Effects of communication on turnover intention: A case of hotel employees in Malaysia

Siti Fatimah Mohamad
Iowa State University

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Effects of communication on turnover intention: A case of hotel employees in Malaysia

by

Siti Fatimah Mohamad

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Program of Study Committee:
Haemoon Oh, Major Professor
Catherine Strohbehn
Frederick Lorenz

Iowa State University
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This study was an application of a communication measurement tool, Communication Satisfaction Questionnaire (CSQ), to hotel employees in Malaysia. The aim of this study was to assess the effect of the CSQ factors on overall communication satisfaction. The direct relationship between overall communication satisfaction and turnover intention was examined. Survey data were gathered from operational employees of non-supervisory positions at four-star and five-star hotels in Malaysia. Eight hotels agreed to allow their employees to participate. A total of 214 useable questionnaires were used in statistical analyses. The results indicated that the hypothesized linkage between each of the CSQ factor and overall communication as well as that between overall communication satisfaction and turnover intention was significantly supported. Limitations of this study are addressed and recommendations for future research are suggested.
CHAPTER 1. INTRODUCTION

The tourism industry has been and will continue to be a key economic sector in Malaysia. The number of tourist arrivals increased from 10.2 million in 2000 to 20.9 million in 2007. Accordingly, within those seven years, the receipts from tourism-related activities rose from MYR17.3 billion to MYR46.0 billion (Tourism Malaysia Corporate Website, 2008).

The hotel industry plays a significant role to help the Malaysian government develop sustainable tourism. Hotels in Malaysia should provide excellent customer service that comes from a quality workforce. Nonetheless, hotels are experiencing labor shortage problems that are caused by high turnover (Clifton, Ziskind, Morrow & Wright, 1980; Iverson & Deery, n.d.; Lee & Chon, 2000).

Issues on employee turnover have become a concern to researchers over time (e.g., Clifton et al., 1980; Lee & Chon, 2000; Mobley, 1982; Muchinsky & Tuttle, 1979; Tett & Meyer, 1993). Turnover seems to be a salient topic in human resources management because it can create negative consequences to organizations. The negative consequences from turnover included unnecessary monetary costs, waste of management efforts, and demoralization of other employees (Hom & Griffeth, 1995; Lee & Chon, 2000; Mobley, 1982).

Previous studies reported several antecedents of turnover, such as compensation, work environment, and organizational culture (Boxall, Macky & Rasmussen, 2003; Deery & Shaw, 1999; Gustafon, 2002). Communication is also one of the antecedents of turnover. The literature indicates that organizations with good communication practices can facilitate employees to complete their tasks successfully, generate a working group environment, and
increase job satisfaction. These positive attributes would then decrease turnover (Ballard & Seibold, 2006; Main, 1998; Mobley, 1982; Price, 1977). However, there is lack of studies that investigate a direct relationship between communication and turnover, specifically in hospitality industry (Allen, 1996; Woods & McCaulay, 1989).

As such, this study is designed to examine the relationship between organizational communication and turnover, using the Communication Satisfaction Questionnaire (CSQ) as a measurement tool. Communication has been identified as one of the predictors of turnover (Jablin, 1987). If managers can increase their employee’s communication satisfaction, it is expected that turnover in the organization can be decreased. This study is anticipated to enrich the understanding about the relationship between communication and turnover, particularly in Malaysia’s four-star and five-star hotels. It is also expected to expand research literature about communication and turnover in the hospitality industry.

**Purpose of the Study**

This study aims to achieve the following three objectives:

1. Assess the effect of each of the six CSQ factors (i.e. organizational integration, personal feedback, communication climate, media quality, co-worker communication, and supervisor communication) on overall communication satisfaction from the perspective of hotel employees in Malaysia’s four-star and five-star hotels. Six hypotheses were developed based on the relationship between the six CSQ factors and overall communication satisfaction.
2. Examine the relationship between overall communication satisfaction and turnover intention. A hypothesis is developed to test if there is a negative relationship between overall communication satisfaction and turnover intention.

3. By fulfilling objectives 1 and 2 above, this study contributes to broadening the existing knowledge on turnover in the hospitality industry and helps hotel managers in Malaysia reduce turnover of their employees.

**Significance of the Study**

Practically, results from this study may aid hotel management in enhancing communication practices, particularly in the Malaysia region. Managers or supervisors of four-star and five-star hotels in Malaysia will have a better understanding about what are the communication factors that can contribute to employee’s overall communication satisfaction, thus possibly reducing employee turnover. The results can be used to develop strategies to educate hotel managers and supervisors about effective communication practices.

This study may also have theoretical significance in the education field. This study is unique in that it explores a direct relationship between communication satisfaction and turnover intention in Malaysia’s four-star and five-star hotels. Thus, it will contribute to the extension of the literature in both the hospitality and communication fields because previous studies on hospitality and organizational communication did not address this issue, particularly in Malaysia’s hotel industry.
Definitions of Major Terms

Terms frequently used throughout this study are defined as follows:

**Communication**: “The degree to which information is transmitted among the members of a social system” (Price, 1972, p. 58).

**Communication satisfaction**: Individual’s satisfaction with various aspects of communication in term of interpersonal, group, and organizational contexts (Downs & Hazen, 1977).

**Turnover**: “The termination of an individual’s employment with a given company” (Tett & Meyer, 1993, p. 262).

**Turnover intention**: A thought of leaving the organization (Tett & Meyer, 1993).
CHAPTER 2. LITERATURE REVIEW

This review of literature is divided into three segments: (1) turnover, (2) the communication context in organizations, and (3) the research model and hypotheses. The turnover topic encompasses antecedents and consequences of turnover, and the relationship between turnover intention and actual turnover. The second segment, communication context in organizations, comprises of the communication problems and its consequences, the importance of communication, and the CSQ as a tool to evaluate employees’ communication satisfaction. The final segment contains the research model and hypotheses of this study. A summary of the literature review will be presented at the end of this chapter.

Turnover

Research on turnover continues to evolve. Research has indicated a number of causes behind turnover (e.g., Deery & Shaw, 1999; Gustafson, 2002; Jablin, 1987; Price, 1977; Stalcup & Pearson, 2001; Tett & Meyer, 1993). Demographics, employment alternatives, remuneration, work load, shift preferences, job satisfaction, and communication are some predictors of turnover. These predictors vary by type of industry, employee’s work position, and work status.

Different background of employees may result in different turnover intention. For example, a sample of financial institution employees studied by Lee and Mowday (1987) showed that there was a negative relationship between age and turnover intention, but education was positively related with turnover intention. Meanwhile, part-time employees of front line positions in the foodservice industry perceived dissatisfaction in shift preferences as a major contributor to turnover (Clifton et al., 1980).
Antecedents and Consequences of Turnover

The causes of turnover have been studied from many perspectives. Boxall et al. (2003) found three major factors that could reduce employee turnover. They were interesting works, recognition of employee merits, and extrinsic rewards. Carr, Pearson, Vest and Boyar (2006) provided support for this finding in that employee retention was affected by work experience and socialization. An increase in the employee’s work experience and organizational socialization will increase the employee’s retention. Gustafon (2002) identified compensation and opportunities for better pay as a determinant of turnover. He also concluded that managers had to work closely with their subordinates to reduce turnover. Therefore, it seems that multiple factors affect turnover and that the factors are not consistent across previous studies.

The influence of organizational culture on turnover behavior was particularly noted by Deery and Shaw (1999). They identified employee work attitude, job rewards, socialization, work culture, job mobility, work goals, and turnover culture as factors related to turnover behavior. A more inclusive explanation of turnover factors, based on the employer-employee relationship, is offered by Stalcup and Pearson (2001) who developed and tested a comprehensive model of turnover. The model comprised a broad set of causes of involuntary and voluntary turnover from employees’ and employers’ viewpoints, such as personality conflicts, too much bureaucracy in the organization, and dissatisfaction with job characteristics.

Communication is also an antecedent of turnover. Communication has either a direct or an indirect relationship with turnover. The direct relationship between communication and turnover implies that there is no variable present to mediate the relationship. However, in the
indirect relationship, there is one or more variables that link the relationship between communication and turnover. Petitt, Goris, and Vaught (1997) reported there was a high positive correlation between communication and job satisfaction, while other studies showed a link between job satisfaction and turnover (Muchinsky & Tuttle, 1979; Price, 1977; Tett & Meyer, 1993). It can be concluded, therefore, that job satisfaction was a variable that could mediate the relationship between communication and turnover.

Turnover may result in several consequences. Monetary cost resulting from turnover leads to a high concern among managers. Mobley (1982) indicated that turnover needed to be managed effectively to avoid high costs. Advertising, hiring, and training are common investments in any organization for employee recruitment. These processes cause turnover to be expensive consequences.

Excessive turnover rates not only cause monetary costs and waste of management effort, but they also become primary reasons for organizations such as restaurants to not implement a cultural diversity training program (Lee & Chon, 2000). Expenses associated with employee training would be a waste if expected outcomes from training would not last long for an employee who had intent to leave the organization soon. Turnover would also demotivate management effort to train employees. Both expenses and effort related to employee training can be referred to as indirect costs of turnover.

**Turnover Intention**

This study focuses on voluntary turnover instead of involuntary turnover such as layoffs, mandatory retirements, and terminations. Given the complexities and costs to track the employee’s actual turnover, this study uses intent to leave the organization as a surrogate
measures of actual turnover. Turnover intention has been proved to be the best predictor of actual voluntary turnover (Mowday, Porter & Steers, 1982; Mobley, 1977; Price & Mueller, 1981). One of the turnover intention scales was developed by O’Reilly, Chatman, and Caldwell (1991). They measured turnover intention with four statements for the study that investigated the relationship between Organizational Culture Profile (OCP) and work-related outcomes.

Jablin (1987) developed a model of communication and turnover, with intent to leave as a predictor of actual turnover. He proposed that communication factors were antecedents of the employee’s affective responses (i.e. job/communication satisfaction and organizational commitment), which led to turnover intention and later to actual turnover. The findings of the study showed that co-worker and supervisor communication were highly correlated with turnover.

**Communication Context in Organizations**

Communication is an element in an organization that needs serious attention especially in managing human resources. It is well known that communication plays a vital role and such a role of communication is widely advocated in daily activities, but it is inconsistently practiced over time and across organizations. Managers and employees are exposed to the importance of good communications, but they often unrealized to implement effective communication practices. They also tend to be unaware of the consequences of communication problems to their organization.

Mobley (1982) divided communication into two categories: instrument and expressive communication. Instrument communication is also known as formal or task-
related information. It can be defined as direct communication that is concerned about role performance. Meanwhile, expressive or informal communication occurs when information is not directly related to role performance.

**Communication Problems and Consequences**

One of the communication problems is communication load. Employees cannot complete important tasks if they have a heavy communication load. Ballard and Seibold (2006) reported that employees who had a communication load experienced delay in their role performance more often than those who had not. Employees with a communication load were unable to complete the tasks and always rushed to the next task.

Communication cannot be simply used as a means to accomplish desired outcomes expected by managers (Downs, Clampitt & Pfeiffer, 1988). Even though managers have done their best to communicate their expectations to employees, employees might not be satisfied with the way the communication was practiced. Hence, such communication may not result in employees’ actions as desired by managers. Ballard and Seibold (2006) supported that tasks could not be completed successfully when communication quality was low.

Another problem is the difficulties for managers to communicate well with their subordinates. Johlke and Duhan (2000, p. 162) mentioned that “too much communication contact has the potential of disturbing and distracting the employee, yet too little could leave the employee without the necessary guidance and attachment to the organization”. This requires the manager’s abilities to take a flexible approach to communicating with his or her subordinates.
There are several consequences of communication problems that need special attention from organizations. Scott et al. (1999) concluded that co-workers’ communication relationship appeared to be an important contributor to employees’ turnover intention. The employee’s different background, stress, and interruption from surroundings can be reasons for low quality of co-workers’ communication. If an employee is dissatisfied with peer communication, he or she tends to develop intent to leave the organization.

