where Hackman and Oldham, 1976, Varona, 1996, Lam, Yik, and Schaubroeck, 2002, Downs and Adrian, 2004, and Anseel and Lievens, 2007,

found that having feedback culture in the organization will increase levels of motivation and job satisfaction amongst employees.

Past research showed that personal feedback from the supervisor and co-workers is considered as one of the most widespread forms of communication in organizations. Feedback provides subordinate and superiors the chance to plan objectives and goals, discuss points of strengths and weaknesses. O'reilly and Anderson, 1980, Meyer *et al.*, 1991, Varona, 1996, and Lam, Yik, and Schaubroeck, 2002, came to the same conclusions that higher levels of employee job satisfaction is believed to be maintained by the existence of positive feedback and recognition environment in organization.

- Face-to-face communication didn't demonstrate a significant relationship with job satisfaction. This rejects **H1e** sub-hypothesis and disagrees with research findings of all of Pritchard, 2004, Downs and Adrian, 2004, Jo and Shim, 2004, Karhan and hartment, 2006, Byrne and LeMay, 2006, and Vanc and Stafford, 2008. The literature showed that employees found that face-to-face communication to be the most effective and informative communication medium at the work place. The researchers explained that employees' interaction with management in face-to-face communication shapes a trusting attitude among both sides. Moreover, it develops employees feeling of being appreciated by the organization which in return leads to more job satisfaction.

The research empirical findings showed face-to-face communication was not the most favorable medium of communication for employees in multinational engineering firms. That can be related to the fact that most of the information being communicated in engineering organizations is technical information. This type of information is hard to be communicated verbally alone. Moreover, engineering organizations nowadays have increased their dependency on technologies such as video and audio teleconferencing, in addition to computer mediated communication tools such as e-mail and websites for more effective, accurate and rapid communications. It worth mentioning that none of the literature studies were conducted on engineering organizations, therefore, tendency towards a certain medium of communication might be highly correlated to the type of business that the organization perform.

- Finally, the findings of this research showed that overall communication climate has a positive significant relation to job satisfaction. These findings support **H1f** sub-hypothesis and corroborate with literature research findings conducted by Varona, 1996, Villegas and Cerveny, 2004, Downs and Adrian, 2004, Karatepe and Tekinkus, 2006, and Goris, 2007. Their research studies showed that communication climate is positively associated to job satisfaction. They explained that when more accurate job related information is being shared between employees and supervisors through a healthy communication climate, then it will make employees feel more attached to their organization and will feel more satisfied with their jobs. Besides, researchers initiated that high quality communication climate preserves the organizational vision and objectives.

The correlation analysis of this research found that strongest positive relationship between communication satisfaction and job satisfaction (with r=0.68) took place when the research questions asked employees about their perception of the overall communication climate in their organizations. Similar results were obtained in the research conducted by Trombetta and Rogers, 1986, and Goris, 2007 which verified that the communication climate is strongly related to job satisfaction. Furthermore, the regression analysis showed that superior subordinate communication factor had the highest significant regression model with (β=0.228, t=4.722). This finding is in parallel with Downs *et al*., 2002, Ehlers, 2003 and Downs, and Adrian, 2004, research findings that showed that superior subordinate communication is strongly and positively related to job satisfaction.

Based on the above mentioned findings, the first main hypothesis **H1** proved to be true with the coefficient of determination R^2 (0.61). This means that quality of communication satisfaction in the studied multinational engineering organizations impacts employees' job satisfaction enormously. Therefore, the answer to first research questions Q1 is that "communication satisfaction is positively related to job satisfaction". This research enriches the job satisfaction literature because it presents more evidence for the relation between communication and the amount of job satisfaction the employees have in their organizations.

- **Job Satisfaction and Turnover Intentions**

The research findings demonstrate a significant negative relationship between employees' job satisfaction and their turnover intentions. This corroborates with pervious research conducted by Price, 1997, Boswell, 2005, Ali, 2008, Westlund and Hannon, 2008, Rahman *et al.*, 2008, and Hopper, 2009. The literature finding showed significant predicative relationship between employees' different facets of job satisfaction and their turnover intentions.

All past research findings including Winterton, 2004, and Sarminah, 2006 studies showed that when employees are surrounded by a negative work environment that makes them feel dissatisfied with their jobs, they will consider leaving their work and moving on to another organization that suits their needs and keep them satisfied. The empirical findings of this research are consistent with theories of job satisfaction and turnover. For example, Herzberg *et al.*, (1959) explained in his Motivation-Hygiene theory that job satisfaction is maintained by the existence of the "motivators" factors such as promotion and the job itself, while job dissatisfaction is mainly caused by hygiene factors such as pay, supervisor style, and co-workers relation.

This research shows that hygiene factors have a negative significant relation with turnover intentions, which means that hygiene factors are causing dissatisfaction to employees and drives them to pursue jobs elsewhere. On the other hand the empirical findings shows that the job it self job satisfaction facet has no significant relation with turnover intentions, this confirmed Herzberg' decision of categorizing the job it self as a motivator agent which cannot be the source of job satisfaction and therefore can't affect turnover intentions.

Based on the above mentioned findings and since empirical and theoretical analysis proved the existence of significant negative relationship between job satisfaction and turnover intentions, the second main hypothesis **H2** is supported and the coefficient of determination R^2 of 0.60 means that the level of employees' job satisfaction in multinational engineering organizations extremely impact their turnover intentions. Therefore the answer to the second research question Q2 is that "job satisfaction is negatively related to employees' turn over intentions". This part of the research

contributes to the empirical knowledge of turnover intentions literature and suggests that management organization should consider creating a work culture that ensures employees satisfaction and therefore growing of employees' retention and commitment.

- **Mediated relationship of job satisfaction between communication satisfaction and turnover intentions:**

From pervious findings of this research and literature it is understood that employees' observation of their good quality communication satisfaction will have a significant positive correlation with their job satisfaction. Moreover, job satisfaction is confirmed to be negatively correlated with employees' turnover intentions. The aim of the conducted research was to determine if job satisfaction is mediating the relationship between communication satisfaction and employees' turnover intentions. The analysis and the findings validated the research third hypothesis **H3**. Hence, we can confirm that job satisfaction plays a partial mediator role in the relationship between communication satisfaction and turnover intentions at multinational engineering organizations such as in the United Arab Emirates.

The empirical research findings corroborate with past literature findings where job satisfaction was found to be a mediator between communication satisfaction facets and turnover intentions (Downs and Adrian, 2004, and Hopper, 2009). Every factor of organizational communication satisfaction factors shown to have a negative correlation relationship with turnover intentions in the research findings and literature, the analysis of the research findings validates that all of the six communication satisfaction factors have a direct relationship with employees' decision to leave the organization. This indicated that these factors are legitimate variables in manipulating turn over intentions in multinational engineering organizations. Additionally, mediated regression analysis shows that job satisfaction is playing a mediator role in this relationship. Therefore, in addition to the third research hypothesis **H3**, the following sub hypothesis (**H3a, H3b, …, H3f**) resulted in the following findings:

- Job satisfaction is partially mediating the relationship between each of the following communication satisfaction factors (supervisor-subordinate

communication, two ways organizational trust and influence, as well as overall communication climate) and employees' turnover intentions. Mediation analyses using Baron and Kenny (1986) proposed four steps approach where several regression analyses were performed and significance of the coefficients was tested, this approach have confirmed research findings and supports **H3a, H3b,** and **H3f** research sub-hypotheses.

The research findings corroborates with, Ilgen and Seely, 1974, Flecley and Bennett, 1997, Griffin *et al*., 2001, Flaherty and Pappa, 2002, Rycrat and Shoech, 2002, Ehlers, 2003, Downs *et al*., 2004, Hopper, 2009, and Adebayo and Ogunsina, 2011, researchers' conclusions. Empirical findings and pervious literature clearly indicates that employees' satisfaction from having sincere, encouraging, and incentive communication with supervisor and management, in addition to receiving communication clarifying their roles, and being empowered by the management and aware of what is happening in the workplace have contributed to their feeling of being more appreciated. This also develops their attachment to the organization and makes them tend to be more motivated, involved and less likely to have intentions of leaving the organization.

- Furthermore, the empirical study findings shows that job satisfaction plays a key role in fully mediating the relationship between each of the following communication satisfaction factors (Information satisfaction, feedback, as well as face-to-face communication) and employees' turnover intentions. This clearly indicated that the more employees' perception of their supervisors' feedback communication, in addition to receiving sufficient information about the organization and their immediate work environment, the less likely for employees to have intentions to leave the organization.

All hypothesis were supported by the Baron and Kenny (1986) mediation analysis approach, this approach have confirmed research findings and supports **H3c, H3d,** and **H3e** research sub-hypotheses. The research findings corroborates with, Ilgen and Seely, 1974, Krackhardt *et al*., 1981, Downs *et al*., 2004, Ongori, 2007, Grandey *et al*., 2005, and Hopper, 2009, researchers' conclusions.

Literature and research findings showed that when employees are being provided with insufficient information about both managerial and organizational communication with indistinct impression of employees' work expectations, in addition to poor supervisory evaluation methods and absence of good recognition schemes have contributed to employees' dissatisfaction status and made them search for another workplace where they can overcome these workplace flaws and be more satisfied.

On the other hand, research findings shows that when positive feedback and recognition environment exists in the organization, in addition to keeping employees aware of management and organizational communication, the employees trust in the organization develops. This increases superiors' credibility among the employees. Furthermore, employees start to heed future communications received from superiors which was the reason for completing job tasks successfully. Consequently, all of these factors have contributed to increasing employees' satisfaction and made them feel greater emotional attachment, and taking part in the organization; this motivated the engineering organizations employees to remain within their organizations because of their choice to stay, and as a result had fewer propensities to quit.

The pervious mentioned research findings proved that job satisfaction played a partial role in mediating the relationship between communication satisfaction and turnover intentions. On the other hand, correlation analysis conducted showed that communication satisfaction and job satisfaction are both negatively and significantly correlated with employees' turnover intentions. Therefore the answer to the third research question Q3 is that "communication satisfaction is negatively related to employees' turn over intentions". It is worth mentioning that out of all the communication satisfaction factors, the two-ways organizational and trust influence was the most influential factor which attained the highest negative correlation with turnover intentions where ($r=-0.61$). The similar results were obtained in the research conducted by Pincus *et al*., (1990) which verified that two-ways organizational communication and trust accounted for the most variance in job satisfaction and therefore influences turnover intentions.

This part of the research contributes to the empirical knowledge of turnover intentions literature and suggests that organizational decision makers must develop and put into practice more effectual communication satisfaction mechanisms that keep employees aware of organizational communication and allow supervisors to show recognition and offer feedback more frequently to employees' contributions, this will encourage employees' initiative in becoming more involved and sensing greater feeling of belongings and ownership in the organizational scheme which greatly increase job satisfaction and severely decrease employees' turnover intentions.

5.2   Recommendations of the Study

The literature review and the findings of this study provide a number of managerial implications for multinational engineering organizations. This section of the chapter provides recommendations to address the challenges recognized in this research study which forms the answer to the fourth and final research question Q4. Therefore, the following sets of actions are recommended:

1. Firstly, it is critical for engineering organizations to retain their highly skilled employees in order to survive in the current competitive market of the industry. This research suggests that an organization may control turnover intentions by increasing job satisfaction of the employees through having more vigorous communication environment at the workplace. Thus, organizations need to enhance their current organizational communication schemes by understanding the importance of communicating clearly with employees and providing both the quantity and quality of information desired by employees (Villegas and Cerveny, 2004), in addition to listening to employees suggestions and contributions, and giving them positive feedback and recognition (Griffin *et al*., 2001). All of these conditions will make it easier for the management to get the most out of their employees and will drive employees to be more proud of their accomplishments and the job they do.

2. Training should be provided to project managers and team leaders to help them to develop communication strategies that are designed to enhance job satisfaction of

the employees. These training sessions and workshops should educate managers of their ability to influence organizational factors which will allow them to share the right quality and amount of information to employees. It will also provide them tools to avoid communication apprehension and congruence of communication rules. Moreover, it will assure accurate information gathering, in addition to sustaining a clear understanding of employees' variances.

3. As mentioned earlier, team leaders and supervisors role has a consistent relationship with job satisfaction and intent to leave in both early and recent researchers (Pincus and Rayfield, 1987, Varona, 1996, Downs and Adrian, 2004, and Coomber and Barriball, 2007). This research study recommends that the level of supervisor's feedback and their guidance position is perceived at an extremely fair level and therefore needs to be redeveloped and improved. The turnover intention is an act that has constantly been influenced by the project manager and supervisors' role. Coomber and Barriball (2007) emphasized that one critical influence to employees' intentions to leave was a decline in job satisfaction throughout lack of trust and empowerment explained by employees to be a result of poor supervisory relationship. For this reason, a recommendation is proposed to engineering organizations management to support supervisors and employees relationship for an empowering and more effective workplace environment. This can be achieved by providing managers and supervisors training sessions on proper feedback and recognitions techniques, in addition to practical workshops about motivational strategies and teamwork effectiveness.

4. Assessment of the organizational policies and procedures is recommended to ensure their alliance with the new organizational communication schemes. These revised organizational policies and procedures would ensure the implementation of communication schemes that enhance the quality of relationship between supervisors and subordinates and help in creating an open informative communication environment where subordinates are confident in communicating with their supervisors and informed about work environment surroundings (Light, 2004, and Carriere and Bourque, 2009).

5. Mangers and policy makers in engineering organizations should develop and implement an employee staffing and retention scheme by bearing in mind the interpreters behind employees' intent to quit the organization rather than having a single general policy that applies to every employee with different positions and job titles. The research findings propose that employees' retention schemes should be receptive and aware of the desires and interests of employees with high possibility of leaving the organization. For instance, this research study showed that pay and promotional chances are highly challenging satisfaction factors which may cause employees of multinational engineering organizations to quit their organizations and at the end push them to move to other organizations where pay and promotion accompanied with chance to accomplish the job is a possible choice.

