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The Effect of Work Communication on Employee Turnover Intention

Angga Saputra Hidayat[1], Tamara Ayu Anggraeni[2], Khaerudin Imawan[3], Dedet Erawati[4*]

Universitas Swadaya Gunung Jati, Indonesia

Email: sangga943@gmail.com[1], ayuanggraenitamara@gmail.com[2], khaerudinimawan@ugj.ac.id[3], dedet.erawati@ugj.ac.id[4*]

Abstract

Work communication encompasses the exchange of information, ideas, and understanding between individuals or groups within an organization. Effective communication can strengthen relationships among team members, management, and employees in creating a healthy work environment. On the other hand, issues such as compensation problems and work stress are frequently experienced by employees and can lead to major challenges like high turnover rates, as faced by PT PG Rajawali II Cirebon. This research aims to determine the influence of work communication on employee turnover intention at PT PG Rajawali II Cirebon, specifically regarding employees' desire to stay or leave the organization. This research employs quantitative methods and statistical analysis with a population of 125 people, applying theories of work communication and turnover intention. The results show that 16.4% of turnover intention within the company is caused by inhibited communication. Communication at PT PG Rajawali II Cirebon is still lacking, as work errors due to employee miscommunication ultimately affect employees' intention to leave the company. The implications of this research indicate that effective work communication within an organization can strengthen relationships, enhance job satisfaction, and reduce turnover intention or the desire to leave. Based on the research results, it can be concluded that good work communication can reduce turnover intention by increasing employee satisfaction and engagement.

Keywords: Work Communication, Turnover Intention, Job Satisfaction, Organization, Organizational Culture.

INTRODUCTION

Work communication includes the exchange of information, ideas, and understanding between individuals or groups within an organization. According to Carl I. Hovland, communication is the way people give and convey messages as encouragement as an image and a means to change the way others behave and behave (Irawan, 2022). Effective communication can strengthen relationships between team members, management, and employees (Fristky & Suwarni, 2023). Work communication has an important role in creating a healthy work atmosphere (Sunggu et al., 2022). Clear and transparent information can reduce uncertainty, increase job satisfaction, and provide employees with a sense of engagement. Payment problems along with work stress are experienced by many employees of medium, large and small companies. Job stress

can be interpreted as the pressure felt by employees because they cannot fulfill their work duties and communication comfort, (Wartono, 2017). In companies or organizations, the big problem that is often faced is increased or high turnover (Sumantri & Susanto, 2020). A good and professional and solid organizational culture will have an effect on the progress of organizational members (Irawati, 2019).

Turnover intention is the employee's desire to leave the job or organization. High turnover is a challenge for companies because it can affect stability, productivity (Muryani, 2022). Turnover intention is a subjective possibility where an individual will change his or her job within a certain period of time and is a basic precursor to turnover intention the actual (Irvianti & Verina, 2015) Turnover intention factors such as job satisfaction, organizational fairness, career progression, and of course, job communication (Sunarta, 2019). Poor or ineffective communication can create uncertainty, confusion, and dissatisfaction, which can increase the desire to leave the job.

According to (Sakir & Amaliah, 2023) On the contrary, good communication can strengthen the relationship between management and employees, increase understanding of organizational goals, provide constructive feedback. This can reduce turnover intention by increasing employee satisfaction and engagement (Bernardus Ferry Wahyu Laksono, 2019). Several studies have shown a correlation between effective work communication and lower turnover rates (Arifin et al., 2022). These studies often involve an analysis of communication policies, leadership styles, and employee perceptions regarding organizational communication.

In the business world, companies are required to constantly adapt and develop. Changing internal and external factors can affect the work climate and employee well-being (Oxalino Damare, every 2023). One of the factors that has a significant impact is work communication. Work communication includes the process of exchanging information, ideas, and views between members of the organization. Effective communication is not just about delivering information, but also includes proper understanding and a supportive work atmosphere (Meilani et al., 2022). In this context, good work communication can play a role in building trust, motivating employees, and creating a positive emotional bond with the organization.

According to (Solihin, 2010) that "Work communication is one of the most important parts of human activities." This means that communication cannot be separated from human life where it becomes an intermediary between individuals and others. Furthermore, according to (Afandi, 2018) that "Work communication is a process where sources transmit messages to recipients through various channels."

