

GHANA INSTITUTE OF JOURNALISM



EFFECTS OF COMMUNICATION ON EMPLOYEE TURNOVER INTENTION IN HOPE FOR FUTURE GENERATIONS (HFFG)

SUPERVISOR: DR. MODESTUS FOSU

SALOME ASUMA NKAMAH

MAPR19012

SEPTEMBER 2020

TABLE OF CONTENTS

DECLARATION	4
DEDICATION	5
ACKNOWLEDGEMENT	6
ABSTRACT	7
CHAPTER ONE	8
INTRODUCTION	8
1.1 PROBLEM STATEMENT	9
1.2 RESEARCH OBJECTIVES	10
1.3 RESEARCH QUESTIONS	10
1.4 SIGNIFICANCE OF THE STUDY	11
CHAPTER TWO	12
REVIEW OF LITERATURE	12
2.0 Introduction	12
2.1 Theoretical framework and conceptual underpinning of the study	12
2.1.1 The Theory of Organizational Equilibrium	13
2.1.2 Expectancy Confirmation Theory	14
2.2 REVIEW OF RELATED LITERATURE	16
2.2.1 Employee turnover	16
2.2.2 Employee turnover intention	16
2.2.3 Communication and employee turnover intention	17
2.3 CONCLUSION	19
CHAPTER THREE	20

RESEARCH METHODOLOGY	20
3.1. Research design	20
3.2 Target population	23
3.3. Sample size and sampling procedure.	23
3.4 Data collection and analysis.....	24
3.5 Ethical issues.....	26
3.6. Chapter summary	26
CHAPTER FOUR.....	27
CONCLUSION AND RECOMMENDATION	27
Summary.....	27
Conclusion	27
Recommendation.....	27
REFERENCE	29

DECLARATION

I hereby declare that this long essay is my work towards the award Masters of Art in Public Relations and that it contains no materials previously published by another person nor material which has been accepted for the award of another degree of the institution, except where due acknowledgment has been made in the text. I also declare that I take responsibility for any omissions and commissions associated with this work.

STUDENT: SALOME ASUMA ANKAMAH

SIGNATURE:

DATE:

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work were supervised following the guidelines for supervision as laid down by the Ghana Institute of Journalism.

SUPERVISOR: DR. MODESTUS FOSU

SIGNATURE:

DATE:

DEDICATION

I dedicate this work to my family and my two angels, Esi and Paul for all their love and support.

I could not have asked for more.

ACKNOWLEDGEMENT

I thank the Almighty God for his Grace and unmerited Favor for making this project a success.

I am most grateful to my supervisor, Dr. Modestus Fosu for his immense support, patience, knowledge, and constructive feedback offered throughout the course of the study.

To all my friends and course mates, I say thank you for the great time we shared during our studies.

Finally, I express my sincere appreciation to my wonderful family for their support throughout my stay in school.

With a grateful heart I say Thank You!

ABSTRACT

This research study was conducted to explore the effect of communication on employee turnover intentions in Hope for Future Generations, a Non-Governmental Organization with a focus on women and children in Ghana. This study aimed to understand how communication fuels high employee turnover intentions in organizations. The relationship between communication and employee turnover intention was examined. The results indicated that effective communication can predict turnover intention behavior in employees. Also, it was discovered that organizations with good communication practices can facilitate employees to complete their tasks successfully, generate a working group environment, and increase job satisfaction. Limitations of this study are addressed and recommendations for future research are suggested.

CHAPTER ONE

INTRODUCTION

The success of every organization rests chiefly on the level of productivity of its employees and the value the organization brings to the market. Goling (2015) observed that employees form the most important asset to any organization with an interest in building a strong culture for success. It is therefore worthy to note that for any organization to be productive, several factors come to play, and chiefly among them is employee turnover and how effective communication is managed in the organization.

Employee turnover according to Armstrong (2006) refers to the rate at which an employer gains and losses employee, how long the staff tends to join, and leave the organization. Kazi, & Zadeh, (2011) also defined employee turnover as the regular change of employees around the employment market among organizations, professions, and career; and between the conditions of full employment and that of being without a job.

Over the years, many organizations and employers grapple with the persistent problem of employee turnovers especially with low cadre jobs (Horton, 2007). According to Kwame et al (2017), Employee turnover is considered to be one of the challenging issues in business nowadays. Employee turnover is becoming a major problem among most companies in the world, especially in low-paying jobs thus it can be extremely upsetting and disturbing for any company. It makes employers find it very difficult to maintain a stable and successful operation and by extension, for the company to make a profit and develop.

Linda (2002) posits that the costs of employee turnover can be staggering, in the effect of consuming quite a substantial amount of annual wage that an employer would otherwise pay to its workforce. Harrie (2002) expounded on the woes of employee turnover to the organization by explaining the costs involved. According to her, the costs of employee turnover normally include; advertising expenses, headhunting fees, resource management expenses, loss of time and efficiency, work imbalance, and employee training and development expenses for new joiners. According to Murphy (2009), companies take a deep interest in their employee turnover rate

because turnover affects the running of the business by creating disruptions which result in reduced production and profits of the organization.

As mentioned earlier, there are many reasons triggering employee turnover intentions in various organizations. Turnover intention refers to the “final cognitive decision-making process of voluntary turnover” (Steel and Ovalle, 1984; as cited in Lambert et al., 2001, p. 234). To explain, it is employees’ withdrawal cognition process where they have thoughts of quitting the job, intention to search for a job, and intention to leave (Carmeli and Weisberg, 2006). Among the reasons for triggering employees, turnover intentions are compensation, work environment, and organizational culture (Boxall, Macky & Rasmussen, 2003; Deery & Shaw, 1999; Gustafon, 2002).