This suggests that the engineering organizations covered in this research, need to address the problem of pay and propose a solution to such serious dilemma. One suggested resolution would be to change the pay system by providing competency based salary that is based on employees' performance. Such a perspective provides a structured role for employees' development that assures motivation and fairness where in return contributes to job satisfaction and reduces intents to leave from the organization.

5.3   Limitations of the research

Even though this research presented important findings to communication satisfaction, job satisfaction and employees' turnover intentions, yet this research, as the condition with several former researches, had been accompanied with certain limitations.

The first limitation is that access to research data was difficult because of the respondents' sensitivity to the disclosed information. This has led to a sensible sample size of five hundred and forty two respondents from five engineering organizations. Having a higher number of respondents would enhance research results' integrity and reliability.

The current investigation was limited by the fact that the majority of the sample participants were non-UAE nationals, and making generalization to include UAE nationals is not necessarily appropriate. A further limitation is that communication satisfaction and job satisfaction are very multifaceted variables since those characterizations of satisfaction cannot be narrowed to certain factors defined by the researcher. It would be a tricky task to try to define all of the satisfaction characteristics because the concept of satisfaction is different from one employee to another.

Further limitation was that most of the available literature looked into research concepts as specific and only a few of these papers address the linkage and relationship among these concepts. Moreover, information about similar research conducted at organizations in the Middle Easter countries was almost non existent. Hence, majority of the findings were based on collective analysis from the past literature review of researches that were conducted outside the Middle East where work culture is believed to be different from other regions.

One of the aspects that cannot be over looked is the use of forced choice questions in the questionnaire survey. Even though, this technique enhances data reliability and attracts high response interest, it usually creates certain inaccuracies in results because of the fact that the stated answers are expected to represent the closest opinion of the participants and doesn't allow them to express their point of view. This limitation could be mitigated if the researcher could discuss the respondents' feedback directly which will help him to get a deeper understanding and analysis.

An additional limitation is that this research is unable to make a generalization that its findings stand for the overall communication satisfaction, job satisfaction and turnover intentions levels of all the employees of engineering firms in the United Arab Emirates. The reason behind it is that the respondents of this research were limited only to employees working in private multinational engineering firms. In United Arab Emirates, there are also semi-private and government owned engineering firms which were not included in the study sample of this research. A study which includes engineering firms' employees working in the semi-private and government

sectors and making a contrast with employees working in multinational private engineering firms can provide improved and more attractive outcomes.

Finally, this research was a cross sectional research which was also subjected to the time of measurement affects. This means that the research data was used at definite time and could only imitates employees' views at that point of time. Conducting longitudinal studies will give a better understanding of the relationship between the research variables and how long lasting this relationship is. It is worth mentioning that time constraint was the major limitation in this research, because availability of extra time could have been invested in mitigating most of the earlier stated limitations.

5.4   Suggestions for future research

This research has identified a number of suggestions for future work below:

A further study could consider analysis of the relation between communication satisfaction, job satisfaction and actual turnover. Even though understanding why employees' intent to leave is important because of its relation to the latter behavior. The intention to leave in the new research can be considered as work attitude, which like communication satisfaction and job satisfaction are important constructs to the research.

Additionally, further research can be carried out to explore different factors that are potentially affecting the relationship between communication satisfaction and turnover intentions. Moreover, it is worth looking into additional aspects other than turnover intentions since these organizational variables such as, performance, commitment, absenteeism, and burnout are being affected by job satisfaction and organizations are trying to concentrate on them appropriately.

Some scholars argue that researchers need to take into consideration the reverse causality when studying variables of communication and job satisfaction (Mobley *et al*., 1978, and Adebayo and Ogunsina, 2011). Thus, it would be interesting to conduct a future longitudinal research on the same topic which takes into consideration the

possibility of having a two faced relationship where turnover intentions influenced job satisfaction and communication satisfaction of the employees.

Further experimental investigations into this research are needed to be conducted in various parts of the Middle East regions in order to reach a general conclusion about the character and significance of communication satisfaction facets relationships in this region. Moreover, further research could be conducted in order to understand why job satisfaction played a partial mediator role in the relation between some communication facets and turnover intentions, which will help to identify other organizational variables that are expected to be fully mediating the relationship.

Finally, various research studies revealed that there are other underlining and dominant variables that might influence employees' intention to leave their jobs, for instance, availability of substitute job opportunity, and job tenure. Therefore future research should be conducted to investigate factors that have potential impact on employees' intention to quit other than earlier investigated research job satisfaction facets.

5.5   Conclusions

The present research was designed to investigate the concept of communication satisfaction in engineering organizations and to determine the effects of its different facets on employees' job satisfaction. Additionally, this study measures to what extent can communication satisfaction influence employees' intentions to leave the organization. This was undertaken by reviewing available literature about the topic which represents a selection of the literature about communication satisfaction, job satisfaction and turnover intentions, published earlier from a variety of perspectives.

The literature review was supported by an empirical research study to draw a more comprehensive understanding of the subject. Questionnaires were distributed among employees of several multinational engineering firms in the United Arab Emirates using a random sampling technique which sought after constructing an integrated research conceptual framework capable of producing useful findings and can be used as a base for future research.

Returning to the study hypotheses and research questions posed at the beginning of this study, it is now possible to state that the multidimensional concept of communication satisfaction is positively related to employees' job satisfaction, and at the same time is negatively correlated with employees' turnover intentions. This study has shown that job satisfaction variable and its five facets played a partial mediator role in the relationship between communication satisfaction and employees' turnover intentions.

Taken together, all research study results suggest that for today's engineering organizations it is critical to develop an employee staffing and retention scheme in order to survive in the regional competitive market of the industry. This scheme takes into consideration the creation of a clear communication environment at the workplace which sustains employees' satisfaction with all communication aspects between top management, supervisions, and co-workers. The satisfaction with the communication atmosphere will contribute to employees' job satisfaction which as a result develops employees' emotional attachment to the organization and in turn makes it less likely for them to leave the organization.

In conclusion, this research paper presents the first empirical analysis conducted to investigate the role of communication satisfaction in influencing employees' job satisfaction and turnover intentions, the impact of job satisfactions facets on employees' turnover intentions, in addition to evaluating the mediation role of job satisfaction in communication-turnover intentions relationship in multinational engineering organizations in the United Arab Emirates. The analysis results of the five engineering organizations indicate that communication satisfaction plays a significant role in influencing employees' job satisfaction and turnover intentions and that satisfied employees have less intentions to leave their organizations than the dissatisfied ones. Moreover, partial mediation role of job satisfaction was reported regarding the relationship between communication satisfaction and turnover intentions. These conclusions contribute to the empirical knowledge of communication, satisfaction, and turnover literature, the implications of the study findings for both managers and researchers are also discussed broadly in the research paper.

Appendices

Appendix A: QUESTIONNAIRE	استبيان

Dear Sir/ Madam,
 	
This questionnaire gives you the opportunity to express your views on a wide range of issues related to the work conditions. Please note that there is no right or wrong answer.
 	
The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.
 	
The researcher assures you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes ***only.***
 	
The questionnaire comprises Four parts:
 	
   1. General information
   2. Job satisfaction
   3. Communication Satisfaction
   4. Turnover
For more information Please call on:
+971XXXXXX
 	
Thank you
Researcher
	سيدي/سيدتي
	
	إن هذا الاستبيان يعطيك الفرصة لعرض وجهة نظرك لمجموعة من المواضيع تتعلق بأجواء العمل. الرجاء ملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة.
	
	سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع.
	
	يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية يتضمنها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحثين لأغراض الدراسة فقط.
	
	يتكون الاستبيان من أربعة أقسام:
	
	1. معلومات عامة
	2. الرضا الوظيفي
	3. التواصل في العمل
	4. التنقل في العمل
	لمزيد من المعلومات يرجى الاتصال على :
	+971XXXXXX
	
	مع الشكر
	الباحث

PART ONE: GENERAL INFORMATION *Please tick one box for each question:*			الجزء الأول : معلومات عامة الرجاء وضع علامة لكل سؤال:
A. Sex			أ – الجنس:
(1) Male	( )	( )	(1) ذكر
(2) Female	( )	( )	(2) أنثى
B. Marital Status:			بـ الحالة الاجتماع
(1) Married	( )	( )	(1) متزوج/متزوجة
(2) Unmarried	( )	( )	(2) غير متزوج/غير متزوجة
C. Education:			جـ المرحلة التعليمية:
(1) Less than high school	( )	( )	(1) أقل من الشهادة الثانوية
(2) High school	( )	( )	(2) الشهادة الثانوية
(3) College degree	( )	( )	(3) خريج/خريجة كلية
(4) Graduate degree	( )	( )	(4) متخرج/متخرجة
(5) High Diploma	( )	( )	(5) الدبلوم العالي
(6) Masters or above	( )	( )	(6) الماجستير أو أعلى
D. Age:			دـ العمر
(1) Less than 25	( )	( )	(1) أقل من 25 عاماً
(2) 25 - 35	( )	( )	(2) 25 - 35
(3) 36 - 46	( )	( )	(3) 36 – 46
(4) 47 - 57	( )	( )	(4) 47 – 57
(5) 58 or above	( )	( )	(5) 58 وأكثر
E. No. of years worked in current organization:			هـ ـ عدد السنوات التي قضيتها في منظمتك الحالية
(1) One year or less	( )	( )	(1) سنة أو أقل
(2) 2 - 7	( )	( )	(2) 2 – 7
(3) 8 - 13	( )	( )	(3) 8 – 13
(4) 14 - 19	( )	( )	(4) 14 – 19
(5) 20 years or above	( )	( )	(5) 20 سنة أو أكثر
F. No. of years worked in the position or job:			و ـ عدد سنوات الخدمة في نفس الوظيفة أو العمل:
(1) One year or less	( )	( )	(1) سنة أو أقل
(2) 2 - 7	( )	( )	(2) 2 – 7
(3) 8 - 13	( )	( )	(3) 8 -13
(4) 14 - 19	( )	( )	(4) 14 – 19
(5) 20 years or above	( )	( )	(5) 20 سنة أو أكثر
G. Job Status:			ز – المستوى الوظيفي:
(1) First level	( )	( )	(1) ادارة عليا.
(2) Middle level	( )	( )	(2) ادارة وسطى.
(3) Lower level	( )	( )	(3) ادارة دنيا.
H. Nationality:			ح – الجنسية
(1) UAE National	( )	( )	(1)مواطني دولة الإمارت العربية المتحدة
(2) Non UAE National	( )	( )	(2) غير مواطني دولة الإمارات العربية المتحدة

PART TWO: JOB SATISFACTION *Please tick one box for each item:*											الجزء الثاني : الرضا الوظيفي الرجاء وضع علامة لكل سؤال :
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
1. I feel I am being paid a fair amount for the work I do											1. أشعر أنني أتقاضى أجراً عادلاً لما أقوم به من عمل.
2. I am not satisfied with the benefits I receive.											2. لست راضي/راضية عن المنافع التي أتقاضاها.
3. I am unappreciated by the organization when I think about what they pay me											3. عندما أفكر فيما أتقاضاه أشعر بأن المؤسسة التي أعمل بها لا تقدر مجهودي.
4. I feel satisfied with my chances for salary increases											4. أشعر بالرضا عن احتمالات زيادة راتبي.
5. There are few rewards for those who work here											5.هناك عدد قليل من المكافآت لمن يعمل هنا.
6. There is really little chance for promotion on my job											6. حقيقة فرص الترقية في وظيفتي ضئيلة جداً.
7. Those who do well on the job stand a fair chance of being promoted											7. من يؤدى عمله بصورة جيدة يحظى بفرصة عادلة للترقي.
8. People get ahead as fast here as they do in other places											8. يتقدم الناس هنا بنفس السرعة كما في الأماكن الأخرى.
9. I am satisfied with my chances for promotion											9. أنا راضي/راضية عن فرصي للترقي.ة
10. My supervisor is quite competent in doing his/her job											10. مشرفي في العمل على درجة من الكفاءة في عمله/عملها.
11. My supervisor is unfair to me											11. مشرفي في العمل غير عادل معى.
12. My supervisor shows too little interest in the feelings of subordinates											12. لا يهتم مشرفي في العمل بمشاعر مرؤوسيه.
13. I like my supervisor											13. أحب مشرفي في العمل.

PART TWO: JOB SATISFACTION *(contd.)*											الجزء الثاني : الرضا الوظيفي
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
14. I like the people I work with											14. أحب زملائي في العمل.
15. I find I have to work harder at my job than I should because of the incompetence of people I work with											15. أشعر أنه عليَ العمل بجهد أكبر لعدم كفاءة الأشخاص الذين أعمل معهم.
16. I enjoy my co-workers											بالعمل مع زملاء العمل.
17. There is too much bickering and fighting at work											17. هناك الكثير من العداوة والشجار بالعمل.
18. I sometimes feel my job is meaningless											18. أشعر أحيانًا بأن عملي لا معنى له.
19. I like doing the things I do at work											19. أحب ما أقوم به من عمل.
20. I feel a sense of pride in doing my job											20. أشعر بالفخر لما أقوم به من عمل.
21. My job is enjoyable											أشعر أن عملي 21. ممتع.

