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THE IMPACT OF VERTICAL AND HORIZONTAL COMMUNICATION ON TURNOVER INTENTION: THE MEDIATING ROLE OF JOB SATISFACTION

Master Thesis

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Turkish Abstract	: Bu araştırma, iç iletişimin –özellikle dikey ve yatay iletişimin– çalışanların işten ayrılma niyeti üzerindeki etkisini, iş doyumunu aracılık değişkeni olarak ele alarak incelemektedir. Sistem kuramı rehberliğinde yürütülen bu çalışma, iç iletişimi örgütsel alt sistemleri birbirine bağlayan, tutarlılığı artıran ve çalışan bağlılığını kolaylaştıran temel bir örgütsel faaliyet olarak çerçevelendirmektedir. Nicel araştırma yaklaşımı benimsenerek, İstanbul ve Irak'ın Bağdat kentlerinde görev yapan toplam 203 çalışan ve öğretmenden veri toplanmış, bu veriler Kısmi En Küçük Kareler Yapısal Eşitlik Modellemesi (PLS-SEM) yöntemiyle analiz

edilmiştir. Araştırma bulguları, dikey iletişimin iş doyumunu anlamlı düzeyde artırdığını, ancak yatay iletişimin doğrudan bir etkisinin bulunmadığını ortaya koymuştur. Öte yandan, iş doyumu işten ayrılma niyeti üzerinde güçlü ve negatif bir etki göstermiştir; bu durum, iş doyumunun çalışanların elde tutulmasında kritik bir rol oynadığını doğrulamaktadır. Aracılık analizleri, iş doyumunun dikey iletişim ile işten ayrılma niyeti arasındaki ilişkiyi tamamen aracıladığını, ancak yatay iletişim ile işten ayrılma niyeti arasındaki ilişkide bir aracılık göstermediğini ortaya koymuştur. Ayrıca, dikey ve yatay iletişimin işten ayrılma niyeti üzerinde sınırlı ya da anlamlı olmayan doğrudan etkileri tespit edilmiştir.

Bu bulgular, yönetsel iletişimin hem iş doyumu hem de çalışanların işten ayrılma niyetlerinin azaltılmasında stratejik bir rol oynadığını vurgulamaktadır. Araştırma, dikey ve yatay iletişimin etkilerini ayrı olarak değerlendiren, ampirik olarak test edilmiş bir model sunarak iç iletişim ve insan kaynakları yönetimi literatürüne katkı sağlamaktadır. Örgütsel karar vericiler açısından, yöneticilerin iletişim uygulamalarına yatırım yapılmasını öncelikli bir alan olarak ele alma ve iş doyumunu iş gücü istikrarının sağlanmasında temel bir unsur olarak görme yönündeki öneriler faydalı olabilir.

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DECLARATION

I, as a result of this, declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced following the scientific norms if used, there is no falsification in the used data, and any part of the thesis has not been submitted to this university or any other university as another thesis.

Shahd Hazm Mohammed ALKHAFAJI

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THE DIRECTORATE OF SOCIAL SCIENCES INSTITUTE

The thesis study of Shahd Hazm Mohammed ALKHAFAJI titled as The Impact of Vertical and Horizontal Communication on Turnover Intention: The Mediating Role of Job Satisfaction has been accepted as MASTER THESIS in the department of Business Administration by out jury.

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APPROVAL

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Prof. Dr. İzzet GÜMÜŞ

Director of the Institute

ÖZET

Bu araştırma, iç iletişimin –özellikle dikey ve yatay iletişimin– çalışanların işten ayrılma niyeti üzerindeki etkisini, iş doyumunu aracılık değişkeni olarak ele alarak incelemektedir. Sistem kuramı rehberliğinde yürütülen bu çalışma, iç iletişimi örgütsel alt sistemleri birbirine bağlayan, tutarlılığı artıran ve çalışan bağlılığını kolaylaştıran temel bir örgütsel faaliyet olarak çerçevelendirmektedir. Nicel araştırma yaklaşımı benimsenerek, İstanbul ve Irak'ın Bağdat kentlerinde görev yapan toplam 203 çalışan ve öğretmenden veri toplanmış, bu veriler Kısmi En Küçük Kareler Yapısal Eşitlik Modellemesi (PLS-SEM) yöntemiyle analiz edilmiştir.

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Anahtar Kelimeler: İç iletişim, Dikey iletişim, Yatay iletişim, İş doyumu, İşten ayrılma niyeti.

SUMMARY

This research examines the influence of internal communication particularly vertical and horizontal communication on employees' turnover intention with job satisfaction as a mediator variable. Guided by systems theory, the study frames internal communication as a fundamental organizational activity that binds subsystems, increases consistency, and facilitates employee engagement. With the quantitative approach, data were gathered from 203 employees and teachers in Istanbul and Baghdad in Iraq, and subsequently analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

The study shows that vertical communication highly increases job satisfaction, but horizontal communication does not show a direct effect. Job satisfaction, in turn, has a strong negative effect on turnover intention, confirming its critical role in employee retention. Mediation analysis indicates that job satisfaction fully mediates the relationship between vertical communication and turnover intention, but does not mediate the relationship between horizontal communication and turnover intention. The results of the research highlight the strategic role of managerial communication in both job satisfaction and employees' turnover reduction. The research provides an empirically validated model to isolate the horizontal and vertical communication impacts, thereby adding value to both internal communication and human resource management literatures. Organizational decision-makers might find usefulness in the recommendations that involve placing investment in supervisor communication practices as a priority area and taking job satisfaction seriously as a primary consideration in facilitating workforce stability.

Keywords: Internal communication, Vertical communication, Horizontal communication, Job satisfaction, Turnover intention.

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PREFACE

First and foremost, I would like to express my deepest gratitude to my advisor Asst.Prof. Dr. Birol BAYSAK, whose guidance, encouragement, and unwavering support have been invaluable throughout the journey of this thesis. Your insights and mentorship have shaped not only this research but also my personal and academic growth.

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INTRODUCTION

Communication plays a critical role in organizational life in shaping employee behavior, satisfaction and overall organizational outcomes (Musheke & Phiri, 2021). As organizations keep changing as a response to internal and external pressures, effective communication (both vertical and horizontal) has become crucial for keeping committed and motivated employees (Musheke & Phiri, 2021; Tsai, 2011). Perfect communication occurs when an idea or thought is conveyed in such a way that the recipient's mental image matches the sender's vision. Even the best ideas are of little value until they are effectively shared and understood by others (Musheke & Phiri, 2021). The exchange of information between different hierarchical levels (e.g., managers and employees), is known as vertical communication. It guarantees that employees understand the goals of the organization, get feedback, and feel included in decision-making process (Katz & Kahn, 2015; Saruhan, 2013). Through upward communication, employees are allowed to express their thoughts, concernes, and feedbacks to management, while downward communication gives them instruction and organizational updates (Musheke & Phiri, 2021). On the other hand, horizontal communication includes communication between peers and colleagues at the same level, which is important for coordination, collaboration, and peer support (Spillan et al., 2002). Understanding how to communicate effectively is an essential goal for all organizations (Spillan et al., 2002). Employees are more likely to build strong working relationships, have higher levels of job satisfaction, perform better (Clampitt & Downs, 1993), and be more devoted to the company if they are happy with the communication process.

One of the most studied outcomes of organizational communication is **job satisfaction.** Employees who believe that their organizations communicates in an open, honest, and supportive are more likely to be satisfied in their positions (Pearce & Segal, 1998; Probst et al., 2010). Research shows that effective communication raises employee morale, reduce conflict, and increases motivation, which in turn have a good impact on performance and commitment (Musheke & Phiri, 2021). Employees' participation and involvement in their company has been stated as one of internal communication's functions (Westphalen, 2000), and high quality communication is

linked to desirable outcomes, including employee grater engagement (Karanges et al., 2015; E. Lee et al., 2022), improved performance (Ortega et al., 2023), increased happiness at work (Ravina-Ripoll et al., 2022), and reduce burnout levels (Atouba & Lammers, 2020). These outcomes show how strategic internal communication is important for creating a resilient and satisfied workforce.

Job satisfaction plays an essential part in the psychosocial processes linking internal communication to employee–organization relationships and reduced intentions to leave. It is commonly defined as the degree to which individuals are satisfied with intrinsic and extrinsic aspects of their work (Warr et al., 1979), and reflects an evaluative opinion of one's job based on personal assessment of the work environment (Spector, 1997; Weiss, 2002).

Furthermore, job satisfaction is closely related to **turnover intention**, which refers to an employee's intention to leave the organization. High levels of job satisfaction are frequently linked to lower turnover intention (Hellman, 1997; Judge & Piccolo, 2004; Saeed et al., 2014). While high turnover rates lead to lower work quality, organizational performance, and increased hiring expenses (Park & Shaw, 2013). Changes that cause stress and dissatisfaction in the workplace usually lead employees to consider leaving the organization (Srivastava & Agrawal, 2020), which negatively affects sales, customer service, and overall company stability (Hausknecht & Trevor, 2011). There is a significant association between reduced voluntary turnover rates and favorable perceptions of internal communication within the organization. Employees may feel isolated and unsupported by their organization if there is little, unclear, and limited interactions (Yoon & Thye, 2002), However, when employees feel updated and encouraged through communication, their intention to leave is significantly reduced (Musheke & Phiri, 2021). Thus, organizations must develop plans to lower turnover intention and increase job satisfaction.

Despite the extensive research on job satisfaction and turnover intention, few studies have studied how different types of communication (vertical and horizontal) affect these outcomes. This study aims to address this gab by examining the impact of both communication directions on job satisfaction and how, in turn, job satisfaction influences turnover intention. Understanding these relationships important for

organizations to increase organizational performance, improve employee engagement, and reduce attrition.

Therefore, the study addresses the following objectives:

To examine the relationship between vertical and horizontal communication and job satisfaction.

To investigate the relationship between job satisfaction and turnover intention.

To analyze whether job satisfaction mediates the relationship between communication and turnover intention.

By exploring the relationships between the variables, this study contributes to the body of knowledge in organizational communication and human resource management and provides practical insights for leaders and HR professionals aiming to foster a more committed and satisfied workforce.

The thesis is composed of five main chapters. **Chapter one** is the extensive review of the literature that is important to internal communication, job satisfaction, turnover intention, and systems theory, which supports the conceptual model. **Chapter two** introduces the research model and hypotheses development, links the literature review to the relationships between variables. **Chapter Three** provides the research design, data collection method, instruments of measurement, and analytical methods used, including Partial Least Squares Structural Equation Modeling (PLS-SEM). **Chapter Four** reports the results of data analysis, for example, reliability and validity checks, hypothesis testing, and mediation testing. It also interprets the findings in relation to prior studies, draws conclusions, identifies both theoretical and practical implications, and proposes avenues for future research.

CHAPTER ONE

LITERATURE REVIEW

1.1 Communication

The Latin word “communis”, which meaning "to share," is where the word "communication" is derived (Ezezue, 2008), therefore, sharing is a social activity since it allows one to participate and work together (Musheke & Phiri, 2021). Managers have traditionally spent up to 80% of their time on communication-related activities (meetings, face-to-face discussions, memos, letters, e-mails, reports, etc.)(Baker, 2008), as simple as communication may appear, studies shows that communication may either strengthen or weaken an organization’s existence. Increasingly, employees recognize that communication is an essential part of their work, as it serves as a vital link between staff and leadership (Baker, 2008; Musheke & Phiri, 2021) A positive relationship between managers and employees fosters teamwork and communication, motivates employees to achieve organizational goals, and ultimately enhances job satisfaction A positive relationship between managers and employees fosters teamwork and communication, motivates employees to achieve organizational goals, and ultimately enhances job satisfaction When there is a positive relationship between managers and their employees, it encourages teamwork and communication as well as motivates employees to achieve the organization's goals and mission, all of which lead to increased job satisfaction (Tsai, 2011). Furthermore, individual performance at different organizational learning levels, as well as the effectiveness of members and the organization, can be improved through member communication and the growth of altruistic behavior (Nezhad et al., 2019). Effective communication improves organizational connections and minimizes crashes and lockouts (Musheke & Phiri, 2021), therefore the team must be inspired to accomplish the organization's purpose by the leaders in order to preserve open communication, improve coordination, and prevent any conflicts (Tsai, 2011). However, some studies' results show conflict as a communication process, arguing that it occurs when individuals participate in interactive communication practices that are important to both sides (Nezhad et al., 2019), However, ineffective communication can sometimes affect the objectives and aims of an organization (Musheke & Phiri, 2021). As long as the organization loses its

open and honest communication, the quality of decisions will be lower (Nezhad et al., 2019). The table below presents several definitions of the concept.