Communication is identified as one of the major factors for employee 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). despite this observation, there is an inadequate depth of study that investigates a direct relationship between communication and employee turnover intentions, especially in Ghana. This thesis seeks to examine and understand the relationship between organizational communication and employee turnover intentions in Hope for Future Generation, a Non-governmental organization in Ghana. Specifically, this study seeks to identify the impact(s) of effective communication on reducing employee turnover intention in organizations in Ghana.

1.1 PROBLEM STATEMENT

With all the technological advancement, no business can effectively operate without the employee society. Employers are offering various incentives such as higher wages, training as well as promotions in a bid to retain and enhance job satisfaction yet there are lots of employees who quit their jobs daily. Whilst the reasons vary, there is no denying of the fact that most employees harbor the thoughts and intentions of quitting their jobs. These thoughts are referred to as employee turnover intentions.

In the academic enclave, employee turnover intention has received much scholarly attention because the turnover intention has been found to be associated with actual voluntary turnover (Lambert et al., 2001) as cited in (Kim, Tam, Kim and Rhee, 2017).

Amongst all the factors that influence employee turnover intention and in the list of packages that serve as an incentive for employee retention, effective communication has been overlooked as a motivation to forestall turnover intention. It is on this account that the study is being conducted to understand how effective communication affects employee turnover intentions in various organizations. Thus, this study will aid management and managers in enhancing communication practices in their organizations. To this end, it is expected that this research will provide managers and team leaders with a better understanding of what communication factors that can discourage employee turnover intentions and foster a spirit of cooperation and teamwork.

1.2 RESEARCH OBJECTIVES

This research seeks to

- Identify the communication practices in Hope for Future Generations
- Explore the implications of the communication practices of Hope for Future Generations on employee turnover intent.

1.3 RESEARCH QUESTIONS

The study seeks to provide answers to the following questions

1. What are the communication practices in Hope for Future Generations?
2. What are the implications of these practices on employee turnover intent in Hope for Future Generations?

1.4 SIGNIFICANCE OF THE STUDY.

This study seeks to understand the critical role communication plays in every organization and how the effectiveness or ineffectiveness of it motivates turnover intentions in employees. Also, this study will add up to the myriad body of knowledge under the literature of employee turnover which will be useful for researchers and individuals thirsty for knowledge.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 Introduction

This review of literature is divided into three segments; the research models and hypotheses underpinning the study, a review of related literature, a concept of employee turnover, roles communication plays in employee turnover intention, and a conclusion to the chapter.

The first segment enlists the various definitions for employee turnover, turnover intention, and the relationship between employee turnover intention and actual turnover. The second segment looks at communication in an organization setting and the role communication plays in fueling employee turnover intention. The final segment contains the theoretical framework and conceptual underpinnings of the study. A summary of the review of the literature will be provided at the end of this chapter.

2.1 Theoretical framework and conceptual underpinning of the study

This study is based on the premise that effective communication is a motivation for low employee turnover or the intent to leave, while ineffective communication is the opposite. Effective communication is a situation when there is shared meaning consequent upon mutual sense-making and sense-giving between a speaker and hearer. And this process is enshrined in the reciprocity of exchange of transmitted messages that mean to both speaker and hearer (Nwagbara et al., 2013).

This study is, therefore, conceptually premised on the framework that ineffective communication at Hope for Future Generations is responsible for high turnover rate intension. Mobley (1982) observed that ineffective communication or lack of communication can trigger a high rate of employee turnover (intension). This assertion is supported by Barrett (2006), who said that a lack of communication can prevent employees from reporting an injury at work, bullying, harassment, and other issues. Besides, lack of communication or ineffective communication can cause a skewed understanding of what a manager or supervisor says that might be detrimental to work description and details. This can impact negatively on carrying out work appropriately (Nwagbara et al., 2013).

Two theories regarding turnover intention will be explored to serve as the conceptual underpinning of the study. The theories are The Theory of Organizational Equilibrium (TOE) and the Expectancy Confirmation Theory (ECT).

2.1.1 The Theory of Organizational Equilibrium

The Theory of Organizational Equilibrium (TOE), according to Holton, et al. (2008) as cited in Ngo-Henha (2017) is commonly considered as the first formal theory on turnover intention. The theory hypothesizes that turnover is a decision taken by an employee after weighing one's perception of one's contribution to the organization against the contribution of the organization to one's life (March & Simon, 1958).

Holton, et al. (2008) posits that this theory assumes that perceived desirability of movement and perceived ease of movement are the two main factors that determine an employee's equilibrium. These two main factors also determine job satisfaction which itself also directly affects turnover intention. The TOE sees job satisfaction as depending on one's compatibility with one's different roles in the organization; on the predictability of his/her relationship at work; and on the conformity of one's job with one's self-image (Brasher, 2016). Ngo-Henha (2017) points out that the TOE contains a loop between turnover, organizational size, the possibility of transfer, and perceived desirability movement.