PART Three: Communication Climate *Please tick one box for each item:*	strongly agree	Agree	undecided	disagree	strongly disagree		غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الجزء الثالث : التواصل في بيئة العمل الرجاء وضع علامة لكل سؤال : العبارة
1. Supervisor makes you feel free to talk with him/her.												1. المشرف يجعلك تتردد في التحدث معه أو معها.
2. Supervisor makes it easy for you to let him know when things go wrong.												2. يسهل عليك المشرف إطلاعه على الوضع عندما تسوء الأمور.
3. Supervisor has your interests in mind when he talks to top management.												3. يضع المشرف مصالحك بالاعتبار عند التحدث إلى الإدارة العليا.
4. Supervisor listens when you tell things that bother you.												4. يستمع المشرف إليك عندما تخبره بالاشياء التي تزعجك.
5. Supervisor really understands your job problems.												5. المشرف يفهم حقا مشاكل عملك.
6. Supervisor expresses confidence in your ability to do a job.												6. يُعبر المشرف عن ثقته في قدرتك على القيام بعمل.
7. Supervisor tolerates argument, fair hearing to all views.												7. المشرف يستوعب النقاش و يستمع لجميع وجهات النظر.
8. Your views have a real influence in your organization.												8. وجهات النظر الخاصة بك لها تأثير حقيقي في شركتك.
9. People in the company encouraged to be open and candid.												9. يتم تشجيع الموظفين في شركتك ليكونو منفتحين و للتعبير عن أنفسهم بصراحة.
10. You are satisfied with Top management explanation of why things are done.												10. انت راض بتفسير الإدارة العليا لما يجري من احداث.
11. Your recommendations are seriously heard & considered.												11. يتم الاستماع والاخذ بتوصياتك على محمل الجد.
12. People in company can freely exchange info & opinions.												12. يمكن لموظفي الشركة تبادل المعلومات والآراء بحرية.

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PART THREE: Communication Climate *(contd.)*											الجزء الثالث : التواصل في بيئة العمل
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
13. You are kept informed on how company goals and objectives are met.											13.أنت على علم بالطريقة التي ستحقق فيها الشركة أهدافها ومصالحها.
14. Top management provides you information you really need.											14. توفر الإدارة العليا لك المعلومات التي تحتاجها حقًا.
15. Your job requirements are specified in clear language.											15. إن متطلبات عملك محددة بشكل واضح.
16. I receive feedback from my supervisor.											16. أتلقى ردود من مشرفي.
17. I provide feedback to my supervisor.											17. يمكنني تقديم ملاحظات لمشرفي.
18. I receive recognition for my efforts.											18.أتلقى تقديراً على جهودي.
19. I see and communicate with my manager and team members daily.											19. أرى واتواصل مع مديري وأعضاء فريق العمل بشكل يومي.
20. My manager carries on frequent face-to-face meetings with the team.											20.يقوم مديري بعقد اجتماعات شخصية مع فريق العمل.
21. The company carries on frequent corporate meetings.											21. تعقد الشركة اجتماعات دورية.
22. I am satisfied how company's communication motivates and stimulates an enthusiasm for meeting its goals.											22. أنا راض بكيفية تأثير التواصل في الشركة في تحفيز ودفع الحماس لتحقيق أهدافه.
23. I am satisfied how people in my organization have great ability as communicators.											23. انا راض بمدى قدرة الموظفين في شركتي قادرين على التواصل.
24. I am satisfied how Company's communication makes me identify with it or feel a vital part of it.											24. التواصل في الشركة انا يجعلني راضياً بمدى كوني جزءاً هاماً من الشركة.
25. I am satisfied how Conflicts are handled appropriately through proper communication Channels.											25. إنا راض بكيفية معالجة النزاعات بشكل مناسب من خلال قنوات الاتصال المناسبة.

PART FOUR: Turnover This part measures your *intentions to leave your organization* *Please tick one box for each item:*										الجزء الثالث : التنقل في العمل هذا الجزء يقيس مدى نواياك في ترك الشركة التي تعمل بها الرجاء وضع علامة لكل سؤال :
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
1. I think a lot about leaving the organization.											1. أفكر كثيرا في ترك العمل بهـذه الشركة
2. I am actively searching for an alternative to the organization.											2. أنا أبحث فعليا عن عمل في شركة أخرى
3. As soon as it is possible, I will leave the organization.											3. سريعا بقدر المستطاع ، سأترك العمل في هذه الشركة
4. I feel it is the right time to move to another organization.											4. أتصور أن هذا هو الوقت المناسب لي للبحث عن عمل في شركة أخرى
5. I wish to spend the rest of my life in this organization.											5. أتمنى أن أقضي بقية حياتي العملية في هذه الشركة
6. I think that staying in this organization is good for me.											6. أعتقد أن البقاء في هذه الشركة شيء ملائم لي تماما

THE END

Please return this to : ………………………………………..

Thank You

Appendix B:

Detailed Reliability analysis of the overall 52 items scale of the study

Reliability Statistics

Cronbach's Alpha	N of Items
.968	52

Item-Total Statistics				
Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item 1 of pay	185.83	908.116	.574	.968
Item 2 of pay	186.17	917.163	.443	.968
Item 3 of pay	185.95	917.508	.453	.968
Item 4 of pay	186.03	912.311	.522	.968
Item 5 of pay	186.51	929.734	.269	.969
Item 1 of promotion	186.35	917.583	.455	.968
Item 2 of promotion	185.79	909.500	.608	.968
Item 3 of promotion	186.12	909.661	.623	.968
Item 4 of promotion	186.05	908.615	.604	.968
Item 1 of supervisor style	185.29	915.398	.614	.968
Item 2 of supervisor style	185.53	915.391	.556	.968
Item 3 of supervisor style	185.64	913.422	.566	.968
Item 4 of supervisor style	185.42	915.024	.619	.968
Item 1 of Co-Worker Relationship	185.08	927.707	.521	.968
Item 2 of Co-Worker Relationship	186.22	923.877	.341	.969
Item 3 of Co-Worker Relationship	185.21	926.246	.504	.968
Item 4 of Co-Worker Relationship	185.37	917.936	.554	.968
Item 1 of Job itself	185.47	916.084	.511	.968
Item 2 of Job itself	185.30	924.880	.489	.968
Item 3 of Job itself	185.28	918.702	.596	.968
Item 4 of Job itself	185.36	914.287	.629	.968
Item 1 of Superior-Subordinates Communication	186.34	948.060	.000	.969
Item 2 of Superior-Subordinates Communication	185.44	912.458	.661	.967
Item 3 of Superior-Subordinates Communication	185.69	907.801	.687	.967

Item 4 of Superior-Subordinates Communication	185.45	911.442	.687	.967
Item 5 of Superior-Subordinates Communication	185.53	908.739	.715	.967
Item 6 of Superior-Subordinates Communication	185.32	918.943	.616	.968
Item 7 of Superior-Subordinates Communication	185.53	915.391	.563	.968
Item 1 of Two ways Organization Trust and Influence	185.81	909.961	.645	.967
Item 2 of Two ways Organization Trust and Influence	185.64	910.823	.702	.967
Item 3 of Two ways Organization Trust and Influence	185.86	901.423	.747	.967
Item 4 of Two ways Organization Trust and Influence	185.85	905.404	.717	.967
Item 5 of Two ways Organization Trust and Influence	185.52	918.615	.588	.968
Item 1 of Information Satisfaction	185.59	915.338	.582	.968
Item 2 of Information Satisfaction	185.59	914.578	.596	.968
Item 3 of Information Satisfaction	185.47	913.229	.656	.967
Item 1 of Feedback	185.47	911.006	.695	.967
Item 2 of Feedback	185.44	919.072	.536	.968
Item 3 of Feedback	185.72	901.173	.757	.967
Item 1 of Face-to-face Communication	185.47	915.677	.598	.968
Item 2 of Face-to-face Communication	185.64	907.245	.664	.967
Item 3 of Face-to-face Communication	185.80	912.644	.581	.968
Item 1 of Overall Communication Climate	185.69	904.584	.717	.967
Item 2 of Overall Communication Climate	185.60	909.484	.671	.967
Item 3 of Overall Communication Climate	185.64	908.466	.682	.967
Item 4 of Overall Communication Climate	185.65	906.155	.724	.967
Item 1 of Turnover Intentions	185.96	891.204	.762	.967
Item 2 of Turnover Intentions	185.86	895.216	.720	.967
Item 3 of Turnover Intentions	185.82	895.400	.744	.967
Item 4 of Turnover Intentions	185.83	897.916	.701	.967
Item 5 of Turnover Intentions	186.27	902.548	.622	.968
Item 6 of Turnover Intentions	185.98	901.634	.674	.967

Appendix C:

Detailed Reliability analysis of the overall 51 items scale of the study

Reliability Statistics

Cronbach's Alpha	N of Items
.969	51

Item-Total Statistics				
Items	**Scale Mean if Item Deleted**	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Cronbach's Alpha if Item Deleted**
Item 1 of pay	182.83	908.116	.574	.968
Item 2 of pay	183.17	917.163	.443	.969
Item 3 of pay	182.95	917.508	.453	.969
Item 4 of pay	183.03	912.311	.522	.968
Item 5 of pay	183.51	929.734	.269	.969
Item 1 of promotion	183.35	917.583	.455	.969
Item 2 of promotion	182.79	909.500	.608	.968
Item 3 of promotion	183.12	909.661	.623	.968
Item 4 of promotion	183.05	908.615	.604	.968
Item 1 of supervisor style	182.29	915.398	.614	.968
Item 2 of supervisor style	182.53	915.391	.556	.968
Item 3 of supervisor style	182.64	913.422	.566	.968
Item 4 of supervisor style	182.42	915.024	.619	.968
Item 1 of Co-Worker Relationship	182.08	927.707	.521	.968
Item 2 of Co-Worker Relationship	183.22	923.877	.341	.969
Item 3 of Co-Worker Relationship	182.21	926.246	.504	.968
Item 4 of Co-Worker Relationship	182.37	917.936	.554	.968
Item 1 of Job itself	182.47	916.084	.511	.968
Item 2 of Job itself	182.30	924.880	.489	.968
Item 3 of Job itself	182.28	918.702	.596	.968
Item 4 of Job itself	182.36	914.287	.629	.968
Item 2 of Superior-Subordinates Communication	182.44	912.458	.661	.968
Item 3 of Superior-Subordinates Communication	182.69	907.801	.687	.968
Item 4 of Superior-Subordinates Communication	182.45	911.442	.687	.968

Item 5 of Superior-Subordinates Communication	182.53	908.739	.715	.968
Item 6 of Superior-Subordinates Communication	182.32	918.943	.616	.968
Item 7 of Superior-Subordinates Communication	182.53	915.391	.563	.968
Item 1 of Two ways Organization Trust and Influence	182.81	909.961	.645	.968
Item 2 of Two ways Organization Trust and Influence	182.64	910.823	.702	.968
Item 3 of Two ways Organization Trust and Influence	182.86	901.423	.747	.967
Item 4 of Two ways Organization Trust and Influence	182.85	905.404	.717	.968
Item 5 of Two ways Organization Trust and Influence	182.52	918.615	.588	.968
Item 1 of Information Satisfaction	182.59	915.338	.582	.968
Item 2 of Information Satisfaction	182.59	914.578	.596	.968
Item 3 of Information Satisfaction	182.47	913.229	.656	.968
Item 1 of Feedback	182.47	911.006	.695	.968
Item 2 of Feedback	182.44	919.072	.536	.968
Item 3 of Feedback	182.72	901.173	.757	.967
Item 1 of Face-to-face Communication	182.47	915.677	.598	.968
Item 2 of Face-to-face Communication	182.64	907.245	.664	.968
Item 3 of Face-to-face Communication	182.80	912.644	.581	.968
Item 1 of Overall Communication Climate	182.69	904.584	.717	.968
Item 2 of Overall Communication Climate	182.60	909.484	.671	.968
Item 3 of Overall Communication Climate	182.64	908.466	.682	.968
Item 4 of Overall Communication Climate	182.65	906.155	.724	.968
Item 1 of Turnover Intentions	182.96	891.204	.762	.967
Item 2 of Turnover Intentions	182.86	895.216	.720	.968
Item 3 of Turnover Intentions	182.82	895.400	.744	.967
Item 4 of Turnover Intentions	182.83	897.916	.701	.968
Item 5 of Turnover Intentions	183.27	902.548	.622	.968
Item 6 of Turnover Intentions	182.98	901.634	.674	.968

Appendix D:

Descriptive analysis tables:

Descriptive Statistics

	N	MIN	MAX	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Item 1 of pay	542	1	5	3.51	1.111	-.756	.105	-.246	.209
Item 2 of pay	542	1	5	3.18	1.098	-.245	.105	-.707	.209
Item 3 of pay	542	1	5	3.39	1.071	-.376	.105	-.624	.209
Item 4 of pay	542	1	5	3.31	1.091	-.501	.105	-.628	.209
Item 5 of pay	542	1	5	2.83	1.052	.202	.105	-.531	.209
Item 1 of promotion	542	1	5	3.00	1.058	-.064	.105	-.719	.209
Item 2 of promotion	542	1	5	3.56	1.022	-.634	.105	-.151	.209
Item 3 of promotion	542	1	5	3.21	.992	-.173	.105	-.632	.209
Item 4 of promotion	542	1	5	3.30	1.050	-.459	.105	-.519	.209
Item 1 of supervisor style	542	1	5	4.04	.870	-1.399	.105	2.731	.209
Item 2 of supervisor style	542	1	5	3.82	.940	-.913	.105	.899	.209
Item 3 of supervisor style	542	1	5	3.70	.981	-1.007	.105	1.046	.209
Item 4 of supervisor style	542	1	5	3.92	.860	-1.207	.105	2.188	.209
Item 1 of Co-Worker Relationship	542	1	5	4.26	.626	-.617	.105	1.725	.209
Item 2 of Co-Worker Relationship	542	1	5	3.13	1.100	-.148	.105	-.806	.209
Item 3 of Co-Worker Relationship	542	1	5	4.13	.695	-.843	.105	2.272	.209
Item 4 of Co-Worker Relationship	542	1	5	3.97	.868	-.828	.105	.736	.209
Item 1 of Job itself	542	1	5	3.87	1.001	-.929	.105	.440	.209
Item 2 of Job itself	542	1	5	4.05	.760	-.942	.105	1.773	.209
Item 3 of Job itself	542	1	5	4.06	.793	-1.051	.105	1.969	.209
Item 4 of Job itself	542	1	5	3.99	.862	-1.126	.105	1.780	.209
Item 1 of Superior-Subordinates Communication	542	3	3	3.00	.000	.	.	.	.