Mobley (1982) reported that low satisfaction and low interaction among co-workers could cause turnover. Lack of communication may hinder employees from reporting any injury to their supervisors. Employees may also refuse to get a detailed explanation from their supervisors if they receive insufficient information regarding their job descriptions. As such, employees will have low satisfaction with communication practices in the organizations.

Effective communication practices will give advantages to an organization. Main (1998) proposed an open communication could create a team-oriented work environment. This environment would increase guest satisfaction and decrease turnover. A good communication in a work group would lead to low turnover (Price, 1977).

**Importance of Communication**

From the context of supervisor-subordinate communication, Jablin (1987) proposed that communication between new employees and their supervisors was important in determining the employees’ assimilation in an organization. Employees usually did not initiate interacting with their supervisor, but they would take time to develop communication with their supervisors. Hence, it is important to establish communication links between
supervisors and subordinates in an organization. Lack of such communication will undermine employees’ productivity and performance.

Ballard and Seibold (2006) reported that an employee who was satisfied with internal communication in an organization tended to report their work was easier to be implemented. Satisfactory communication would make work easier as employees get sufficient information required from the organization. They would be also satisfied with the relationships with other organizational members when they are engaged in good communication practices.

Feedback as an element of communication is important in motivating employees. Employees require feedback as they want to know how they perform in the organization and how their managers appraise their job performance. Main (1998) carried out a case study and observed that good interaction between a supervisor and subordinates will create good feedback from employees. Thus, this will make employees feel that management values their opinions and is interested in their perspective.

Communication is important in promoting friendly service to customers. A study by Shoemaker (1998) indicated that friendly staff was one of the variables considered by customers when they chose to have meals in university dining services. Student employees who are satisfied with the communication climate in an organization will learn good communication practices. Thus, they can apply the good practices when dealing with customers. This will enhance the customer’s satisfaction with the organization.

**The CSQ as a Communication Measurement Tool**

Downs and Hazen (1977) developed the CSQ to examine the relationship between communication and job satisfaction. They developed the instrument in three stages: (1)
development of the original questionnaire and factor-analysis of the data; (2) refinement of the questionnaire and its administration to four different organizations; and (3) correlation analysis to identify which communication factors were strongly related to job satisfaction. The employees from managerial and professional staff levels (n=181) who worked at different organizations such as army, universities, hospitals, and government agencies across the United States were used in their scale development.

According to Clampitt and Downs (1993), the communication satisfaction is a multidimensional construct. A multidimensional construct implies that communication should not be examined by an overall concept of communication satisfaction. It has several dimensions that form communication satisfaction. Results from factor analyses into the data from four different organizations showed stability among the communication factors of the CSQ (Downs & Hazen, 1977). Thus, the CSQ can be used in different types of organizations.

There are several reasons for using the CSQ in this study. Cronbach’s alpha for this instrument was high, which was 0.94 (Downs & Hazen, 1977). Crino and White (1981) also supported that the CSQ was internally consistent. The CSQ is easy to administer and requires a short time to complete the questionnaire (Greenbaum, Clampitt & Willihnganz, 1988). It is important to have a short and concise questionnaire as it will reduce response bias (Herzog & Bachman, 1981). Moreover, the CSQ has not been applied in the Malaysian hotel industry. Mount and Back (1999) mentioned that there was no study using the CSQ in the hospitality industry prior to their study. As such, they were the first to apply the CSQ to hotel employees.

The eight factors of the CSQ are organizational integration, personal feedback, communication climate, media quality, co-worker communication, supervisory
communication, relationship with subordinates, and corporate information (Downs & Hazen, 1977). Each of the factors is measured with five items in the questionnaire. Because this study examines the perceptions of non-supervisory hotel employees, two factors—relationship with subordinates and corporate information—will not be included in the questionnaire as they have a limited application to the intended study sample.

Organizational integration is the amount of information received by employees regarding the work environment such as departmental policies, the employee’s progress, benefits, and job requirement (Clampitt & Downs, 1993). Pincus (1982) categorized organizational integration under informational dimension, where this dimension had a strong positive correlation with job satisfaction.

Personal feedback is the information that employees receive about their performance (Clampitt & Downs, 1993). According to Pincus (1986), feedback had a significant positive relationship with job performance. Hence, supervisors should provide employees with sufficient information about employees’ performance through performance appraisal and during individual coaching. Feedback was also reported to be one of the criteria that reduced turnover intention among part-time employees in university foodservices (Severt et al., 2007).

Communication climate is a term to reflect both organizational and personal communication (Clampitt & Downs, 1993). Communication climate items are comprised of the way the organization motivates its employees toward the organization’s objectives, on-time job information received by employees, and people attitudes toward organizational communications. Buchanan (1972) showed that communication in staff meetings needed attention to ensure the meeting’s objectives could be achieved. He proposed techniques and
elements to be considered by leaders to conduct effective meetings. Leaders must provide a good communication climate to stimulate their staff to implement the organization’s plans, which lead to the staff’s communication satisfaction.

Media quality is concerned with how the organization’s meetings are managed, the right amount and attitude of communication in the organization, the conciseness of reports, and interesting publications from organizations (Clampitt & Downs, 1993). Communication media should be selected appropriately to have the best fit with the communication type. The best selection of communication media is to ensure the message is reachable to receivers in an effective way, with a suitable method and quality of delivery. Communication types include verbal, nonverbal, and written communication (Go, Monachello & Baum, 1996). Memo, fax, electronic mail, flier, or press release can be a media for written communication. El-Shinnawy and Markus (1998) found individuals in organizations preferred an electronic mail as their medium of communications; electronic mail as one of written communication channels was considered better than an oral channel as it could reduce miscommunications in the organizations.

Co-worker communication deals with the horizontal and informal communication among employees (Clampitt & Downs, 1993). It needs to be considered because employees tend to interact more with their peers than with their supervisors. Co-worker communication also plays an important role in peer training. As the size of an organization increased, the possibility of employees to train their peers also increased (Simpson & Finley, 1986). The training practice from peer-to-peer may enhance the employee’s skills and motivation, as it occurs naturally in the work place.
Supervisor communication is a vertical communication between employees and supervisors (Clampitt & Downs, 1993). Gilmore and Carson (1996) indicated that supervisors should have good communication skills which were essential to effective management. Johlke and Duhan (2000) also supported that good supervisor-subordinate communications could contribute to several positive job outcomes such as high job satisfaction and excellent job performance. When communication frequency was adequate, it improved employee job satisfaction and increased the employee’s performance.

Research Model and Hypotheses

Figure 1 shows the research model of this study to give an overview. There are two stages of relationships to be examined in this study. First, the six selected factors from the CSQ will be measured along overall communication satisfaction. Second, the relationship between overall communication satisfaction and turnover intention will be examined.

Zwijze-Koning and Jong (2007) reported that the CSQ could serve as an overall measure of communication satisfaction. Thus, it is a suitable tool to investigate the communication context in an organization. This study examines whether each of the six factors constituting the CSQ is related to overall communication satisfaction of hotel employees. Then, this study’s results will be compared to those of Downs and Hazen (1977) who reported that personal feedback, supervisory communication, and communication climate were strongly correlated to job satisfaction.
This study predicts a positive relationship between co-worker communication and overall communication satisfaction. Research reported that co-worker communication is significantly related to job satisfaction (Chong, Unklesbay & Dowdy, 2000; Duke & Sneed, 1989). When employees are comfortable to communicate with their peers, they may perceive other problems such as a heavy work load to have a minor effect on their job satisfaction. However, Boxall et al. (2003) identified that an unpleasant relationship with co-workers was not a major reason for employees to leave the organization. Hence, the relationship between co-worker communication and overall communication satisfaction will still need to be tested when applied in a different situation, and later in the final hypothesis overall communication satisfaction will be assessed to determine its relationship with turnover intention.
H1: Co-worker communication is positively related to overall communication satisfaction.

Supervisor communication will be examined to understand its relationship with overall communication satisfaction. Previous studies have shown that supervisor communication is significantly related to employees’ commitment in organization and their job satisfaction (Brownell, 1994; Chong, Unklesbay & Dowdy, 2000; Duke & Sneed, 1989). If a supervisor has a poor listening skill, it can discourage the employees to communicate well with their supervisor. When the supervisor is not really concerned about the employee’s suggestions or perceptions, it can decrease the employee’s motivation and lead to dissatisfaction of overall communication. Therefore:

H2: Supervisor communication is positively related to overall communication satisfaction.

Personal feedback is anticipated to have a positive relationship with overall communication satisfaction. Duke and Sneed (1989) reported that personal feedback was an antecedent to job satisfaction, while Severt et al. (2007) found that lack of feedback could lead to turnover intention. When employees have performed their best in completing their tasks, appreciation from supervisors can motivate their future performance. Appreciation can be shown through a well-done note or a verbal congratulation wish to employees, and this good practice of feedback is assumed to improve the employee’s communication satisfaction. Based on the above statements, the following hypothesis is proposed:

H3: Personal feedback is positively related to overall communication satisfaction.
Communication climate will be tested to see whether the factor is associated with overall communication satisfaction. Research reported that communication climate is a predictor of job satisfaction (Buchanan, 1972; Chong, Unklesbay & Dowdy, 2000). When information exchanges among employees are conducted freely, employees tend to increase their participation in the organization. Employees will feel that they are a part of the organization. A good communication climate is expected to increase the employee’s overall communication satisfaction.

H4: Communication climate is positively related to overall communication satisfaction.

Organizational integration is expected to affect overall communication satisfaction. Company policy, which is one of the items in measuring organizational integration, has been reported to be a facet that leads to job satisfaction (Hancer & George, 2003; Simpson & Finley, 1986). If employees receive sufficient information about a company policy, they will have better understanding of the company’s practices and its strategic direction. Hence, this will enhance their job satisfaction. The concept is anticipated to be applied with overall communication satisfaction, where employees are satisfied with overall communication if information of the organization integration is well received by the employees. A hypothesis of this notion is stated as:

H5: Organizational integration is positively related to overall communication satisfaction.
Media quality is anticipated to have a positive relationship with overall communication satisfaction. Studies have shown that managers need to identify which media channel is preferred by their employees and the quality of media channel in delivering clear and concise messages (Brownell & Jameson, 2005; El-Shinnawy & Markus, 1998). An effective meeting, which is one of the items under media quality, can motivate employee activities (Buchanan, 1972). If employees are satisfied with the media channel used by the organization, they will be more interested in performing their tasks. When employees feel convenient in doing their tasks, they tend to have a good communication in the organization. Based on the above concept, the following hypothesis is offered:

H6: Media quality is positively related to overall communication satisfaction.

Finally, this study will examine the relationship between overall communication satisfaction and turnover intention. A study conducted by Downs and Hazen (1977) examined the relationship between communication and job satisfaction by using the CSQ. As an extension to Downs and Hazen’s study, this study aims to study the direct relationship between communication and turnover intention. It is logical to presume that employees satisfied with overall individual and organizational communication are less likely to leave the organization, or vice versa. Therefore, this study proposes:

H7: Overall communication satisfaction is negatively related to turnover intention.
Summary

This chapter reviewed turnover and the communication context in organizations. The CSQ measurement tool was reviewed as a potential means of examining the relationship between communication and turnover intention among student employees in university dining services. A model of the CSQ was provided to give a clear view of this study and seven hypotheses were proposed to support the study’s purposes. The six selected factors from the CSQ will be measured to determine the relationship of each factor with overall communication satisfaction. Then, a direct relationship of overall communication satisfaction with turnover intention will be examined.
CHAPTER 3. METHODOLOGY

This study was designed to examine the effect of the CSQ factors on overall communication satisfaction. Then, the relationship between overall communication satisfaction and turnover intention was examined. This chapter discusses necessary procedures taken to achieve the study’s objectives. An overview of the research, use of human subjects, sample selection, research instruments, procedures, and data analysis for the study are included in this chapter.

Research Overview

Based on the research model in Figure 1, all of the hypotheses for this study were incorporated into two aspects. The first aspect involved measuring the CSQ factors that contributed to overall communication satisfaction. This aspect was examined using the CSQ and overall communication satisfaction scales. The second aspect of the study assessed whether overall communication satisfaction affected turnover intention. This aspect focused on the relationship between overall communication satisfaction and turnover intention.