Table 1. Definition of Organizational Communication

(Theron, 1996)	Communication is the exchange of messages via symbols.
(Bakan & Büyükbeşe, 2004; Drenth et al., 2000)	Organisational communication is a transaction process that involves the exchange of messages between individuals via face-to-face interactions, video conferences, telephone calls, mail messages, memos, letters, and other ways.
(Smidts, 2000)	Communication is the process by which people and/or groups work together in various contexts and ways to accomplish organisational objectives.
(Cuisset et al., 1999)	A key determinant of organizational climate and employee behavior

Definitions of communication, table done by the author.

1.1.1 Key Aspects of Communication Skills in Organizations

Instead of being a single talent, effective communication is a complex web of interrelated abilities that can be learnt formally as well as by active engagement in organisational communication. When properly applied, these skills build relationships at all organisational levels, provide meaning, and produce genuine understanding (Merdan et al., 2022).

Clarity and Precision

When everything is laid out clearly, everyone receives just what's required whether in a memo, an email, or a staff meeting. Clear instructions limit confusion and, research indicates, increase job satisfaction by about one- third (D. G. Allen & Griffeth, 1999; Katz & Kahn, 2015).

Freedom of Expression

Organizations that actively promote employees speaking up openly and respectfully are more likely to have healthy communication and lower turnover intentions. Indeed, managers who themselves model open self- expression are able to reduce turnover intentions by almost half (Merdan et al., 2022; Morrison, 2011).

Open-Mindedness and Self-Awareness

When colleagues know their own and one another's communication styles, then conflict simply doesn't have a leg to stand on. Self-aware teams don't just fight less, they collaborate more effectively (Goleman, 1995; Mossholder et al., 2005).

Nonverbal Consistency

Our body, face, and tone must be consistent with our words. Conflicting signals undermine trust studies show that incongruent nonverbal messages can annihilate nearly half of feedback's effectiveness (Burgoon et al., 2016; Mehrabian, 1971).

Timing

Even positive feedback fails when given at the wrong time. Timely feedback in an appropriate setting enhances receptivity whereas poor timing loses up to 28% of individuals' satisfaction (Clampitt & Downs, 1993; Judge & Piccolo, 2004).

Two-Way Feedback Constructive conversation is a bidirectional process. Employees, when they know their voice is being heard and acted upon report greater satisfaction. Researchers have been noting its contribution to continuous improvement for decades (Hackman & Oldham, 1976; Merdan et al., 2022).

Emotional Connection and Empathy

Leaders who actually listen to their employees' emotions evoke loyalty and commitment by as much as a third in certain research and resolve conflicts before they boil over (Eisenberg et al., 2001; Goleman, 1995).

First- and Second-Person Language

The combination of "I" and "you" statements tips the scales. It claims one's own feelings while extending an invitation to work together, groups that do so can solve disagreements up to 50% faster (Alberti & Emmons, 2017; Deutsch, 1973).

Active Listening Really listening—then reflecting back what you've heard—builds rapport and trust. Employees who are listened to are more than twice as likely to stay on board (Mustamil et al., 2014; Spillan et al., 2002).

Continuing Expansion Last but not least

Communication skills are not "learn once and forget." Repeated training and practice make teams resilient and reactive. Companies that invest in periodic communication workshops experience retention levels approximately one- quarter greater than companies that do not (Kreitner, 2012; Merdan et al., 2022).

1.1.2 Communication Process

A purpose is required for communication to occur, as a message must be transmitted between a sender and a receiver. The sender encodes the message, converting it to a symbolic form, and transmits it through a medium (channel) to the receiver, who decodes it. The end outcome is the transfer of meaning from one individual to another (Barnlund, 2017). As (Robbins & Judge, 2019) explained the communication process in their book(organizational behavior), Figure 1. Shows this communication process, (1) The sender, (2) encoding, (3) the message, (4) the channel, (5) decoding, (6) the receiver, (7) noise, and (8) feedback are the key parts of this model.

The sender starts a communication by encoding a thought. The message is the physical output of the sender's encoding. When we speak, the speech becomes the message. When we write, the writing becomes the message. Gestures convey messages through arm movements and facial expressions. The channel is the medium via which the message passes. The sender choose whether to use official or informal channels. The organization establishes formal channels for transmitting messages about members' professional activities. They have traditionally followed the organization's authority structure. Other types of messaging, such as personal or social, use informal routes that are spontaneous and based on individual preferences (Kraut et al., 1990). The receiver is responsible for translating the communication into understandable form. This stage decodes the message. (Robbins & Judge, 2019). Noise in communication can be caused by perceptual issues, information overload, semantic challenges, or cultural variations, distorting message clarity. The final link in

the communication chain is a feedback loop. Feedback assesses the effectiveness of delivering intended messages. It assesses whether understanding has been attained. Whether or not the receiver engages in closed-loop communication (i.e., verbally or nonverbally acknowledging that they heard and/or understood the information) can impact the final link (Salas et al., 2005).

If managers and employees receive positive feedback both horizontally and vertically (Bugre et al., 2010), and if supervisors in organizations adopt a participative management style (Kim, 2002), then employees will be satisfied with the organization.

There are two categories for communication, (vertical communication and horizontal (lateral) communication).

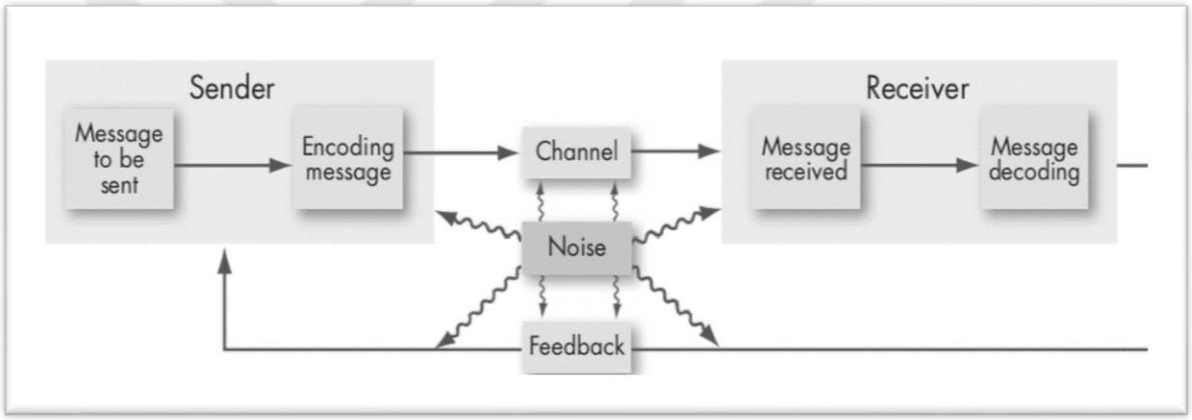


Figure 1. Communication Process

Communication Process. Adapted from Organizational Behavior (18th ed.) by S. Robbins & T. Judge, 2023, p. 428. Copyright 2023 by Pearson Education.

1.1.3 Vertical Communication

Vertical communication is the exchange of information between different hieratical levels in the organization (Katz & Kahn, 2015), including downward communication and upward communication.

Downward Communication: Downward communication flows from the top levels to the bottom levels within an organization (Katz & Kahn, 2015). Managers utilize it to set goals, instruct, explain procedures, define problems, provide feedback, as well as communicate informally their status or authority through prestige or dominance signals (Witkower et al., 2020). It helps employees understand their responsibilities and how the firm can assist to improve their performance (Saruhan,

2014). The manager ought to justify his decisions since justification of decisions enhances commitment by employees although most of them avoid it because it consumes time or fears to provoke questions (Dvorak, 2007). Studies show that a message must be reinforced by multiple channels in order to succeed (Neeley & Leonardi, 2011).

Downward communication is flawed in the sense that it tends to be a one-way communication; managers don't solicit input (Robbins & Judge, 2019). Indeed, based on studies, nearly two-thirds of workers have the feeling that their opinions are not frequently asked for, and this murders engagement. Indeed, in an open culture, employees won't give their opinions if it seems dangerous (Richardson & Taylor, 2012). Importantly, delivery method and context do matter. Performance reviews are most effectively delivered in person, to be sure, but CEOs like those at Carnival and Samsonite emphasize the value of being seen and heard over automated or impersonal systems that can save time but miss important opportunities for motivation and connection (Robbins & Judge, 2019). Conversely, poor downward communication such as unclear instructions or irregular feedback, may increase dissatisfaction and disengagement, leading employees to think of leaving the organization (Morrison, 2011).

Upward Communication moves from lower to higher organizational levels and is used by employees to provide feedback, report progress, and relay problems to management. Upward communication helps managers stay informed about employee experience, plant conditions, and general morale and also offer ideas for constructive change (Daft et al., 1987; Oc et al., 2015). There has to be open, constructive feedback otherwise, managers will decide in their own interests and hurt their teams (Oc et al., 2015). By creating a sense of psychological safety, perceptions of manager transparency encourage more upward communication (Morrison, 2011). However, upward communication is not straightforward. With managers often too busy given increased demands, the staff must be concise and tactical. Good upward communication is all about delivering clear, concise overviews with supporting actionable items, ideally through an official agenda with consideration of the manager's finite attention span (Nichols, 2007).

Supportive and clear vertical communication improves employee job satisfaction and organizational commitment that are essential to keep the employees (Men, 2015).

1.1.4 Horizontal Communication

Horizontal communication, also referred to as lateral communication, includes both formal and informal interactions between individuals at the same organizational level. It encompasses structured exchanges, such as in staff meetings or interdepartmental coordination, as well as informal communication that fosters peer support and social cohesion (P. H. Andrews et al., 1996; Spillan et al., 2002)(Spillan et al., 2002; P. H. Andrews et al., 1996). The balance between formal and informal horizontal communication can vary depending on organizational culture, task interdependence, and job design. It facilitates collaboration, problem-solving and social support, which are important for team cohesion and morale of workplace (Spillan et al., 2002). Studies show that effective horizontal communication increases a sense of belonging and reduces stress caused by work, which indirectly lowering turnover intention (Mossholder et al., 2005).

Horizontal communication has a mixed effect on turnover intention, though. There is no direct correlation between coworker communication and the intention to leave (Mustamil et al., 2014), despite some research suggesting that peer communication improves job satisfaction by fostering a supportive work environment (Tsai, 2011). Relevant elements like job autonomy or organizational culture could be the cause of this disparity. For instance, horizontal communication is essential for retention in highly interdependent professions (like healthcare teams) but may have less of an impact in individual-focused occupations (Tourangeau et al., 2010).

When it comes to affecting turnover intention, vertical and horizontal communication have different but connected roles. Because it meets employee' needs for transparency and acknowledgement, vertical communication especially supervisory feedback has stronger direct impact on job satisfaction and turnover (D. G. Allen & Griffeth, 1999). On the other hand, the impact of horizontal communication is often indirect, lowering loneliness and establishing social bonds to reduce the risk of turnover (Mobley, 1982). Organizations must give top priority to

both responsive horizontal communication for sustaining teamwork and transparent vertical communication to align expectations (Katz & Kahn, 2015).

Another types of communication are **Formal Small-Group Networks** and **The Grapevine**

1.1.5 Formal Small-Group Networks

Formal organizational networks, usually complex and multi-level, can be simplified to three standard five-person structures (Figure 3.):

Chain: Strictly follows the formal chain of command, similar to a formal three-level pyramid. **Wheel**: All communications flow through a dominant member, duplicating teams led by a strong leader. **All-Channel**: Every member can freely communicate with every other, as in self-managed teams (Robbins & Judge, 2019).

Each structure excels under different criteria, the wheel promotes clear leadership, the all-channel network yields the highest member satisfaction, and the chain maximizes accuracy. Consequently, no single network is optimal for every situation.