|									
Item 2 of Superior-Subordinates Communication	542	1	5	3.89	.880	-1.049	.105	1.175	.209
Item 3 of Superior-Subordinates Communication	542	1	5	3.65	.945	-.658	.105	.459	.209
Item 4 of Superior-Subordinates Communication	542	1	5	3.88	.866	-1.098	.105	1.519	.209
Item 5 of Superior-Subordinates Communication	542	1	5	3.81	.894	-1.018	.105	1.155	.209
Item 6 of Superior-Subordinates Communication	542	1	5	4.03	.759	-1.374	.105	3.548	.209
Item 7 of Superior-Subordinates Communication	542	1	5	3.81	.929	-1.034	.105	1.145	.209
Item 1 of Two ways Organization Trust and Influence	542	1	5	3.52	.953	-.508	.105	-.120	.209
Item 2 of Two ways Organization Trust and Influence	542	1	5	3.70	.856	-.953	.105	1.304	.209
Item 3 of Two ways Organization Trust and Influence	540	1	5	3.49	1.015	-.622	.105	-.107	.210
Item 4 of Two ways Organization Trust and Influence	542	1	5	3.50	.965	-.526	.105	.081	.209
Item 5 of Two ways Organization Trust and Influence	542	1	5	3.82	.808	-1.043	.105	1.430	.209
Item 1 of Information Satisfaction	540	1	5	3.74	.906	-.944	.105	.688	.210
Item 2 of Information Satisfaction	542	1	5	3.75	.899	-.997	.105	1.094	.209
Item 3 of Information Satisfaction	542	1	5	3.87	.854	-1.209	.105	1.802	.209
Item 1 of Feedback	542	1	5	3.87	.865	-1.088	.105	1.337	.209
Item 2 of Feedback	540	1	5	3.90	.864	-1.220	.105	1.804	.210
Item 3 of Feedback	542	1	5	3.63	1.005	-.801	.105	.157	.209

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Item 1 of Face-to-face Communication	542	1	5	3.87	.871	-1.020	.105	1.164	.209
Item 2 of Face-to-face Communication	542	1	5	3.70	.994	-.862	.105	.244	.209
Item 3 of Face-to-face Communication	542	1	5	3.54	.979	-.760	.105	.006	.209
Item 1 of Overall Communication Climate	540	1	5	3.65	.981	-.809	.105	.377	.210
Item 2 of Overall Communication Climate	542	1	5	3.75	.931	-.952	.105	.901	.209
Item 3 of Overall Communication Climate	542	1	5	3.71	.938	-.819	.105	.506	.209
Item 4 of Overall Communication Climate	542	1	5	3.68	.943	-1.026	.105	1.029	.209
Item 1 of Turnover Intentions	542	1	5	3.37	1.212	-.432	.105	-.751	.209
Item 2 of Turnover Intentions	542	1	5	3.47	1.188	-.579	.105	-.576	.209
Item 3 of Turnover Intentions	542	1	5	3.51	1.150	-.659	.105	-.333	.209
Item 4 of Turnover Intentions	542	1	5	3.51	1.156	-.620	.105	-.472	.209
Item 5 of Turnover Intentions	542	1	5	3.07	1.170	-.213	.105	-.739	.209
Item 6 of Turnover Intentions	540	1	5	3.36	1.110	-.491	.105	-.418	.210
Valid N (listwise)	532								

Normality Analysis

Tests of Normality[b]

| Variables	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Item 1 of pay	.309	532	.000	.849	532	.000
Item 2 of pay	.208	532	.000	.908	532	.000
Item 3 of pay	.245	532	.000	.894	532	.000
Item 4 of pay	.274	532	.000	.876	532	.000
Item 5 of pay	.188	532	.000	.910	532	.000
Item 1 of promotion	.177	532	.000	.911	532	.000
Item 2 of promotion	.282	532	.000	.872	532	.000
Item 3 of promotion	.216	532	.000	.900	532	.000
Item 4 of promotion	.257	532	.000	.884	532	.000
Item 1 of supervisor style	.331	532	.000	.754	532	.000
Item 2 of supervisor style	.293	532	.000	.842	532	.000
Item 3 of supervisor style	.298	532	.000	.832	532	.000
Item 4 of supervisor style	.337	532	.000	.784	532	.000
Item 1 of Co-Worker Relationship	.310	532	.000	.753	532	.000
Item 2 of Co-Worker Relationship	.199	532	.000	.909	532	.000
Item 3 of Co-Worker Relationship	.293	532	.000	.776	532	.000
Item 4 of Co-Worker Relationship	.279	532	.000	.836	532	.000
Item 1 of Job itself	.297	532	.000	.834	532	.000
Item 2 of Job itself	.315	532	.000	.792	532	.000
Item 3 of Job itself	.306	532	.000	.792	532	.000
Item 4 of Job itself	.315	532	.000	.801	532	.000
Item 2 of Superior-Subordinates Communication	.343	532	.000	.793	532	.000
Item 3 of Superior-Subordinates Communication	.255	532	.000	.870	532	.000
Item 4 of Superior-Subordinates Communication	.345	532	.000	.791	532	.000
Item 5 of Superior-Subordinates Communication	.337	532	.000	.809	532	.000
Item 6 of Superior-Subordinates Communication	.358	532	.000	.730	532	.000
Item 7 of Superior-Subordinates Communication	.326	532	.000	.818	532	.000
Item 1 of Two ways Organization Trust and Influence	.268	532	.000	.879	532	.000
Item 2 of Two ways Organization Trust and Influence	.325	532	.000	.820	532	.000
Item 3 of Two ways Organization Trust and Influence	.274	532	.000	.875	532	.000
Item 4 of Two ways Organization Trust and Influence	.244	532	.000	.884	532	.000
Item 5 of Two ways Organization Trust and Influence	.363	532	.000	.780	532	.000
Item 1 of Information Satisfaction	.349	532	.000	.806	532	.000
Item 2 of Information Satisfaction	.334	532	.000	.817	532	.000
Item 3 of Information Satisfaction	.369	532	.000	.763	532	.000
Item 1 of Feedback	.354	532	.000	.784	532	.000
Item 2 of Feedback	.366	532	.000	.762	532	.000
Item 3 of Feedback	.312	532	.000	.847	532	.000

Item 1 of Face-to-face Communication	.346	532	.000	.796	532	.000
Item 2 of Face-to-face Communication	.330	532	.000	.827	532	.000
Item 3 of Face-to-face Communication	.321	532	.000	.840	532	.000
Item 1 of Overall Communication Climate	.303	532	.000	.850	532	.000
Item 2 of Overall Communication Climate	.322	532	.000	.828	532	.000
Item 3 of Overall Communication Climate	.310	532	.000	.844	532	.000
Item 4 of Overall Communication Climate	.333	532	.000	.813	532	.000
Item 1 of Turnover Intentions	.228	532	.000	.893	532	.000
Item 2 of Turnover Intentions	.262	532	.000	.876	532	.000
Item 3 of Turnover Intentions	.263	532	.000	.873	532	.000
Item 4 of Turnover Intentions	.266	532	.000	.876	532	.000
Item 5 of Turnover Intentions	.179	532	.000	.910	532	.000
Item 6 of Turnover Intentions	.233	532	.000	.894	532	.000

a. Lilliefors Significance Correction

b. Item 1 of Superior-Subordinates Communication is constant. It has been omitted.

Variables Mean, standard deviation and normal distribution Q-Q graph.

Item 1 of pay

Item 2 of pay

Item 3 of pay

Histogram

Mean = 3.39
Std. Dev. = 1.072
N = 532

Normal Q-Q Plot of Item 3 of pay

Item 4 of pay

Histogram

Mean = 3.31
Std. Dev. = 1.096
N = 532

Normal Q-Q Plot of Item 4 of pay

Item 5 of pay

Histogram

Mean = 2.83
Std. Dev. = 1.051
N = 532
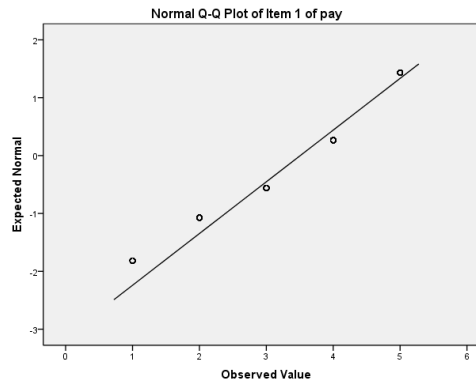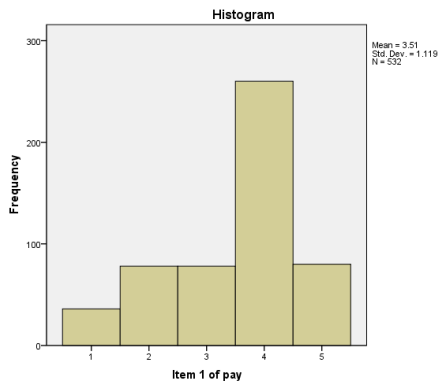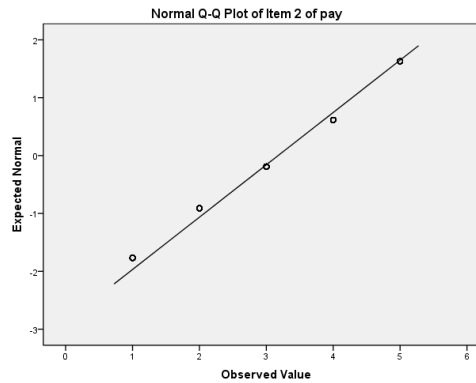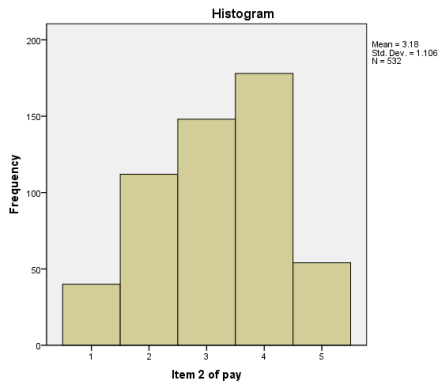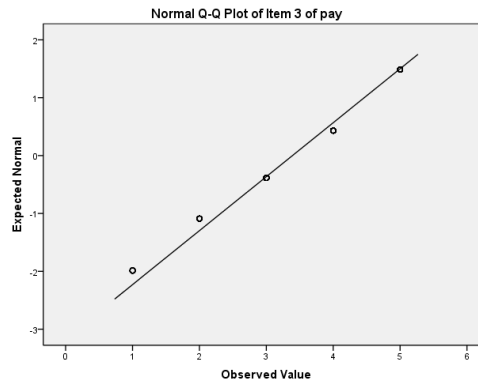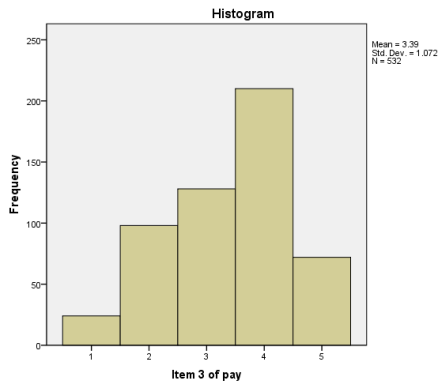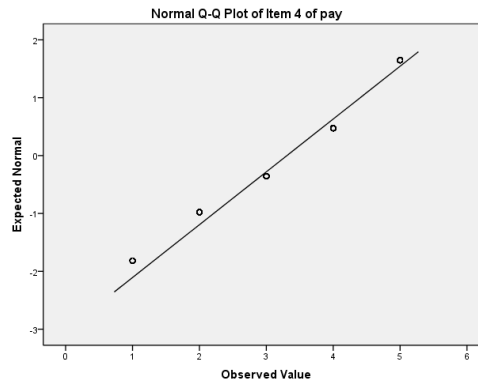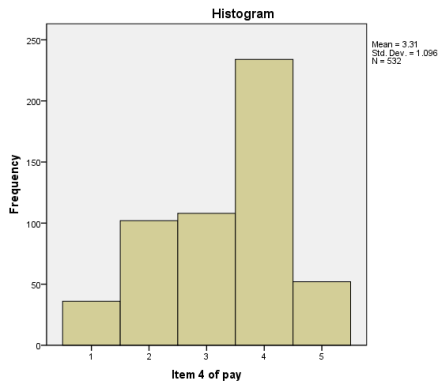
Normal Q-Q Plot of Item 5 of pay