Use of Human Subjects

The Iowa State University Human Subjects Form was submitted with information about the study’s procedures and related details needed by the Office of Research Assurances, Iowa State University. The Institutional Review Board (IRB) approved that this research study be exempted from the requirements of the human subject protections regulations. Appendix A shows the approval letter from the IRB.
Sample Selection

The sample population was hotel employees from four-star and five-star hotels in Malaysia. Only two states were selected for this study, Selangor and Wilayah Persekutuan. These two states are the nearest states to Kuala Lumpur, the capital city of Malaysia. Hence, most of four-star and five-star hotels, which could be considered as luxury hotels, were located in these two states. Meanwhile, four-star and five-star hotels were chosen as they were believed to implement better management practices in term of employee training, compared to one-star to three-star hotels in Malaysia.

The U.S. Department of Labor (2008) reported that operational employees represented the largest group of employees in the hotel industry. This phenomenon is similar in Malaysia. Therefore, only operational employees were selected for this study as they might contribute a significant level of productivity to the organizations. Operational employees might serve in food and beverage, housekeeping, front office, or maintenance department. The representation of various departments was important in sample selection as they might reflect different communication climates existing in each department.

A list of four-star and five-star hotels in Selangor and Wilayah Persekutuan was provided by Malaysian Association of Hotels (MAH). MAH is an organization that has been registered under the Registrar of Societies on May 18, 1975. MAH is responsible as a representative of the hotel industry in Malaysia. This organization was operating within 13 state chapters in Malaysia and had more than 500 member hotels (Malaysian Association of Hotels, 2007).

There were 48 hotels in Selangor and 79 hotels in Wilayah Persekutuan under MAH membership. From 48 hotels in Selangor, 14 of them were five-star hotels and 9 were four-
star hotels. Meanwhile, there were 22 of five-star hotels and 17 of four-star hotels in Wilayah Persekutuan under MAH membership. All hotels in Malaysia were rated by the Ministry of Tourism Malaysia for star rating.

Overall, there were 62 four-star and five-star hotels under MAH membership. However, only 45 hotels were contacted due to time constraint. Most contacted hotel managers took about one week to get approval from top management for this survey in their hotel. MAH provided the hotel list in an alphabetical order of hotel name. Those 45 hotels were randomly selected for contact.

This study targeted a minimum of 150 respondents. Out of 45 hotels that were randomly contacted based on the list provided by MAH, only 8 hotels agreed to participate. A total of 355 questionnaires were distributed and 214 usable responses were successfully obtained for data analysis (60% response rate). The sample included only full-time operational employees who did not hold supervisory positions. The managers of the selected hotels were asked to distribute the questionnaire among non-supervisory hotel employees. The criteria for targeted respondents were explained in the informed consent document (See Appendix B). To ensure respondent met the survey condition, a question about the respondent’s position was included in the demographic section of the questionnaire.

**Research Instruments**

Data were gathered through a survey form that was presented in a paper version. The questionnaire consisted of four parts; the CSQ, overall communication satisfaction, turnover intention of the employee, and demographic questions. These parts altogether comprised a total of 43 items (See Appendix D).
The CSQ developed by Downs and Hazen (1997) was administered in the first part of the questionnaire. The measurement items of the six selected factors were included in the questionnaire, where each factor was measured with five items. Thus, the first part of the survey contained 30 items. The CSQ questions were rated on a five-point Likert scale ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*.

The second part consisted of one question item to measure overall communication satisfaction. Respondents were asked if they were generally satisfied with communication satisfaction. This question was included to measure communication satisfaction in the respondent’s organization as a whole, including content of communication and method of delivery. A seven-point scale ranging from 1 = *Very dissatisfied* to 7 = *Very satisfied* was used for this overall question.

The third part addressed turnover intention among employees. The statements were based on those used by O’Reilly et al. (1991, p. 499), with minor modifications. Findings from the study by O’Reilly et al. (1991) showed a correlation of -0.37 between person-organization fit and turnover intention, while correlation between job satisfaction and turnover intention was -0.75. Turnover intention was measured with four items comprised of the following statements: (1) “I am looking for another more ideal job than the one I now work in”; (2) “I thought seriously about changing organizations since I began to work here”; (3) “I intend to remain with this organization for a long time”; and (4) “I think I would like to be working for this organization three years from now”. Originally, O’Reilly et al. (1991) addressed questions instead of statements to measure turnover intention. A modification from questions to statements was necessary as statements would be more appropriate to match
with the scale provided. Turnover intention was measured using a 5-point Likert scale ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*.

The final part contained eight questions regarding the demographics of the respondent, each of which was presented in multiple choices. The questions asked about gender, age, department, years with the current organization, position (employee or supervisor), nationality, race, and first language. The purpose of this section was to see how closely the sample represented the known population of hotel employees in Malaysia.

As the survey was conducted in Malaysia, where the Malay language was the national language, the questionnaire was translated from English to Malay. The translation process involved two stages; the first translation was from English to Malay, and the second translation was from Malay back to English. Then, the back translated questionnaire was compared to the original questionnaire to ensure both of the questionnaires had the same contents. A set of bi-lingual survey forms (English and Malay versions) was developed to give an option to respondents who might only understand one language.

Hotel managers received the informed consent document explaining necessary details regarding the research study, such as procedures, participant rights, and confidentiality of responses. This document needed to be signed by managers as a proof that they understood the procedures that would be taken for the study. Two boxes were given to managers for data collection. The first box was for collecting surveys and the second box for the submission of the respondent’s contact details provided for a raffle. Meanwhile, each respondent received the survey questionnaire in a sealed-envelope and a letter of introduction. Respondents were informed that the envelope provided needed to be sealed before they submit the questionnaire in the first box. As there was a lucky draw promised to encourage participation, the
questionnaire was attached with a small card. This small card could be used by the respondents who wanted to participate in the lucky draw by filling out their contact details. Respondents were asked to detach the small card from the questionnaire and submit the card in a separate box provided by the researcher. Three respondents had been selected randomly by the researcher to receive a MYR50 (US$15) voucher each.

The questionnaire was pilot-tested by ten hotel employees from a four-star hotel in Malaysia. Those employees were operational employees who did not hold supervisory position. This selected hotel was not included for actual data collection. The pilot test respondents from the selected hotel were asked to make comments or recommendations on the time required to complete the survey and clarity of the questions. The pilot questionnaire can be found in Appendix E. After analysis of the pilot data, some changes were made to improve the clarity of the questions and scales. For example, there was a Malay word that was changed from “berkecual” to “sederhana” (neutral in English).

**Procedures**

Telephone calls were made to several hotels that were listed by MAH. Education or human resource managers were given brief explanations about the purposes of the study and practical implications that might benefit their organizations from the study’s findings. Then, the managers who were interested in the survey received an e-mail from the researcher. This e-mail clarified in details the purposes, instruments, and procedures of the survey. Finally, if the managers agreed to allow their employees to participate in the survey, a phone call was made to set an appointment with the managers. A standard call and e-mail script was developed and utilized to approach hotel managers (See Appendix F).
The questionnaire was distributed to the respondents through the hotel’s human resource or education managers. A “drop-off” and “pick-up” method was employed due to the hotel’s proximity to the researcher. Respondents were given one to two weeks to answer and return the questionnaires to the drop box. During the first appointment, the researcher had a brief discussion with hotel managers regarding turnover culture, communication problems, and background of the hotel. The interview was not structured; rather the researcher followed the willingness of hotel managers to have an open discussion when issues about the above topics (i.e. turnover culture and communication problems) were raised. The researcher requested managers help distribute the questionnaire to respondents with selected characteristics (full-time, operational employees, and non-supervisory position). Then, through the second appointment, the researcher collected the questionnaires from the hotel managers.

The researcher ensured the confidentiality of responses by taken the following measures: (1) the questionnaire did not contain identifiers, (2) a sealed-envelope was provided for each survey questionnaire, and (3) contact details in a small card should be detached and dropped in a separate box provided. Respondents had been informed that there was neither a foreseeable risk nor any cost incurred if they participated in the study. Respondents were allowed to skip any questions that they were not comfortable with.
Data Analysis

Statistical Package for the Social Sciences (SPSS) Version 15.0 (2006) was used to analyze data. Descriptive statistics such as frequencies, means, and standard deviations were calculated for all dimensions and statements. Means of the CSQ factors were calculated by taking the average means of the items of each factor. The same procedure was taken to obtain the mean for turnover intention. However, the two negatively-stated items of turnover intention were reverse-coded prior to data analysis. Cronbach’s alpha was also computed to ensure reliability of all measurement scales.

Regression models were employed to test each hypothesis of this study. A significance level of $p<.05$ was used for statistical significance. Case-wise diagnostics were used in regression analysis to identify if there were any outliers need to be deselected. By eliminating outliers, more reliable regression results could be obtained.
CHAPTER 4. RESULTS AND DISCUSSION

The results of this study are presented in five sections: (1) profile of the hotels and respondents, (2) descriptive statistics and statistical analyses for each dimension, (3) relationships between each of the CSQ factors and overall communication satisfaction, (4) the relationship between overall communication satisfaction and turnover intention, and (5) discussion. The second section, descriptive statistics and statistic analyses for each dimension, encompasses the following parts: (1) reliability and descriptive statistics for each dimension, (2) descriptive statistics and one-way ANOVA comparing dimensions among hotels, and (3) correlation among dimensions.

The 45 hotels listed under MAH members from the Kuala Lumpur and Selangor areas were contacted to see if they were interested in participating in the study. Only 8 hotels (18% response rate) allowed their employees to participate in the survey study. A total of 355 questionnaires were distributed to the respondents with the help of the hotel’s human resources managers. The managers decided how many questionnaires would be able to be distributed to their employees. A total of 227 questionnaires were returned (64% response rate) and only 13 questionnaires were not usable in analysis. Thirteen questionnaires were rejected for data analysis as the respondents were supervisors. Hence, there were 214 usable questionnaires analyzed, representing 60% of the total number of questionnaires distributed.

Profile of the Hotels and Respondents

The profile of the hotels for this research study is presented in Table 1. Five of the hotels were located in the state of the Kuala Lumpur area and three hotels in Selangor. Of the
eight hotels, only three hotels were rated as a five-star hotel, while the other hotels were four-star hotels. The number of rooms of the hotels ranged from 150 to 1002 rooms.

Table 1. Profile of the Hotels \((N = 8)\)

<table>
<thead>
<tr>
<th>Location</th>
<th>Hotel</th>
<th>Star Rating</th>
<th>No. of Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kuala Lumpur</td>
<td>A</td>
<td>5-star</td>
<td>1002</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>5-star</td>
<td>510</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>5-star</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>D</td>
<td>4-star</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>E</td>
<td>4-star</td>
<td>300</td>
</tr>
<tr>
<td>Selangor</td>
<td>F</td>
<td>4-star</td>
<td>202</td>
</tr>
<tr>
<td></td>
<td>G</td>
<td>4-star</td>
<td>196</td>
</tr>
<tr>
<td></td>
<td>H</td>
<td>4-star</td>
<td>150</td>
</tr>
</tbody>
</table>

All eight hotels did not share many common characteristics. Four hotels were international hotels (Hotel A, B, C, and D), while others were local or domestic hotels. As not all hotel managers answered the questions asked by the researcher during the discussion in the first appointment, comparison about communication problems and turnover culture among the hotels could not be made.

Hotel A experienced “peer moving” in its turnover culture. “Peer moving” occurs when one employee leaves the organization, other employees who have close relationships with that employee leave, too. The hotel manager of Hotel A also mentioned that most employees who have served for two years would leave the hotel. The employees tended to look for a better salary at other hotels. In term of communication problems, only Hotel A had problems with employees who could not communicate in English. As an international hotel, it is important for employees to speak English, even though little. This will help employees communicate well with foreign guests, thus avoiding miscommunications between them.
Turnover rate in Hotel D was reported low by the hotel manager, which was approximately 5%. Hotel D had a turnover problem with young employees (aged 18 to 23), as they like to switch from one organization to another in a short period of time. It was assumed by the hotel manager that salary was not a reason for such turnover, but this group of employees tried to find a better work place. Hotel D claimed that there was no communication problem observed or reported in its organization.

