The mediating effect of organizational communication on emotional intelligence and turnover intention

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Abstract Previous research has suggested that employee’s emotional intelligence is a key factor in reducing turnover intention. However, the specific mechanisms driving this connection remain largely unexplored. This study aims to delve into the impact of organizational communication on both emotional intelligence and turnover intention, shedding light on this critical relationship. A quantitative research approach was used, and the sample consisted of 343 employees in India. SmartPLS4 was used to carry out the investigation. The findings showed a significant relationship between emotional intelligence and turnover intention, between emotional intelligence and organizational communication, between organizational communication and turnover intention, and between organizational communication and emotional intelligence and turnover intention. This study presents groundbreaking insights by integrating three crucial variables within a single framework emphasizing a mediation analysis of organizational communication.

Keywords mediation, attrition, motivation, job satisfaction, organizational behavior, employee satisfaction

1. Introduction

Job turnover massively affects companies worldwide. In today’s hostile environment, human capital is a key component of small-scale industrial enterprises and should be properly controlled (Hamza, 2021). As globalization progresses rapidly, turnover creates a competitive work environment among companies (Kakar, 2023). Employee turnover is an expensive problem for businesses because it includes the financial costs of hiring and tutoring new blood in the organization and the potential negative impact on team morale and productivity. Understanding the factors that contribute to employee turnover, such as low emotional intelligence and poor communication, can thus assist organizations in developing retention strategies.

Intelligence is a concept that researchers have been studying for generations. Recently, the concept of intelligence has undergone a major change. At first, intellectual abilities were regarded as the most important ability for success, but now emotions are a vital component in encouraging employees toward growth and success. Emotional intelligence (EI) refers to the capacity to comprehend and acknowledge both one’s own emotions and the emotions of others, fostering the establishment and sustenance of relationships grounded in this comprehension. Emotions encompass both internal and external responses to events, carrying the significance of either a positive or negative nature for individuals. According to research, emotional intelligence (EI) and intelligence quotient (IQ) work better together than separately to increase success rates (Salovey, 1990).

Communication is a multifaceted, dynamic process that involves creating reliable and effective means of engagement (Almeida, 2013). Organizational communication pertains to the sharing of knowledge, ideas, and messages among individuals or groups within an organization. Emotional intelligence is vital in the development of communication skills (Cherry, 2013). As a result, effective communication across the organization boosts organizational efficiency (Kamenidou, 2009).

Emotional intelligence is becoming a more important determinant of work satisfaction and performance. Emotionally intelligent people can regulate their emotions speak efficiently with others, and establish strong relationships, all of which are necessary skills in the workplace (Vratshik, 2016). Understanding how organizational communication influences the connection between emotional intelligence and turnover intention can help organizations generate a good work culture that fosters employee betterment and job satisfaction. Effective communication is vital to every organization’s success (Mishra et al., 2021), and inadequate interaction can lead to confusion, disputes, and diminished efficiency (Zahid, 2021). Understanding how communication influences the connection between EI and turnover intention can help organizations identify areas for development and establish ways to improve workplace communication.

Furthermore, the body of research on the impact of organizational communication on the emotional intelligence and turnover intentions of employees is very limited in Indian firms. Thus, in light of the given variables, in this study, we attempt to resolve the crucial question of the impact of organizational communication on emotional intelligence and turnover intention.
intention. Furthermore, this study has three implications. First, it contributes to the literature review on selected variables. Second, does organizational communication impact an employee's emotional intelligence and turnover intention? Third, and most crucially, how the result of our study can contribute to organizational policy implications?

2. Literature Review and Hypothesis Development

2.1. Workplace Emotional Intelligence

Individual differences in emotional intelligence are a valuable factor in workplace research (Brackett, 2003; Joseph, 2010; Mayer, 2008). Emotional intelligence is a term used to define and operationalize adaptive emotional functioning. Most operationalizations of emotional intelligence emphasize perceptivity, apprehension, and successful emotion governance in oneself as well as others' fundamental talents (Kaplan, 2019; Mayer, 2004). These attributes contribute to both the development and practical implementation of emotional intelligence (Mayer, 2008).

Emotional intelligence is related to a variety of generally favorable intrapersonal outcomes (Chen, 2016). These effects include increased subjective well-being as measured by indices such as positive affect life contentment and mental well-being (Chen, 2016; Kotsou, 2011). Emotional intelligence is also linked to several social consequences, such as more cooperative behavior (Schutte, 2001), enhanced interpersonal relations, and increased fulfillment in relationships (Lopes, 2004). Those who possess greater emotional intelligence perceive more social encouragement and are happier with it (Austin, 2005; Gallagher, 2008). Employees who actively showcase their social sensitivities, formidable skills, charisma, and visionary perspectives tend to embrace a perpetual cycle of learning and teaching. Their influence is regarded as guiding and setting a positive example for others (Uygun, 2020).

