

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In the previous chapter, the literature review from experts and researchers in this field of study on the relationship between communication satisfaction and turnover mediated by affective commitment was addressed. In this chapter, a methodology which provides an understanding on how the research was conducted and organized in order to obtain information that could be helpful is presented. This chapter covers research method and design of the study. Based on the comprehension from the relevant literatures, a theoretical framework is built and a model is being defined. This is followed by research hypotheses, research design, questionnaire design, and the research instrument or survey criteria for primary data collection process.

3.1 Research Procedure and Justification

As highlighted in Chapter 1, this research endeavors to answer the following research objectives:

1. To investigate the influence of communication satisfaction and organization commitment on turnover intention.
2. To examine the relationship between communication satisfaction and organization commitment on turnover intention.
3. To identify the mediating effect of organizational commitment on the relationship between communication satisfaction and turnover intention.

In order to provide a systematic frame of reference in this research, the procedures which are employed are given in Figure 3.1 below:

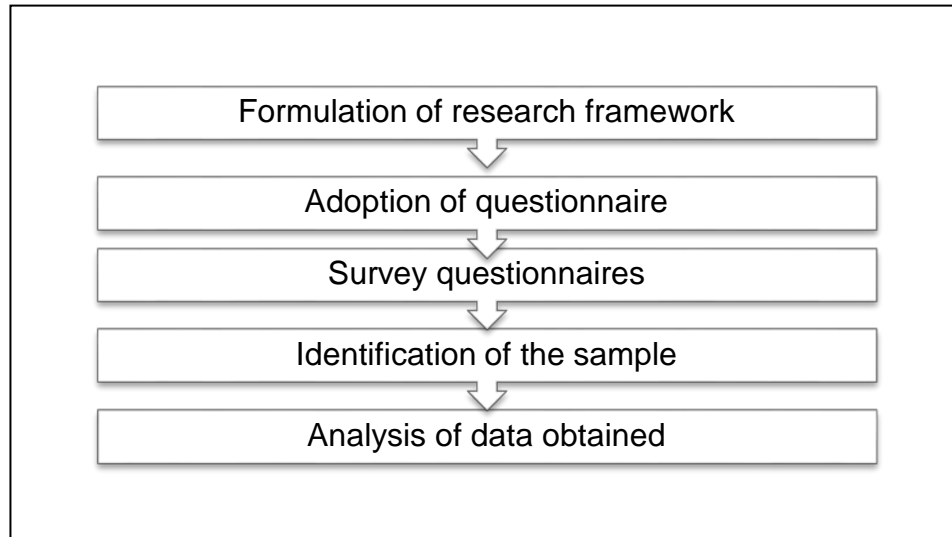


Figure 3.1: Research procedures

3.2 Research Framework

A research framework is the basis of the whole research project conducted. In Chapter 2, the literature review given has supported information on the importance of turnover, the effect of turnover, organizational commitment and turnover, importance of commitment and also the relationship between communication satisfaction and organization commitment. The main focus of this chapter is to integrate the variables' relevancy into the research framework. The hypotheses developed for this study will be tested.