Based on the above opinion, it can be stated that work communication is a process where information is transferred from one to another to meet the desired needs and is implemented. Turnover intention is the level or intensity of the desire to leave the company, there are many reasons that cause this turnover intention to arise, including the desire to get a better job (Dessler, 2000).

(Mathis, R. L., & Jackson, 2005) stated that Turnover intention is the process by which

employees leave the organization and must be replaced. Turnover according to (Robbins et al., 2016) is the act of permanent resignation carried out by employees either voluntarily or involuntarily. Before employees take a turnover action, it will usually be preceded by a turnover intention.

One of the factors that causes turnover intention according to (Lamar, 2023) is job satisfaction. So the researcher chose to use the theory of meeting needs (Abraham Maslow) in answering the research problem, if job satisfaction is met, the turnover intention level is small because there is a sense of satisfaction that the needs of employees will be met.

In completing this research, the researcher tried to review several literature that was used as a reference from previous research, including research conducted by: (1) (Abdien, 2019) with the title Impact of communication satisfaction and work-life balance on employee turnover intention. Using quantitative methods, the results of this research showed that the higher the communication satisfaction and work-life balance, the lower the employee's intention to leave the job. In addition, there is another research (2) (Mustamil et al., 2014) with the title A dimensional analysis of the relationship between communication satisfaction and turnover intention: The mediating role of organizational commitment, using a quantitative method with the results of this research showing that the level of communication satisfaction is related to the intention to quit, with organizational commitment playing a role in mediator in the relationship. There is another researcher (3) (Lee et al., 2023) entitled The influence of communication climate, organizational identification, and burnout on real estate agents turnover intention. This research uses a quantitative approach method, the results of this research show that real estate agents who work in an environment with open, honest and supportive communication tend to have lower turnover intentions. In addition, there are other researchers with the research title (4) Implementation of good organizational culture at Budi Luhur general hospital which was researched by (Erawati, 2019) using a qualitative method with a case research approach with the results that a good organizational culture is successfully implemented through various management strategies. The following is another relevant research entitled (5) Communication Strategies in the Socialization of Work Accident Insurance and Death Insurance Programs at Pt. Taspen (Persero) Cirebon Branch Office which was researched by (Alfarizi et al., 2018) this research uses a descriptive qualitative method.

Turnover intention has become a serious problem faced by many organizations. The high level of employee willingness to leave their jobs can not only impact operational sustainability, but it can also increase replacement costs and harm company productivity (Halim & Antolis, 2021). Several studies have shown a close relationship between effective work communication and low turnover intention rates. Transparent, open, and consistent communication can create a positive work climate, increase employee satisfaction, and in turn, reduce the desire to leave work. There are many factors conveyed by PT PG Rajawali II employees, where the factor for the occurrence of turnover intention comes from the company's internal factors. Internal factors that are often

conveyed by employees are also about inhibited communication. The communication that occurred at PT PG Rajawali II was still not optimal because there were still work errors due to miscommunication between employees that caused employees to leave the company.

Based on the background above, the purpose of this research is to more accurately determine the extent to which work communication influences employee turnover intention at PT PG Rajawali II by better understanding the factors that affect employees' willingness to stay or leave an organization. This understanding is expected to aid in the development of human resources and policy strategies. Thus, the benefits of this research are expected to enhance our understanding of how workforce communication plays a crucial role in turnover management. The findings of this research are also anticipated to provide insights into employee intentions at PT PG Rajawali II by offering a deeper understanding of the factors influencing employees' desire to stay or leave, with a focus on targeted and effective development strategies and policies in human resource management.

METHOD

This study employs a descriptive research design with a quantitative approach to produce numerical data. Descriptive research, as defined by (Jayusman & Shavab, 2020), seeks to depict a symptom or event based on an ongoing occurrence. The quantitative approach, as explained by (Sugiyono, 2017), is based on positivism philosophy and involves working with a specific population or sample, using research instruments for data collection, and conducting statistical data analysis.

The primary data for this study were gathered through questionnaires administered to a sample of employees, with responses measured using a Likert scale. Secondary data were collected from sources such as documentation, literature reviews, journals, articles, and other internet sources to provide contextual support. The study population consists of all 125 employees of PT PG Rajawali II Cirebon. A purposive sampling technique was used to intentionally select participants whose characteristics are considered essential for addressing the study's objectives. As the sample includes the entire population, it is classified as a saturated sample, meaning all 125 employees are included to meet the minimum sample requirement (Sugiyono, 2017).