Hotel E’s manager estimated that the hotel’s turnover rate was quite high, 55% to 60%. The hotel manager informed that remuneration and dissatisfaction with the superior were common problems that led to turnover. Employees argued that the remuneration at the hotel was insufficient but they did not specify what kind of dissatisfaction they had with their superior. Nonetheless, the manager of Hotel E reported that the hotel did not have communication problems.

Managers from hotel B, C, F, G, and H did not discuss turnover rate and communication problems of their hotel. They only specified the number of room in their hotel, star rating, and indicated whether their hotel was an international hotel or local hotel. They were unable to discuss with the researcher due to the time constraint, as they had full of activities on the day of the appointment.

Table 2 presents the profile of the respondents. The respondents’ gender ratio was about equal, where there were 105 male respondents (49.1%) and 108 female respondents (50.5%). Most of the respondents aged between 20 to 29 years old (50.5%). The majority of the respondents were working in the food and beverage department (33.6), followed by housekeeping (23.8%). Forty nine respondents (22.8%) had worked in their current hotel for two to three years. However, there were 8 respondents (3.9%) who had served for more than
ten years. Almost all respondents (98.6%) were Malaysian and only 2 respondents were non-Malaysian. These 2 respondents came from Nepal. As Malaysia is dominated by Malay race, majority of the respondents were Malay (61.2%) and their first language was Malay (61.7%).

Table 2. Profile of the Respondents (N = 214)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>105</td>
<td>49.1</td>
</tr>
<tr>
<td>Female</td>
<td>108</td>
<td>50.5</td>
</tr>
<tr>
<td><strong>Age range</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 20 years old</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>20 to 29 years old</td>
<td>108</td>
<td>50.5</td>
</tr>
<tr>
<td>30 to 39 years old</td>
<td>70</td>
<td>32.7</td>
</tr>
<tr>
<td>40 to 49 years old</td>
<td>32</td>
<td>15.0</td>
</tr>
<tr>
<td>Above 50 years old</td>
<td>2</td>
<td>0.9</td>
</tr>
<tr>
<td><strong>Department Belonged</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food and beverage</td>
<td>72</td>
<td>33.6</td>
</tr>
<tr>
<td>Front office</td>
<td>42</td>
<td>19.6</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>51</td>
<td>23.8</td>
</tr>
<tr>
<td>Maintenance</td>
<td>23</td>
<td>10.7</td>
</tr>
<tr>
<td>Other</td>
<td>23</td>
<td>10.7</td>
</tr>
<tr>
<td><strong>Time worked at current hotel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>37</td>
<td>17.3</td>
</tr>
<tr>
<td>1 to 2 years</td>
<td>44</td>
<td>20.3</td>
</tr>
<tr>
<td>2 to 3 years</td>
<td>49</td>
<td>22.8</td>
</tr>
<tr>
<td>3 to 4 years</td>
<td>34</td>
<td>16.0</td>
</tr>
<tr>
<td>4 to 5 years</td>
<td>10</td>
<td>4.7</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>27</td>
<td>13.0</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>8</td>
<td>3.9</td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malaysian</td>
<td>211</td>
<td>98.6</td>
</tr>
<tr>
<td>Non-Malaysian</td>
<td>2</td>
<td>0.9</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malay</td>
<td>131</td>
<td>61.2</td>
</tr>
<tr>
<td>Chinese</td>
<td>40</td>
<td>18.7</td>
</tr>
<tr>
<td>Indian</td>
<td>26</td>
<td>12.1</td>
</tr>
<tr>
<td>Other</td>
<td>12</td>
<td>5.6</td>
</tr>
</tbody>
</table>
First language

<table>
<thead>
<tr>
<th>Language</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malay</td>
<td>132</td>
<td>61.7</td>
</tr>
<tr>
<td>Chinese</td>
<td>24</td>
<td>11.2</td>
</tr>
<tr>
<td>Tamil</td>
<td>15</td>
<td>7.0</td>
</tr>
<tr>
<td>English</td>
<td>33</td>
<td>15.4</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>0.9</td>
</tr>
</tbody>
</table>

*Percentage may not total 100% due to non-response or multiple responses to questions.

Descriptive Statistics and Statistical Analyses for Each Dimension

Table 3 summarizes the item-specific descriptive statistics for each dimension in this study: (1) CSQ factors, (2) overall communication satisfaction, and (3) turnover intention.

Cronbach’s alpha for all 30 items of CSQ factors in this study was 0.93. This value is almost near to the value reported by Downs and Hazen (1977), which was 0.94. Meanwhile, Cronbach’s alpha for each CSQ factor ranged from 0.58 to 0.77.

Scores for the Likert-scale item of the CSQ ranged from 1 (strongly disagree) to 5 (strongly agree). Scores for each CSQ factor was calculated by taking the average mean for multiple items under each factor. The means for each CSQ factor ranged from the lowest for personal feedback, 3.47 ($SD = 0.65$), to the highest for organizational integration, 3.72 ($SD = 0.61$).

The highest rated statement overall was the organizational integration factor, which was “I receive information about the requirements of my job” with a mean score of 3.84 ($SD = 0.72$). This result indicates that managers and supervisors provided their employees with information on job requirements, such as job scopes, deadlines, and procedures of given tasks. In contrast, the lowest rated statement was the personal feedback factor, 3.31 ($SD = 0.90$). The statement was “I receive information about how my job compares with others”.
Scores for the Likert-scale item of overall communication satisfaction ranged from 1 (very dissatisfied) to 7 (very satisfied), while turnover intention ranged from 1 (strongly disagree) to 5 (strongly agree). The mean for overall communication satisfaction was 4.60 ($SD = 1.20$) and the mean for turnover intention was 2.94 ($SD = 0.71$). Cronbach’s alpha for turnover intention was 0.60, and the mean for each item under this dimension ranged from 2.99 to 3.42.

Table 3. Item-specific Descriptive Statistics and Reliability for Each Dimension ($N = 214$)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>$\alpha$</th>
<th>Mean</th>
<th>$SD$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CSQ Factor</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational integration</strong></td>
<td>0.74</td>
<td>3.72</td>
<td>0.61</td>
</tr>
<tr>
<td>I receive information about my progress in my job</td>
<td>3.71</td>
<td>0.83</td>
<td></td>
</tr>
<tr>
<td>I receive information about personnel</td>
<td>3.63</td>
<td>0.91</td>
<td></td>
</tr>
<tr>
<td>I receive information about my departmental policies and goals</td>
<td>3.78</td>
<td>0.89</td>
<td></td>
</tr>
<tr>
<td>I receive information about the requirements of my job</td>
<td>3.84</td>
<td>0.72</td>
<td></td>
</tr>
<tr>
<td>I receive information about employee benefits and pay</td>
<td>3.65</td>
<td>0.97</td>
<td></td>
</tr>
<tr>
<td><strong>Personal feedback</strong></td>
<td>0.76</td>
<td>3.47</td>
<td>0.65</td>
</tr>
<tr>
<td>I receive information about how my job compares with others</td>
<td>3.31</td>
<td>0.90</td>
<td></td>
</tr>
<tr>
<td>I receive information about how I am being judged</td>
<td>3.53</td>
<td>0.88</td>
<td></td>
</tr>
<tr>
<td>I receive recognition of my efforts</td>
<td>3.48</td>
<td>0.93</td>
<td></td>
</tr>
<tr>
<td>I receive information on how problems in my job are being handled</td>
<td>3.67</td>
<td>0.79</td>
<td></td>
</tr>
<tr>
<td>Upper management knows and understands the problems faced by employees</td>
<td>3.36</td>
<td>1.10</td>
<td></td>
</tr>
<tr>
<td><strong>Supervisor communication</strong></td>
<td>0.75</td>
<td>3.62</td>
<td>0.63</td>
</tr>
<tr>
<td>Upper management listens and pays attention to me</td>
<td>3.42</td>
<td>0.99</td>
<td></td>
</tr>
<tr>
<td>My supervisor offers guidance for solving job-related problems</td>
<td>3.68</td>
<td>0.87</td>
<td></td>
</tr>
<tr>
<td>My supervisor trusts me</td>
<td>3.67</td>
<td>0.82</td>
<td></td>
</tr>
<tr>
<td>My supervisor is open to ideas</td>
<td>3.74</td>
<td>0.83</td>
<td></td>
</tr>
<tr>
<td>The amount of supervision given me is about right</td>
<td>3.61</td>
<td>0.86</td>
<td></td>
</tr>
</tbody>
</table>
### Communication climate

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>This organization’s communication motivates and stimulates my enthusiasm for meeting organization goals</td>
<td>3.61</td>
<td>0.90</td>
</tr>
<tr>
<td>People in my organization have great ability as communicators</td>
<td>3.54</td>
<td>0.88</td>
</tr>
<tr>
<td>This organization’s communication makes me identify with it or feel a vital part of it</td>
<td>3.63</td>
<td>0.79</td>
</tr>
<tr>
<td>I receive on-time information needed to do my job</td>
<td>3.57</td>
<td>0.81</td>
</tr>
<tr>
<td>Conflicts are handled appropriately through proper communication channels</td>
<td>3.50</td>
<td>0.87</td>
</tr>
</tbody>
</table>

### Media quality

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>This organization’s publications are interesting and helpful</td>
<td>3.57</td>
<td>0.91</td>
</tr>
<tr>
<td>Our meetings are well-organized</td>
<td>3.56</td>
<td>0.91</td>
</tr>
<tr>
<td>Written directives and reports are clear and concise</td>
<td>3.71</td>
<td>0.72</td>
</tr>
<tr>
<td>Attitudes toward communication in my organization are basically healthy</td>
<td>3.55</td>
<td>0.83</td>
</tr>
<tr>
<td>The amount of communication in my organization is about right</td>
<td>3.59</td>
<td>0.79</td>
</tr>
</tbody>
</table>

### Co-worker communication

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The rumors are active in our organization</td>
<td>3.66</td>
<td>1.04</td>
</tr>
<tr>
<td>Communication with employees in other departments is accurate and free-flowing</td>
<td>3.62</td>
<td>0.85</td>
</tr>
<tr>
<td>Communication practices are adaptable to emergencies</td>
<td>3.76</td>
<td>0.78</td>
</tr>
<tr>
<td>My work group is compatible</td>
<td>3.77</td>
<td>0.79</td>
</tr>
<tr>
<td>Informal communication is active and accurate</td>
<td>3.56</td>
<td>0.89</td>
</tr>
</tbody>
</table>

### Overall Communication Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.60</td>
<td>1.20</td>
</tr>
</tbody>
</table>

### Turnover Intention

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am looking for another more ideal job than the one I now work in</td>
<td>3.42</td>
<td>1.11</td>
</tr>
<tr>
<td>I thought seriously about changing organizations since I began to work here</td>
<td>2.99</td>
<td>1.04</td>
</tr>
<tr>
<td>I intend to remain with this organization for a long time</td>
<td>3.31</td>
<td>0.98</td>
</tr>
<tr>
<td>I think I would like to be working for this organization three years from now</td>
<td>3.33</td>
<td>1.07</td>
</tr>
</tbody>
</table>

* Statements and scales under this dimension were inverse coded.

Table 4 presents descriptive statistics and the results of one-way ANOVA comparing dimensions of the CSQ factors, overall communication satisfaction, and turnover intention.
among hotels. Hotel B had the highest mean for all the CSQ factors and overall communication satisfaction. Surprisingly, even though the manager of Hotel E claimed that his employees did not have any communication problems, Hotel E had the lowest mean for overall communication satisfaction. Hotel E also had the lowest mean for all the CSQ factors except for media quality (MQ), which belonged to Hotel H. The manager of Hotel E also reported that dissatisfaction with the superior was one feasible cause of turnover for the hotel. As Hotel E had the lowest mean for supervisor communication, it was expected that employees of Hotel E were dissatisfied with their superior in term of communication.