What this means is that according to TOE, turnover affects the size of the organization, the size of the organization affects the possibility of transfer, the possibility of transfer affects the perceived desirability of movement, the perceived desirability of movement affects turnover and the loop starts again with the effect of turnover on the size of the organization. As TOE displays the relationship of influence of ease of movement on employee turnover, management must institute initiatives and interventions aimed at countering turnover intentions and promoting the retention of employees by maintaining the equilibrium between employee contributions and organization inducements (Ngo-Henha 2017). Below is the diagram of the Theory of Organizational Equilibrium

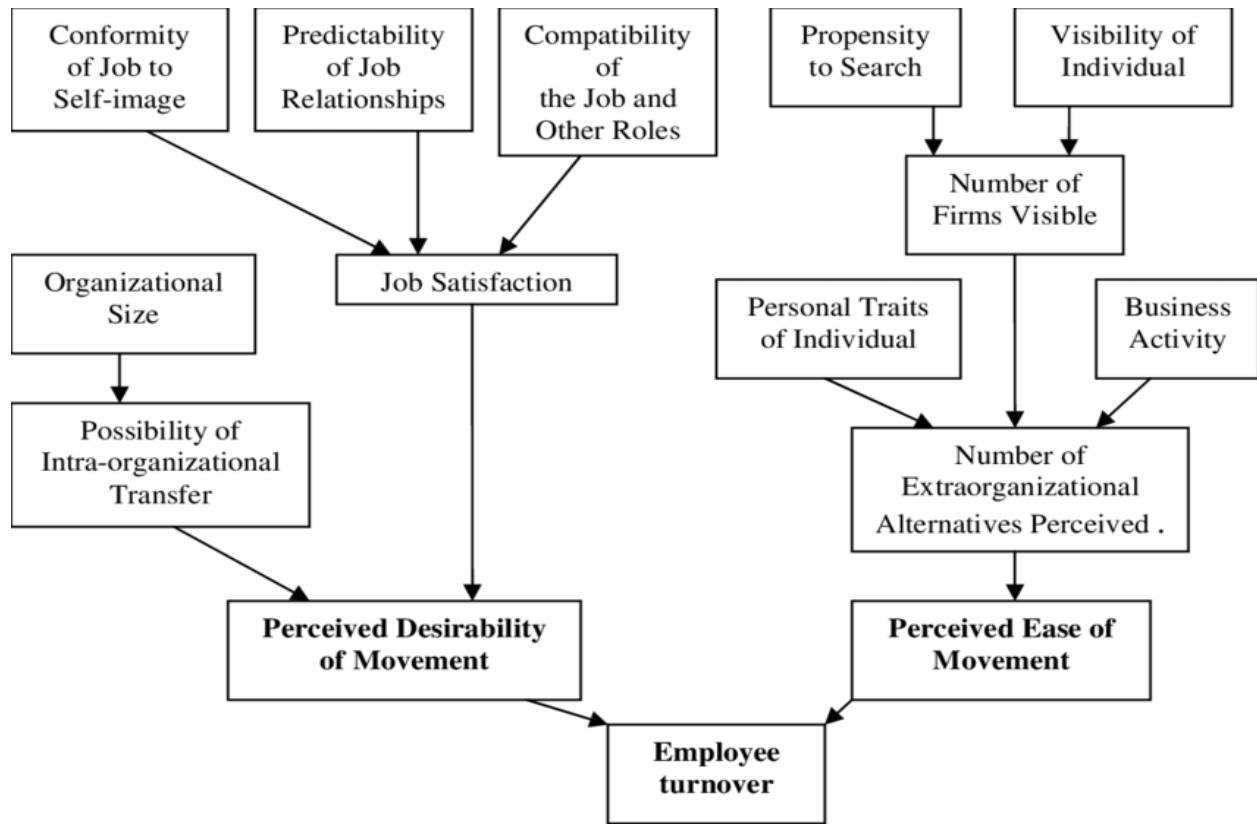


Figure 1 March – Simons (1958) Theory of Organizational Equilibrium.

2.1.2 Expectancy Confirmation Theory

The Expectation Confirmation Theory posits that expectations, coupled with perceived performance, leads to job satisfaction (Baharum & Jaafar, 2015). This goes to say that the concept behind the Expectancy Confirmation Theory is that before any event, one has an expectation. If that expectation is met positively, then one is satisfied. If that expectation is met negatively, then one is dissatisfied (Ngo-Henha 2017).

The Expectancy Theory claims that “people enter work organizations with expectations and values and if these expectations and values are met, by the organization, they will likely remain a member of the organization.” (Vroom, 1964). Rathakrishnan et al. (2016) claim that employees join the organization with some expectations; thus, negative behaviors such as absenteeism and turnover

intention will occur if those expectations are not met. Daly & Dee (2006) identifies the Expectancy Confirmation Theory as one of the fundamental theories at the heart of turnover intention research.

According to Rathakrishnan et al. (2016), turnover intention can be associated with the expectation of employees on issues such as rewards, training, working conditions, and recognition. From the perspective of the Expectancy Confirmation Theory, management efforts to evaluate and satisfy the expectations of their employees can be considered as a retention strategy especially for talented employees; and this can ultimately counter turnover intentions. Below is the diagram for the Expectation Confirmation Theory.