Item 1 of promotion

Histogram

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Std. Dev. = 1.065
N = 532
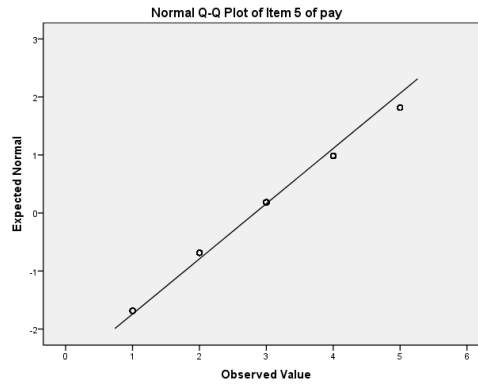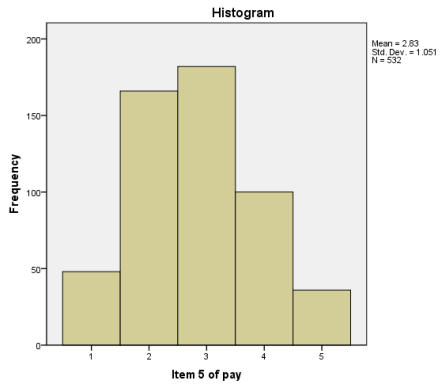
Normal Q-Q Plot of Item 1 of promotion
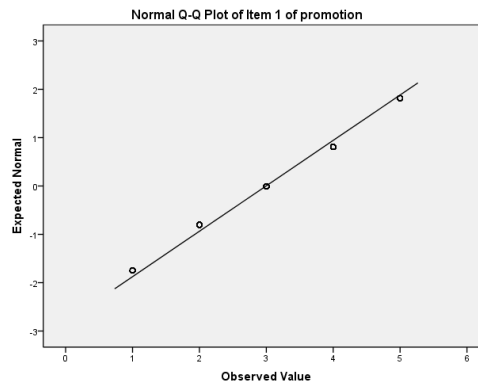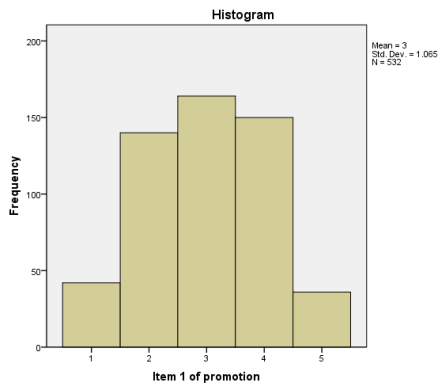
Item 2 of promotion
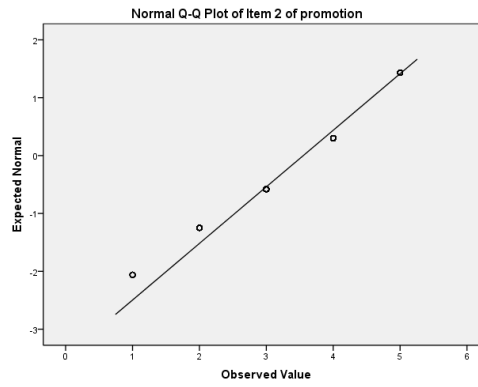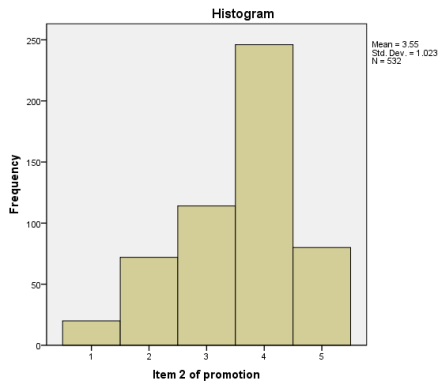
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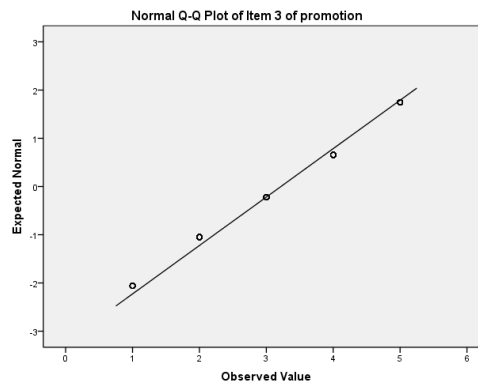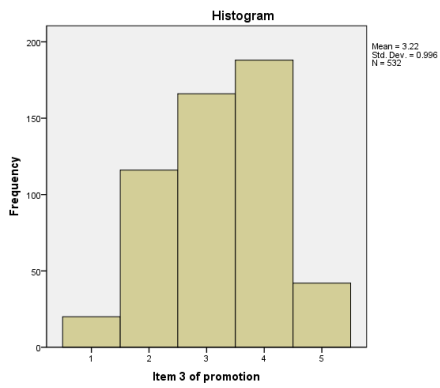
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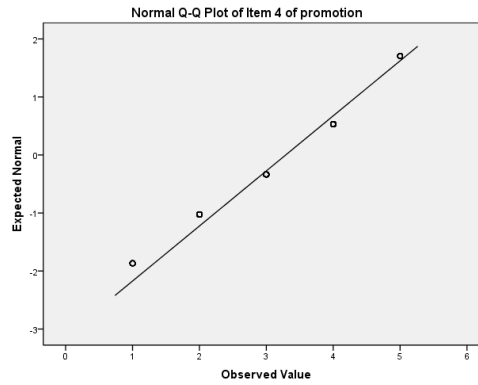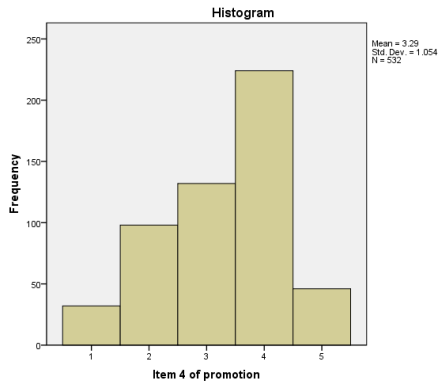
Item 1 of supervisor style
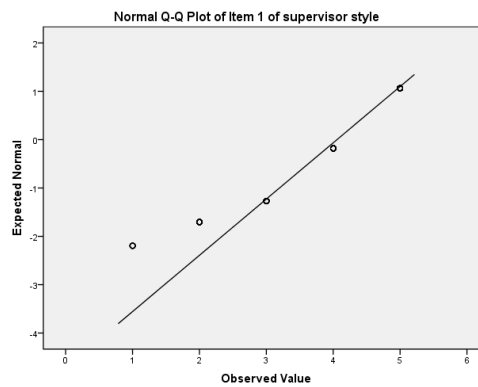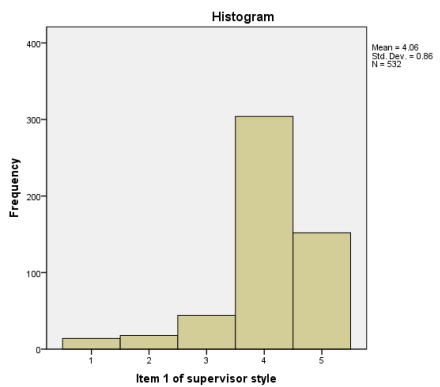
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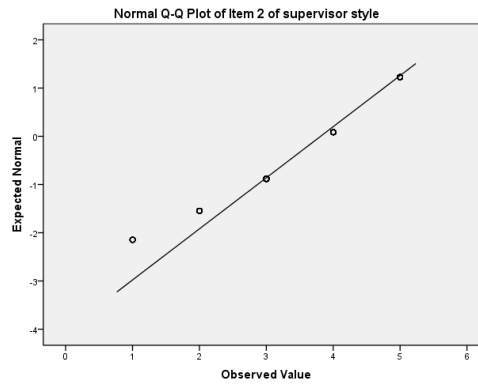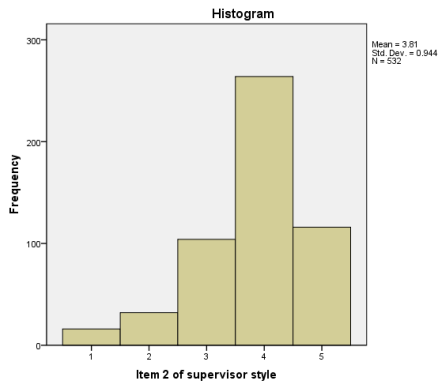
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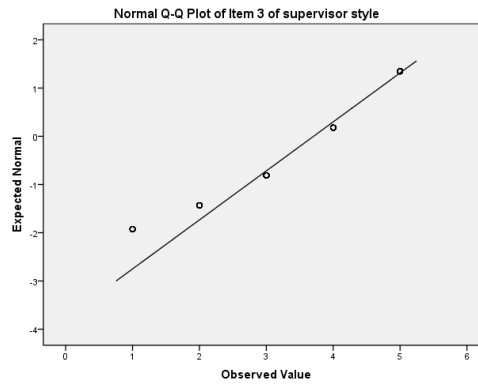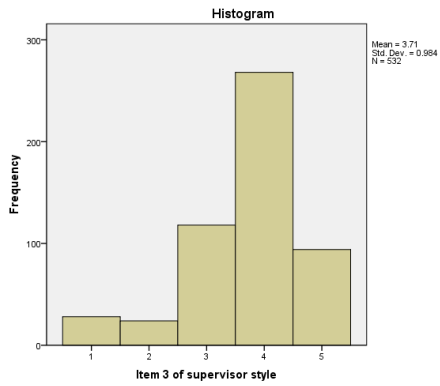
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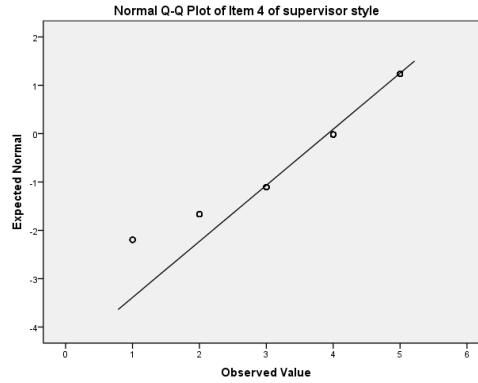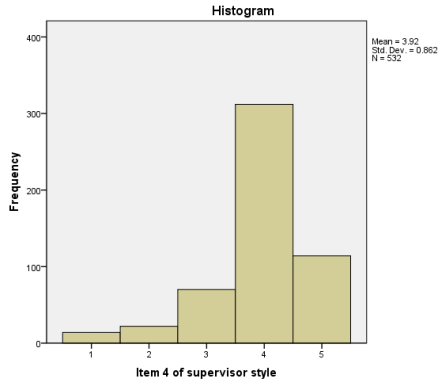
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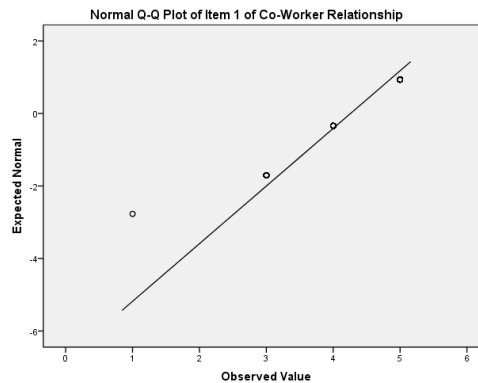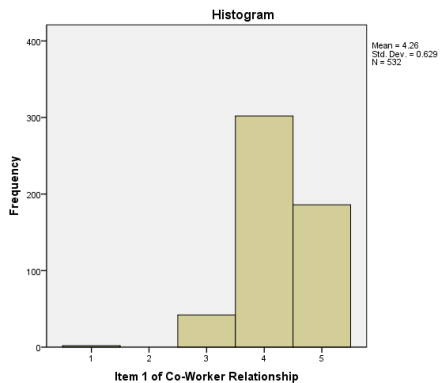
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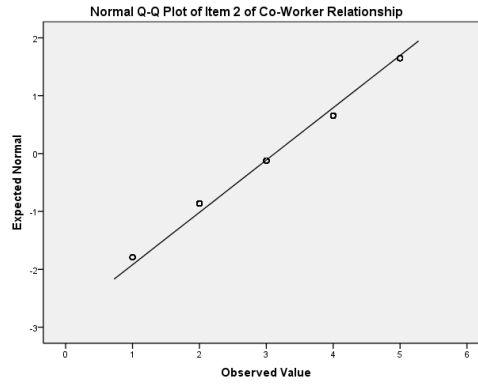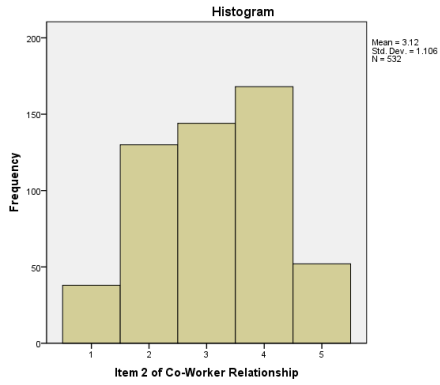
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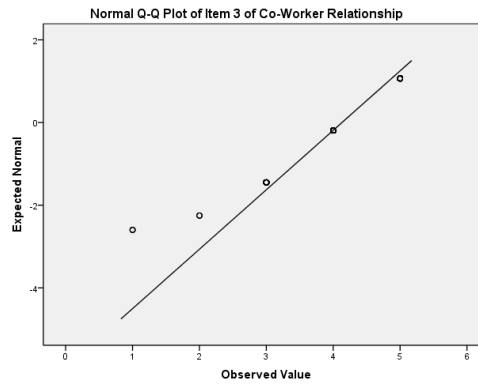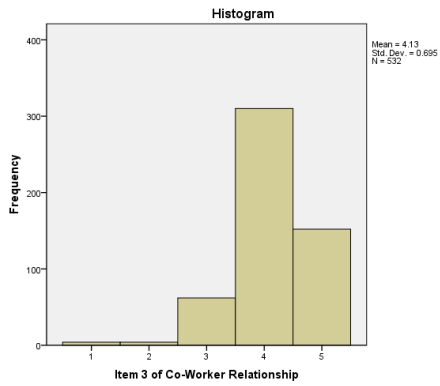
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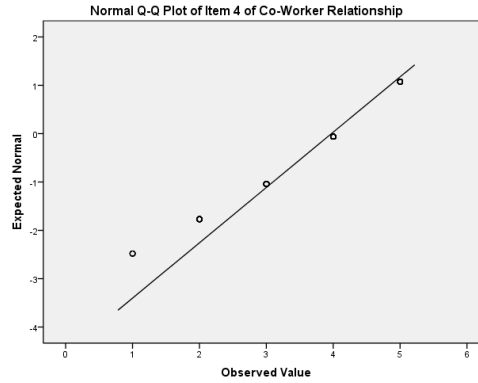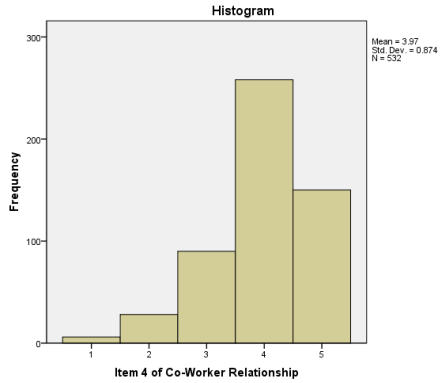
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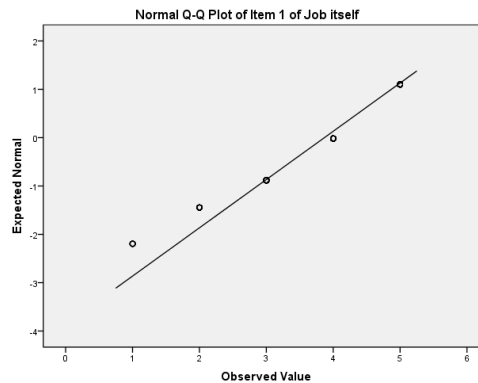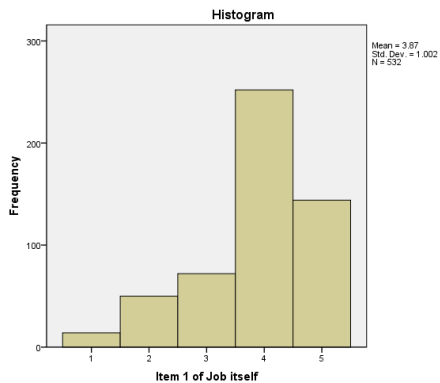
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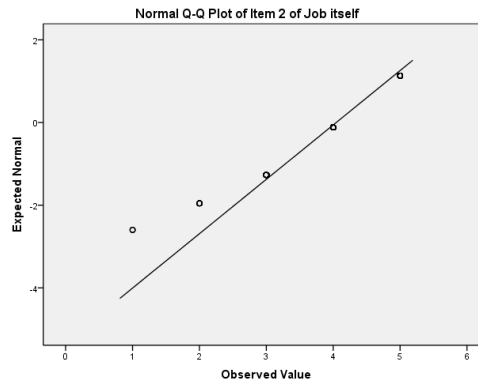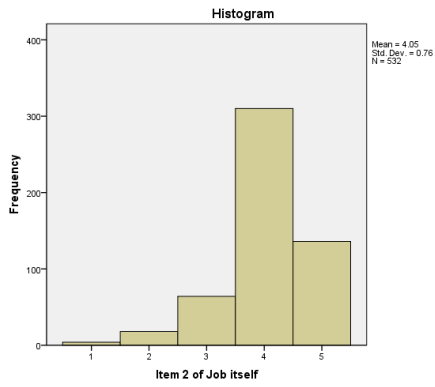
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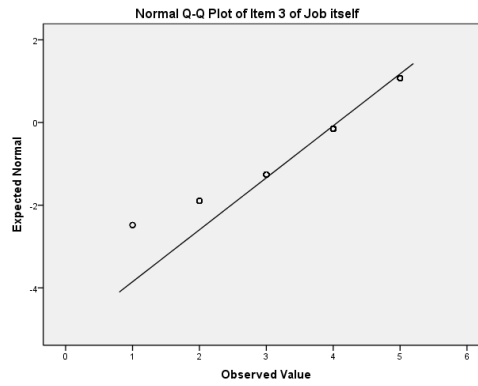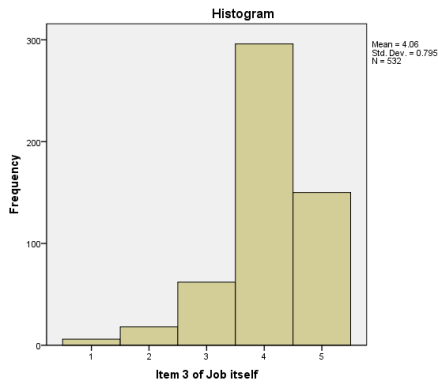
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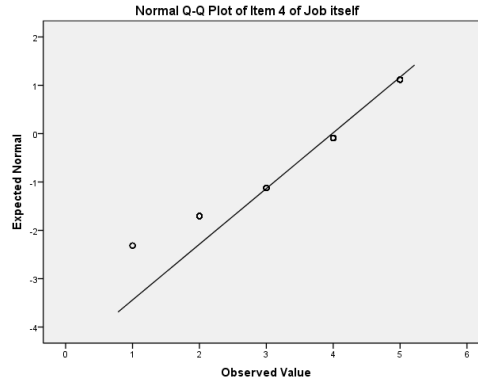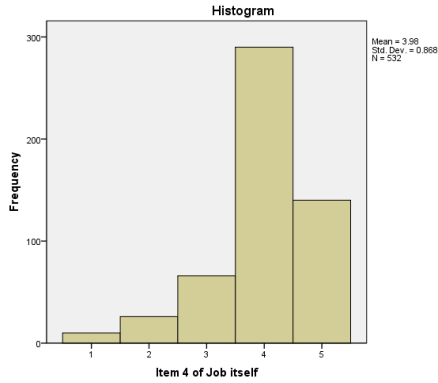
Item 1 of Superior-Subordinates Communication
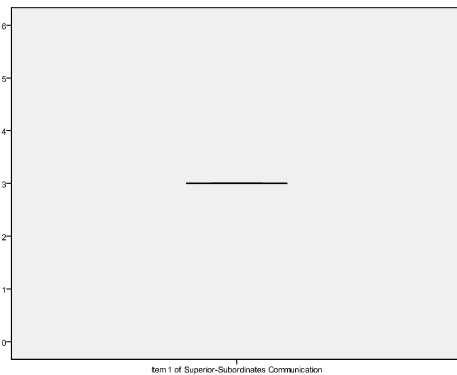
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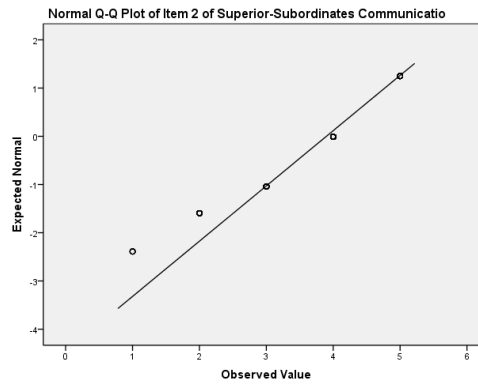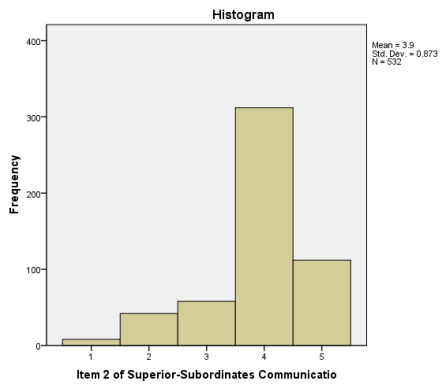
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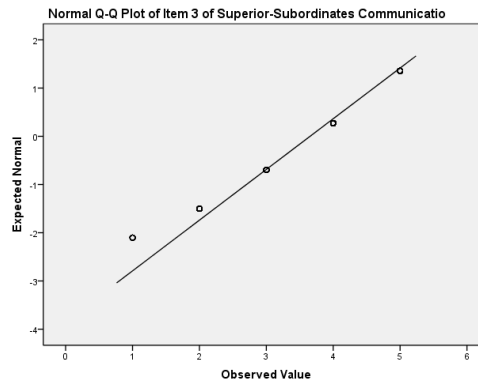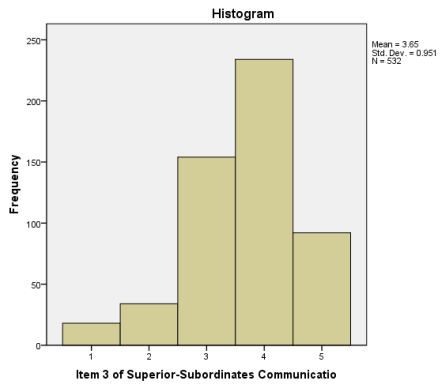
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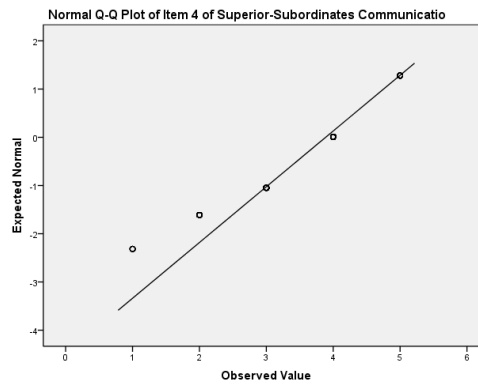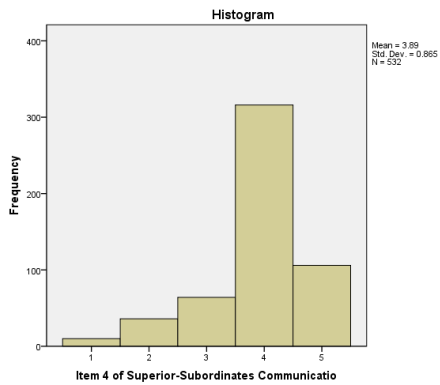