For data analysis, quantitative methods were applied to validate and interpret the research findings. Analytical methods included a validity test, reliability test, simple linear regression test, normality test, determination coefficient test, and hypothesis testing. The hypotheses tested were as follows: the null hypothesis (H0) stating no significant relationship between work communication and turnover intention, and the alternative hypothesis (H1) indicating a significant relationship between work communication and turnover intention.

Two variables were investigated: work communication as the independent variable and turnover intention as the dependent variable. In this study, turnover intention refers to the desire to leave the organization, influenced by work communication effectiveness. The independent

variable (work communication) was measured using indicators based on Maslow's theory of needs and adapted from Suranto's journal on Management and Business Research, including understanding, enjoyment, influence on attitudes, improved relationships, and actions (Buulolo et al., 2021). The dependent variable (turnover intention) was linked to Maslow's safety needs, drawing on indicators from Hartono and Sahro's interpretation of Rivai's research, such as attendance patterns, decreased motivation, rule violations, increased protests, and altered behavior. This study adopts Maslow's needs theory as a framework, suggesting that employee satisfaction is influenced by the extent to which their needs are met. Needs such as physiological needs, safety, social belonging, esteem, and self-actualization are foundational. Physiological needs include basic requirements like food and water, while safety needs cover protection from harm and threats. Social needs reflect the desire for love and belonging, esteem needs involve self-respect and recognition, and self-actualization encompasses personal growth and fulfillment. This needs-based framework is applied to assess how fulfilling these needs through effective work communication can reduce turnover intention.

RESULTS AND DISCUSSION
Validity Test

Table 1. Validity Test

Question	r_{counts} (X)	r_{counts} (Y)	r_{table}	Description
Question 1	0.652	0.480	0.147	Valid
Question 2	0.556	0.447	0.147	Valid
Question 3	0.609	0.595	0.147	Valid
Question 4	0.628	0.594	0.147	Valid
Question 5	0.731	0.676	0.147	Valid
Question 6	0.630	0.563	0.147	Valid
Question 7	0.618	0.686	0.147	Valid
Question 8	0.673	0.681	0.147	Valid
Question 9	0.673	0.530	0.147	Valid
Question 10	0.646	0.577	0.147	Valid
Question 11	0.751	0.714	0.147	Valid
Question 12	0.675	0.675	0.147	Valid
Question 13	0.695	-	0.147	Valid
Question 14	0.600	-	0.147	Valid

Hypothesis Zero (H_0): There is no significant influence between work communication and employee switching intentions. To determine whether the correlation coefficient is significant or not, a distribution (Table r) with alpha (α) 0.05 degrees of freedom (dk = n – 2) is used. If r_{counts} > or = r an array element, then it is considered valid. If r_{counts} < r_{table} array then the object is said to be invalid. It shows that the communication and transfer intention variables have valid criteria for all questionnaire items based on the $r_{calculation}$ table > r_{table}.

Reliability Test
Reliability Test Results

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Description
Work Communication	0.896	14	Reliable
Turn Over Intention	0.839	12	Reliable

Reliability is a device for measuring the depth of an instrument. Measurements are obtained when reliable gives consistent results. A variable is called reliable if the value of Alpha > or called r_{table}, then the research instrument is considered reliable. If the value of Alpha < r_{table}, then the instrument is considered unreliable, from the results of the Communication and Turnover Intention variables have reliable results.

Data Normality Test
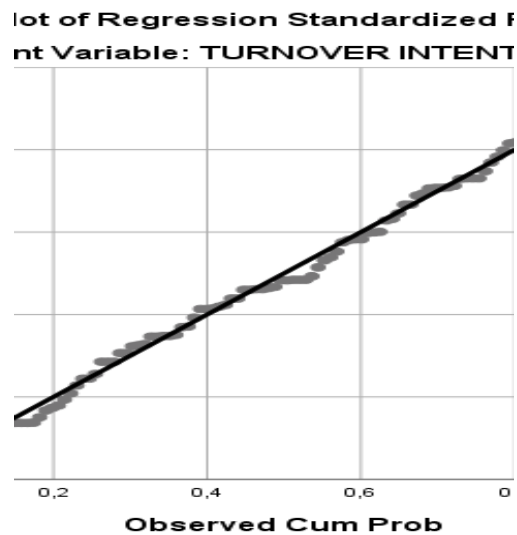
Figure 1. Data Normality Test

The P-P graph above shows the spread of data following a diagonal line and it is said that the regression model meets the assumption of normality.