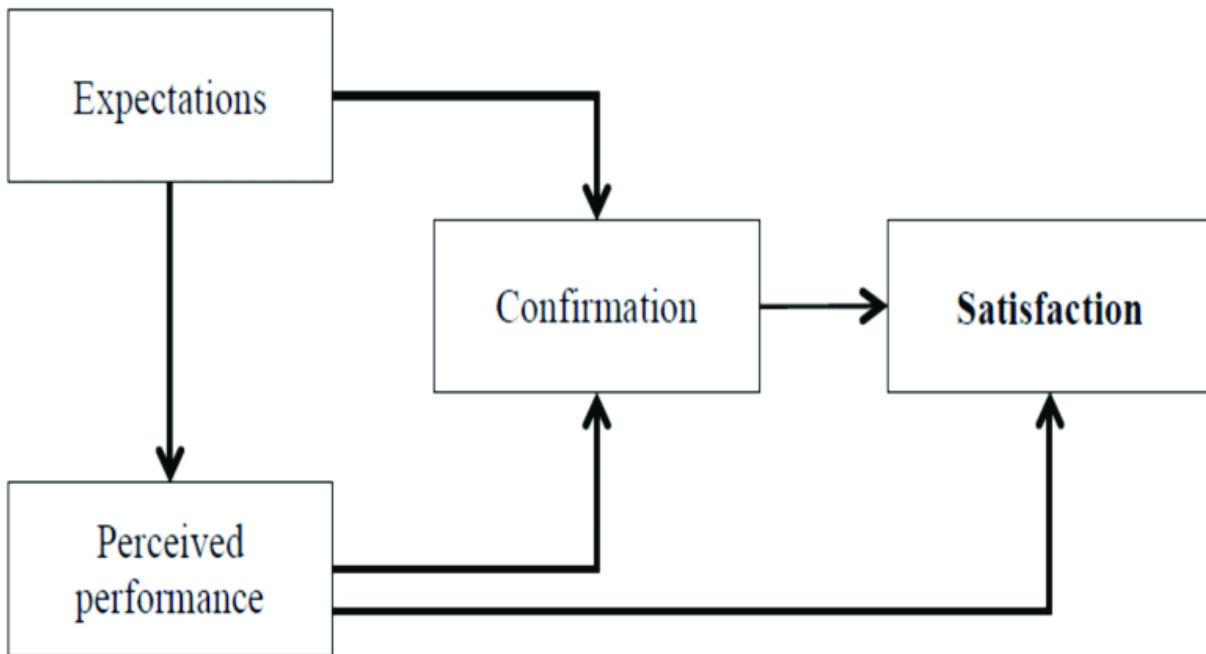


Figure 2 Expectation confirmation Theory.

2.2 REVIEW OF RELATED LITERATURE

2.2.1 Employee turnover

Employee turnover, according to Kwame et al. (2017) refers to people coming into and people moving out of an organization. Kazi & Zadeh (2011) also define it as the regular change of employees around the employment market among organizations, professions, and career; and between the conditions of full employment and that of being without a job. Singh, & Loncar, (2010) opined that staff turnover is the rate of change in the working staff of a company during a defined period. Loquercio et al., (2006) agrees with this by stating that staff turnover is the proportion of staff leaving in a given period but before the anticipated end of their contract. CIPD (2014) agrees to the same by defining employee turnover as “the proportion of employees who leave an organization over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers.” Hom and Griffeth define “employee turnover” as the voluntary termination of a member from an organization. Turnover according to Armstrong (2012) is referred to as the rate at which people might leave an organization given this, Morrell et al., (2004) states that several terms have been used for employee turnovers, such as quits, attrition, exits, mobility, migration or succession. If an employer is said to have a high turnover, it most often means that employees of that organization have a shorter tenure than those of other organizations.

When employees leave, valuable knowledge is lost. Hiring a new employee ramped up to performance levels similar to the one that has been lost takes time and money. Turnover is a major problem for many organizations because it is extremely costly for the employer, particularly in jobs that offer higher education and extensive on-the-job training, Kysilka (2013). Too much staff turnover can lead to excessive costs (Kitur,2015).

2.2.2 Employee turnover intention

Whilst these definitions talk about the turnover of employees in an organization, there is the intent of the employee to leave the organization before the turnover takes place. This is termed as turnover intention. Ngo-Henha (2017) is of the view that contrary to actual turnover, the turnover intention is ambiguous. It reflects the attitude that an employee has towards the organization.

According to her, the term turnover intention, turnover intent, intention to leave, and intention to quit are used synonymously in the literature to describe the likelihood that an employee will quit his or her job in the near future, Ngo-Henha (2017).

The turnover intention of employees refers to the likelihood of an employee to leave the current job he/she is doing, Ngamkroeckjoti, et al., (2012). According to Long, et al. (2012), every organization regardless of its location, size, or nature of business has always given a key concern about employees' turnover intention. Three elements set the tone for employee turnover intention. Firstly, the thought of quitting the job, then the intention to search for a different job; and finally, the intention to quit Rahman & Nas (2013) as cited in Ngo-Henha (2017).

According to Ngo-Henha (2017), Psychological research claims that there is a positive relationship between turnover intention and actual turnover (Carmeli & Weisberg, 2006). She posits that many scholars assert that intention to leave is one of the main immediate precursors of employee turnover, and actual turnover positively increases with turnover intention.

Consequently, gauging employee's turnover intentions might help in the determination of their propensity to leave the organization. In fact, according to Mobley (1977), employees go through three stages before deciding to leave an organization: firstly, they think of leaving the organization; then they intend to look for another job, and thereafter follow their intention to quit.