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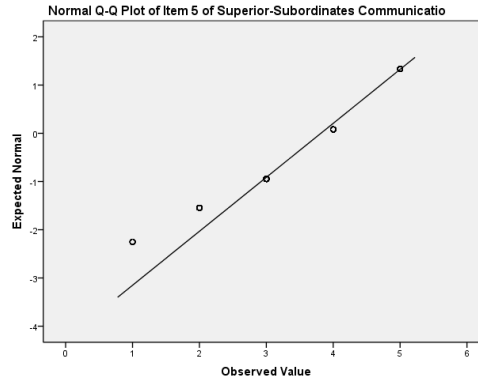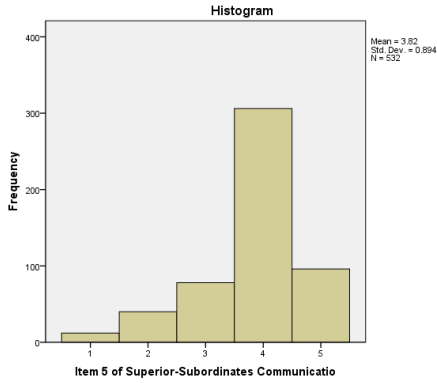
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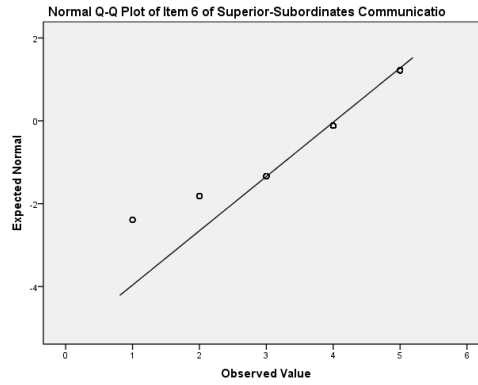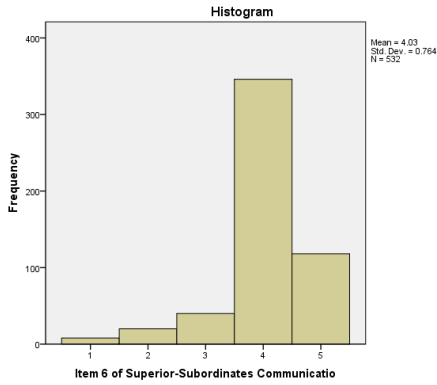
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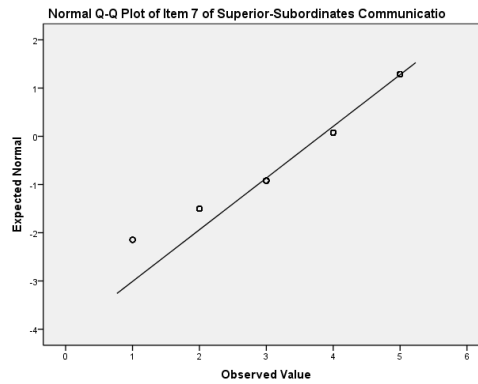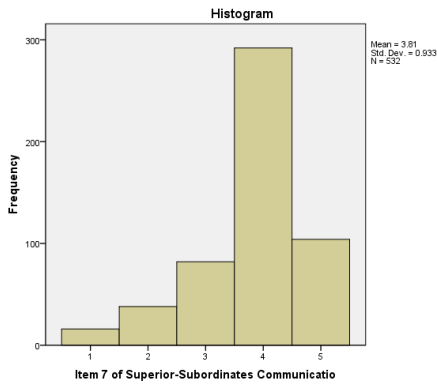
Item 1 of Two ways Organization Trust and Influence
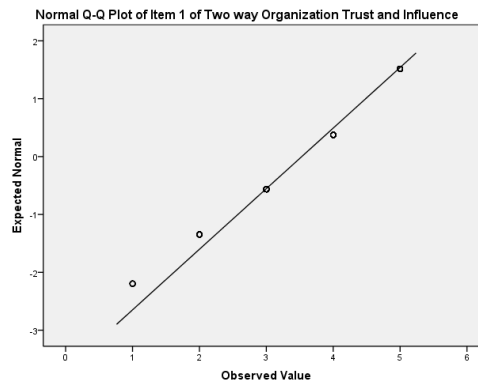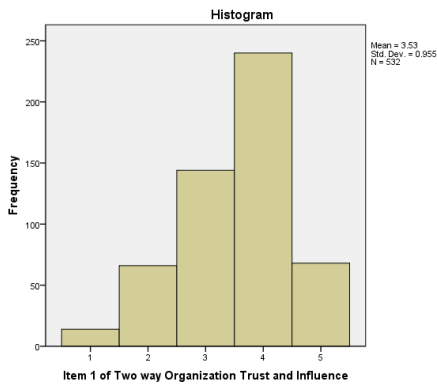
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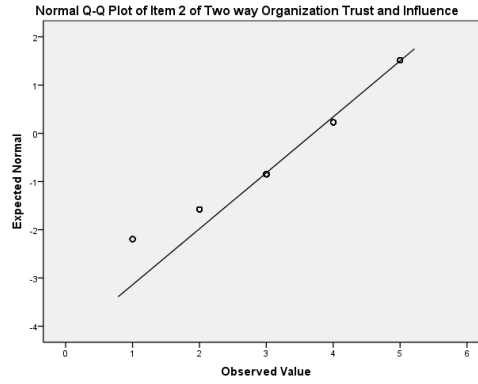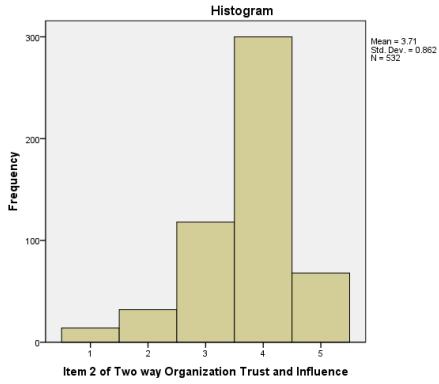
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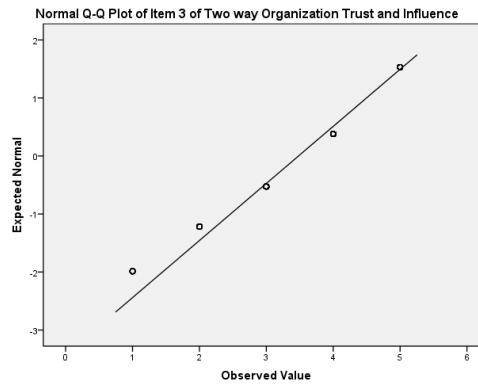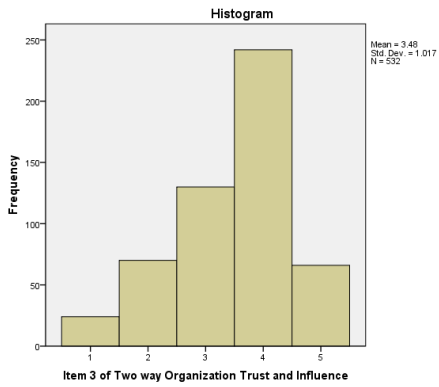
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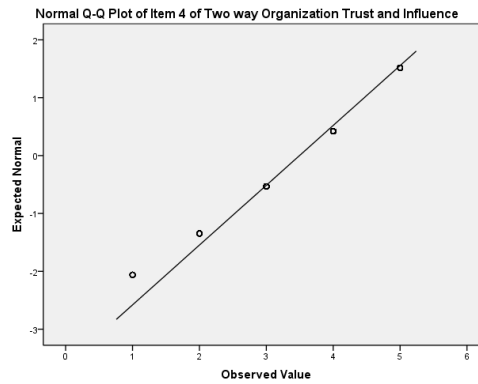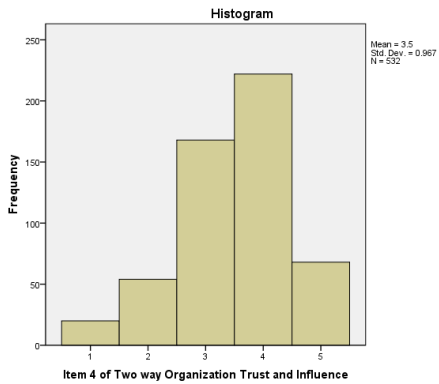
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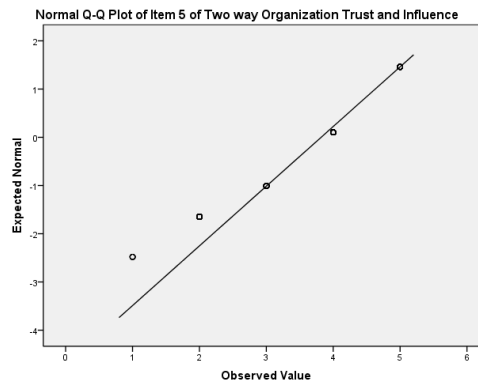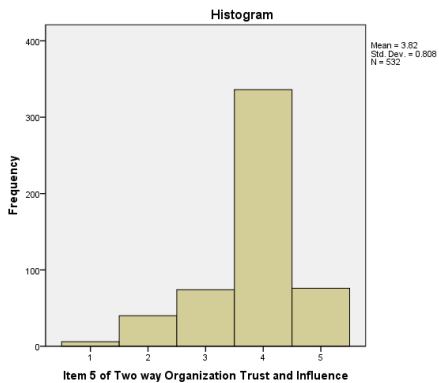
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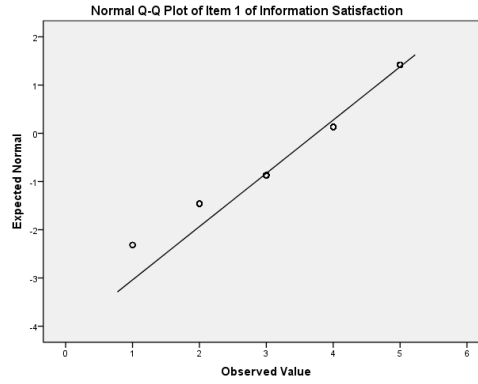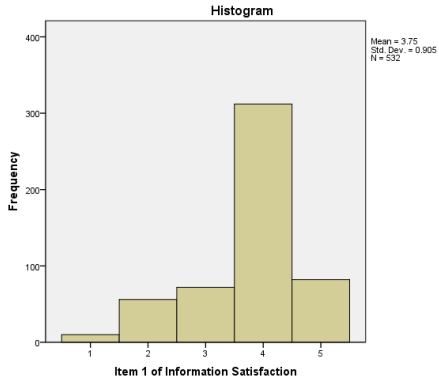
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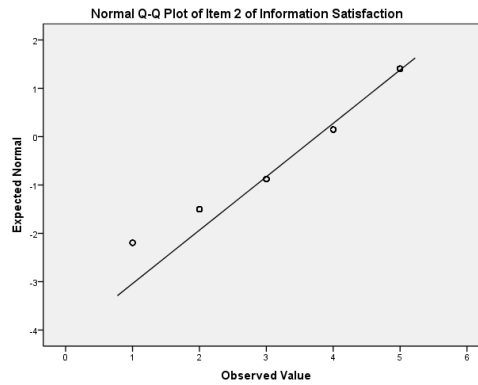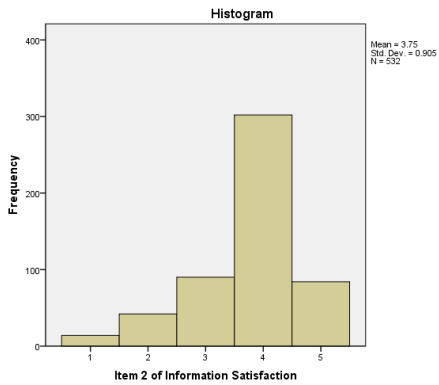
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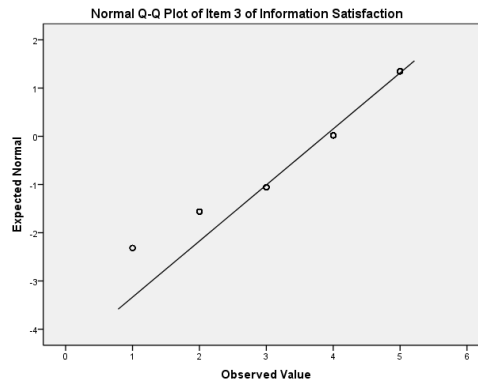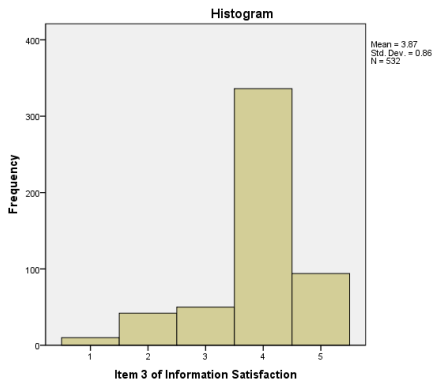
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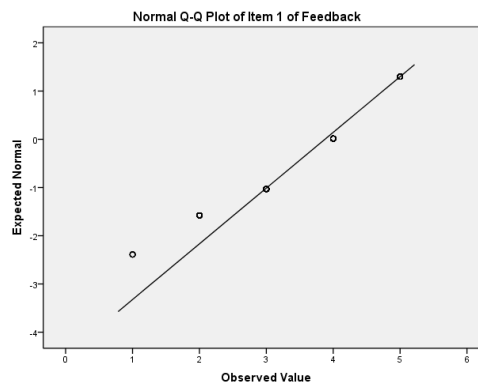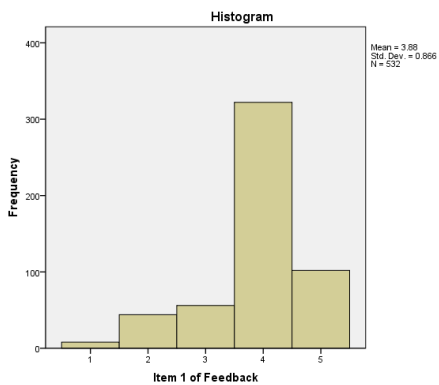
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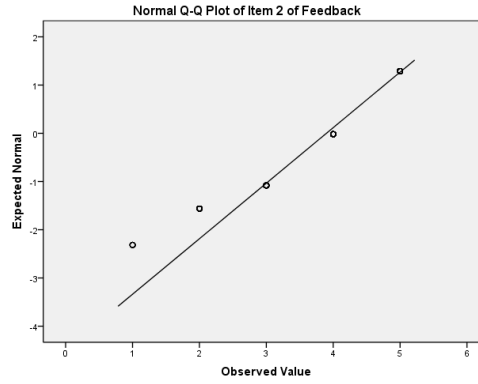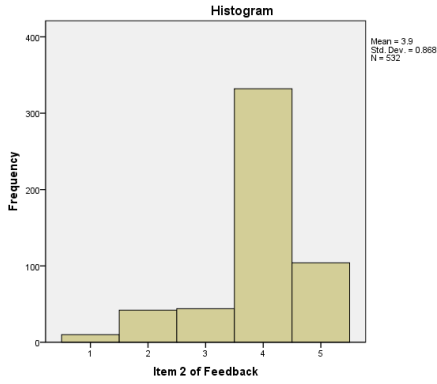
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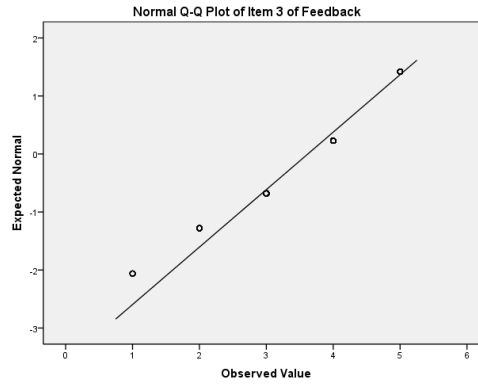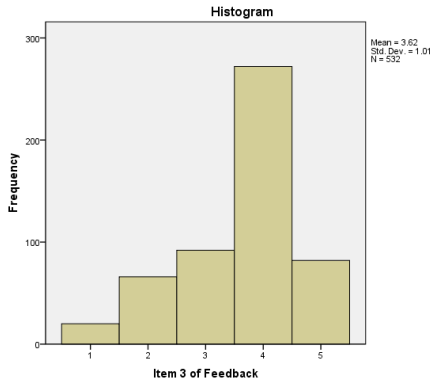
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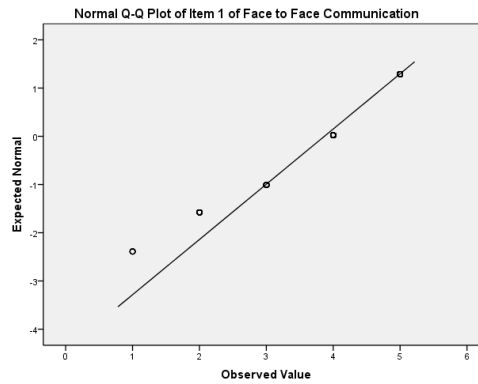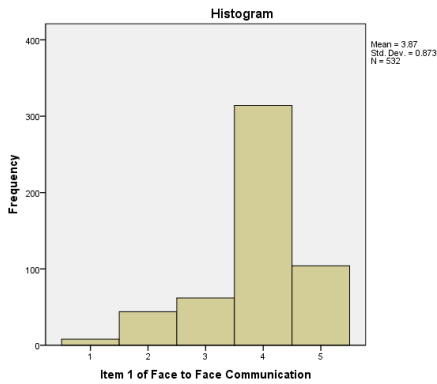
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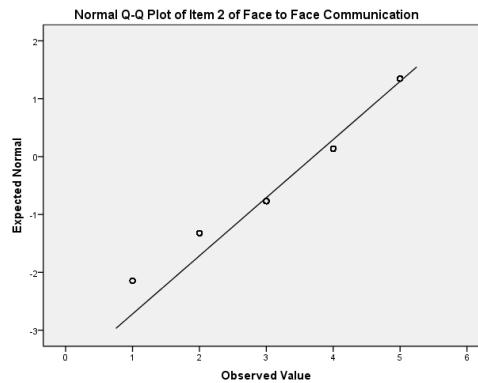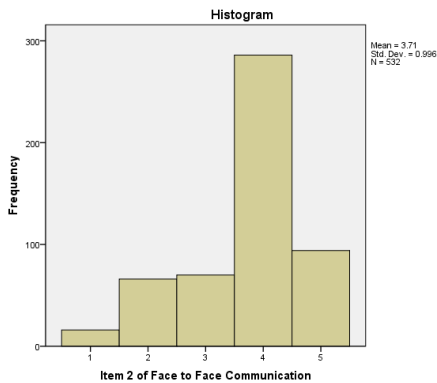
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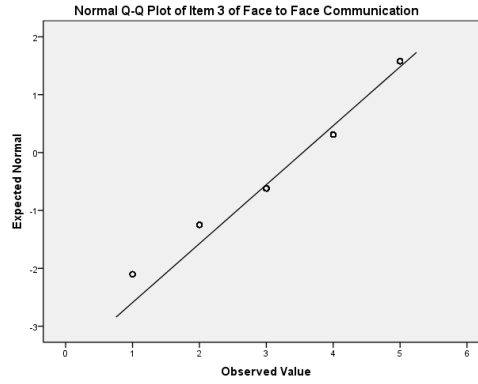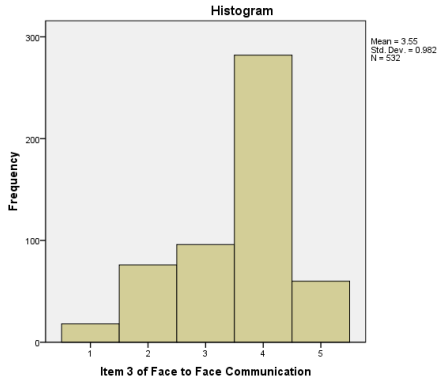
Item 1 of Overall Communication Climate
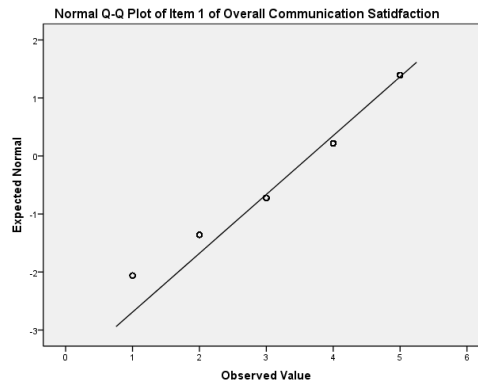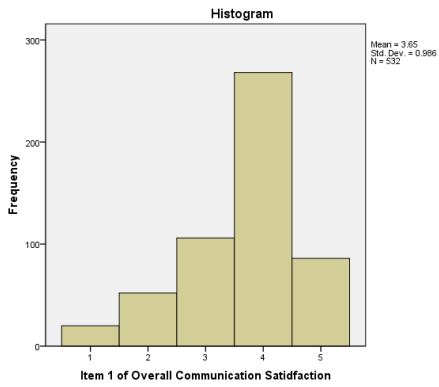
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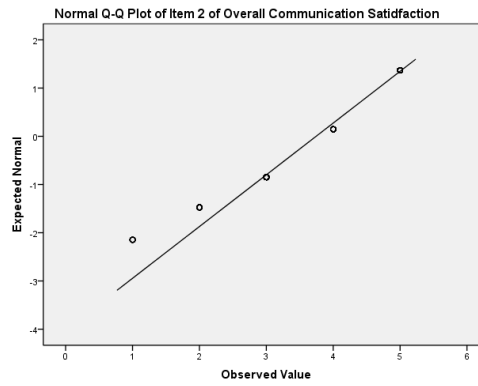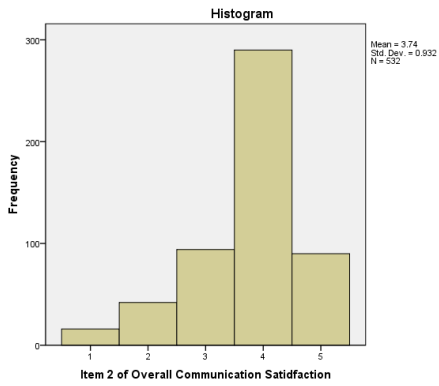
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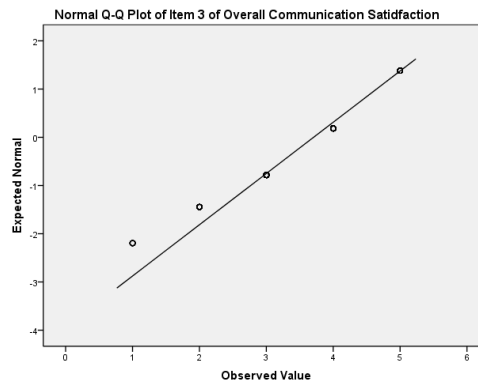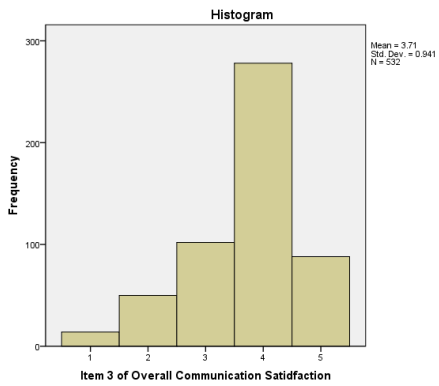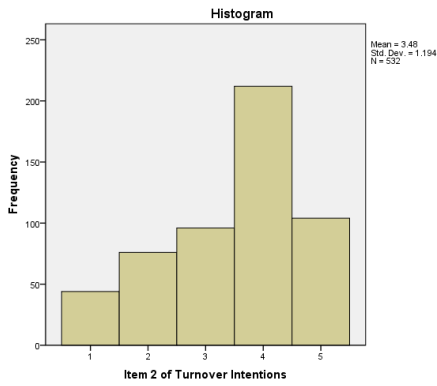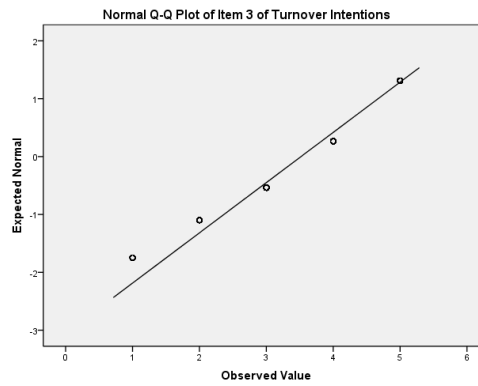