While Hotel H had the lowest mean for only one factor, media quality, it had the highest mean for turnover intention, 3.50. As Hotel E’s manager indicated that the hotel’s turnover rate was around 55% to 60%, it can be assumed that Hotel H had turnover rate more than 55% (or more than 60%). The lowest mean for turnover intention, 2.58, was with Hotel G. Both Hotels H and G that had the highest and the lowest mean of turnover intentions were 4-star hotels. Hence, it cannot be concluded that hotel star rating affected the employee’s turnover intention in this study.

Table 4 also shows that all dimensions had significant differences among hotels. The F-value for each dimension ranged from 2.17 to 6.52, with $p<0.05$. For overall communication satisfaction, Hotels B and E had the most differences compared to other hotels. For turnover intention, Hotel H differed from Hotels A, B, and G, but did not differ from Hotels C, D, E, and F. In term of the CSQ factors, Hotel B appeared to have the most significant difference. Hotel B was the only hotel that had means for every CSQ factor with mean values higher than 4.00 and had a score higher than 5.00 for overall communication satisfaction.
Table 4. Descriptive Statistics and One-way ANOVA Comparing Dimensions among Hotels (N = 214)

<table>
<thead>
<tr>
<th></th>
<th>CSQ Factor</th>
<th>Overall communication satisfaction</th>
<th>Turnover intention</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CW</td>
<td>SC</td>
<td>PF</td>
</tr>
<tr>
<td>Hotel A</td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.55</td>
<td>0.54</td>
<td>0.49</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.58</td>
<td>0.44</td>
<td>0.45</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.51</td>
<td>0.43</td>
<td>0.60</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 37</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.51</td>
<td>0.59</td>
<td>0.77</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.49</td>
<td>0.84</td>
<td>0.66</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.65</td>
<td>0.75</td>
<td>0.60</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 27</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.54</td>
<td>0.49</td>
<td>0.61</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 19</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.41</td>
<td>0.59</td>
<td>0.45</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 27</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.35</td>
<td>1.53</td>
<td>6.52</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n = 15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>0.03</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

*CSQ Factor (CW=Co-worker communication, SC=Supervisor communication, PF=Personal feedback, CC=Communication climate, OI=Organizational integration, MQ=Media quality)

Table 5 shows the correlations among turnover intention, overall communication satisfaction, and the CSQ factors. Turnover intention had a negative relationship with overall communication satisfaction (-0.35) and each of the CSQ factors (ranged from -0.18 to -0.45). According to the type of strength proposed by Dancey and Reidy (2007), it can be considered that the negative relationship between overall communication and turnover intention was weak. Each of the CSQ factor also had a weak negative relationship with turnover intention, except for communication climate (-0.45) that could be considered to have a moderate
negative relationship. These correlation results supported all of the hypotheses proposed in this study.

Downs and Hazen (1977) reported that personal feedback, supervisor communication, and communication climate were the CSQ factors that correlated most highly with job satisfaction. Their report was slightly consistent in this study where communication climate was the factor that had the highest correlation with overall communication satisfaction (0.64), and supervisor communication had the second highest correlation with overall communication satisfaction (0.57).
Table 5. Correlation among Dimensions (N=214)

<table>
<thead>
<tr>
<th>CSQ Factor</th>
<th>Turnover intention</th>
<th>Overall communication satisfaction</th>
<th>CW</th>
<th>SC</th>
<th>PF</th>
<th>CC</th>
<th>OI</th>
<th>MQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover intention</td>
<td></td>
<td>-0.35*</td>
<td>-0.18</td>
<td>-0.39*</td>
<td>-0.34*</td>
<td>-0.45*</td>
<td>-0.29*</td>
<td>-0.35*</td>
</tr>
<tr>
<td>Overall communication satisfaction</td>
<td>-0.35*</td>
<td></td>
<td>0.46*</td>
<td>0.57*</td>
<td>0.52*</td>
<td>0.64*</td>
<td>0.44*</td>
<td>0.54*</td>
</tr>
<tr>
<td>CW</td>
<td></td>
<td>-0.18*</td>
<td>0.50*</td>
<td>0.43*</td>
<td>0.55*</td>
<td>0.47*</td>
<td>0.56*</td>
<td></td>
</tr>
<tr>
<td>SC</td>
<td>-0.39*</td>
<td>0.57*</td>
<td>0.68</td>
<td>0.76*</td>
<td>0.63*</td>
<td>0.70*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PF</td>
<td>-0.34*</td>
<td>0.52*</td>
<td>0.68</td>
<td>0.67*</td>
<td>0.73*</td>
<td>0.62*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC</td>
<td>-0.45*</td>
<td>0.64*</td>
<td>0.76*</td>
<td>0.67*</td>
<td>0.60*</td>
<td>0.69*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OI</td>
<td>-0.29*</td>
<td>0.44*</td>
<td>0.63</td>
<td>0.73*</td>
<td>0.60*</td>
<td>0.61*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MQ</td>
<td>-0.35*</td>
<td>0.54*</td>
<td>0.70</td>
<td>0.62*</td>
<td>0.69*</td>
<td>0.61*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

aCSQ Factor (CW=Co-worker communication, SC=Supervisor communication, PF=Personal feedback, CC=Communication climate, OI=Organizational integration, MQ=Media quality)
Relationship between CSQ Factors and Overall Communication Satisfaction

Table 6 summarizes the results of regression analysis with the CSQ factors predicting overall communication satisfaction. The unstandardized coefficient $B$ is the estimated regression coefficient and $SE_B$ (standard error of $B$) is an estimate of a population standard deviation. $\beta$ refers to the standardized coefficient (Beta) to make the regression coefficient more comparable. The $t$ and Sig. ($p$) values give a rough indication of the impact for each predictor variable. $R^2$ indicates the proportion of the variance in the dependent variable which is accounted for by the model. The $F$ and Sig. ($p$) values assess the overall significance of the model (Kinnear & Gray, 2006). The variation inflation factor (VIF) is an “estimate of how much larger the variance of a regression parameter estimate becomes when the corresponding predictor is included in the model” (Pardoe, 2006, p. 295).

Communication climate was found to be a significant predictor and made the greatest contribution in this model, with $\beta = 0.42$. As all of the VIF were less than 10, this regression model did not have multicollinearity problems (Pardoe, 2006). Hence, there was no excessive correlation between the predictor variables. At the bottom of Table 6, the results show that the model including all CSQ factors as the independent variables in the same model to predict overall communication satisfaction was significant($F_{6,153} = 25.44, p < .001$). All CSQ factors explained 50% of the variance in overall communication satisfaction, with $R^2 = 0.50 (p < .05)$. 
Table 6. Summary of Regression Analysis with CSQ Variables Predicting Overall Communication Satisfaction (N=214)

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>SE</th>
<th>β</th>
<th>t</th>
<th>Sig.</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>CW</td>
<td>0.15</td>
<td>0.15</td>
<td>0.07</td>
<td>0.94</td>
<td>.35</td>
<td>1.66</td>
</tr>
<tr>
<td>SC</td>
<td>0.29</td>
<td>0.18</td>
<td>0.16</td>
<td>1.68</td>
<td>.10</td>
<td>2.73</td>
</tr>
<tr>
<td>PF</td>
<td>0.17</td>
<td>0.16</td>
<td>0.10</td>
<td>1.04</td>
<td>.30</td>
<td>2.71</td>
</tr>
<tr>
<td>CC</td>
<td>0.79</td>
<td>0.19</td>
<td>0.42*</td>
<td>4.20</td>
<td>.00</td>
<td>3.05</td>
</tr>
<tr>
<td>OI</td>
<td>-0.21</td>
<td>0.16</td>
<td>-0.12</td>
<td>-1.31</td>
<td>.19</td>
<td>2.37</td>
</tr>
<tr>
<td>MQ</td>
<td>0.31</td>
<td>0.17</td>
<td>0.16</td>
<td>1.79</td>
<td>.08</td>
<td>2.30</td>
</tr>
</tbody>
</table>

$R^2 = 0.50 \ (p<.05)$  
$F(6,153) = 25.44, \ p<.001$  
*\(p < .05\)

\(a\)Predictors: CSQ Factor (CW=Co-worker communication, SC=Supervisor communication, PF=Personal feedback, CC=Communication climate, OI=Organizational integration, MQ=Media quality)

\(b\)VIF = Variance inflation factor

### Relationship between Overall Communication Satisfaction and Turnover Intention

Table 7 summarizes regression analyses for variables predicting turnover intention. The first predictor variable was overall communication satisfaction, and the second predictor variable was the set of the CSQ factors. Both regression models did not have multicollinearity problems, as show in the low variance inflation factor values. The regression coefficient for overall communication satisfaction was -0.25, with $\beta=-0.43$. Therefore, it can be concluded that for every one standard deviation decreased in overall communication, turnover intention increases by almost half a standard deviation (0.43). This result was consistent with Hypothesis 7 tested based on the correlation earlier.

With $F(1,158) = 35.25 \ (p<.001)$ for the first model and $F(6,198) = 11.20 \ (p<.001)$ for the second model, the results at the bottom of the table indicate that both models were significant. However, the CSQ factors explained 25% of the variance in turnover intention ($R^2 = 0.25, \ p<.05$), while only 18% of the variance in turnover intention was explained by...
overall communication satisfaction. This indicates that when overall communication satisfaction was compared to the set of the CSQ factors for predictive power, the CSQ factors accounted for a larger amount of variance in the dependent variable.

Table 7. Summary of Regression Analyses for Turnover Intention (N=214)

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>SE B</th>
<th>β</th>
<th>t</th>
<th>Sig.</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overalla</td>
<td>-0.25</td>
<td>0.04</td>
<td>-0.43</td>
<td>-5.94</td>
<td>.00</td>
<td>1.00</td>
</tr>
<tr>
<td>communication satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSQ Factorb</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CW</td>
<td>0.24</td>
<td>0.10</td>
<td>0.18</td>
<td>2.34</td>
<td>.02</td>
<td>1.55</td>
</tr>
<tr>
<td>SC</td>
<td>-0.13</td>
<td>0.12</td>
<td>-0.12</td>
<td>-1.11</td>
<td>.27</td>
<td>2.90</td>
</tr>
<tr>
<td>PF</td>
<td>-0.04</td>
<td>0.11</td>
<td>-0.04</td>
<td>-0.35</td>
<td>.73</td>
<td>2.67</td>
</tr>
<tr>
<td>CC</td>
<td>-0.35</td>
<td>0.12</td>
<td>-0.31</td>
<td>-2.85</td>
<td>.01</td>
<td>3.15</td>
</tr>
<tr>
<td>OI</td>
<td>0.00</td>
<td>0.11</td>
<td>0.00</td>
<td>0.02</td>
<td>.99</td>
<td>2.39</td>
</tr>
<tr>
<td>MQ</td>
<td>-0.23</td>
<td>0.12</td>
<td>-0.19</td>
<td>-2.00</td>
<td>.05</td>
<td>2.45</td>
</tr>
</tbody>
</table>

aFirst model, $R^2 = 0.18$ ($p<.05$) and $F(1,158) = 35.25$, $p<.001$
bSecond model, $R^2 = 0.25$ ($p<.05$) and $F(6,198) = 11.20$, $p<.001$
bPredictors: CSQ Factor (CW=Co-worker communication, SC=Supervisor communication, PF=Personal feedback, CC=Communication climate, OI=Organizational integration, MQ=Media quality)

**Discussion**

None of the hotels operated under the same parent company. As such, they had different operation management. Only managers from Hotel A, D, and E were able to discuss the hotel’s turnover culture and communication problem. Hence, it was difficult to support with good judgment for the results comparing dimensions among the hotels. For example, Hotel H had the highest mean for turnover intention, while the lowest mean for turnover intention belonged to Hotel G. As Hotels H and G did not inform about their turnover culture, no assumptions could be made about their situations.
Personal feedback scored the lowest in this study, and it was consistent with the findings reported by Clampitt and Downs (1993). However, Clampitt and Downs (1993) found that the greatest communication satisfaction came from supervisor communication and subordinate communication. The results of their study are different with this study in that organizational integration was found to be the greatest communication satisfaction.