2.2.3 Communication and employee turnover intention

Communication comes across as one of the most important elements that facilitate the achievements of the goals and objectives of an organization. According to Clampit & Down (1993), the goals of an organization are achieved through the stimulation and motivation of employees through organizational communication. According to Eccles and Nohria (as cited in Barrett, 2006), managers spend 70% to 90% of their day engaged in communication in the workplace. Thus, the ability to communicate is a key skill that successful managers must possess since it structures the planning, organizing, controlling, training, and directing functions (Flatley, 1982). It is for this reason that Hargie, Tourish & Wilson (2002) stated that effective communication is essential to the overall success of a business or organization, and should have a

fundamental role in the strategic planning process for all organizations. Therefore, it is necessary for managers and employees alike to understand the principles of communication, the potential communication barriers, and how a lack or otherwise of communication contributes to turnover intentions and actual turnovers.

Communication involves the exchange of information between individuals through a system of symbols, signs, or behaviors. Organizational Communication, according to O'Reilly & Pondy (1979) is the exchange of information between a sender and a receiver and the inference of meaning between organizational participants. In every organization, there are two major types of communication being traditionally practiced. These are formal and informal communication. Formal communication has set regulations and channels from which it flows through the hierarchy of an organization. According to Kandlousi, Ali, & Abdollahi, (2010), by understanding the formal chart of an organization, communication can be predicted. Informal communication has no set flow and is based on social relationships. The existence of informal communication in an organization is unavoidable, due to constant interactions between employees (Kandlousi et al., 2010). Guffy, Rhodes, and Rogin (as cited in Kandlousi et al., 2010) indicated that informal communication can reveal much about employees' morale and problems. Such information can strengthen the managers' ability to understand employees and lead them appropriately.

A lack of effective communication can have plenty of negative effects on the workplace. Not only will there be low productivity and demotivation, but there will also be a high rise in turnover intentions as employees will not feel valued in the organization. A study conducted on 2,300 workers by Insidedge (cited in Burton, 2006) discovered that about 80% of these workers believed that how their employers communicate with them played a big part in whether they choose to continue working with the company or leave. Over 30% of those surveyed said that communication was the major factor in whether they stay at their companies. This shows that employees want to work in companies that will listen and talk to them. From these findings, it showed that there were three different types of employees, leapers, those who were more than likely to leave the company within the next three years, lookers, those who were unsure whether they would stay or go in the

next three years, and lifers, those who were more than likely to stay for the next three years in the company.

Scholars and researchers who are well versed in topics regarding communication and turnover intentions (eg. Tett & Meyer, 1993; Price, 1977; Storey, 2001) have indicated that communication has a direct or indirect interface with employee turnover intention. The direct facet of the interface between communication and turnover entails that there is no factor present to mediate the relationship between these two concepts: communication and turnover. The second one – that is an indirect relationship – shows that certain factors connect the relationship between employee turnover and communication. Accordingly, in the view of Pettit, Goris & Vaught (1997), there is a high positive correlation between job satisfaction and communication. While other studies (such as the ones by Price, 1977 and Tett & Meyer, 1993) articulate that there is a connection between employee turnover and job satisfaction.

2.3 CONCLUSION

The chapter reviewed the theories underpinning the study: The Theory of Organizational Equilibrium and the Expectancy Confirmation Theory, by examining all the elements that made up the theories. It further reviewed the key concepts of the study for a deeper understanding and appreciation of the study being conducted.

To ensure a broader understanding of the study, related studies were reviewed. The review elaborates on various definitions for employee turnover, turnover intention, and the relationship between employee turnover intention and actual turnover. It was expounded on communication in organization settings and the role communication plays in fueling employee turnover intentions.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This section discusses the research methodology employed in carrying out the research activity. It includes research design, target population, sample size, and research instruments. The chapter will also focus on data collection and analysis procedures, ethical issues, and a summary of the chapter.

3.1. Research design

The focus of this paper is to identify the communication practices as well as its implication(s) on employee turnover intent in Hope for Future Generations (HFFG). Given this, this study will employ a strategy to collect and analyze data for empirical findings that will bring to the fore the various communication practices adopted by HFFG and the implications of these communication practices on employee turnover intention in the organization. According to Kothari (2004), the research design is defined as the arrangement of the conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

To this effect, a mixed-method approach will be used to meet the requirements of the study. This is aimed at getting respondents to answer questions base on their knowledge on the topic. Mixed method research involves collecting, analyzing, and integrating quantitative and qualitative research. Wisdom et al, 2012, Creswell and Plano (2011) defined “mixed-method research refers as research that integrates both qualitative and quantitative data within a single study. Its central

premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone.”

According to them, quantitative data includes close-ended information which is found to measure attitudes (e.g. rating, scales), behaviors (e.g., observation, checklists), and performance instruments. The analysis of this type of data consists of statistically analyzing scores collected on instruments (e.g. Questionnaires) or checklists to answer questions or to test the hypothesis.

They added that by mixing both quantitative and qualitative research and data, the researchers gain a breadth and depth of understanding and corroboration while offsetting the weaknesses inherent to using each approach. To them, the most important is also the possibility of triangulation or the use of several means to examine the same phenomenon. Triangulation allows one to identify aspects of a phenomenon more accurately by approaching it from different vantage points using different methods and techniques.

Qualitative data include open-ended information that the researcher usually gathers through interviews, focus groups, and participant observation. The analysis of the qualitative data (words, text, or behaviors) typically follows the path of aggregating it into categories of information and presenting the diversity of ideas gathered during collection. Strauss and Corbin (1990) explained qualitative research as “any kind of research that produces findings not arrived at employing statistical procedures or other means of quantification “(P.17). Denzin, Norman K. &Yunna S. Lincoln (2005) also opined that qualitative research seeks to explain the social construction of reality, the intimate relationship between the researchers and what is studied, and the situational constraint that shape inquiry. Qualitative research however answers the question of how social experience is created and given meaning.