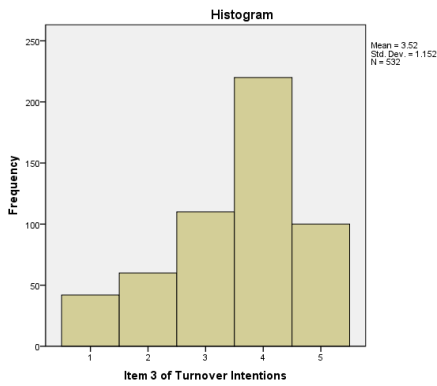Item 4 of Overall Communication Climate
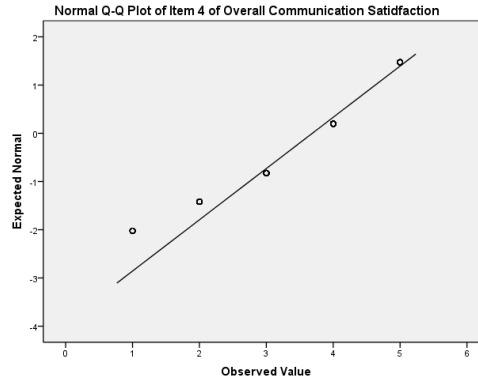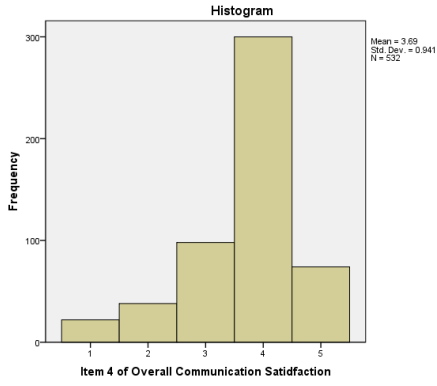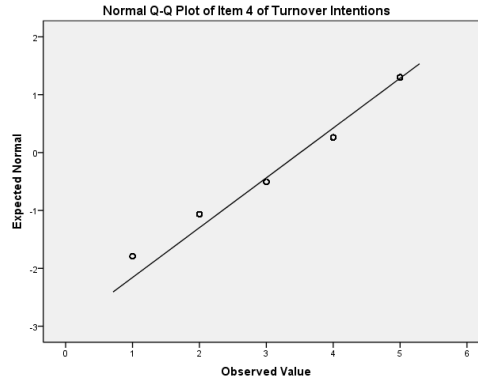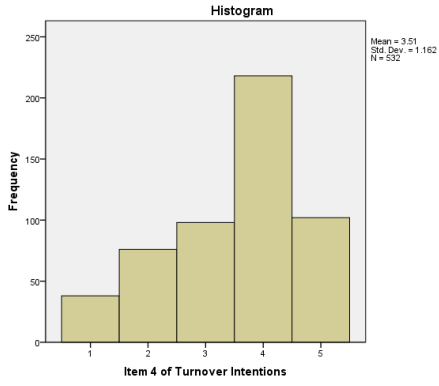
Item 1 of Turnover Intentions
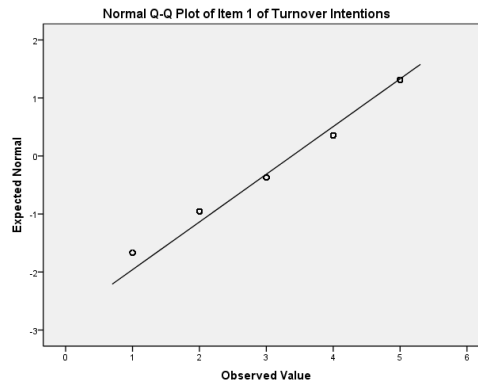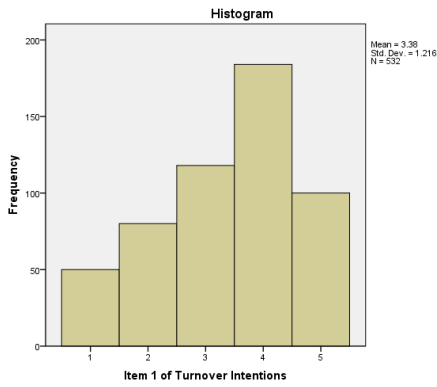
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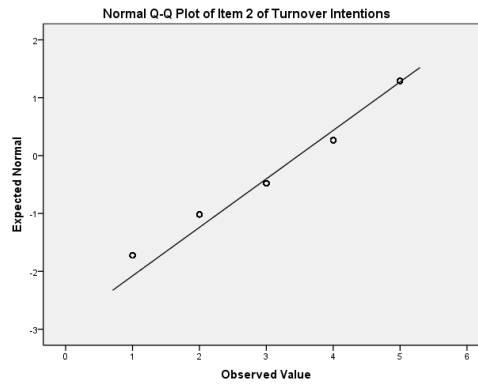
Item 3 of Turnover Intentions