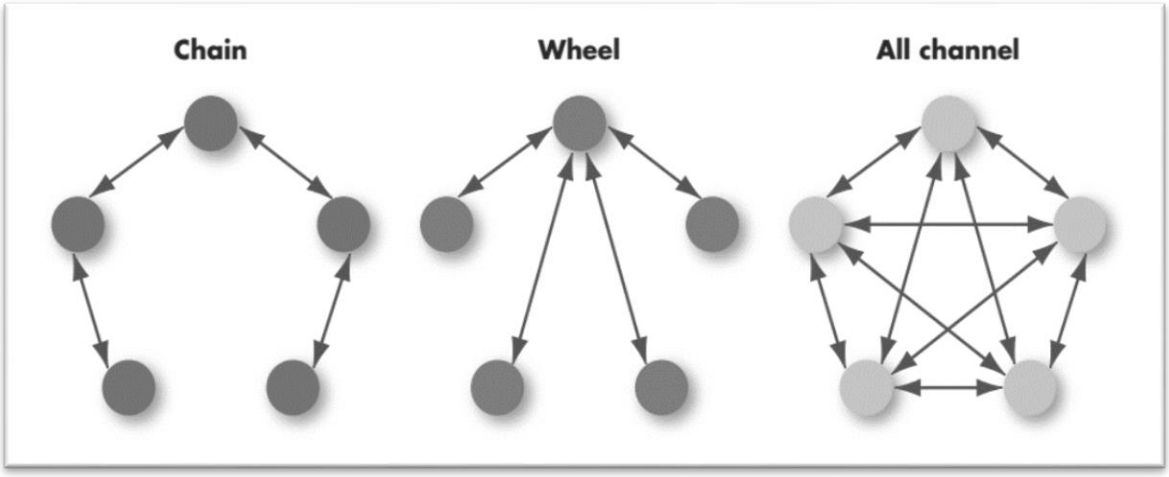


Figure 2. Three Common Small-Group Networks

Communication Networks in Organizations. Adapted from Organizational Behavior (18th ed.) by S. Robbins & T. Judge, 2023, p. 431. Copyright 2023 by Pearson Education.

1.1.6 The Grapevine

The informal communication network known as the grapevine coexists with formal channels and can be a double-edged sword. While untrustworthy gossip may lead to unfair judgments and harm well-being (Baum et al., 2020), the social pressure of grapevine interactions can boost performance (Tan et al., 2021). For employees and job applicants, word-of-mouth through the grapevine often provides critical insights—sometimes more so than informal online ratings (Martinescu et al., 2019; Van Hoye & Lievens, 2009). Grapevine gossip generates in-group solidarity (and excludes outsiders) (Bosson et al., 2006), gives managers instant morale measures and trouble alerts (Grosser et al., 2010), and allows managers to identify influencers—"small talkers" that trigger information sharing (Goldsmith, 2022). Casual relationships also facilitate creativity by exposing individuals to diverse ideas (Hirst et al., 2015). Though gossiping cannot (and perhaps ought not) be fully removed, managers can limit its negative impacts by keeping it under control and shaping its message (Feinberg et al., 2012).

1.1.7 Modes of Communication

How can members of a group transfer meaning to one another? They communicate verbally, in writing, and nonverbally. This much is clear, but the mode selection can significantly improve or impair the perceiver's response to the message. Certain forms of communication are much better served by particular modes (Robbins & Judge, 2019).

1.1.7.1 Verbal Communication

Oral communication through speeches, meetings, discussions, or informal conversation is one of the most common ways of communicating messages. It’s most significant benefits are speed, richness of emotions, and immediate feedback, with the possibility of clarifying misunderstandings immediately (Feinberg et al., 2012). Face-to-face communication remains the best method for two-way information sharing. However, the listening quality is what makes the difference. A majority of individuals are victims of "listener burnout," as they zone out and jump into advice-giving rather than listening. Active listening through focused attention, eye contact, paraphrasing, and encouragement builds understanding, trust, and deepened conversation if done

sincerely and un-judgmentally (Dulye, 2006). Culturally aware verbal communication also promotes trust and collaboration, especially when people go out of their way to practice cross-cultural social interaction (Ravlin et al., 2014). Yet among the greatest pitfalls of verbal communication occurs when messages pass through multiple people, and interpretive distortions multiply with each passing rather like the game of Telephone. These sorts of communication "chains" consistently end up with altered meanings and misunderstandings, making them a liability in organizational contexts (Robbins & Judge, 2019).

Meeting: Meetings, both formal and informal, are a place for teamwork, decision-making, and progress. Effective meetings rely on brief, engaging communication and collaboration. However, negative communication attitudes such as excessive language, lack of enthusiasm, or not speaking at all—may stand in their way (Kessler, 2015). One of the secrets of effective meetings is **voice** freedom of participants to make a valuable contribution. When employees think that they cannot or don't wish to speak, meetings lose their collaborative power. Voice can be influenced by group processes, self-esteem, organizational climate, and leader behavior (Bryant, 2014; Lipman, 2014; Maynes & Podsakoff, 2014). Without open and inclusive discussion, meetings' potential benefits are lost.

Telephone: At old age, the phone is still a fast, efficient, and less confusing means of communication compared to email. It allows for live conversation, emotional communication, and immediate feedback. However, normal phone calls easily slip out of people's minds or lack follow-up features (Robbins & Judge, 2019). New technologies have added Telephone communication to include voice, messaging, and file transfer facilities, thereby becoming a more vibrant instrument of business communication (Robbins & Judge, 2019).

1.1.7.2 Written Communication

Letters, emails, instant chats, company magazines, and any other medium that uses written words or symbols are all considered forms of written communication. These days, written corporate communication is typically done through blogs, social media, applications, emails, instant chatting, PowerPoint, letters, and text messages (Robbins & Judge, 2019).

Students are slow learners when it comes to solving a flat-shaped problem, according to this written communication based on research on mathematical communication abilities.

When it comes to communication, verbal and written, slow learners face difficulties. Communication is challenging when learning mathematics because it involves abstract symbols (Supriadi, 2017). A large number of slow learners struggle with oral and written pronunciation. Students often only follow their peers who are considered capable of repeating what the teacher says, as is the case in the classroom (Kurniadi & Mahaputra, 2021).

1.1.7.3 Nonverbal Communication

Every verbal message carries nonverbal meaning as well, so any full account of communication must include nonverbal channels body movements, vocal intonation, facial expressions, and interpersonal distance. 67 Unspoken gestures always convey something: smiles signal trust, open postures approachability, standing authority 69, and even brief emotional reactions are read and interpreted automatically by observers. 70 Nonverbal cues often reveal status, engagement, and affect more reliably than words, and when words and body language clash, listeners typically trust the latter. 72 Moreover, physical distance between interactants proxemics varies by culture and can signify intimacy, aggression, or disengagement. 68 71. The role of nonverbal communication is significant. Simply because the communicator is not proficient in nonverbal communication, a lot of verbal communication is determined to be unproductive. People can infer a wide range of emotions, including pleasure, hate, affection, longing, and other emotions, from nonverbal communication. In the context of business, nonverbal communication can assist communicators in understanding the communicant's response to a message and in strengthening the message that is being conveyed (Kusumawati, 2016).

1.1.8 Communication Continuum with Five Strategies.

Under the direction of communication specialist Phillip G. Clampitt, a group of authors produced the helpful communication strategy continuum seen in Figure 3. The vertical dimension of the model, which ranges from low to high, is communication effectiveness. If a message is accurately and completely given to the receiver by any

of the previously discussed channels, it is considered effective. The amount of information transmitted, which can vary from great to little, is the horizontal dimension of Clampitt's model.

According to (Kreitner, 2009) this section shows five typical strategies for communicating. Let's take a closer look at each one.

Spray & Pray: This is comparable to a lengthy lecture in which passive listeners get flooded with information in the hopes that some of it will stick. Spray & Pray managers believe that "more is better." More isn't always better, though, as staff members who are overloaded with business emails can attest. Receivers are forced to determine what is significant or pertinent by this one-way, impersonal, and ineffective technique.

Tell & Sell: This strategy focusses delivering fewer messages while explaining on their significance and applicability. Tell & Sell is frequently used by managers in mergers, reorganisations, and new strategy. Spending more time polishing the presentation than comprehending the needs of the recipients is a major error.

Underscore & Explore: This strategy communicates key organizational priorities with justifications, using a two-way, give-and-take approach. Receivers are active participants, not passive. Employees explore ideas creatively but structuredly, generating feedback. Success relies on listening, resolving misunderstandings, building consensus, and addressing obstacles, making Underscore & Explore more interactive and effective than one-way methods.

Identify & Reply: This reactive, sometimes defensive strategy focuses on employee concerns about prior communications. Employees drive the process as active participants, assumed to know key issues. They set the agenda, while managers respond to rumors, innuendoes, and leaks. Effective use of the Identify & Reply strategy requires strong listening skills.

Withhold & Uphold: Using this communication technique, you only share information with others when you feel it is necessary. Control and secrecy are crucial.

These five methods can be seen in hybrid combinations throughout organisational life. However, there is typically a dominant underlying strategy that

might or might not work (Kreitner, 2009). Based on the reviewed study, the weakness of these strategies is the lack of generally adaptable, which mean not every strategy works for all situations or organizations. That's why it's important for managers to properly evaluate their organization communication needs and select the proper strategy to lead the organization toward success.

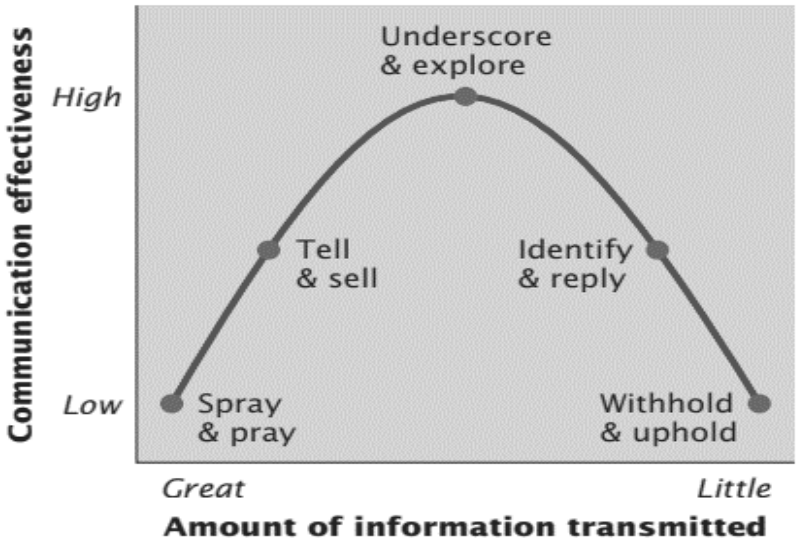


Figure 3. Clampitt's Communication Strategy Continuum

Clampitt's Communication Strategy Continuum. Adapted from Management (11th ed.) by ROBERT KREITNER, 2009, p. 431. Copyright 2009 by Houghton Mifflin Co.

1.2 Job Satisfaction

The definition of job satisfaction is still up for debate, despite its widespread use in both everyday life and scientific research. Actually, there isn't a definitive definition of what a job is (Aziri, 2011). A satisfied employee increases the company's human capital value. A satisfied employee extensively improves a company's performance compared to a dissatisfied one (Gottwald & Lejsková, 2023). Job satisfaction is a topic that is highly relevant to all sectors of the national economy worldwide, and it can be influenced by a number of factors. It has been explained by a number of theoretical frameworks and has been found to be a direct predictor of turnover intention. Higher levels of job satisfaction predicting a decrease in turnover intention (Hellman, 1997; Tarigan & Ariani, n.d.), because when expectations align with reality, job satisfaction tends to be higher. However, when there is a significant mismatch between expectations and reality, employees may experience job dissatisfaction. Such

imbalances can also lead to burnout and reduced motivation when demands exceed an individual's capacity (Gottwald & Lejsková, 2023). Employees who feel satisfied are less likely to plan to leave their jobs, so companies should concentrate on ways to increase employee job satisfaction. Increased work role stressors have a direct negative impact on employees' job satisfaction and indirectly increase their intention to leave (Calisir et al., 2011; Firth et al., 2004; Sager & and Wilson, 1995).

Job satisfaction is a complex and multidimensional concept that can hold different meanings for different individuals. Although job satisfaction and motivation are often linked, the precise nature of their relationship remains unclear, as the two are distinct constructs. Job satisfaction is typically regarded as an internal state or attitude (Aziri, 2011), often associated with a person's sense of achievement, whether measured in quantitative or qualitative terms (J. W. Mullins & Forlani, 2005). Furthermore, job satisfaction serves as an important mediating factor in the relationship between organizational communication and turnover intention (Hellman, 1997; Mustamil et al., 2014).