Lead (1993) defined quantitative research as a research method dealing with numbers and anything that are measurable in a systematic way of investigation of phenomenon and their relationships. It is used to answer questions on relationships within measurable variables to explain, predict, and control a phenomenon. In addition to knowledge and experience, Babbie (2010) added that quantitative methods are objectives measurements, statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys or by manipulating pre-existing data using computational techniques. This focus on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

In a mixed-methods approach, the researchers build knowledge on pragmatic grounds (Creswell, 2003; Maxcy, 2003) asserting truth is “what works” (Howe, 1988). They choose approaches, as well as variables and units of analysis, which are most appropriate for finding an answer to their research question (Tashakkori & Teddlie, 1998). A major tenet of pragmatism is that quantitative and qualitative methods are compatible. Thus, both numerical and text data, collected can help better understand the research problem.

The rationale for mixing both methods in this research study is because neither quantitative nor qualitative methods are sufficient by themselves to capture the communication practices and its implications on employee turnover intention in HFFG. When used in combination, quantitative and qualitative methods complement each other and allow for more complete analysis (Green, Caracelli, & Graham, 1989, Tashakkori & Teddlie, 1998). Therefore, workers of HFFG, including those holding managerial positions are mostly the appropriate subject to provide the needed information.

To this end, the researcher will employ the use of questionnaires as a quantitative research instrument to collect data from the employees of Hope for Future Generation and one on one interview to collect data from the members of management of HFFG.

3.2 Target population

The population of a study defines the target to be used for the study. According to Henkens (2005), the population is also the entire group within which a sample is made. Mugenda and Mugenda, (2003) posits that a target population describes an accessible population to which the researcher wants to generalize the results of the study.

To this end, this study shall target a population of employees and management members of Hope for Future Generations (HFFG). According to employee data acquired from the organization, there is 60 number of employees and 5 workers making up the management structure of the organization.

3.3. Sample size and sampling procedure.

Mugenda and Mugenda (2003) defines a sample as a subset of a particular population. According to Black & Champion (1976), a Sample is a portion of elements taken from a population that is considered to be a representation of the population. Additionally, Lawrence (2009) defines sample size as a population drawn from the study of the research. Generally, the sample size depends on factors such as the number of variables in the study, the type of research design, the method of data analysis, and the size of the accessible population. Gay in Mugenda and Mugenda (2003) suggest that for correctional studies, 30 cases or more are required: for descriptive studies, 10 percent of the accessible population is enough and for experimental design, at least 30 cases are required. Since this study is descriptive, the researcher will use a sample size equivalent of 10%

of the target population, giving a sample size of 7 (being the least number) to 10 (being the highest number) respondents. Out of these seven to 10 respondents to be selected from HFFG, 30% will be made up of members of management whilst 70% will be made up of employees. This selection was made on the premise that the study is primarily focused on employees and how communication fuels their intention to leave an organization. Thus, a greater share of the data will be collected from employees than the members of management.

According to Kothari (2004), Sampling refers to the process of selecting subjects of study from a population so that by studying the sample, one can generalize the results back to the population from where the sample was drawn. Babbie (2011) indicates that once a while, it is appropriate to have a sample selected based on knowledge of the population, its elements as well as the purpose of the particular study.

Researchers intend to collect enough data or information from the population that responds to the issue being investigated. The researchers therefore will select from the population a sample that is capable of providing adequate responses to provide the needed data for the research. Thus, this study will employ a non-probability sampling design; a design of sampling that does not offer every member of the population an equal chance of being selected. Thus the purposive sampling method will be used.

3.4 Data collection and analysis

Data collection is defined as the procedure of collecting, measuring, and analyzing accurate insights for research using standard validated techniques. Data analysis on the other hand is a

process of modeling or adjusting and transforming data to highlight essential information, suggesting conclusions, and supporting decision making (Saunders, Lewis and Thorndike, 2007).

This particular study will employ the use of a questionnaire and a one-on-one interview as the main data collection instrument. The questionnaire will be developed to take a structured and unstructured format. The questionnaire will be shared with respondents using the internet (Google Forms). The questionnaire will be prepared into two sections; sections A and B, soliciting responses on demographic characteristics of the respondents, and the study variables, respectively. The questions for the one-on-one interview will be crafted to be devoid of jargon and humongous words to ensure easy understanding and answering.

Dillman (2000) is of the view that within business and management research, the greatest use of questionnaires is made in the survey strategy. This, according to him, is because each respondent is asked to respond to the same set of questions which provides an efficient way of collecting responses from a large sample before analysis. However, the researcher needs to ensure that it will collect the precise data that is required to answer all research questions and achieve the objectives.

The study shall also employ the use of in-depth interviews to collect data for the research. Warren (2011) describes interviewing as the conversational means of gathering data where the researcher asks questions while the respondent answers. The importance of this question and answer conversation is to gain understanding from the relevant data being collected to reach conclusions under the study. The interviews will be done through phone or video call with the sampled participants after scheduled dates and times are agreed between the researcher and the respondents. This is to protect both the researchers and respondents from the Coronavirus pandemic.

3.5 Ethical issues

All respondents to be involved in this study will be enlightened about the importance of the research to enable them to fully cooperate. The researchers will take steps aimed at protecting all confidential information to be shared during the study as well as assuring them of the strict policy of anonymity. Participants will also be told about the importance of the research to enable them to answer questions with confidence. The researchers will conform to all ethical issues in the course of this study.