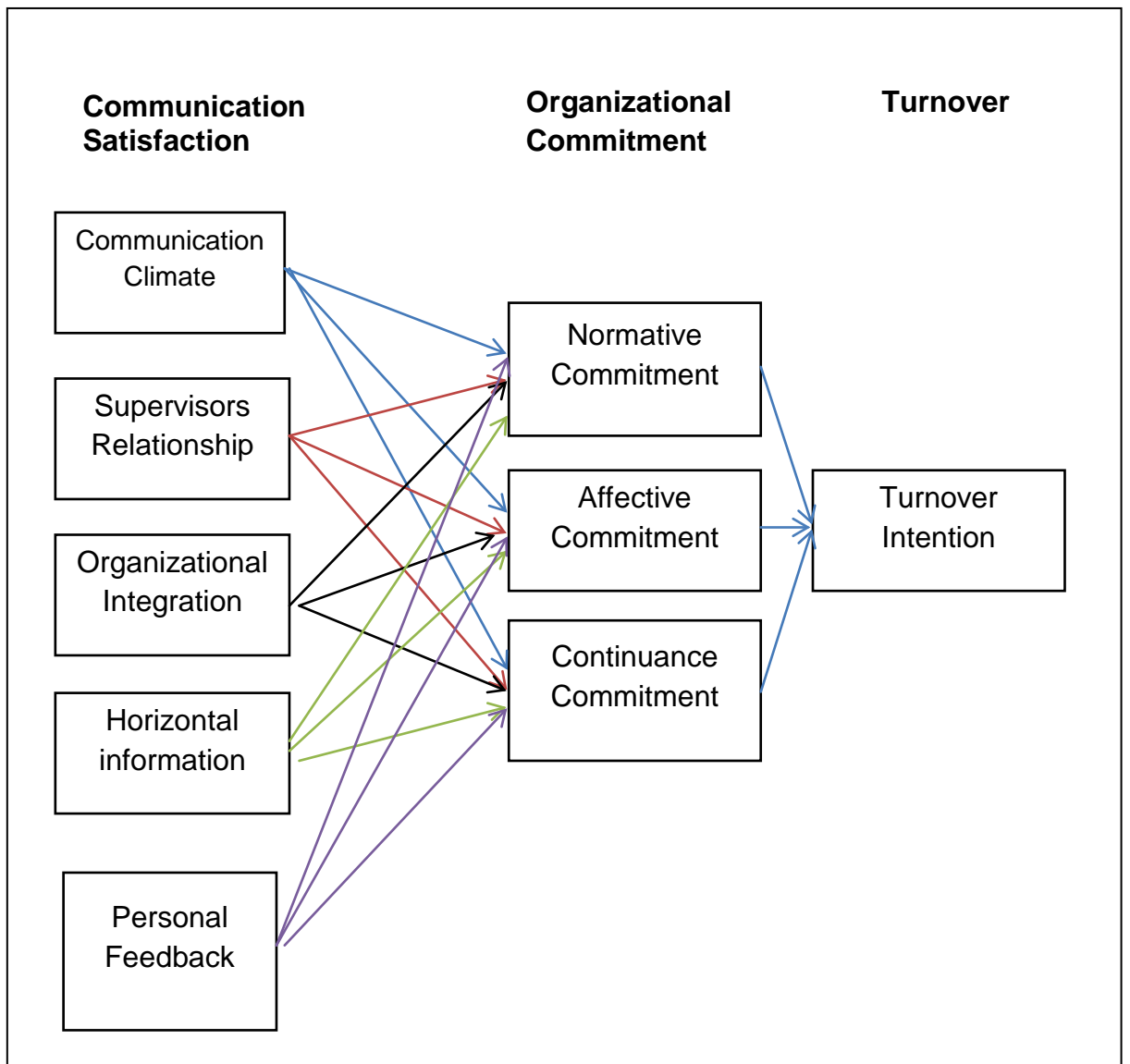


Figure 3.2: Research framework

The five independent variables which are presumed to influence the decision of employee turnover are communication climate, supervisor relationship, organization integration, horizontal information and personal feedback. This relationship may be mediated by the three commitment variables as mediators which are normative commitment, affective commitment and continuance commitment.

3.3 Research Hypothesis

Based on the proposed research framework, eleven hypotheses are developed. These hypotheses are proposed according to the justification of literature review as discussed in Chapter 2. Overall, five independent variables, three mediators and one dependent variable are tested.

Independent Variables- The five independent variables tested in this research are:

- 1: Communication Climate
- 2: Supervisor relationship
- 3: Organization Integration
- 4: Horizontal information
- 5: Personal feedback

Mediators- The three variables which act as mediators are:

1. Affective commitment
2. Normative commitment
3. Continuance commitment

Dependent Variable- The dependent variable in this research is:

- 1: Turnover Intention

The Hypotheses that will be examined in this study are:

3.3.1 Communication Satisfaction and Organization Commitment.

Hypothesis 1a: Communication climate positively influences affective commitment.

Hypothesis 1b: Communication climate positively influences normative commitment.

Hypothesis 1c: Communication climate positively influences continuance commitment.

Hypothesis 2a: Supervisor relationship positively influences affective commitment.

Hypothesis 2b: Supervisor relationship positively influences normative commitment.

Hypothesis 2c: Supervisor relationship positively influences continuance commitment.

Hypothesis 3a: Organization Integration positively influences affective commitment.

Hypothesis 3b: Organization Integration positively influences normative commitment.

Hypothesis 3c: Organization Integration positively influences continuance commitment.

Hypothesis 4a: Horizontal information positively influences affective commitment.

Hypothesis 4b: Horizontal information positively influences normative commitment.

Hypothesis 4c: Horizontal information positively influences continuance commitment.

Hypothesis 5a: Personal feedback positively influences affective commitment.

Hypothesis 5b: Personal feedback positively influences normative commitment.

Hypothesis 5c: Personal feedback positively influences continuance commitment.

3.3.2 The Effect of Organization Commitment to Turnover Intention

Hypothesis 6a: Affective commitment negatively influences turnover intention.

Hypothesis 6b: Normative commitment negatively influences turnover intention.

Hypothesis 6c: Continuance commitment negatively influences turnover intention.