Item 4 of Turnover Intentions

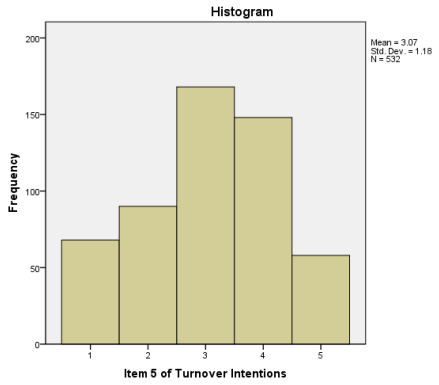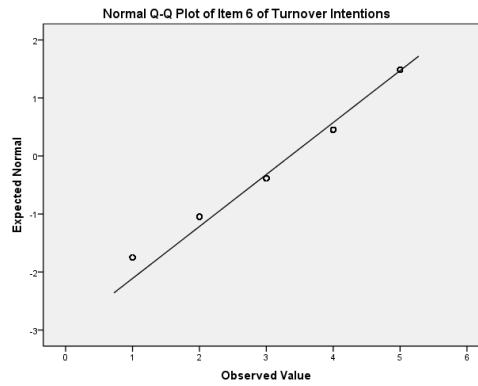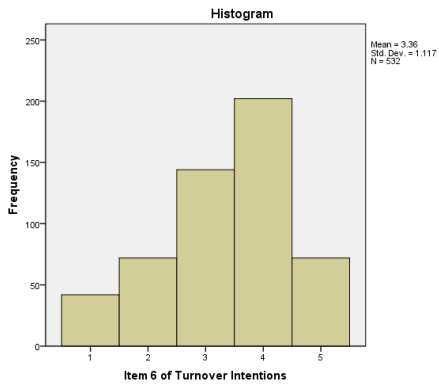## Item 5 of Turnover Intentions
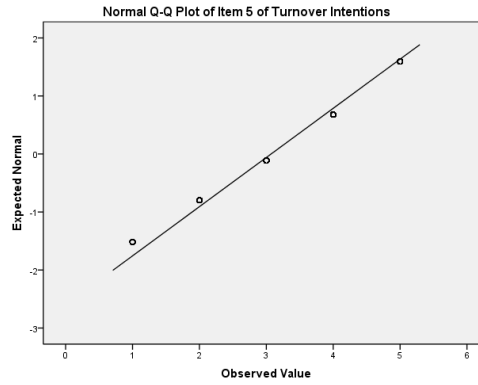
Item 6 of Turnover Intentions

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