It can be concluded that overall communication satisfaction of the employees in this study was above average and they did not have a strong intention to leave their current organization. This is consistent with the information obtained by the researcher during the discussion with hotel managers. Hotel managers reported that they included communication topics in employee training. As such, employees did not have serious problems in general. The managers also informed that the employees who served at luxury hotels (i.e. four-star or five-star hotels) earn higher salaries than those who work at one-star to three-star hotels. Hence, it is better for employees to stay with a luxury hotel if there were no major problems occurring in their work place.

The correlation results showed that the CSQ factor that was highest correlated with turnover intention was communication climate. Supervisor communication was the second highest correlated with turnover intention, and this was consistent with Jablin’s (1987) model of communication and turnover. Jablin (1987) reported that other than supervisor communication, co-worker communication was also highly correlated to turnover.

In term of the relationship between the CSQ factors and overall communication satisfaction, communication climate was found to be a significant factor in predicting overall communication satisfaction. Thus, hotel managers should have comprehensive knowledge on how this factor can contribute to communication satisfaction. Other than that, the managers
have to ensure that communication climate in their organization is in good condition and consistently practice among their people. It is undeniable that communication climate was found to have a strong influence in the communication context as it reflects communication at both the organizational and personal levels.

Overall communication satisfaction in this study had a below average impact on turnover intention (18%). As there was no previous study to investigate a direct relationship between communication and turnover, the closest study to be compared with this finding was a study by Downs and Hazen (1977). They reported that communication had an above average impact on productivity. Their result was different with the finding of this study, which found to have less impact on turnover intention. Interestingly, when turnover intention was regressed directly on the set of the CSQ factors, the CSQ factors explained more variance in turnover intention than overall communication satisfaction.
CHAPTER 5. CONCLUSION

This chapter contains three sections. The first section summarizes key findings. Then, limitations of the study will be addressed. Finally, recommendations for future research will be presented.

Summary of the Study

The objectives of this study were to examine the relationship between each of the CSQ factors and overall communication satisfaction and later determine the relationship between overall communication satisfaction and turnover intention. The results of this study supported all of the hypotheses predicting positive relationships in H1 to H6 and a negative relationship in H7.

Respondents in this study were least satisfied with personal feedback while they were most satisfied with organizational integration. Organizational integration was also the CSQ factor that had the highest correlation with overall communication satisfaction. The CSQ factor correlated the least with overall communication satisfaction was communication climate. As such, hotel managers are suggested to improve the organization’s communication with additional emphasis on personal feedback and organizational integration. These two factors played major roles in predicting the employee’s overall communication satisfaction, thus helping reduce their turnover intention.

Communication satisfaction was identified to have a below average impact on turnover intention. Even though respondents in this study had above average overall communication satisfaction and did not have a strong intention to leave their organization, this study reported that the relationship between overall communication satisfaction and turnover intention was somewhat. Meanwhile, the model that examined the relationship
between the CSQ factors and overall communication satisfaction was significant. The CSQ factors had an average impact on overall communication satisfaction.

In conclusion, communication was found to predict the employee’s turnover intention. The results of this study are consistent with what the hotel managers reported during the interviews in that the employees at four-star and five-star hotels did not have critical communication problems that could lead to their turnover. It is expected that, if this study was conducted with one-star to three-star hotels, the findings could be different.

**Limitations of the Study**

The first limitation was time constraint. Due to insufficient time to collect data, the researcher could not gather additional data for this study. Of the 62 hotels listed by MAH, only 45 hotels were contacted. The bureaucracy and the length of period taken from several hotel managers in acquiring their approval for conducting this study also could contribute to the limited data for this study.

As this study was conducted among employees in four-star and five star hotels in selected geographical areas, the results may not be generalized to the overall hotel industry in Malaysia. In addition, the researcher could not obtain the complete background information of turnover culture and communication problem from all hotels. The number of employees who participate in this study was not consistent from one hotel to another. Thus, it limits explaining the research findings when comparing the hotels.

The results of this study may not be applicable to other hotel employees in general, as the respondents who participated in the survey were full-time employees and the majority of them were Malay. Although full-time employees may be the main body of hotel employees,
we have to consider part-time or contract employees who are part of the organization. As reported by hotel managers, most of the contract workers in Malaysia were non-Malaysian.

Finally, even though confidentiality of responses was assured by the researcher by providing sealed-envelopes and boxes for survey submission, respondents could have been afraid to express their real plan in answering the turnover intention questions. They might think that their managers would know about their plan to leave. Thus, insincere responses may have caused errors in the results.

**Recommendations for Future Research**

Future research should continue to explore direct relationships between communication satisfaction and turnover using actual personnel data. It would be better to obtain actual turnover data rather than turnover intention, as there are still differences between those employees who just plan to leave and those who eventually leave their organizations. As turnover can be predicted by several antecedents, control variables such as remuneration, demographics, or job satisfaction should also be included in investigating the relationship between communication and turnover.

Then, more focused research can be conducted on specific factors of CSQ that contribute to turnover. If the factors can be studied in details, the results will enhance and improve communication practices in organizations. For example, researchers should investigate mediators to be controlled in communication factors that can lead to negative consequences in organizations. Researchers can also conduct qualitative studies to investigate each of the items in the CSQ factors. The results will be valuable for hotel
managers as they would know elements of the CSQ factors should be improved and which to pay attention to in employee training.

Finally, the results of communication satisfaction can be more reliable by conducting a comparison using other communication audit tools, such as Organizational Communication Scale (OCS), International Communication Association Survey Questionnaire (ICA), Organizational Communication Profile (OCP), or Survey of Organizational Communication (SOC) (Sampson, 2007). Researchers can also conduct a study on type of communication tools that are best suited for hotels. This will help hotel managers select and conduct communication surveys using an established and suitable communication audit tool for their employees.
REFERENCES


APPENDIX A. HUMAN SUBJECTS FORM

DATE: September 11, 2008

TO: Siti Fatimah Mohamad  
No. 45 Jalan Kenanga, Sungai Tua Baharu  
68100 Batu Caves  
Selangor, Malaysia

CC: Haemoon Oh  
31 MacKay Hall

FROM: Jan Canny, IRB Administrator  
Office of Research Assurances

TITLE: Effects of communication on turnover: A case of hotel employees in Malaysia

IRB ID: 08-274  Study Review Date: 11 September 2008

The Institutional Review Board (IRB) Chair has reviewed the modification of this project and has declared the study remains exempt from the requirements of the human subject protections regulations as described in 45 CFR 46.101(b). The IRB determination of exemption means that:

- You do not need to submit an application for annual continuing review.

- You must carry out the research as proposed in the IRB application, including obtaining and documenting (signed) informed consent if you have stated in your application that you will do so or if required by the IRB.

- Any modification of this research should be submitted to the IRB on a Continuing Review and/or Modification form, prior to making any changes, to determine if the project still meets the Federal criteria for exemption. If it is determined that exemption is no longer warranted, then an IRB proposal will need to be submitted and approved before proceeding with data collection.

Please be sure to use the documents with the IRB approval stamp in your research.

Please note that you must submit all research involving human participants for review by the IRB. Only the IRB may make the determination of exemption, even if you conduct a study in the future that is exactly like this study.
APPENDIX B. INFORMED CONSENT DOCUMENT

Title of Study: Effects of communication on turnover intention: A case of hotel employees in Malaysia.

Investigator: Mohamad, Siti Fatimah

This is a research study. Please take your time in deciding if you would like to allow your employees to participate. Please feel free to ask questions at any time.

INTRODUCTION

The purpose of this study is to investigate what are the factors that contribute to overall communication satisfaction. This study aims to examine the relationship between communication satisfaction and turnover intention. Your employees are being invited to participate in this study because they are employees without supervisory position in four to five star hotels in Malaysia.

DESCRIPTION OF PROCEDURES

If you agree to allow your employees to participate in this study, their participation will last for one to two weeks. This study will involve two visits to the hotel (or department). The first visit is for the questionnaires distribution and the second visit is for the data collection. During the study you may expect the following study procedures to be followed:

1. Each hotel from the list provided by Malaysian Association of Hotels will be contacted through a phone call. Principal investigator will ask the human resource or education manager of the hotel if they are willing to let their employees participate in this study.
2. The managers will receive an email message to have a brief information about the study and the procedures that will be conducted by the principal investigator. A follow up email or phone call will be made to schedule an appointment if the managers are interested to allow their employees to participate.
3. If the manager agree to allow his/her employees to participate, the principal investigator will make an appointment to meet the manager at the hotel to pass on the questionnaire with a sealed envelope, cover letter, inform consent document, and boxes for the submission. The manager will need to sign the informed consent document as an authorized representative for his/her employees.
4. If the managers or head departments are willing to distribute the questionnaire to their employees for voluntary participation, the principal investigator will drop-off the questionnaires in the manager’s/ head department’s office. If the managers are not willing to do the distribution, the principal investigator will seek permission to leave the questionnaire into employee’s mailbox. Each questionnaire will be attached with a cover letter in a sealed envelope.
5. Participants will be asked to complete questionnaires about communication satisfaction, turnover intention, and participant background. Some persons will also be asked to provide comments about the questionnaire. If they want to participate in a lucky draw, they will have to fill out their contact details in a small card attached with the questionnaire. Participant will be given a week to submit the questionnaire.

6. Participants will have to submit the questionnaire in a sealed envelope provided and detach the small card contains their contact details from the questionnaire. Each questionnaire and small card should be submitted into a separate box provided by the principal investigator.

7. Principal investigator will come to the hotel to collect the questionnaires and the small cards contain the participant's contact details.

**RISKS**

While participating in this study your employees may not experience any risk: There are no foreseeable risks at this time from participating in this study as it is a voluntary participation and employees can skip any questions that they are not comfortable with.

**BENEFITS**

If you decide to allow your employees to participate in this study there will be direct benefit to you and your employees. It is hoped that the information gained in this study will benefit society by understand what are the factors contribute to communication satisfaction and how does communication relate with turnover intention among hotel employees. The data from this study will enhance hotel manager’s knowledge to improve communication practices in the organization to reduce employee turnover. This study is also intended to broaden research literature in both hospitality and communication field.

**COSTS AND COMPENSATION**

Your employees will not have any costs from participating in this study. Your employees will not be compensated for participating in this study. However, if they would like to participate in lucky draws, there will be one of three gift cards to be offered as a token of appreciation for their participation. A random drawing will be placed upon completion of data collection. Selected participants who win the gift cards will be contacted through email or phone. The gift card will be mailed to the selected participant’s address in early October.

**PARTICIPANT RIGHTS**

Your employee’s participation in this study is completely voluntary and they may refuse to participate or leave the study at any time. If they decide to not participate in the study or
leave the study early, it will not result in any penalty or loss of benefits to which they are otherwise entitled.

**CONFIDENTIALITY**

Records identifying participants will be kept confidential to the extent permitted by applicable laws and regulations and will not be made publicly available. However, federal government regulatory agencies, auditing departments of Iowa State University, and the Institutional Review Board (a committee that reviews and approves human subject research studies) may inspect and/or copy your records for quality assurance and data analysis. These records may contain private information.

To ensure confidentiality to the extent permitted by law, the following measures will be taken:

i) Questionnaires will not contain identifiers.

ii) Only the principal investigator and the major professor will have the access to the data.

iii) The computer data will be stored on the principal investigator's personal computer, while printed data will be stored in a locked file cabinet.

iv) All data will be kept for one year after completion of the study.

v) If the results are published, your identity will remain confidential.

**QUESTIONS OR PROBLEMS**

You are encouraged to ask questions at any time during this study.

- For further information about the study contact:
  
  i) Siti Fatimah Mohamad  
     Graduate student of Foodservice and Lodging Management  
     Iowa State University, United States  
     Email: siti@iastate.edu  
     Contact number: 012-2411973  
     or

  ii) Prof. Haemoon Oh  
     Supervisor  
     Apparel, Educational Studies, and Hospitality Management (AESHM)  
     Iowa State University, United States  
     Email: hmmoh@iastate.edu  
     Contact number: +1515-294-7409

- If you have any questions about the rights of research subjects or research-related injury, please contact the IRB Administrator, (515) 294-4566, IRB@iastate.edu, or
Manager's Signature

Your signature indicates that you allow your employees to participate voluntarily in this study, that the study has been explained to you, that you have been given the time to read the document and that your questions have been satisfactorily answered. You will receive a copy of the written informed consent during the period of your employee’s participation in the study.