People try to acquire, keep, and guard valuable resources. According to this concept, people are motivated by a desire to safeguard their resources and prevent their loss, and this motivation is critical to their well-being. Resources can include anything desired and required for well-being, such as material belonging, time, energy, social support, and personal characteristics such as talent, knowledge, and self-esteem. Stress can be caused by the loss or threat to these resources, and people will respond by attempting to conserve or restore their resources. Theoretically, individuals have a finite pool of resources, and the loss of one resource can lead to the depletion of others. For example, losing a job might result in a loss of not only funds but also social support and self-esteem. Overall, these findings suggest that resources are vital for well-being and that individuals will try to safeguard and replenish them to sustain their quality of life (Hobfoll, 2007).

Meta-analyses that combine the findings of many studies show that emotionally intelligent employees do better at work (O'Boyle, 2010), and, in particular, are likely to do well in high-emotion labor positions (Joseph, 2010). Moreover, empirical evidence from meta-analyses reveals that individuals who possess advanced emotional abilities have a greater probability of achieving success and exhibiting enhanced leadership qualities (Harms, 2010) promoting more effective settlement of disputes (Schlaerth, 2013). Better emotional intelligence may boost one's sense of being in charge in the workplace and make one feel empowered (Houghton, 2011). Individuals with greater emotional intelligence tend to have a stronger sense of competence in their work, and studies indicate that improved self-control and emotional intelligence are linked to better mental well-being (Johnson, 2009).

By developing a greater perception, comprehension, and management of emotions, which are fundamental aspects of emotional intelligence, workers may become more adept at managing workplace situations and feelings, leading to a heightened sense of empowerment. A better intellect of emotions, understanding, and control may also result in improved interpersonal interactions at work and, as a result, greater contentment with the social assistance supplied by the job. The qualities that comprise emotional intelligence may both directly and indirectly contribute to thriving in the workplace by fostering the evolution of other skills such as power perception and job satisfaction, which also enhance workplace well-being (Schutte, 2014).

2.2. Turnover Intention

Employee turnover has long been an issue that businesses must address. The COVID-19 pandemic has presented ongoing obstacles for organizations, particularly in regard to maintaining high levels of productivity and profitability (Kumar, 2022). The overall number of people who depart from the company in each period is characterized as turnover intention. Turnover intention pertains to the intention to leave a position in a variety of contexts, including firm, profession, and employment and unemployment phases (Hausknecht, 2010). Voluntary and involuntary turnover intentions exist. Employees who decide to leave the company voluntarily do so. In contrast, involuntary turnover occurs when management drives employees to leave the firm (Shaik, 2020). When employees are discontented with their current jobs, they decide to leave (Charoensukmongkol, 2020). The decision to leave may be influenced by external components such as the characteristics of the industry, financial considerations, interpersonal disputes, or prospects for professional growth (Ahmad, 2018).

Engagement can lead to individuals working more consistently and adapting quickly to their colleagues, suppliers, and customers, which in turn can boost their chances of remaining in the organization for an extended amount of time. Furthermore, when employees are occupied in their work, they are likely to respond emphatically to it by being pleased,
joyful, and passionate, reducing or eliminating the possibility that they will want to resign. Moreover, engaged employees tend to experience greater job satisfaction, happiness, and enthusiasm, which can decrease their probability of desiring to resign from their jobs (Gupta, 2017).

When employees feel that they have limited potential, they may prioritize preserving their self-respect and emotional well-being, such as their resilience and intellectual pursuits, which can decrease their motivation to stay with the organization. Furthermore, engaged workers are more inclined to remain within their current organization than are distracted workers, who are more prone to leave. In contrast to cognitive and emotional engagement, behavioral engagement is inversely related to turnover. When employees experience burnout from excessive use of their cognitive and emotional resources, their intention to leave the organization tends to increase as their levels of energy and enthusiasm decline (Du Plooy, 2003). Turnover intention may be measured utilizing two aspects, namely thoughts about resigning and interest in job offers. Both Internal and external factors can influence turnover intention. Internal factors that may contribute to turnover intention include job unhappiness, unfavorable working circumstances, excessive working hours with low compensation, and insufficient staff training programs (Kartono, 2018).