3.3.3 Mediating Effect of Organization Commitment

Hypothesis 7a: Affective commitment significantly mediates the relationship between communication climate and turnover intention.

Hypothesis 7b: Normative commitment significantly mediates the relationship between communication climate and turnover intention.

Hypothesis 7c: Continuance commitment significantly mediates the relationship between communication climate and turnover intention.

Hypothesis 8a: Affective commitment significantly mediates the relationship between Supervisor relationship and turnover intention.

Hypothesis 8b: Normative commitment significantly mediates the relationship between Supervisor relationship and turnover intention.

Hypothesis 8c: Continuance commitment significantly mediates the relationship between Supervisor relationship and turnover intention.

Hypothesis 9a: Affective commitment significantly mediates the relationship between Organization Integration and turnover intention.

Hypothesis 9b: Normative commitment significantly mediates the relationship between Organization Integration and turnover intention.

Hypothesis 9c: Continuance commitment significantly mediates the relationship between Organization Integration and turnover intention.

Hypothesis 10a: Affective commitment significantly mediates the relationship between Horizontal information and turnover intention.

Hypothesis 10b: Normative commitment significantly mediates the relationship between Horizontal information and turnover intention.

Hypothesis 10c: Continuance commitment significantly mediates the relationship between Horizontal information and turnover intention.

Hypothesis 11a: Affective commitment significantly mediates the relationship between Personal feedback and turnover intention.

Hypothesis 11b: Normative commitment significantly mediates the relationship between Personal feedback and turnover intention.

Hypothesis 11c: Continuance commitment significantly mediates the relationship between Personal feedback and turnover intention.

3.4 Research Design

The research design includes conducting a survey for various professions and organizations in Malaysia. This research is a quantitative research as it is the best method to measure the influence of the variables which have been proposed by the research framework in Figure 3.1. A quantitative research will be able to prove the correlation between communication satisfactions and employee turnover statistically.

3.5 Survey criteria

The samples of this research consisted of employees working in a variety of jobs and organizations in Malaysia. Sampling involves procedures which used a small number of samples as representative of the whole population. Convenience sampling approach is adopted in this study to select the samples. The sample size is determined by setting the number of respondents to 200. The respondents can be any individuals who are working in Malaysia.

3.6 Questionnaire development

A questionnaire was developed based on the research framework designed earlier. The questionnaire begins with Section 1 which assesses demographic profiles of samples. This section helps the researcher to understand each respondent better based on their gender, age, level of education, current position in the organization, number of years of work experience, number of employees in their organizations, and the organization's industry.

This is followed by Section 2 and Section 3. Both sections consist of questions which represent the independent variables (communication satisfaction), a dependent variable (turnover intent) and mediating variables (organization commitment) of the study. The questionnaire applied in this study was adopted from previous empirical studies which have been tested by many researchers in the past. The following Table 3.1 shows detailed sources from where the questionnaire was adopted.

3.6.1 Communication satisfaction scale

This study is conducted using five factors adopted from the eight factors formed by Downs and Hazen (1977) Communication Satisfaction Questionnaire (CSQ) and the solutions are deemed reasonable for the reasons of:

- 1: These five factors are the most consistent over factor analytic work (Philip & Dennis, N/A; Daniel & Ki-Joon, 1999).
- 2: They account for the largest part of the variance (Downs & Hazen, 1977).
- 3: They represent the consistent separation of certain marker variables from

earlier pilot studies (Downs & Hazen, 1977).

Table 3.1: Summary of Questionnaire's Items

Variables	Items	Descriptions	References
Communication Satisfaction			
Communication Climate	CC1	Company communication motives and stimulates an enthusiasm for meeting company goals.	Downs and Hazen (1977)
	CC2	People in my organization have great ability as communicators.	Daniel and Ki-Joon (1999)
	CC3	Company's communication makes me identify with it or feel a vital part of it.	Philip and Dennis (N/A)
	CC4	I receive on-time information needed to do my job	Zwijze-koning and de Jong (2007)
	CC5	Conflicts are handled appropriately through proper communication channels	
Supervisor relationship	SR1	Supervisor listens and pays attention to me.	Downs and Hazen (1977)
	SR2	My supervisor offers guidance for solving job-related problems.	Daniel and Ki-Joon (1999)
	SR3	My supervisor trusts me.	
	SR4	My supervisor is open to ideas.	Philip and Dennis (N/A)
	SR5	The amount of supervision given to me is about right	Zwijze-koning and de Jong (2007)
Organization Integration	OI1	I receive information about my progress in my job.	Downs and Hazen (1977)
	OI2	I receive information about personnel.	Daniel and Ki-Joon (1999)
	OI3	I receive information about departmental policies and goals.	Philip and Dennis (N/A)
	OI4	I receive information about the requirements of my job.	
	OI5	I receive information about employee benefit and pay.	Zwijze-koning and de Jong (2007)
Horizontal information	HI1	The "grapevine" is active in our organization.	Downs and Hazen (1977)
	HI2	Communication with	