Name of Manager/Legally Authorized Representative (printed)

(Signature of Manager/Legally Authorized Representative)  (Date)

Investigator Statement

I certify that the participant has been given adequate time to read and learn about the study and all of their questions have been answered. It is my opinion that the participant understands the purpose, risks, benefits and the procedures that will be followed in this study and has voluntarily agreed to participate.

(Signature of Person Obtaining Informed Consent)  (Date)
APPENDIX C. LETTER OF INTRODUCTION

September 12, 2008

Dear hotel employees,

The purpose of this study is to examine what factors in communication practices contribute to the overall communication satisfaction. This study also investigates the effects of communication on turnover intention. You are invited to participate in this study because you are a hotel employee without supervisory position.

Your participation is completely voluntary and you may refuse to participate at any time. If you agree to participate in this study, your will need less than 15 minutes to complete the questionnaire. You will be asked to complete questionnaires about communication satisfaction, turnover intention, and participant background. Some persons will also be asked to provide comments about the questionnaire. You may skip any questions if you do not feel comfortable to answer from the questionnaire.

If you would like to participate in a lucky draw, you may have to fill out your contact details on a small card attached at the back of the questionnaire. After completion, please detach the small card from the questionnaire. Please place the questionnaire in the envelope provided, seal it, and submit the questionnaire in a specific box provided. The small card contains your contact details should be submitted in another specific box provided.

To ensure confidentiality to the extent permitted by law, the following measures will be taken: 1) questionnaire will remain completely anonymous and no personal identification will be placed on the questionnaire, 2) no hotel will be identified by name in the published research, 3) only the principal investigator and the major professor will have the access to the data, 4) the computer data will be stored on the principal investigator's personal computer, while printed data will be stored in a locked file cabinet, 5) all data will be kept for one year after completion of the study. There are no foreseeable risks at this time nor incur any cost if you participate in this study.

I hope the information gained in this study will benefit society by helping to enhance your organization’s knowledge about effective communication practices. Your participation is highly appreciated. If you have any questions, please contact Siti Fatimah Mohamad at 012-2411973.

Thank you.

Sincerely,

____________________
Siti Fatimah Mohamad
Graduate Student
Iowa State University
United States of America

Versi Bahasa Melayu
di muka surat belakang
12 September 2008

Kepada kakitangan hotel,

Tujuan kajian ini adalah untuk mengkaji faktor-faktor dalam amalan komunikasi yang menyumbang kepada kepuasan dalam komunikasi secara menyeluruh. Kajian ini juga mengkaji kesan komunikasi terhadap kebarangkalian pekerja untuk beralih arah ke syarikat atau hotel lain. Anda dipelawa untuk menyertai kajian ini kerana anda merupakan kakitangan hotel yang bekerja tanpa sebarang tugas menyelia.


Sekiranya anda ingin menyertai cabutan bertuah yang ditawarkan, anda ditegur untuk memberi butiran peribadi pada kad kecil yang dilampirkan pada bahagian belakang borang soal selidik. Sebahagian daripada anda juga akan ditanya untuk mengajukan cadangan berkenaan borang soal selidik. Anda boleh melangkau dan meninggalkan sebarang soalan sekiranya anda berasa kurang selesa dengan soalan yang terdapat di dalam borang soal selidik.

Bagi memastikan identiti anda terjamin dan tidak terdapat di dalam borang soal selidik.

Saya berharap agar segala maklumat yang diperolehi daripada kajian ini akan dapat membantu dan meningkatkan perhotelan. Penyertaan anda amatlah dihargai, Jika anda mempunyai sebarang pertanyaan, sila hubungi saya, Siti Fatimah Mohamad di talian 012-2411973.

Saya berharap agar segala maklumat yang diperolehi daripada kajian ini akan dapat membantu dan meningkatkan perhotelan. Penyertaan anda amatlah dihargai, Jika anda mempunyai sebarang pertanyaan, sila hubungi saya, Siti Fatimah Mohamad di talian 012-2411973.

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APPENDIX D. QUESTIONNAIRE

Part I: The Communication Satisfaction Questionnaire
Bahagian I: Kepuasan dalam Komunikasi

Instruction: Please read the following statements related to your satisfaction with all types of communication in your work place. Please indicate the extent to which you agree or disagree with each statement using the scale below.

Arahan: Sila baca kenyataan berikut berkenaan kepuasan anda dengan segala jenis komunikasi di dalam hotel tempat anda bekerja. Sila bulankan jawapan berdasarkan skala yang diberikan.

In my workplace:
Di tempat kerja saya:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree Strongly</th>
<th>Neutral</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I receive information about my progress in my job.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima maklum tentang kemajuan kerja saya.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I receive information about personnel.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima maklumat tentang berita kakitangan (cth: kakitangan terbaik bulanan).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I receive information about how my job compares with others.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima maklumat perbandingan kerja saya dengan kakitangan lain.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I receive information about how I am being judged.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima maklumat bagaimana saya dirilai.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. I receive recognition of my efforts.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima penghargaan di atas segala usaha saya.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. I receive information about my departmental policies and goals.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima maklumat tentang polisi dan matlamat jabatan saya.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. I receive information about the requirements of my job.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima maklumat tentang kepentingan tugas saya.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. I receive information on how problems in my job are being handled.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima maklumat bagaimana masalah berkenaan kerja saya dikendalikan.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. I receive information about employee benefits and pay.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Saya menerima maklumat tentang bayaran dan faedah-faedah pekerja.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Upper management knows and understands the problems faced by employees.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Pihak pengurusan atasan maklum dan menahami masalah yg dihadapi oleh pekerja.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. This organization's communication motivates and stimulates my enthusiasm for meeting organization goals.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Komunikasi di dalam hotel ini menggalak dan merangsang semangat saya untuk mencapai matlamat hotel.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Upper management listens and pays attention to me.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Pihak pengurusan atasan mendengar dan mengambil berat tentang saya.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. People in my organization have great ability as communicators.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Kakitangan di dalam hotel ini mempunyai kemahiran berkomunikasi yang bagus.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
### In my workplace:

**Di tempat kerja saya:**

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>14. My supervisor offers guidance for solving job-related problems.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Penyelia saya memberi bimbingan dalam menyelesaikan masalah berkaitan kerja.</td>
<td>----------</td>
<td>---------</td>
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<td>----------------</td>
</tr>
<tr>
<td>15. This organization’s communication makes me identify with it or feel a vital part of it.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Komunikasi di hotel ini membuat saya merasa diri saya penting dan merupakan sebahagian daripada warga hotel.</td>
<td>----------</td>
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</tr>
<tr>
<td>16. This organization’s publications are interesting and helpful.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Nasihat terbitan hotel ini (cth: majalah, artikel di paparan penting) adalah menarik dan sangat membantu.</td>
<td>----------</td>
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</tr>
<tr>
<td>17. My supervisor trusts me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Penyelia saya mempercayai saya.</td>
<td>----------</td>
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</tr>
<tr>
<td>18. I receive on-time information needed to do my job.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Saya menerima maklumat tepat pada waktu yang diperlukan untuk melaksanakan kerja.</td>
<td>----------</td>
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</tr>
<tr>
<td>19. Conflicts are handled appropriately through proper communication channels.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Konflik diatasi dengan sebaiknya menggunakan saluran komunikasi yang bersesuaian.</td>
<td>----------</td>
<td>---------</td>
<td>-------</td>
<td>----------------</td>
</tr>
<tr>
<td>20. The rumors are active in our organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Gosip berlaku dalam hotel ini.</td>
<td>----------</td>
<td>---------</td>
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</tr>
<tr>
<td>21. My supervisor is open to ideas.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Penyelia saya bersedia terbuka dengan pandangan kaktiangan.</td>
<td>----------</td>
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</tr>
<tr>
<td>22. Communication with employees in other departments is accurate and free-flowing.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Komunikasi dengan pekerja antara jabatan adalah tepat dan berjalan lancar.</td>
<td>----------</td>
<td>---------</td>
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<td>----------------</td>
</tr>
<tr>
<td>23. Communication practices are adaptable to emergencies.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Amanat komunikasi boleh digunakan di saat kecemasan.</td>
<td>----------</td>
<td>---------</td>
<td>-------</td>
<td>----------------</td>
</tr>
<tr>
<td>24. My work group is compatible.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Kumpulan kerja saya adalah sepadan dan saling memelihara antara satu sama lain.</td>
<td>----------</td>
<td>---------</td>
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<td>----------------</td>
</tr>
<tr>
<td>25. Our meetings are well-organized.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Mesyuarat kami dikendalikan dengan teratur.</td>
<td>----------</td>
<td>---------</td>
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<td>----------------</td>
</tr>
<tr>
<td>26. The amount of supervision given to me is about right.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Penyeliaan yang diberikan kepada saya adalah mencukupi.</td>
<td>----------</td>
<td>---------</td>
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<td>----------------</td>
</tr>
<tr>
<td>27. Written directives and reports are clear and concise.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Arah dan laporan bertulis adalah jelas dan tepat.</td>
<td>----------</td>
<td>---------</td>
<td>-------</td>
<td>----------------</td>
</tr>
<tr>
<td>28. Attitudes toward communication in my organization are basically healthy.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Sikap yang ditunjukkan oleh kaktiangan kepada komunikasi di dalam hotel adalah memberasarkan.</td>
<td>----------</td>
<td>---------</td>
<td>-------</td>
<td>----------------</td>
</tr>
<tr>
<td>29. Informal communication is active and accurate.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Komunikasi tidak formal (yang tidak berkaitan dengan kerja) adalah berlaku di dalam hotel dan mempunyai informasi yang tepat.</td>
<td>----------</td>
<td>---------</td>
<td>-------</td>
<td>----------------</td>
</tr>
<tr>
<td>30. The amount of communication in my organization is about right.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Kekerapan komunikasi di hotel ini adalah mencukupi.</td>
<td>----------</td>
<td>---------</td>
<td>-------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
### Part II: Overall Communication Satisfaction

**Bahagian II: Kepuasan dalam Komunikasi Secara Keseluruhan**

Instruction: Based on the question below, please circle your answer using the scale provided.

*Arahan: Berdasarkan soalan di bawah, sila bulatkan jawapan anda menggunakan skala yang diberikan.

Overall, how satisfied or dissatisfied are you with the communication practices in your organization?

*Secara keseluruhan, adakah anda berpuas hati atau tidak berpuas hati dengan amalan komunikasi dalam hotel tempat anda bekerja?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very dissatisfied</td>
<td>Neutral</td>
<td>Very satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Part III: Future Intention

**Bahagian III: Perancangan untuk Masa Hadapan**

Instruction: Please read the following statements and indicate the extent to which you agree or disagree with each statement using the following scale.

*Arahan: Berdasarkan soalan di bawah, sila bulatkan jawapan anda menggunakan skala yang diberikan.

<table>
<thead>
<tr>
<th>Statement: Kenyataan:</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>
| 1. I am looking for another more ideal job than the one I now work in.  
*Saya sedang mencari pekerjaan yang lebih baik dari pada pekerjaan saya sekarang.* | 1 | 2 | 3 | 4 | 5 |
| 2. I thought seriously about changing organizations since I began to work here.  
*Saya memikirkan dengan serius untuk berpindah ke hotel/ syarikat lain sejak saya mula bekerja di sini.* | 1 | 2 | 3 | 4 | 5 |
| 3. I intend to remain with this organization for a long time.  
*Saya bercadang untuk kekal bekerja di hotel ini bagi tempoh masa yang lama.* | 1 | 2 | 3 | 4 | 5 |
| 4. I think I would like to be working for this organization three years from now.  
*Saya bercadang untuk terus bekerja di hotel ini dalam tempoh tiga tahun dari sekarang.* | 1 | 2 | 3 | 4 | 5 |
Part IV: About Yourself

Bahagian IV: Latar Belakang Diri Anda

Instruction: Please tick the response that best describes you.