3.6. Chapter summary

This chapter talked about the research design, population, and sample, as well as the method for data collection and procedures used for analyzing information. It also discussed the ethical standard for the study.

CHAPTER FOUR

CONCLUSION AND RECOMMENDATION

Summary

The purpose of this study was to understand how communication influences employee turnover intention in organizations where the communication practices of Hope for Future Generation, a Non-Governmental Organization centering on women and children were studied. The study showed a clear indication that effective communication can predict turnover intention behavior in employees. 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).

Conclusion

Communication gives the feeling of belonging and a sense of partnership with employees working in the organization as such when employees feel they have a sense of belonging derived from the feeling of being heard, they become more motivated to work and thus dispel any thought or intent of leaving the organization. Just like De Vries, (1992) predicted when employees experience ineffective communication, they are likely to show greater intention to leave their jobs. According to Sager et al. (2015), ineffective communication by managers is perceived to be a common issue facing organizations about retaining their employees. Employees are the most valuable asset of an organization thus; ineffective supervisory communication can be detrimental to the organizational well-being of HFFG. In this wise, HFFG should show greater concern for the personal growth and development of its employees through strategic communication practices. This will instill faith in the employees, cause them to be loyal, and by extension, reduce or lower turnover intentions.

Recommendation

It is the strong recommendation of the researchers that the management of HFFG should foster leader and member relationships and implement strategies to share information to provide a

healthy workplace in HFFG. It is expected that this study will help to bring better insights into managing relationships at work as well as generating a sense of shared and collegial communication, which is a harbinger of low employee turnover, (Nwagbara et al., 2013) in HFFG.

Also, future research should continue to explore the direct relationship between effective communication and employee turnover intentions, specifically targeting government institutions. This way, the researchers will be able to get access to turnover data to ably help them in assessing employee turnover intentions.

REFERENCE

Armstrong, M., 2006. *A handbook of human resource management practice*. Kogan Page Publishers.

Armstrong, M., 2012. *Armstrong's Handbook of Human Resource Management Practice*. 12th ed. London: Kogan Page.

Babbie, E., 2010. Research design. *The practice of social research*, pp.85-88.

Babbie, E.R., 2011. *Introduction to social research*. Wadsworth Cengage learning.

Baharum, A., and Jaafar, A., 2015. User interface design: a study of expectation-confirmation theory.

Ballard, D. I., & Seibold D. R. (2006). The experience of time at work: Relationship to

Boxall, P., Macky, K., & Rasmussen, E. (2003). Labour turnover and retention in New Zealand: The causes and consequences of

Brasher, E.E., 2016. You Can't Always Get What You Want: Developing and Validating Measures of Leaving Preference and Perceived Control (Doctoral dissertation, Ohio University).

Carmeli, A., and Weisberg, J., 2006. Exploring turnover intentions among three professional groups of employees. *Human Resource Development International*, 9(2), pp.191-206.

Chang, W., Wang, Y. and Huang, T., 2013. Work Design-Related Antecedents of Turnover Intention: A Multilevel Approach. *Human Resource Management*, 52(1), pp.1-26.

CIPD, H., 2014. PROFESSION.

communication load, job satisfaction, and interdepartmental communication.

Communication Studies, 57(3), 317-340.

Corbin, J.M., and Strauss, A., 1990. Grounded theory research: Procedures, canons, and evaluative criteria. *Qualitative Sociology*, 13(1), pp.3-21.

Creswell, J.W., Klassen, A.C., Plano Clark, V.L., and Smith, K.C., 2011. Best practices for mixed methods research in the health sciences. *Bethesda (Maryland): National Institutes of Health*, 2013, pp.541-545.

Daly, C.J., and Dee, J.R., 2006. Greener pastures: Faculty turnover intent in urban public universities. *The Journal of Higher Education*, 77(5), pp.776-803.

Dillman, D.A., 2000. Procedures for conducting government-sponsored establishment surveys: Comparisons of the total design method (TDM), a traditional cost-compensation model, and tailored design. In *Proceedings of American Statistical Association, Second International Conference on Establishment Surveys* (pp. 343-352).

Flatley, M.E., 1982. A comparative analysis of the written communication of managers at various organizational levels in the private business sector. *The Journal of Business Communication* (1973), 19(3), pp.35-49.

Frank, F.D., Finnegan, R.P., and Taylor, C.R., 2004. The race for talent: Retaining and engaging workers in the 21st century. *Human resource planning*, 27(3).

Green, J.C., 1989. J. Caracelli, and WF Graham. *Toward a conceptual framework for mixed-method evaluation designs*, pp.225-274.

Guffey, M.E., Rhodes, K., and Rogin, P., 2010. Business communication: Process and product (3rd brief Canadian ed.). *Toronto, Ontario, Canada: Nelson*.

Hargie, O., Tourish, D., and Wilson, N., 2002. Communication audits and the effects of increased information: A follow-up study. *The Journal of Business Communication (1973)*, 39(4), pp.414-436.

Holtom, B.C., Mitchell, T.R., Lee, T.W. and Eberly, M.B., 2008. 5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future. *Academy of Management Annals*, 2(1), pp.231-274.

Howe, K.R., 2012. Mixed methods, triangulation, and causal explanation. *Journal of Mixed Methods Research*, 6(2), pp.89-96. Individual variables: Job satisfaction and job turnover. the intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Interdisciplinary journal of contemporary research in business*, 3 (5), 984.