1.2.1 Theoretical Perspectives on Job Satisfaction

Several theories directly or indirectly explain the factors that shape job satisfaction. Some are primarily motivation theories, but have been widely used to interpret satisfaction in the workplace.

Herzberg's Two-Factor Theory (1959): Herzberg's theory is primarily a motivation theory that explains how certain factors can cause satisfaction or dissatisfaction at work .The theory divides the factors that influence job satisfaction into two categories: motivational and hygienic. The hygiene factors like (organization policy, pay, supervision and co-workers relationships, job security, working conditions) might lead to job dissatisfaction, on the other hand, do not increase the level of job satisfaction. While the motivational factors such as (upward/downward communication, recognition, achievement, promotion, growth, work, and responsibility) can lead to job satisfaction, yet their absence does not necessarily lead to dissatisfaction (Herzberg et al. 1959).

Adams' Equity Theory (1965): which states that individuals evaluate themselves against others based on the inputs they put into their work and the outcomes

they get. Their perceptions of fairness or equity are applied to their subjective circumstances rather than the actual circumstances. According to the theory, people try to reduce "equality tension" by acting appropriately when they perceive an equal situation. This behavior can be either positive, like working more slowly (because they believe they are underpaid or underrated), or bad, like acting positively to increase performance and seek out better rewards (Ejumudo, 2014).

The inequity causes dissatisfaction that shows as either guilt (over reward) or anger (under reward) when observed. A tension is created in proportion to the amount of inequity. This tension, consequently, serves as an encouragement to reduce the inequity and move it to zero (Miner, 2005).

The Job Characteristics Model (JCM), (Hackman & Oldham, 1976)**:** is one well-known theory, a popular model that has been found to be helpful in explaining significant work outcomes. The JCM models propose that certain fundamental job characteristics stimulate psychological reactions, which in turn impact work outcomes (Mount et al., 2006). The (JCM) model identifies five core characteristics, *Task variety* (the complexity of the skills and talents required to perform the job), *task identity* (the degree to which the job is perceived as involving a whole known task), *task significance* (the way the job impacts the well-being of others), *autonomy* (the degree to which the job permits personal initiative), and *job feedback* (the degree to which the job itself provides information about job performance) (Ayandele & Nnamseh, 2014).

The Hackman and Oldham Job Characteristics Model (JCM) suggests that employees' perceptions of five core job characteristics influence three critical psychological states: **experienced meaningfulness of work**, **felt responsibility**, and **knowledge of results**. These states, in turn, impact five key work outcomes: **job satisfaction**, **job performance**, **internal motivation**, **satisfaction with growth**, and **turnover intentions** (Côté & Morgan, 2002).

1.2.2 Factors Influencing Job Satisfaction

Job satisfaction is a worker's feeling of success and accomplishment at work. It is generally perceived to be directly linked to productivity as well as to personal well-being, additionally indicates enthusiasm and happiness with one's work (Aziri, 2011). Specific factors affecting job satisfaction include:

Pay: Salary and pay have a significant impact on job satisfaction (Luthans & Thomas, 1989). Even when managerial level was held constant, a study of 2000 managers showed a strong positive correlation between satisfaction and pay.

Work itself: Evidence has been gathered since the 1959 publication of Herzberg, Mausner, and Syndermann's monograph, "The Motivation to Work," which suggests that work itself is a major factor in achieving job satisfaction (Feldman & Arnold, 1983).

Supervision: Active leaders keep an eye on their followers' behavior, foresee issues, and address them before they cause major issues(Judge & Piccolo, 2004). Followers tend to be satisfied with their leaders and therefore, with their jobs overall (Bass, 1999). Clear instruction by supervisor reduce role ambiguity (D. G. Allen & Griffeth, 1999), also giving the opportunity to employee voice increase job satisfaction (Morrison, 2011).

Opportunities for Advancement: Employees with career growth opportunities are more likely to be satisfied with their jobs (Aydogdu & Asikgil, n.d.).

Coworkers: Communication with colleagues is an important factor in job satisfaction (Feldman & Arnold, 1983).

Working Conditions: Working conditions such as flexible time, job sharing and shorter workweeks are quite desired by employees since they might permit valued off the job activities such as persuing hobbies (Feldman & Arnold, 1983).

Organizational Transparency: honest and corporate communication within the organization (e.g., via Clampitt's Underscore & Explore) build trust (Kreitner, 2012).

Job characteristics that affect a person's psychological states, which in turn affect job satisfaction, include autonomy, feedback, task significance, task identity, skill variety, and job autonomy (Gottwald & Lejsková, 2023). Some coworkers or friends seem dissatisfied throughout a variety of job circumstances, while other individuals appear satisfied regardless of past and present job histories (Arvey et al., 1989).

1.2.3 Job Satisfaction & Mental Health

Job satisfaction is closely linked to mental well-being. Burnout and stress can lead to lower satisfaction and higher turnover rates (Maslach & Leiter, 2016).

Employees with high job satisfaction experience lower levels of anxiety, depression, and stress, contributing to overall workplace well-being (Danna & Griffin, 1999).

1.2.4 Teachers Job Satisfaction.

The teachers' commitment to the organization was greatly impacted by their level of job satisfaction. Teachers that are happy in their positions are likewise committed to the organization (Baluyos et al., 2019), Teachers' satisfaction or happiness with the organization influences how they carry out their jobs overall, which helps the school succeed overall (Baluyos et al., 2019). Recent research has suggested that job satisfaction is positively correlated with life satisfaction. Job satisfaction plays a causal role in subjective well-being because the job is an essential part of life (Locke & Judge, 1993).

Studies confirm that there is a positive and significant link between the workplace environment, the mental and physical well-being of employees (Donald & Siu, 2001) within an indoor environment (Sahito & Vaisanen, 2020). In this regard, the decision-making bodies need to make employee-friendly policies to improve job satisfaction and reduce turnover intention (Sohail & Delin, 2013), as well as improving the quality of education (Sahito & Vaisanen, 2020). Higher job satisfaction leads to better teaching quality, lower absenteeism, and improved student performance. Job satisfaction and motivation of teachers are essential for the quality of teaching and high standards of academic performance (Ingwu & Ekefre, 2006; Sahito & Vaisanen, 2020). School improvement, quality education, and student satisfaction all depend on satisfied teachers (Baluyos et al., 2019). Some research suggests that male teachers tend to report lower job satisfaction compared to female teachers, potentially due to different expectations and work-life balance concerns.

Briefly, job satisfaction is complicated, multidimensional thing which differs from one employee to another, job position, and working environment. It associated with turnover intention and resistance to change. Employees that experience low job satisfaction are more likely to resist the change and think about leaving the organization. On the other hand, a satisfied employee creates a positive work atmosphere, reduces resistance to change, and increases employee retention. Managers need to set in organization strategies that improve job satisfaction in order to reduce

the chance of employee turnover and effectively manage change projects, ensuring a steady and motivated employees.

1.3 Turnover Intention

One of the most expensive and apparently unsolvable human resource issues that many businesses around the world are facing is turnover (Shamsuzzoha & Shumon, 2013). Employee turnover intention is the probability that an employee will quit their current position (Ngamkroeckjoti et al., 2012). Employee turnover intention has always been an important concern for any organization, regardless of its size, location, or type of business (Long et al., 2012). There are many reasons of turnover, Employees may occasionally be attracted to new jobs and abandon their previous ones. On the other hand, an employee may be forced to quit their job because they are unhappy with their current employer or because of domestic issues, such as when a spouse or partner moves (Campion, 1991). A poor relationship with the management (Carsten & Spector, 1987). Another important factor that causes voluntary turnover is lack of training and development. Security of employment is preferred by employees. (Shamsuzzoha & Shumon, 2013). When employees leave for any reason during an organization's existence, the organization's performance decreases (K. S. Andrews & Mohammed, 2020), This could be the result of factors like job dissatisfaction or the perception that the new position is better to the current one (Park & Shaw, 2013).

There are three types of employee turnover: **downsizing, involuntary, and voluntary** (Parker & Gerbasi, 2016), Voluntary turnover can further be classified as functional (departure of low-performing employees) or dysfunctional (departure of high-performing employees), both of which impact organizational effectiveness (Chênevert et al., 2019).

In some cases, under pressure from management, an employee intentionally quits their position. This mostly happens when the organization's leadership is unable to dismiss the employee for contractual or legal reasons (Parker & Gerbasi, 2016). The consequences of voluntary turnover are often severe, leading to operational disruptions, loss of institutional knowledge, and reduced employee morale (Hale et al., 2016).

Employee turnover may lead to a waste of resources for hiring new employees and disrupt business operations because some employees may find it difficult to finish the tasks left by the departing employee (S. Lee & Ha-Brookshire, 2017; Sun & Wang, 2016). Additionally, turnover can significantly impact sales performance (Deconinck, 2014), for example, the number of sales and the general performance of the company may be impacted by the departure of an employee, especially a salesperson (Hausknecht & Trevor, 2011). However, for the organizations long-term benefit, it's critical to determine the factors that will reduce or control the decision to leave. But, Research on models to predict an employee's intention to stay or leave and the factors that influence that intention is limited (Abugre, 2017). However, when workers receive praise and rewards for their efforts, they feel that their managers value them (Oni-Ojo et al., 2015).

1.3.1 Turnover: Causes and Influencing Factors.

Turnover may be influenced by various factors. These factors of turnover intentions vary from organization to organization to a certain degree (Ali Shah et al., 2010). These factors are:

Leadership Style.

The way a manager interacts with the employees is known as their style of leadership (Armstrong, 2006; L. J. Mullins, 2000), and it has a significant impact on employee turnover. A significant correlation between turnover intention and leadership styles has been discovered by (Siew, 2017). Due to group decision-making, democratic leadership lowers turnover while autocratic leadership raises it (Puni et al., 2016). Also democratic leaders that encourage two-way communication lead to reducing turnover (Puni et al., 2016)

Demographic Variables

There are conflicting research results on turnover intention and demographic characteristics. While recent research (Chowdhury, n.d.; Emiroğlu et al., 2015; Victoria & Olalekan, 2016) found age, marital status, tenure, wage, and department to be important drivers of turnover probability, (Kaya & Abdioğlu, 2010) found no connection between these factors and turnover probability. Some research have

reported importance in gender-related findings (Kaya & Abdioğlu, 2010), while others have refuted this (Victoria & Olalekan, 2016). Older workers and married people show a higher level of job commitment, whereas women had higher intention to leave their jobs (Choong et al., 2013).

Organizational Justice

Turnover is significantly affected by organizational justice, which refers to fair workplace practices and results (Ozturk et al., 2016). Higher justice reduces turnover intentions and increases efficiency (Aghaei et al., 2012).

Promotion Opportunities

Promotions lead to better conditions, higher salaries, and career advancement (Mahapatro, 2010). Turnover intention has a negative correlation with promotion opportunities (Hassan, 2014; Shah & Khan, 2015). High turnover and discontent might result from poorly managed promotions (Mahapatro, 2010).

Salary

Voluntary turnover is influenced by salary, Pay is a major factor in employee retention, therefore workers frequently switch to higher-paying positions (Belete, 2018). One of the main causes of turnover is low pay (Kumar, 2011). At the end there is a negative correlation between turnover intention and pay level and awards (Hassan, 2014)

Job Stress

Job stress raises the intention to leave since it can be caused by role ambiguity, conflict, busyness, and work-family imbalance (Bashir et al., 2014; Jha, 2009). It was determined to be the most important factor influencing turnover (Hassan, 2014).

Job Satisfaction

Turnover intention has been found to be directly correlated with job satisfaction, with higher job satisfaction levels forecasting lower turnover intentions (Hellman, 1997; Tarigan & Ariani, n.d.).

Communication Gaps: poor downward and upward communication increase turnover intention (D. G. Allen & Griffeth, 1999; Morrison, 2011). As well as weak

collaboration of peers, lowers social support and increases the chance of turnover (Mossholder et al., 2005).