Simple Linear Regression Results

Table 4. Simple Linear Regression

ANOVAª					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	774.907	1	774.907	23.970	0.000
Residual	3944.021	122	32.328		
Total	4718.927	123			

From the output, it is known that the value of F calculation = 23.970 with a significance level of 0.000 < 0.05 can predict that the Reggiosity variable regression model is a variable influence. (X) against aggressive variables (Y).

Table 5. Model Summary

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.403	0.164	0.157	5.686	1.184
a. Predictors: (Constant), Work Communication					
b. Dependent Variable: Turnover Intention					

Determination Coefficient Test Results

From the table above, it can be interpreted that the value of the coefficient is determination or R-squared is known to be 0.164. The result of R Squared is obtained by squaring the value of the correlation coefficient (R). by 0.164 or equal to 16.4%. This numerical variable means that communication (X_1) simultaneously affects 16.4% of the turnover intention variable (Y). While the remaining 83.6% by other variables outside of this regression, or these variables were not studied

Hypothesis Test

Table 6. Hypothesis Test

ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	774.907	1	774.907	23.970	0.000
Residual	3944.021	122	32.328		
Total	4718.927	123			
a. Dependent Variable : Turnover Intention					
b. Predictors: Constan, Work Communication					

Test F (Simultaneous)

The significance value < 0.05 The value of $f_{calculated}$ > the value of f_{table}. The value of f = 3.07 From the table above, it can be seen that the value of traffic significance (Y) for data transmission (X) is equal to 0.000 < 0.05 and $f_{calculates}$ 23.970 > the value of f_{table} 3.07. This proves that Ho1 is rejected and Ha1 is accepted, which means that communication has a significant effect (X) on turnover intention (Y).

These findings align with prior research on the impact of work communication on employee turnover. For instance, a study by (Herminingsih & Magfuroh, 2024) highlighted that clear and consistent communication within organizations positively affects employee satisfaction and reduces turnover intention. Furthermore, (Halimah et al., 2022) found that effective communication fosters a sense of belonging and reduces uncertainty, which are crucial factors in employee retention.

Similarly, research by (Sundari et al., 2024) confirmed that organizations with open communication channels experience lower turnover rates due to increased trust and engagement among employees. When communication is inhibited or unclear, misunderstandings and dissatisfaction may increase, as seen in the case of PT PG Rajawali II, where communication issues have led to work errors and contributed to higher turnover intentions. Such communication gaps may undermine employees' commitment, making them more likely to consider leaving the organization.

The findings of this study reinforce the importance of enhancing communication within organizations as a strategic approach to reduce turnover. Companies that invest in building effective communication strategies are likely to see increased employee satisfaction and retention. Future research could further explore this relationship by examining specific communication strategies that have the most substantial impact on reducing turnover intention, contributing to more targeted human resource management practices..

CONCLUSION

This research successfully achieved its objective of examining the influence of work communication on employee turnover intention. The findings demonstrate that effective work communication significantly reduces turnover intention by fostering stronger relationships and enhancing employee satisfaction and engagement within the organization. Turnover intention, or the desire of employees to leave their job or organization, has a notably negative impact on company productivity and sustainability. The study found that effective communication accounts for 16.4% of the variation in turnover intention among employees, underscoring the critical role of communication in shaping employees' commitment to the organization.

The contributions of this research are valuable for future human resource management strategies. By highlighting the significant relationship between communication and turnover intention, this study provides a foundation for developing targeted initiatives and programs to improve work communication, which could help reduce turnover rates. Future research can build on these findings by exploring specific communication strategies that further strengthen employee retention, potentially incorporating qualitative insights to understand deeper aspects of employee needs. This research contributes to the field by providing a quantifiable link between communication effectiveness and employee retention, encouraging organizations to prioritize communication improvements as part of their broader human resources and employee engagement strategies..

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