Kandlousi, N.S.A.E., Ali, A.J., and Abdollahi, A., 2010. Organizational citizenship behavior in concern of communication satisfaction: The role of formal and informal communication. *International Journal of Business and Management*, 5(10), p.51.

Kazi, G. M., & Zadeh, Z. F. (2011). The contribution of

Kazi, G. M., & Zadeh, Z. F. (2011). The contribution of individual variables: Job satisfaction and job turnover. *Interdisciplinary journal of contemporary research in business*, 3 (5), 984.

Kim, S., Tam, L., Kim, J., and Rhee, Y., 2017. Determinants of employee turnover intention. *Corporate Communications: An International Journal*, 22(3), pp.308-328.

Kitur, W., 2020. Factors Influencing Employee Turnover In NGO Managed Community Development Projects In Bomet County. Masters. The University of Nairobi.

Kothari, C.R., 2004. *Research methodology: Methods and techniques*. New Age International.

Kwame, K., Mahama, F., Boahen, P.N., and Denu, M.K.W., 2017. The Effect of Employee Turnover on the Performance of Zoomlion Ghana Limited. *Journal of Business and Economic Development*, 2(2), pp.116-122.

Kwame, K., Mahama, F., Boahen, P.N., and Denu, M.K.W., 2017. The Effect of Employee Turnover on the Performance of Zoomlion Ghana Limited. *Journal of Business and Economic Development*, 2(2), pp.116-122.

Kysilka, D., and Csaba, N., 2013. Employee turnover in the hospitality industry. *Anale. Seria Stiinte Economice. Timisoara*, 19, p.377.

leaving and staying with employers. *Asia Pacific Journal of Human Resources*, 41(2), 196-214.

Lincoln, N.K.D.Y.S., 2005. *The Sage handbook of qualitative research*. Sage.

Long CS, Thean LY, Ismail WKW, Jusoh A (2012) Leadership Styles and Employees' Turnover Intention: Exploratory Study of Academic Staff in a Malaysian College. *World Appl Sci J* 19: 575-581.

Loquercio, D., 2006. Turnover and retention. *People in aid*.

Martin, T.N., Price, J.L., and Mueller, C.W., 1981. Job performance and turnover. *Journal of Applied Psychology*, 66(1), p.116.

Maxcy, S.J., 2003. Pragmatic threads in mixed methods research in the social sciences: The search for multiple modes of inquiry and the end of the philosophy of formalism. *Handbook of mixed methods in social and behavioral research*, (51-89).

Mobley, W.H., 1977. Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of applied psychology*, 62(2), p.237.

Morrell, K. M., Loan-Clarke, J., & Wilkinson, A. J. (2004). Organisational change and employee turnover. *Personnel Review*, 33 (2), 161-173.

Mugenda, O.M., and Mugenda, G., A.(2003). *Research methods*.

Ngamkroekjoti C, Ounprechavanit P, Kijboonchoo T (2012) Determinant Factors of Turnover Intention: A case study of Air Conditioning Company in Bangkok, Thailand. International Conference on Trade, Tourism, and Management, pp: 21-22.

Ngo-Henha, P.E., 2017. A review of existing turnover intention theories. *International Journal of Economics and Management Engineering*, 11(11), pp.2751-2758.

Nohria, N., and Eccles, R.G., 1992. Networks and organizations: Structure, form, and action.

Nwagbara, U., Smart Oruh, E., Ugorji, C., and Ennsra, M., 2013. The Impact of Effective Communication on Employee Turnover Intention at First Bank of Nigeria. *Economic Insights-Trends & Challenges*, 65(4).

O'Reilly, C., and Pondy, L., 1979. Organizational communication. *Organizational behavior*, 119, p.150.

O'Reilly, C., and Pondy, L., 1979. Organizational communication. *Organizational behavior*, 119, p.150.

Pettit Jr, J.D., Goris, J.R. and Vaught, B.C., 1997. An examination of organizational communication as a moderator of the relationship between job performance and job satisfaction. *The Journal of Business Communication (1973)*, 34(1), pp.81-98.

Psychology, 46, 259-293.

Rahman, W., and Nas, Z., 2013. Employee development and turnover intention: theory validation. *European journal of training and development*.

Rathakrishnan¹, T., Imm, N.S., and Kok, T.K., 2016. Turnover intentions of lecturers in private universities in Malaysia.

Rhoades, L., and Eisenberger, R., 2002. Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), p.698.

Saunders, M., Lewis, P.H.I.L.I.P., and Thornhill, A.D.R.I.A.N., 2007. Research methods. *Business Students 4th edition Pearson Education Limited, England*.

Simon, J.G.M.H.A., 1958. Organizations.

Singh, P., and Loncar, N., 2010. Pay satisfaction, job satisfaction, and turnover intent. *Relations industrielles/industrial relations*, 65(3), pp.470-490.

Skillsyouneed.com. 2020. *What Is Communication? Verbal, Non-Verbal & Written / Skillsyouneed*. [online] Available at: <<https://www.skillsyouneed.com/ips/what-is-communication.html>> [Accessed 4 September 2020].

Tashakkori, A., Teddlie, C., and Teddlie, C.B., 1998. *Mixed methodology: Combining qualitative and quantitative approaches* (Vol. 46). Sage.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover

Tett, R.P., and Meyer, J.P., 1993. Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), pp.259-293.

Wisdom, J.P., Cavaleri, M.A., Onwuegbuzie, A.J., and Green, C.A., 2012. Methodological reporting in qualitative, quantitative, and mixed methods health services research articles. *Health services research*, 47(2), pp.721-745