1.3.2 Managing Turnover Intention

Given the challenges posed by employee turnover, effective management strategies are essential to minimize its negative impact, employee turnover management is an unbreakable area of human resource management in the organization, that's related to positive aspects of the presence of the organization, such as labor productivity, operational effectiveness and the quality of results and guarantees the ongoing operation of essential processes (Žukauskaitė, 2008). Several studies emphasize the importance of workplace conditions, employee engagement, and leadership in managing turnover. For example: the creation of a beneficial psychological and environment in the organization (Bufquin et al., 2018), encouraging teamwork (Khaliq, 2020), maintaining the quality of relationships between coworkers and the manager and its feedback (Krywalski Santiago, 2020), ensuring appreciation and respect for employees and evaluation of their efforts (Čuček & Mlaker Kač, 2020; Zhu et al., 2017), supporting them (M. N. Alam et al., 2020; De La Torre-Ruiz et al., 2019) and enhancing motivation methods (Bhatti & Alnehabi, 2023; Fletcher et al., 2018). Other crucial retention strategies include meeting their needs by improving working conditions and giving them all the tools they need to do their jobs(Imran & Ayub, 2017), giving them the freedom to act on their own initiative and make their own decisions (Abagelan & Tulu, 2020; Haide et al., 2020), and providing opportunities for both professional and personal growth (Haide et al., 2020).

1.3.3 Theoretical Perspectives on Turnover Intention

Several theories explain the mechanisms behind turnover intention:

1.3.3.1 Job Embeddedness Theory (Mitchell et al., 2001).

Job embeddedness theory was a suitable lens through which to study employee turnover because the theory helps in estimating voluntary employee turnover when compared to other factors such as job satisfaction and potential job alternatives perceived by employees (Lang et al., 2016). The job embeddedness theory has the potential to enhance sales performance and decrease employee turnover events through

building networks (Chang et al., 2015), improve creative performance such as educating and development programs that are used as strategies for retaining employees (Karatepe, 2016). The critical elements of job embeddedness are (1) the level to which people have connects to other people or activities, (2) the level to which their jobs and communities are similar to or suitable with other elements in their life spaces, and (3) the ease with how connections can be broken—what they would give up if they left, especially if they had to physically move to other cities or homes. JE is the sum of the factors that keep workers in their existing positions (Mitchell et al., 2001), Job embeddedness (JE) is characterized by the degree of fit, connections (links), and the perceived sacrifices associated with leaving both the organization and the surrounding community. These dimensions can be used to assess an individual's level of embeddedness. The greater the extent to which a person is embedded in their organization and community, the more likely they are to stay in their current job (Holtom & O'neill, 2004; Mitchell et al., 2001). Shortly, Job embeddedness refers to the degree to which an employee is integrated or "entangled" within a broader social system, shaped by external contextual factors—namely, links, fit, and sacrifice—within both the organization and the community (William Lee et al., 2014). Unlike traditional turnover models that emphasize job dissatisfaction, this perspective highlights that employees remain in their roles due to strong organizational and community ties, as well as personal investments in their careers. Those with deeper connections are generally less inclined to consider leaving their jobs.

1.3.3.2 Social Exchange Theory (Balu, 1964).

The exchange-based view of social behavior was first proposed by (Homans, 1958) and (Blau, 1964) in psychology and (Thibault & Kelley, 1959) in sociology, and later extended to management (e.g., (Cropanzano & Mitchell, 2005). Any social exchange, including the exchange of tangible and intangible products as well as material and immaterial goods, is referred to as SET (Emerson, 1976; Lambe et al., 2001). Social exchange involves behaviors that depend on others' positive responses (Blau, 1964). Human actions and behavior are simply influenced by societal costs and benefits. SET emphasizes the interdependent nature of relationships between individuals (N. Lee & Cadogan, 2009). Four foundational premises of SET are mentioned in the B2B marketing literature (Lambe et al., 2001): (1) exchange

relationships result in economic and/or social outcomes; (2) these outcomes are compared over time to possibilities to determine dependence on the exchange relationship; (3) positive outcomes over time enhance trust and commitment; and (4) positive exchange interactions over time produce relational exchange norms that influence the relationship. In the context of employee-employer relationships, these principles suggest that when incentives—whether financial or emotional—are perceived as fair and fulfilling, employees are more likely to remain motivated, satisfied, and loyal. Thus, SET not only contextualizes job satisfaction as a result of exchange, but also positions it as a powerful predictor of organizational stability and competitiveness.

1.4 Summary of Conceptual Linkages

The literature reviewed highlights that vertical communication, through clear instructions, feedback, and managerial transparency, plays a direct role in shaping employees' job satisfaction, which in turn reduces their intention to leave. Horizontal communication primarily contributes to peer support and collaboration, indirectly affecting satisfaction levels. Job satisfaction thus emerges as a central psychosocial mechanism linking communication practices with turnover intention. However, prior studies have not comprehensively examined the joint effects of vertical and horizontal communication or the mediating role of job satisfaction in this relationship. This gap underscores the need for an integrated model that considers these variables simultaneously.

CHAPTER TWO

RESEARCH MODEL AND HYPOTHESIS DEVELOPMENT

While existing research provides valuable insights into the separate effects of vertical and horizontal communication, few studies have simultaneously examined both communication directions in relation to job satisfaction and turnover intention within a unified framework. Furthermore, the mediating role of job satisfaction between these forms of communication and turnover intention has received limited empirical attention. This study seeks to fill this gap by proposing and testing an integrated model that addresses these relationships.

2.1 Research Model

The research model presented below provides an overview of the theoretical framework.

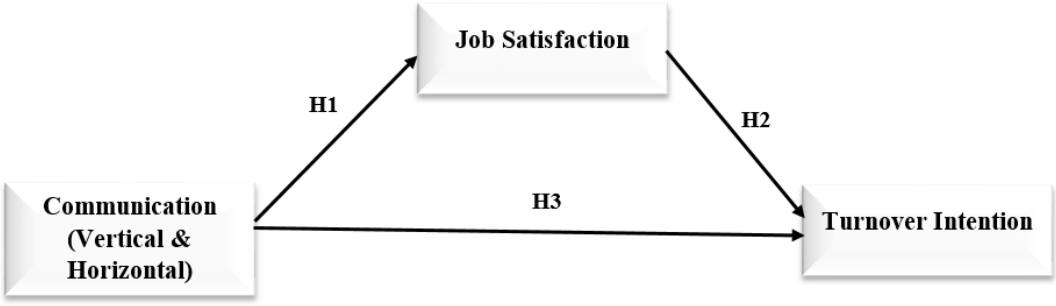


Figure 4. Research Model

Research model, figure done by the author.

2.2 Hypothesis Development

2.2.1 Communication and Job Satisfaction

Job satisfaction and the quality of the communication climate have a strong relationship (Downs & Adrian, 2004). An employee would be satisfied with their job if they and their supervisor exchanged information about their work in a timely and correct manner. Therefore, workers are more likely to be content with their jobs if they are happy with the organization's communication culture (Hopper, 2009). When an organization provides high quality communication systems to employees they

would be more likely to recognize with the organization's goals as they will feel they are an essential part of the organization, Therefore, communication in general is expected to have a significant relationship with job satisfaction:

H1: Communication has a relationship with job satisfaction.

Vertical communication refers to the exchange of information across different levels of an organizational structure, particularly from management to employees. It plays a key role in shaping employee experiences, particularly with regard to job satisfaction. According to research by (Men, 2015; Mustamil et al., 2014), when leadership communicates at the top level in an open, responsive, and clear manner, staff members feel more appreciated and cared for, which in turn boosts job satisfaction. Four key communication qualities are anticipated of effective supervisors: empowerment, motivation, openness, and support (Eisenberg et al., 2001). Effective communicators not only make rules and regulations clear, but they also take the time to explain how workers' actions affect the organization's overall success. Open and inclusive communication from supervisors promotes a feeling of purpose and community among staff members (Eisenberg et al., 2001), and have a direct impact on their job satisfaction (Anderson & Martin, 1995). Thus, based on these results, it is expected that vertical communication highly enhances job satisfaction:

H1a: Vertical communication has a relationship with job satisfaction.

Horizontal communication facilitates collaboration, interpersonal connections, and effective operational alignment amongst workers with related positions within an organisation (Spillan et al., 2002). Although some research suggests that its impact on satisfaction is mediated, it still remains important in allowing trust, mitigating perceptions of isolation, and improving the overall quality of work experience (P. H. Andrews et al., 1996; Ravina-Ripoll et al., 2022). Therefore, a link between horizontal communication and job satisfaction is anticipated:

H1b: Horizontal communication has a relationship with job satisfaction.

2.2.2 Job Satisfaction and Turnover Intention

Job satisfaction refers to the sense of fulfillment and contentment individuals experience in their roles. Numerous studies have demonstrated a strong negative

relationship between job satisfaction and turnover intention—employees with higher levels of satisfaction are generally less likely to consider leaving their jobs (Hellman, 1997; Judge & Piccolo, 2004; Saeed et al., 2014). (Hellman, 1997) confirmed that job satisfaction significantly predicts lower intention to leave, consistent with earlier findings by (Price & Mueller, 1981), and (Cavanagh & Coffin, 1992). (Yücel, 2012) emphasized that improving job satisfaction not only reduces turnover intention but also strengthens organizational commitment. Similarly, (A. Alam & Asim, 2019) highlighted that job satisfaction, along with organizational commitment and compensation, plays an indirect role in influencing turnover decisions. They argue that a supportive work environment and strong coworker relationships are critical in enhancing employee satisfaction and reducing turnover. (Judge et al., 2001) further assert that satisfied employees are more productive, reinforcing the broader organizational value of maintaining high levels of job satisfaction.

This hypothesis is grounded in a substantial body of research suggesting that employees who experience greater job satisfaction are less inclined to leave their positions. As satisfaction increases, the likelihood of seeking alternative employment decreases, thereby strengthening organizational stability and reducing turnover-related costs.

H2: Job Satisfaction has a Relationship with Turnover Intention.

2.2.3 Communication and Turnover Intention

While earlier models such as (Jablin, 1987) conceptualize communication primarily as an antecedent to affective responses (e.g., job satisfaction or organizational commitment), recent research has demonstrated that certain dimensions of communication can also have a direct influence on employees' intent to leave. For example, (M. W. Allen, 1996) found supervisory and co-worker communication relationships to be directly related to voluntary turnover intentions, rejecting the hypothesis that communication affects turnover indirectly. Moreover, poor organizational communication characterized by limited access to information, ambiguous expectations, or absence of autonomy to contribute has been shown to amplify uncertainty and perceived unfairness, thereby escalating the likelihood of employee disengagement and eventual turnover (Jablin, 1987; Weick, 2015).

Consequently, the nature and quality of communication take center stage and have a direct influence on employee turnover decision-making. Based on this evidence, it is expected that vertical and horizontal internal communication directly affects turnover intention:

H3: Communication affecting the employee's intention to leave.

Vertical communication, particularly the communication that takes place between managers and their subordinates, plays a pivotal role in shaping the organizational attitudes and behaviors of employees. The effectiveness of supervisory communication marked by qualities such as openness, supportiveness, and clarity has been largely linked to employee retention levels (Eisenberg et al., 2001; Mustamil et al., 2014). Workers who feel that their supervisors exhibit openness, communication effectiveness, and responsiveness are more inclined to feel respected and involved, thus decreasing their intention to quit the organization (Anderson & Martin, 1995). (Jablin, 1987)) noted that superior-subordinate communication was an important factor in determining organizational commitment and turnover, whereas subsequent research by (M. W. Allen, 1996) identified perceived supervisor communication in direct negative relation to voluntary turnover intentions. Also, Leader–Member Exchange (LMX) theory identifies high-quality supervisor relations, based on solid communication, which drastically reduce turnover intention through improved job satisfaction and commitment (Ferris, 1985; Major et al., 1995; Wilhelm et al., 1993). As it is, it is argued that vertical communication negatively affects employees' intention to leave, with the implication that greater communication from supervisors is linked with a reduced likelihood of employees considering leaving:

H3a: Vertical communication affecting the employee's intention to leave.

Horizontal communication involves sharing of information and support among peers with similar job positions in an organization. Despite being underrated in relation to vertical communication, peer-to-peer communication plays a role in developing team cohesion, emotional connection, and social support factors that can influence employees' commitment and turnover (P. H. Andrews et al., 1996; Karanges et al., 2015). Though the impact of horizontal communication may not be as profound as in vertical channels, it is also playing a significant role in shaping the workplace

experience of employees. Ineffective peer-to-peer communication could make employees feel lonely, confused about their responsibilities, and disengaged, all of which may enhance the desire to leave the organization (Mobley, 1982; Verčič, 2021).