Arahan: Sila tanda jawapan yang bersesuaian dengan diri anda.

1. What is your gender? (Apakah jantina anda?)
   ____ Male (Lelaki)
   ____ Female (Perempuan)

2. What is your age range? (Berapakah lingkungan umur anda?)
   ____ Less than 20 (Bawah 20)
   ____ 20 - 29
   ____ 30 - 39
   ____ 40 - 49
   ____ 50 or older (50 dan ke atas)

3. Please specify the department you are working for:
   (Sila nyatakan di jabatan mana anda bekerja):
   ____ Food and beverage (Makanan dan minuman)
   ____ Front office
   ____ Housekeeping
   ____ Maintenance (Penyagaran)
   ____ Other (Lain-lain)

   Please specify (Sila nyatakan) ______________________________________

4. How long have you worked in this hotel? (Berapakah lama anda telah bekerja di hotel ini?)
   ____ years (tahun) and ____ months (bulan)

5. What is your current position in this hotel? (Apakah jawatan anda di hotel ini?)
   ____ Non-supervisory position (Pekerja biasa tanpa tugas menyelia)
   ____ Supervisor (Penyelia)

6. What is your nationality? (Apakah kewarganegaraan anda?)
   ____ Malaysian (Rakyat Malaysia)
   ____ Non-Malaysian (Bukan rakyat Malaysia).

   Please specify (Sila nyatakan) ________________________________

7. For Malaysian, what is your race? (Bagi rakyat Malaysia, apakah bangsa anda?)
   ____ Malay (Melayu)
   ____ Chinese (Cina)
   ____ Indian (India)
   ____ Other (Lain-lain)

   Please specify (Sila nyatakan) ________________________________

8. What is your first language? (Apakah bahasa utama anda?)
   ____ Malay language (Bahasa Melayu)
   ____ Chinese language (Kantonis, Mandarin, atau Hokkien)
   ____ Tamil (Bahasa Tamil)
   ____ English language (Bahasa Inggeris)
   ____ Other (Lain-lain)

   Please specify (Sila nyatakan) ________________________________

Thank you for participating in this study. All answers from this questionnaire will remain confidential.
(Terima kasih kerana mengambil bahagian dalam kajian ini. Semua jawapan dalam kajian ini dijamin sulit.)

For a token of appreciation for your participation, there will be lucky draws for three Jusco gift cards, each value MYR50. If you would like to participate to get one of the gift cards, please fill out your contact details on the attached small card.

(Sebagai penghargaan di atas penglibatan anda, cabutan bertaruh akan diadakan bagi tiga kad hadiah Jusco bernilai RM50 setiap satu. Jika anda ingin menyerahkan cabutan bertaruh bagi memenangi satu daripada tiga kad hadiah tersebut, sila isi maklumat diri anda di kad kecil yang dilampirkan.)

Small card will be attached here. (Kad kecil akan dilampirkan di sini).

Name (Nama): ____________________________

E-mail / Phone no. (E-mail / No. telefon): ____________________________
APPENDIX E. PILOT TESTING

Introduction:
My name is Siti Fatimah Mohamad, a graduate student from Iowa State University. I am currently doing research for my Master’s thesis. I have already get approval from your manager to conduct this pilot test for my questionnaire.

Purpose of pilot test:
The aim of this pilot test is to test the reliability of the questionnaire. It is also to ensure that the words or scales used in the questionnaire are clear and easy to understand.

Research background:
I am examining what are the factors in communication practices that contribute to overall communication satisfaction. This study also investigates the effects of communication on turnover intention among hotel employees in Malaysia.

Procedures for pilot test:
1) Read every instruction before you start to answer the questions from the questionnaire. You will be asked about communication satisfaction, turnover intention, and participant background.
2) After completion, you will have to complete the pilot test form. This form will ask you how understandable words or scales used in the questionnaire.
3) You may also make any suggestions to improve the clarity of the questionnaire.

I really appreciate your time and effort in assisting me for this pilot test.

Thank you.

Regards,

__________________
Siti Fatimah Mohamad
Graduate Student
Foodservice and Lodging Management
Iowa State University
United States of America
PILOT TEST FORM

Please answer the following questions or make any comments upon the completion of your questionnaire.

1. Were the questions understandable? __________________________________________
   If not, please indicate the question number and what is difficult to understand
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________

2. Were the scales (rankings) understandable? ______________________________________
   If not, please suggest what need to be done to make scale easier to understand
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________

3. Overall, what suggestions do you have to improve the questionnaire?
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________

Thank you for your participation in this pilot test.

If you are interested to have further discussion about the questionnaire, you can email me at siti@iastate.edu or I can be reached at my cell phone number 012-2411973.

Siti Fatimah Mohamad
Graduate Student
Foodservice and Lodging Management
Iowa State University
UJIAN PERCUBAAN BAGI SOAL SELIDIK

Pengenalan:
Saya Siti Fatimah Mohamad, pelajar sarjana dari Iowa State University. Saya kini mengendalikan kajian bagi projek pengajian sarjana saya. Saya telah mendapat kelulusan dari pihak atasan hotel bagi mengendalikan ujian percubaan bagi soal selidik yang disediakan.

Tujuan ujian percubaan bagi soal selidik:
Tujuan ujian ini diadakan adalah untuk menguji tahap kebolehpencayaan soal selidik yang disediakan. Ia juga bertujuan bagi memastikan perkataan dan skala yang digunakan jelas dan mudah difahami.

Latarbelakang kajian:
Saya membuat penyelidikan berkaitan faktor dalam amalan komunikasi yang menyumbang kepada kepuasan komunikasi secara keseluruhan. Kajian ini juga bertujuan untuk mengenalpasti kesan komunikasi terhadap rancangan pekerja untuk berpindah ke syarikat atau hotel lain.

Panduan bagi ujian percubaan soal selidik:
4) Sila baca setiap arahan yang diberikan sebelum anda menjawab soalan dalam kertas soal selidik. Anda akan ditanya mengenai kepuasan komunikasi, perancangan untuk bertukar tempat kerja, dan latar belakang diri.
5) Selepas melengkapkan kertas soal selidik, anda dikehendaki mengisi borang bagi ujian percubaan soal selidik.
6) Anda dialu-alukan bagi membuat cadangan bagaimana untuk meningkatkan mutu soal selidik.

Saya sangat menghargai usaha dan masa anda dalam menyertai ujian percubaan ini.

Terima kasih.

Yang benar,

__________________
Siti Fatimah Mohamad
Pelajar sarjana
Foodservice and Lodging Management
Iowa State University
Amerika Syarikat
BORANG BAGI UJIAN PERCUBAAN SOAL SELIDIK

Sila jawab soalan di bawah dan kemukakan sebarang cadangan selepas anda menjawab soalan dari kertas soal selidik.

4. Adakah soalan yang ditanya mudah difahami? ________________________
   Jika tidak, sila nyatakan nombor soalan dan mengapa ianya susah difahami
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

5. Adakah skala yang digunakan mudah difahami? _______________________
   Jika tidak, sila cadangkan apa yang harus dilakukan bagi memudahkan pemahaman anda
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

6. Secara keseluruhan, apakah cadangan anda untuk meningkatkan kualiti pemahaman soal selidik?
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

Terima kasih di atas penglibatan anda dalam ujian percubaan ini.

Jika anda berminat untuk perbincangan lanjut mengenai borang soal selidik, anda boleh menghubungi saya melalui email di siti@iastate.edu atau di nombor 012-2411973.

Siti Fatimah Mohamad
Pelajar sarjana
Foodservice and Lodging Management
Iowa State University
First Script to Seek Permission for Voluntary Participation  
(via phone call)

To human resource or education managers

Hello, my name is Siti Fatimah Mohamad. I am a graduate student of Foodservice and Lodging Management from Iowa State University, United States. I am conducting a study about effects of communication on turnover intention among hotel employees in Malaysia. I obtained your hotel contact details from Malaysian Association of Hotels. I would like to seek your permission if you allow your employees who hold non-supervisory positions to participate in this study.

If you would like to know more about my study, I can email you a brief description about my study and procedures that will be conducted for your review. I will do a follow up through phone or email to see if you are interested. I really appreciate if you allow your employees to participate in this study.

Thank you.

Siti Fatimah Mohamad  
Graduate student  
Foodservice and Lodging Management  
Iowa State University
Second Script for Email Message
(A brief message to explain about the study and procedures that will be conducted by
the principal investigator)

To human resource or education managers

Dear Mr. /Mrs. _____________,

I am Siti Fatimah Mohamad, a graduate student of Foodservice and Lodging Management from Iowa State University, United States. I am conducting a study about effects of communication on turnover intention among hotel employees in Malaysia. I am writing this email to briefly explain about my study and procedures that will be conducted for the study.

Title: Effects of communication on turnover intention: A case of hotel employees in Malaysia.

Purpose:
i) Assess the effect of each of the six Communication Satisfaction Questionnaire (CSQ) factors (i.e. organizational integration, personal feedback, communication climate, media quality, co-worker communication, and supervisor communication) on overall communication satisfaction from the perspective of hotel employees in Malaysia.
ii) Examine the relationship between overall communication satisfaction and turnover intention.
iii) Contribute to broaden research literature in both hospitality and communication field. The results may aid hotel managers in Malaysia to develop strategies for effective communication practices, in order to reduce turnover rates of their employees.

Survey instrument:
Close-ended questionnaire comprises 31 questions about communication satisfaction, 4 questions on turnover intention, and 8 questions about participant’s demographics. Total question = 43.

Ease of survey administration: High and require less than 15 minutes to answer.

Procedures:
1. If the manager agree to allow his/her employees to participate, the principal investigator will make an appointment to meet the manager at the hotel to pass on the questionnaire with a sealed envelope, cover letter, inform consent document, and boxes for the submission. The manager will need to sign the informed consent document as an authorized representative for his/her employees.
2. If the manager or head department is willing to distribute the questionnaire to his/her employees for voluntary participation, the principal investigator will drop-off the questionnaires in the manager’s/ head department’s office. If the manager or head department is not willing to do the distribution, the principal investigator will seek permission to leave...
the questionnaire into employee’s mailbox. Each questionnaire will be attached with a cover letter in a sealed envelope.
3. Participants will be asked to complete questionnaires about communication satisfaction, turnover intention, and participant background. Some persons will also be asked to provide comments about the questionnaire. If they want to participate in a lucky draw, they will have to fill out their contact details in a small card attached with the questionnaire. Participant will be given a week to submit the questionnaire.
4. Participants will have to submit the questionnaire in a sealed envelope provided and detach the small card contains their contact details from the questionnaire. Each questionnaire and small card should be submitted into a separate box provided by the principal investigator.
5. Principal investigator will come to the hotel to collect the questionnaires and the small cards contain the participant's contact details.
6. After the completion of data collection, participants who win the lucky draw will be contacted. The principal investigator will meet each of three winners to send a gift card as a token of appreciation. The winners will need to sign a receipt of compensation form provided by Iowa State University.

Please do not hesitate if you have further questions about the study or the procedures. I can be contacted at my email address siti@iastate.edu or my phone number 012-2411973.

If you would like to have your employees to participate in this study, I would appreciate your positive feedback and I will make an appointment to meet you.

Thank you.

Siti Fatimah Mohamad
Graduate student
Foodservice and Lodging Management
Iowa State University
Third Script to Schedule an Appointment  
(via email message or phone call)

To human resource or education managers

Hello Mr./Mrs. ______________,

Thank you for your kind consideration to allow your employees to participate in my study. I am looking forward to meet you in order to pass on the questionnaires, the informed consent document, and any related materials for the study.

I appreciate if you can suggest any time and date for us to meet. It is anticipated that my appointment will take less than one hour. I will meet you at your office at (time) on (date), as you have suggested.

Thank you very much.

Siti Fatimah Mohamad  
Graduate student  
Foodservice and Lodging Management  
Iowa State University