		employees in other departments is accurate and free-flowing.	Daniel and Ki-Joon (1999)
	HI3	Communication practices are adaptable to emergencies.	Philip and Dennis (N/A)
	HI4	My work group is compatible.	(Zwijze-koning and de Jong (2007)
	HI5	Informal communication is active and accurate.	
Personal feedback	PF1	I receive information about how my job compares with others.	Downs and Hazen (1977)
	PF2	I receive information about how I am being judged.	Daniel and Ki-Joon (1999)
	PF3	I receive recognition of my efforts.	Philip and Dennis (N/A)
	PF4	I receive information on how problems in my job are being handled.	Zwijze-koning and de Jong (2007)
	PF5	Upper Management knows and understands the problems faced by employees.	

3.6.2 Organizational Commitment scale

Affective , normative and continuance commitments were measured using the Three-Component Model of Commitment scale developed by Meyer and Allen (1991) and Meyer et al. (1993) revised version was also used. It consists of 18 measurements. This scale has been used numerously and has gone through reliability tests. The items in this scale have high Cronbach alpha values which are: 0.85 for affective commitment, 0.73 for normative commitment and 0.79 for continuance commitment (Allen & Meyer, 1996). Overall there is some evidence regarding construct validity of the three measures (Allen & Meyer, 1996; Meyer & Allen, 1997).

Table 3.2: Summary of Organization Commitment scale

Variables	Items	Descriptions	References
Organizational Commitment			
Affective Commitment	AC1	I would be very happy to spend the rest of my career with my present organization.	Allen and Meyer (1996)
	AC2	I really feel as if my present organization's problems are my own.	
	AC3	I do not feel like "part of the family" at my present organization.	Meyer and Allen (1997)
	AC4	I do not feel "emotionally attached" to my present organization.	Barbara (2003)
	AC5	My present organization has a great deal of personal meaning to me.	Chen and Francesco (2003)
	AC6	I do not feel a strong sense of belonging to my present organization	
Normative Commitment	NC1	I do not feel any obligation to remain with my current employer.	Allen and Meyer (1996)
	NC2	Even if it were to my advantage, I do not feel it would be right to leave my present organization now.	
	NC3	I would feel guilty if I left my organization now.	Meyer and Allen (1997)
	NC4	My present organization deserves my loyalty.	
	NC5	I would not leave my present organization right now because I have a sense of obligation to the people in it.	Chen and Francesco (2003)
	NC6	I owe a great deal to my present organization.	
Continuance Commitment	CC1	I would be very hard for me to leave my present organization right now, even if I want to.	Allen and Meyer (1996)
	CC2	Too much of my life would be disruption if I decided to leave this organization right now.	
	CC3	Right now, staying with my organization is a matter of necessity as much as desire.	Meyer and Allen (1997)
	CC4	I believe that I have too few	

		options to consider leaving my present organization.	Barbara (2003)
	CC5	One of the few negative consequences of leaving my present organization will be the scarcity of available alternatives.	Chen and Francesco (2003)
	CC6	If I had not already put so much of myself into my present organization, I might consider working elsewhere.	

3.6.3 Turnover Intention scale

Turnover intention scale is adopted from Jaros (1997) where the Cronbach alpha coefficients have exceeded 0.80. 0.80 is an acceptable value which means that the items in Jaros' scale is reliable and can be used to help measure employee's tendency to continue as a member of an organization.

Table 3.3: Summary of Turnover Intention scale

Turnover Intent	TI1	I often think about quitting this organization.	Meyer et al. (1993)
	TI2	I would likely search for a position with another employer.	
	TI3	It is likely that I will leave this organization in the next year.	Jaros (1997)

3.7 Data collection Procedure

After the questionnaire was improvised especially in terms of its layout, a total of 200 questionnaires were distributed via hardcopy and also through email to employees in Malaysia.

Data collection method was taken into consideration while structuring the questionnaire so that the questionnaires distributed could be collected easily

and conveniently. Respondents participated by selecting from the multiple choice responses using a 6 point Likert scale. This method is chosen because it is not only quick and easy but less costly.

The gathered data were analyzed using Statistical Package for Social Sciences (SPSS) Version 18.0.

3.8 Conclusion

The next chapter, Chapter 4 will present the analysis of the data obtained and the findings.