Thus, horizontal communication is also claimed to have an influence on turnover intention, though possibly to a smaller extent compared to vertical communication:

H3b: Horizontal communication affecting the employee's intention to leave.

2.2.4 Communication and Job Satisfaction and Turnover Intention

In order to facilitate organizational transformation and maintain internal stability and coherence, communication is essential. According to (Saruhan, 2013), communication needs to be viewed as a strategic element that is integrated into thorough business strategy. Transparency, clarity, and trust are all improved by effective internal communication, and these factors together lead to favorable employee attitudes, particularly job satisfaction.

Job satisfaction has been defined in light of Maslow's needs theory as the alignment between personal needs and the perceived potential of the job to satisfy those needs (Vermeir et al., 2017). Among the various factors that influence job satisfaction, communication has consistently been identified as a critical determinant (Farahbod et al., 2013). According to (Canale et al., 2022), there is a positive correlation between the amount of time spent communicating and job satisfaction-related activities. Similarly, (Nelson et al., 2007) found that employees who are dissatisfied with the communication they receive often feel uncertain about key organizational matters such as change processes, roles, and responsibilities. Additionally, research by (Probst et al., 2010) established that when managers appreciate, provide clear instructions, and communicate well, employee job satisfaction is enhanced greatly. Communication style of leaders also affects employees' perception of them; when communication is empathetic, compassionate, and honest, it generates pride and satisfaction among employees (Men, 2015; Men & Yue, 2019). As (Berger, 2008) emphasized, a good communication system improves employee organization relationships and satisfaction. Consequently, a clear trend is seen: employees who express satisfaction with the method, timing, and substance of

communication exhibit higher levels of commitment, more confidence, and are less likely to contemplate leaving (Pearce & Segal, 1998).

From this literature, job satisfaction is expected to be the mediator between communication and turnover intention because communication creates satisfaction that influences employees to stay or leave..

H4: Job satisfaction mediates the relationship between communication and turnover Intention.

Among all forms of internal communication, vertical communication, especially between supervisors and subordinates, has been shown to significantly impact both job satisfaction and turnover intention. Research indicates that supervisors who communicate clearly, provide feedback, and engage supportively create a sense of inclusion and direction that enhances job satisfaction (Anderson & Martin, 1995; Eisenberg et al., 2001; Mustamil et al., 2014). When communication enhances employee satisfaction, individuals are less likely to experience feelings of uncertainty, disaffection, or neglect states that frequently underlie intentions to turnover (Men, 2015; Probst et al., 2010). Empirical research has substantiated this indirect relationship: improved vertical communication leads to greater satisfaction, which subsequently decreases turnover intentions (D. G. Allen & Griffeth, 1999; Mustamil et al., 2014). In this framework, job satisfaction acts as a mediating variable facilitating the influence of supervisor communication on retention performance. Therefore, job satisfaction is posited to mediate the relationship between vertical communication and turnover intention

H4a: Job satisfaction mediates the relationship between vertical communication and turnover Intention.

Although not as prevalent as vertical communication, horizontal communication, communication among co-workers is a significant source of a sense of belonging and employee satisfaction. Good communication among co-workers reinforces unity, emotional support, and teamwork (P. H. Andrews et al., 1996; Verčič, 2021). All these can fulfill the needs of the employee by giving him a feeling of worth and involvement, thereby improving job satisfaction. Yet, the existing literature has mixed findings regarding the direct impact of horizontal communication on

organizational intention to leave. Some studies indicate that horizontal communication exerts a comparatively weaker or indirect influence, frequently operating through emotional and relational outcomes such as job satisfaction (M. W. Allen, 1996; Major et al., 1995). In this case, peer communication may not directly deter turnover but may potentially affect it indirectly via enhanced job satisfaction. Hence, job satisfaction is hypothesized to play a mediating role in the relationship between horizontal communication and turnover intention.

H4b: Job satisfaction mediates the relationship between horizontal communication and turnover Intention.

CHAPTER THREE

METHODOLOGY

This section aims to describe the research methodology, including data collection and analysis techniques. It is divided into six subsections, covering the following topics: methodology, research questions and hypotheses, sample, data collection, significance and contribution of the study, and purpose.

3.1 Purpose of the Research

The purpose of this study is to investigate how vertical and horizontal communication within organizations effect employee job satisfaction, and how job satisfaction, in turn, influences turnover intention. By exploring these relationships, the study seeks to improve the understanding of internal communication's role in fostering employee satisfaction and retention, which are critical for organizational stability and performance.

3.2 Important of the Research

This research contributes to the growing field of organizational communication by examining how vertical and horizontal communication influence job satisfaction and turnover intention. While previous studies have widely examined job satisfaction and turnover as separate constructs, fewer have investigated the specific role of internal communication—especially the distinct effects of communication flow between and across hierarchical levels.

From a practical perspective, the results of this study might offer manageres, human resources, and organizational leaders a useful information into how communication strategies can be improved to increase employee satisfaction and reduce turnover. By adopting these strategies, organizations could retain skilled employees, reduce training coast, and create a team that is more cohesive and productive.

Overall, this study aims to provide both empirical evidence and practical guidance on how internal communication practices can be effectively benefited to improve employee outcomes and organizational efficiency.

3.3 Research Hypothesis

The following hypotheses have been developed to clarify the connections between variables.

H1: Communication has a relationship with job satisfaction.

H1a: Vertical communication has a relationship with job satisfaction.

H1b: Horizontal communication has a relationship with job satisfaction.

H2: Job Satisfaction has a Relationship with Turnover Intention.

H3: Communication affecting the employee's intention to leave.

H3a: Vertical communication affecting the employee's intention to leave.

H3b: Horizontal communication affecting the employee's intention to leave.

H4: Job satisfaction mediates the relationship between communication and turnover Intention.

H4a: Job satisfaction mediates the relationship between vertical communication and turnover Intention.

H4b: Job satisfaction mediates the relationship between horizontal communication and turnover Intention.

3.4 Sampling and Data Collection

This study used a quantitative approach and a survey to analyze data collected between January and March 2025. The study included 203 employees and managers from International private schools located in Istanbul, in Turkey and in Baghdad in Iraq. The data was collected through both online and face-to-face surveys. The inclusion of participants from Istanbul and Baghdad allows for an examination of the model across two distinct cultural and organizational contexts. While cultural variables are not directly analyzed in this study, the diverse sample enhances the external validity of the findings. Future research may build on this foundation by incorporating cultural dimensions as potential moderators of the communication–satisfaction–turnover relationships.

3.5 Scales used in the Research

This study employed three types of scales. The Job Satisfaction Scale (Macdonal & Maclntyre, 1997). The Turnover Intention Scale (Arnold et al., 1985), and the Communication Scale (Postmes et al., 2001).

3.5.2 Job Satisfaction Scale (JSS)

The Job Satisfaction Scale (JSS) is a tool designed to measure global job satisfaction across diverse industerial contexts. It highlights affective evaluations of work conditions, relationships with coworkers, and intrinsic job characteristics. The JSS is 10-item Likert-scale instrument (1 = Strongly Disagree to 5 = Strongly Agree).

3.5.3 Turnover Intention Scale (TIS)

Turnover usually measures by the widely used measurement tool in organizational studies, to evaluate the employee's intention to resign from their jobs. The scale has been developed by Camman, C., Fichman, M., Jenkins, D., & Klesh, J. (1979), it's usually consist of three items that participant evaluate, almost on a 5-point Likert scale (ranging from "strongly disagree" to "strongly agree"). The scale has been developed by (Macdonal & Maclntyre, 1997).

3.5.4 Communication Scale (CS)

Communication Scale is a tool created by Postmes, Tanis, and De Wit (2001) was used to evaluate communication. There are two components to this instrument. One of these elements is vertical communication, which was measured by 12 items. b) Horizontal communication was measured using three items, on a 5-point Likert scale (ranging from "strongly disagree" to "strongly agree").

CHAPTER FOUR
ANALYSIS AND FINDINGS

In this section, firstly, the data is analyzed and descriptive statistical information of the participants is presented. Then, the data was evaluated using the Smart PLS 4.0 program, and SPSS program. The measurement model was first assessed using factor loadings, reliability, and convergent-discriminant validity analyses, followed by conducting a structural model assessment.

4.1 Descriptive Statistical Information

The descriptive statistics were derived after the demographic characteristics of the research participants were collected using a concise demographic survey.

The gender distribution of the study participants shows a moderate male dominance, with males comprising 56.2% (114 individuals) and females comprising 43.8% (89 individuals) of the total sample of 203 participants. The age distribution indicates a strong concentration in the 27–32 age group, which includes 51.2% (104 individuals) of respondents. The other age categories are equally represented, with 21–26, 33–38, and 39 years and above each comprising 16.3% (33 individuals) of the participants, respectively. Age distribution indicates that most individuals are classified as young to middle-aged adults, with a slightly greater emphasis on early-career professionals. Regarding educational background, a significant portion of participants hold a bachelor's degree, accounting for 58.6% (119 individuals). While a lesser percentage 25.1% (51 individuals) possess a master’s degree, and 11.3% (23 individuals) hold a diploma. A smaller part, 4.9% (10 individuals), have attained a PhD. This distribution indicates a well-educated workforce, with a majority having pursued higher education beyond the undergraduate level. The data on work experience or tenure within the current organization reveals that the majority of respondents (45.3%, or 92 individuals) have been employed for 0–5 years. The Schools employs a majority of individuals, specifically 26.1% (53 individuals) have 6–10 years of experience, followed by 17.2% (35 individuals) with 16 or more years. Additionally, 11.3% (23 individuals) reported 11–15 years of tenure. This suggests a workforce with a healthy mix of early-career and experienced professionals, with a slight lean towards shorter tenure durations. The statistical values from the frequency

table further support these findings. The mean values indicate that the average participant falls in the mid-ranges of the provided categories, particularly for age (mean = 2.33), tenure (mean = 2.00), and education (mean = 2.24). The median values for age, tenure, and education are all 2, suggesting central tendencies toward the second category in each variable's scale.

In summary, the dataset presents a comprehensive view of a Teachers working in the private sector of a moderately male-dominated, youthful, and highly educated workforce, with a balanced distribution of experience levels. The trends reflect an environment where educational attainment is high and professional experience is diverse, setting a strong foundation for organizational knowledge and capability.

Table 2. Frequency Table

		Gender	Age	Tenure	Education
N	Valid	203	203	203	203
	Missing	0	0	0	0
Mean		1,4384	2,3251	2,0049	2,2365
Median		1,0000	2,0000	2,0000	2,0000
Mode		1,00	2,00	1,00	2,00
Sum		292,00	472,00	407,00	454,00

Table 3. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	114	56,2	56,2	56,2
	Female	89	43,8	43,8	100,0
	Total	203	100,0	100,0	

Table 4. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-26	33	16,3	16,3	16,3
	27-32	104	51,2	51,2	67,5
	33-38	33	16,3	16,3	83,7
	39 and above	33	16,3	16,3	100,0
	Total	203	100,0	100,0	

Table 5. Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	92	45,3	45,3	45,3
	6-10	53	26,1	26,1	71,4
	11-15	23	11,3	11,3	82,8
	16 and above	35	17,2	17,2	100,0
	Total	203	100,0	100,0	

Table 6. Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma (2 years)	23	11,3	11,3	11,3
	Bachelor’s Degree	119	58,6	58,6	70,0
	Master’s Degree	51	25,1	25,1	95,1
	PhD	10	4,9	4,9	100,0
	Total	203	100,0	100,0	

4.2 Data Analysis

data were analyzed with the help of SmartPLS 4 software and SPSS software. The first step was the measurement model analysis by carrying out convergent and discriminant validity analyses, construct reliability, and factor loadings analysis. The second step then proceeded to the structural model assessment with the aim of testing the suggested hypotheses.

SmartPLS was used because it is well-suited for models with multiple constructs and mediation effects, and it does not require data to meet strict normality assumptions. It also has strong features for Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for exploratory research as well as theory development when sample sizes are comparatively small to medium and data distributions are non-normal.

4.3 Measurement Model Analysis

4.3.1 Outer Loadings

Outer loadings indicate how strongly each discovered item is related to its latent variable. Values above 0.7 are considered acceptable, indicating that the item reliably represents the construct (Hair et al., 2017). All the items were above the 0.7 value, and most of them are above 0.80, as can be seen from the table. Specifically, measures of Horizontal Communication (Horcomm) loaded between 0.860 and 0.934, and those of Vertical Communication (Vercomm) loaded between 0.789 and 0.906. Turnover Intention (Intentquit) items ranged from 0.843 to 0.913, whereas Job Satisfaction (Jobsatsf) items likewise showed substantial loadings (0.761–0.890).

These findings demonstrate that each indicator meets the necessary dependability needed for outer loadings and makes an important contribution to its related construct.

Table 7. Outer Loadings Results

	Horcomm	Intentquit	Jobsatsf	Vercomm
Horcomm1_1	0.861			
Horcomm2_1	0.860			
Horcomm3_1	0.934			
Intentquit1_1		0.903		
Intentquit2_1		0.843		
Intentquit3_1		0.913		
Jobsatsf10_1			0.878	
Jobsatsf1_1			0.837	
Jobsatsf2_1			0.813	
Jobsatsf3_1			0.859	
Jobsatsf4_1			0.766	
Jobsatsf6_1			0.766	
Jobsatsf7_1			0.731	
Jobsatsf8_1			0.860	
Jobsatsf9_1			0.841	
Vercomm1_1				0.789
Vercomm2_1				0.834
Vercomm3_1				0.884
Vercomm4_1				0.906

4.3.2 Construct Reliability and Validity

Reliability is defined as the degree to which a measuring instrument is solid and consistent. Repeatability is the foundation of reliability (Marks & Karkouti, 1996). Cronbach Alpha and Composite reliability (CR) are the two most popular techniques for determining reliability; a threshold of more than 0.70 is preferred (Hair & Alamer, 2022). Convergent validity is the degree to which various measures of the same notion agree. The idea is that if two or more measures of the same object are valid measures of the concept, they should differ significantly (Bagozzi et al., 1991). According to (Hair & Alamer, 2022), the value of AVE must be more than 0.50. The results for both methods are shown in the following table 9. The findings indicate that all constructs exceeded the predefined thresholds. Cronbach's Alpha values varied between 0.864 (Turnover Intention) and 0.938 (Job Satisfaction), while Composite Reliability (CR) values ranged from 0.915 to 0.948, thereby validating high internal consistency. Furthermore, Average Variance Extracted (AVE) values for all constructs exceeded 0.60, suggesting that over 60% of the variance in the items is accounted for by their respective constructs. According to these findings, the requirements for convergent validity and concept dependability are fulfilled.

Table 8. Construct Reliability and Validity Results

	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
Horcomm	0.872	1.043	0.916	0.784
Intentquit	0.864	0.866	0.917	0.786
Jobsatsf	0.938	0.939	0.948	0.670
Vercomm	0.878	0.912	0.915	0.730

4.3.3 Discriminant validity (Heterotrait-monotrait ratio (HTMT) - Matrix)

Table 9 investigates the discriminant validity using the Heterotrait–Monotrait (HTMT) ratio of correlations. To demonstrate discriminant validity, HTMT values must be below 0.85 (0.90 for more lenient models) (Henseler et al., 2015).

The model's HTMT values are continuously far lower than the 0.85 threshold. Specifically, the HTMT ratio between Horizontal Communication and Turnover Intention is 0.090, while the HTMT ratio between Job Satisfaction and Turnover Intention is 0.699. These results show that the constructs are empirically distinct from each other. Hence, the HTMT estimates confirm that the model has sufficient discriminant validity.

Table 9. Discriminant validity (Heterotrait-monotrait ratio (HTMT) - Matrix)

	Horcomm	**Intentquit**	**Jobsatsf**	**Vercomm**
Horcomm				
Intentquit	0.090			
Jobsatsf	0.170	0.699		
Vercomm	0.310	0.280	0.480	

4.3.4 Fornell-Larcker criterion

(Fornell & Larcker, 1981) established discriminant validity when a construct's square root of AVE is higher than its correlation with every other construct. The values along the diagonal of this table are larger than their respective inter-construct correlations. For instance, the square root of Average Variance Extracted (AVE) for Horizontal Communication is 0.886, which is larger than its correlation with Vertical Communication (0.273) or Job Satisfaction (0.170).

These findings are additional proof that all of the constructs in the model have acceptable discriminant validity, the results are described in table 11.

Table 10. Fornell-Larcker criterion results

	Horcomm	Intentquit	Jobsatsf	Vercomm
Horcomm	0.886			
Intentquit	-0.034	0.887		
Jobsatsf	0.174	-0.640	0.818	
Vercomm	0.273	-0.256	0.452	0.855

4.3.5 Indicator Multicollinarity

In order to determine the validity of the structural model, it is important to perform a check for multicollinearity among the predictor variables. Multicollinearity occurs when independent variables are highly correlated, which may lead to a distortion in path coefficient estimation. The model is not impacted by common method bias if all inner VIF values are 3.3 or less (Kock, 2015). In this study, all of the VIF values in the inner model are well below the conservative threshold of 3.3, indicating that collinearity is not an issue in this structural model. This ensures that the path coefficients estimated are precise and not distorted by multicollinearity.

Table 11. Inner-model list results

	VIF
Horcomm -> Intentquit	1.084
Horcomm -> Jobsatsf	1.081
Jobsatsf -> Intentquit	1.261
Vercomm -> Intentquit	1.322
Vercomm -> Jobsatsf	1.081

4.4 Structural Model Assessment

4.4.1 Path Coefficients (β)

The next step in our analysis was to assess the proposed relationships. The findings indicate that the path between Horizontal Communication (Horcomm) and Turnover Intention (Intentquit) is not statistically significant ($\beta = 0.075$, $t = 1.010$, $p = 0.312$), showing that horizontal communication does not directly decrease employees' intention to quit. It indicates that peer communication by itself might not have a strong impact on turnover decisions, hence H3b is rejected. Similarly, Horizontal Communication didn't significantly influenced Job Satisfaction (Jobsatsf) ($\beta = 0.054$, $t = 0.743$, $p = 0.457$); thus H1b is also rejected. The relationship between Job Satisfaction and Turnover Intention was found to be statistically significant and negatively correlated (H3: $\beta = -0.663$, $t = 11.604$, $p = 0.000$), reflecting that higher levels of job satisfaction are associated with lower turnover intention; thus, H2 is accepted. However, Vertical Communication (Vercomm) did not have any statistically significant direct influence on Turnover Intention ($\beta = 0.023$, $t = 0.289$, $p = 0.773$); an unexpected result given vertical communication (communication by supervisors) is generally supposed to affect the level of turnover. This finding indicates that other variables (such as satisfaction) could be playing the role of mediators between the variables. H3a is therefore rejected. Yet, Vertical Communication and Job Satisfaction were found to have a high and significant correlation ($\beta = 0.437$, $t = 6.901$, $p = 0.000$); thus, H1a is accepted. The finding supports the perception that leadership communication plays a key role in influencing employees' experiences in the workplace.

Table 12. Direct Relationship Results

	Relationships	Original sample (O)	T statistics (|O/STDEV|)	P values	Results
H3b	Horcomm -> Intentquit	0.075	1.010	0.312	Rejected
H1b	Horcomm -> Jobsatsf	0.054	0.743	0.457	Rejected
H2	Jobsatsf -> Intentquit	-0.663	11.604	0.000	Accepted
H3a	Vercomm -> Intentquit	0.023	0.289	0.773	Rejected
H1a	Vercomm -> Jobsatsf	0.437	6.901	0.000	Accepted

4.4.2 Mediation Analysis

Mediation analysis took place after evaluating the direct relationships the results are shown in (Table 13). Mediation analysis was performed in accordance with the recommendations made by (Hair et al., 2017), with emphasis on the specific indirect impacts in the structural model. It aimed at examining if Job Satisfaction (Jobsatsf) would mediate the association between internal communication aspects (Vertical Communication and Horizontal Communication) and Turnover Intention (Intentquit). First, we analyzed the specific indirect effect of Vertical Communication (Vercomm) on Turnover Intention through the mediation effect of Job Satisfaction. The findings revealed a significant indirect path (Vercomm → Jobsatsf → Intentquit) with a path coefficient of (β = -0.290, t = 5.405, p = 0.000). This indicates that Vertical Communication indirectly affects employees' intention to quit through its positive impact on Job Satisfaction. As the indirect effect was significant, and the direct effect of Vercomm → Intentquit was not significant (β = 0.023, t = 0.289, p = 0.773), this result suggests the presence of full mediation, where Job Satisfaction fully explains the effect of Vertical Communication on Turnover Intention (Zhao, Lynch, & Chen, 2010).

Next, we tested the indirect path between Horizontal Communication (Horcomm) and Turnover Intention via Job Satisfaction (Horcomm → Jobsatsf → Intentquit). We found that this indirect path was non-significant (β = -0.036, t = 0.736, p = 0.462). Furthermore, the direct relationship from Horcomm to Intentquit was also non-significant (β = 0.075, t = 1.010, p = 0.312). Based on these results, no mediation effect is established for Horizontal Communication, since neither the direct nor the indirect effects are statistically significant.

These results underscore the mediating role of Job Satisfaction in the relationship between Vertical Communication and Turnover Intention, but not in the relationship involving Horizontal Communication.

Table 13. Mediation Analysis Results

Hypothesis	**Relationship**	**Original sample (O)**	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**	**results**
H4a	Vercomm -> Jobsatsf -> Intentquit	-0.290	-0.297	0.054	5.405	0.000	accepted
H4b	Horcomm -> Jobsatsf -> Intentquit	-0.036	-0.039	0.049	0.736	0.462	rejected

4.4.3 Predict Power

After assessing the path coefficients and the significance values of the research model, the explanatory power and predictive power of the model were evaluated in the following step. The distribution of prediction errors was examined, and it was found that they were symmetrically distributed, confirming the appropriateness of using RMSE values for predictive comparison. As shown in (Table 15), the Root Mean Square Error (RMSE) values obtained from the PLS-SEM model were compared against those from a linear regression benchmark (LM) and an indicator average (IA) model. The findings revealed that for most indicators, the PLS-SEM model generated

lower or comparable RMSE values relative to the LM benchmark. This outcome suggests that the PLS model demonstrates a medium level of predictive capability. Specifically, indicators such as Jobsatsf4_1 (RMSE = 1.056 vs LM = 1.039) and Jobsatsf7_1 (RMSE = 1.022 vs LM = 0.980) demonstrated strong predictive alignment, while others such as Intentquit3_1 showed slightly better performance under the LM, though still within acceptable range for the PLS-SEM model. The Q^2_predict values provide additional confirmation of this conclusion because all the values are positive (between 0.005 and 0.212), which indicates predictive value for all the intended indicators (Hair et al., 2017). Most notable are the Job Satisfaction indicators, that is, Jobsatsf4_1 ($Q^2 = 0.205$) and Jobsatsf7_1 ($Q^2 = 0.212$), which had the highest predictive significance, thereby confirming the model's capacity to accurately predict responses in this construct.

The model's explanatory power was also assessed using R^2 values. We found that the exogenous constructs explained 65.3% of variance in Turnover Intention, 56.6% in Job Satisfaction, and around 37% in other mediating constructs, reflecting high explanatory power according to Chin (1998).

The combined results indicate that the model successfully captures significant structural relationships while demonstrating adequate predictive power, thus proving its theoretical soundness and practical usefulness.

Table 14. Predict Power

	Q²predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE	IA_RMSE	IA_MAE
Intentquit1_1	0.031	1.213	1.050	1.231	1.003	1.232	1.081
Intentquit2_1	0.005	1.213	0.997	1.215	0.973	1.216	1.024
Intentquit3_1	0.057	1.196	1.048	1.192	0.983	1.231	1.075
Jobsatsf10_1	0.117	1.137	0.963	1.148	0.946	1.210	1.032
Jobsatsf1_1	0.073	1.097	0.913	1.061	0.854	1.139	0.976
Jobsatsf2_1	0.069	1.117	0.904	1.065	0.846	1.157	0.958
Jobsatsf3_1	0.103	1.083	0.885	1.025	0.817	1.144	0.963
Jobsatsf4_1	0.205	1.056	0.827	1.039	0.764	1.185	0.977
Jobsatsf6_1	0.122	1.095	0.878	1.117	0.868	1.169	0.953
Jobsatsf7_1	0.212	1.022	0.853	0.980	0.765	1.151	0.965
Jobsatsf8_1	0.079	1.084	0.891	1.098	0.872	1.129	0.945
Jobsatsf9_1	0.092	1.133	0.904	1.108	0.859	1.189	0.986

4.4.4 The R^2 Coefficient of Determination

The coefficients of determination R^2 or adjusted R^2, which show how much of the response's variations is explained by the model, are likely the most frequently used statistics in regression to evaluate a model's degree of fit. The better the model matches

the data, the greater the R^2 value (Akossou & Palm, 2013).Table 15 showing that two endogenous variables were evaluated in this study, Turnover intention (Intentquit) (R^2 = 0.416, R2 adjusted = 0.407). Job Satisfaction (Jobsatsf) (R^2 = 0.207, R2 adjusted = 0.199). These results suggest that approximately 41.6% of the variance in turnover intention can be explained by the predictor variables (vertical communication, horizontal communication, and job satisfaction). This indicates moderate explanatory power, as per (Chin, 1998), who classifies R^2 values of 0.67, 0.33, and 0.19 as substantial, moderate, and weak respectively. Similarly, the R^2 value of 0.207 for job satisfaction implies that 20.7% of its variance is explained by vertical and horizontal communication.

Although this value is weak, it still provides useful insights into how communication influences employee satisfaction. The adjusted R^2 values (0.407 for turnover intention and 0.199 for job satisfaction) are a little lower because of the number of predictors and the size of the sample. This gives a more cautious estimate of how strong the explanation is.

Table 15. The R^2 Values

	R-square	**R-square adjusted**
Intentquit	0.416	0.407
Jobsatsf	0.207	0.199

4.5 Summary of Findings

Table 16. The summary of the hypotheses' Results

1	**Communication has a relationship with job satisfaction**			
1a	Vertical communication has a relationship with job satisfaction.	Accepted		**Partially accepted**
1b	Horizontal communication has a relationship with job satisfaction		Rejected	

2	**Job Satisfaction has a Relationship with Turnover Intention.**	Accepted	
3	**Communication affecting the employee's intention to leave.**		
3a	Vertical communication affecting the employee's intention to leave.	Rejected	**Rejected**
3b	Horizontal communication affecting the employee's intention to leave.	Rejected	
4	**Job satisfaction mediates the relationship between communication and turnover Intention.**		
4a	Job satisfaction mediates the relationship between vertical communication and turnover Intention.	Accepted	**Partially accepted**
4b	Job satisfaction mediates the relationship between horizontal communication and turnover Intention.	Rejected	

These results provide partial support for the proposed hypotheses. Specifically, H1 and H1a were supported, as communication (particularly vertical communication) showed a significant relationship with job satisfaction. H1b received weaker support. H2 was confirmed, with job satisfaction negatively related to turnover intention. While H3 and H3a were not supported regarding direct effects, the indirect pathways outlined in H4 and H4a were significant, supporting the mediating role of job satisfaction between vertical communication and turnover intention. H4b, however, was not supported.

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Discussion of Findings

This research focused on the investigation of vertical and horizontal communication effects on turnover intention with job satisfaction as a mediator. The results make a significant contribution to the internal communication impact on employee outcomes and are in complete alignment with systems theory assumptions (Musheke & Phiri, 2021).

It has been revealed from the research that vertical communication possesses a high impact on job satisfaction, reaffirming the statement that workers' satisfaction enhances once they receive unambiguous instructions, timely feedback, and transparent communication from their executives (Katz & Kahn, 2015; Saruhan, 2014). This further supports the findings of previous work by (Men, 2015) that emphasized leadership communication's relevance in constructing satisfaction, engagement, and organizational commitment. Vertical communication is a mechanism of control utilized to attain internal balance and stability, as stated by systems theory (Musheke & Phiri, 2021).

The limited direct effect of horizontal communication on job satisfaction and turnover intention observed in this study may reflect the largely informal nature of peer-to-peer interactions in the studied organizations. Unlike vertical communication, which conveys formal expectations, feedback, and organizational priorities, horizontal communication primarily facilitates day-to-day coordination and social connection. These functions, while valuable, may not directly shape employees' evaluations of their jobs or decisions about leaving the organization

As expected, job satisfaction had a strong negative effect on turnover intention. This supports a substantial amount of past studies (Atouba & Lammers, 2020; Spector, 1997; Weiss, 2002) that have shown that satisfied employees are less likely to quit. Positive evaluations of the work environment, clarity of role, and good relationships result in emotional commitment, and withdrawal behavior becomes less likely (Yoon & Thye, 2002).

Both horizontal and vertical communication did not have a direct significant impact on turnover intention, but indirect effects were noted. This implies that communication affects turnover intention mainly through job satisfaction as an affective mediating reaction. These results are consistent with (Mustamil et al., 2014) mediation model and confirm the argument that communication might not make employees quit work, but it impacts the satisfaction that ultimately leads to turnover decisions.

The mediation test detected that job satisfaction fully mediated the effect of vertical communication on turnover intention, meeting (Zhao et al., 2010) conditions for full mediation. That is, the effect of supervisor communication on turnover is fully accounted for by its effect on job satisfaction. No mediation effect was found for horizontal communication, which further corroborates the finding that its effect on turnover is truncated in this model.

Theoretical Implications

This research validates systems theory through the demonstration of how internal communication acts as a bridging factor among organizational subsystems (Musheke & Phiri, 2021). It sets the position of job satisfaction as an intervening affective construct, which is consistent with affective appraisals of job experience (Spector, 1997; Weiss, 2002). It adds to the literature in distilling the impact of vertical and horizontal communication so clearly, supporting existing research that supervisory communication is a better predictor than peer communication (Mustamil et al., 2014).

The research emphasizes the strategic role of internal communication, Vertical communication processes directions, supervisory training, and feedback mechanisms can be increased to improve job satisfaction and decrease turnover by investing in these areas. Constant employee satisfaction measurement can serve as a warning sign of disengagement. Although horizontal communication was not found to directly reduce turnover, it still supports teamwork and operational efficiency and thus should not be overlooked in overall communication strategy (P. H. Andrews et al., 1996).

Future Research

Data in the study were cross-sectional and based on a small sample, and this can limit generalizability. Additional variables (for example, leadership style, organizational culture, or psychological safety) may still sharpen the model. Non-significant horizontal communication findings suggest that contextual factors (team, autonomy) may moderate such effects. A future researcher might apply this model to numerous industries and cultures. Include longitudinal designs to assess change over time. Talk about other mediators such as organizational commitment or burnout.

Conclusion

The present research aimed to explore the influence of internal communication, namely vertical and horizontal communication, on employees' intention to leave the organization, with job satisfaction acting as a mediator. Guided by systems theory, in this research, we presumed that communication is a more than transactional exchange and serves as a strategic and structural variable of the greatest significance to the company that integrates internal subsystems and instructs employees' behavior.

The results corroborated the fact that vertical communication plays an important role in improving job satisfaction, in addition to suggesting that job satisfaction is an effective negative predictor of turnover intention. This also confirms previously found correlations in organizational behavior research. The mediation analysis also validated the fact that job satisfaction is a complete mediator between vertical communication and turnover intention, highlighting it as a critical mechanism through which communication affects employee retention. However, horizontal communication exerted neither a direct nor indirect significant effect, which implies that while peer-to-peer communication is important functionally, it does not enjoy the same motivational or emotional standing as supervisory communication in employees' decision-making.

The findings highlight that horizontal communication particularly in its informal forms plays a supportive but indirect role in influencing employee outcomes, underscoring the dominant importance of vertical communication in formal organizational processes related to satisfaction and retention.

Findings highlight the pivotal function of effective vertical communication, specifically in regard to leadership conduct. Open, steady, and considerate communication by managers not only promotes clarity and inclusiveness but also stimulates higher degrees of employee satisfaction, thus lowering intentions to turnover. For the sake of improving levels of retention, it is essential that organizations place emphasis on supervisory communication enhancement and align it with workers' needs and expectations.

At a theoretical level, this research contributes to the literature on internal communication by supporting a mediated model distinguishing between the unique functions of vertical and horizontal communication. It also expands the use of systems theory by conceptualizing communication as a systemic link in organizational frameworks—being able to influence satisfaction, motivation, and cohesion.

The study provides valuable recommendations to organizational managers, human resource practitioners, and decision-makers. Leadership communication training investment, open feedback mechanisms, and monitoring of employee satisfaction levels are not merely tactical decisions but strategic organizational moves in ensuring organizational stability and avoiding expensive employee turnover.

Lastly, the present research offers a foundation for subsequent studies. Researchers may explore the associations among different psychological variables (e.g., organizational commitment, trust, or emotional exhaustion) and their correlation with communication on retention outcomes. It would also be beneficial to apply this model to different industries or cultures to observe the generalizability of results.

Internally, communications are more than an issue of information dissemination. If used properly particularly in a downward fashion it is an incredibly effective tool for organizations that raises staff satisfaction, removes uncertainty, and makes the possibility of staff attrition far less likely.

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APPENDICES

ETHICAL REPORT

T.C.
İSTANBUL GELİŞİM ÜNİVERSİTESİ REKTÖRLÜĞÜ
Etik Kurul Başkanlığı

ETİK KURUL KARAR ÖRNEĞİ

Toplantı No	Toplantı Tarihi	Toplantı Saati	Toplantı Yeri
2024 – 20	19.12.2024	14.00	Rektör Yardımcısı Odası

KARAR NO: 2024-20-31: Lisansüstü Eğitim Enstitüsü, İşletme (İngilizce) Tezli Yüksek Lisans Programı 231432250 numaralı Shahd Hazm Mohammed AL-KHAFAJI' nin, Dr. Öğr. Üyesi Birol BAYSAK' ın danışmanlığında yürütülen "The Impact of Resistance To Change on Turnover: The Roles of Communication and Job Satisfaction" konulu çalışması görüşüldü yapacağı anket sorularının, etik kurallara uygun olup olmadığını tespit etmek üzere, İGÜ Etik Kurulumuzun 29.11.2024 tarih ve 2024-19 sayılı toplantısında, İGÜ Etik Kurul Yönergesinin 12(1) maddesine göre değerlendirme yapmak üzere görevlendirilen öğretim elemanlarının raporları incelenmiş olup, ilgili çalışmada yer alan bilimsel araştırmanın etik kurallara uygun olduğuna oy birliği ile karar verildi.

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Communication scale Tanis, and De Wit (2001) (Postmes et al., 2001)

The table below representing the items for communication scale, The scale was derived from Tanis and De Wit (2001) (as cited in Postmes et al., 2001) and was developed to capture how employees perceive the quality and nature of internal communication in their organization. Respondents rated each item on a 5-point Likert scale on which they responded from 1 (Strongly Disagree) to 5 (Strongly Agree).

Item No.	**Communication Scale**	**1**	**2**	**3**	**4**	**5**
	Vertical Communication					
1	My company gives information about personnel management					
2	My company gives information about changes within the organization					
3	My company gives information about the overall performance of the organization					
4	My company gives information about the organization's strategy.					
	Horizontal Communication					
5	I communicate within my unit informally and for social reasons					
6	I communicate with colleagues who are not in my unit informally and for social reasons					
7	I communicate with my collogues in other departments about non-business issues					

Job satisfaction scale (Macdonal & Maclntyre, 1997)

Macdonald and MacIntyre (1997) came up with the Job Satisfaction Scale, which includes the following items. This scale was used in this study to find out how satisfy people were with their jobs overall. It has statements that are both positive and negative, and people answered them on a 5-point Likert scale, with 1 being "Strongly Disagree" and 5 being "Strongly Agree." In past research on organisations, the scale has been shown to be reliable and valid.

Item No.	Job Satisfaction Scale	1	2	3	4	5
1	I receive recognition tor a iob well done					
2	I feel close to the people at work					
3	I feel good about working at lhis compan					
4	L feel secure about my iob					
5	I believe maragement is concerned about me					
6	On the whole, I believe work is good for my physical health					
7	My wages are good					
8	All my talents and skills are used at work					
9	I get along with my supervisor					
10	I feel good about my job					

Intention to quit scale (Arnold et al., 1985)

The table below representing the items for intention to quit scale created by Arnold and Feldman in 1982. The scale checks how likely it is that employees will leave their job on their own. Respondents used a 5-point Likert scale to show how much they agreed with each statement. The scale went from 1 (Strongly Disagree) to 5 (Strongly Agree). This scale is often used in research on organisations to guess how likely employees are to quit.

Item No.	Intention to quit scale	1	2	3	4	5
1	How likely is it that you will actively look for a new job in the next year?					
2	I often think about quitting					
3	I will probably look for a new job in the next year					