2.3. Emotional Intelligence and Turnover Intention

The emotional intelligence of employees can not only alleviate workplace stress and frustration but also decrease the likelihood of others leaving. Positive emotions foster perceptions of organizational collaboration and fairness, while negative emotions can have detrimental effects on both the individual and the organization (Raza, 2018). People who are upset, find it difficult to accurately assess the emotions of others (Ramesar, 2009). Employees may become preoccupied with negative emotions, leading to disengagement from their work and resulting in decreased performance and a greater likelihood of intending to leave their jobs (Mbegu, 2018). Understanding and addressing the emotional factors influencing employees' decisions to leave can be crucial for retaining them. Employees can improve their emotional intelligence by more finely assessing and comprehending circumstances. As such, identifying emotional intelligence as a vital predictor of employees' intention to leave has been a significant finding, that ultimately translates into actual turnover (Riaz, 2018). When employees are driven to excel and share common values with the organization, they are inclined to stay with the company and are less likely to seek alternative employment (Ng, 2010). Previous studies have consistently found a negative relationship between emotional intelligence and employee turnover intention, indicating that individuals with higher emotional intelligence levels are less inclined to leave their jobs (Gupta, 2017; Raza, 2018).

In the context of job embeddedness theory, employees' attachment and connection to their job and organization are influenced by their social connections, job fit, and perceived costs of leaving the organization. Employees who have a sense of connection to their firm and job, are less likely to resign, even if external possibilities are given. Emotional intelligence can improve social connections, improve job fit, and lower the perceived costs of leaving the organization, resulting in greater job embeddedness and lower TI.

H1: Emotional intelligence is negatively linked to turnover intentions within an organization.

2.4. Organizational communication

Communication refers to the exchange of symbols that convey meaning, thoughts, ideas, knowledge, and culture among individuals (Gulec, 2012). Communication is considered one of the fundamental requirements for human existence, as it enables the transmission of emotions, thoughts, attitudes, and behaviors between individuals. In this process, symbols and signs can take various forms, including written, spoken, or nonverbal cues. Effective communication involves not only transmitting events, situations, information, ideas, or opinions to others but also receiving and comprehending input from the other party (Koseoglu, 2010). The primary goal of this process is to ensure that the intended message is understood as intended, to elicit the desired response, and to establish positive relationships with others (Wayne, 1991). Technology and automation will never be able to replace human-to-human communication. The human factor is widely recognized as the most influential input in service production, and effective communication is considered the foundational principle for such efficiency (Cabral-Cardoso, 2004).

Organizational communication (OC) refers to the distribution of knowledge across members of a group based on their roles (Price, 1997). Effective OC is characterized by clarity, consistency, and respect (Mueller, 2012) and can occur through both official and unofficial channels that are top-down, bottom-up, crosswise, or horizontal (Zmud, 1990). OC is effective at meeting the requirements of workers, and the advantages it can provide, are that OC generates data for management to use in making decisions, helps employees understand and apply management decisions, increases employee loyalty to the organization, improves customer service, improves organizational performance by influencing employee behaviors such as job satisfaction, enthusiasm, and dedication to the organization; encourages workers to experience a sense of belonging, reduces workplace conflicts and pressure, contributes to the stable and cooperative execution of organizational activities, establishes dependability for organizational change; accelerates the change process, allows for fewer errors and thus lowers expenditures; and increases persistence and efficiency (Munter, 1998).
The organization and its members are guided by organizational communication. It imparts solutions to all queries, eliminates misunderstandings, provides direction, and motivates everyone to attain organizational goals. It improves professional relationships, reduces disputes, and encourages collaboration. Communication plays a crucial role in maintaining order and upholding the policies, protocols, and benchmarks of an organization. Additionally, it facilitates effective leadership by allowing leaders to connect with their subordinates and inspire them to work toward fulfilling the company’s vision, mission, and goals. Effective communication plays a vital role in ensuring that the vision and mission of an organization yield the desired outcomes. Effective communication that is inspiring and adaptable can help members of an organization understand and appreciate the organization’s values and purpose, instead of feeling obligated to comply with them. Different modes of communication, such as publications, memos, meetings, and announcements, can be utilized to convey a clear and concise message. Moreover, when information regarding the organization's objectives, performance, and policies is easily accessible to employees, it can lead to improved coordination and greater effectiveness in their work (Gochhayat, 2017).

2.5. Emotional intelligence and organizational communication

A person’s EI level is related to communication effectiveness and plays an important role in perception and communication with others which improves teamwork in organizations by connecting managers with workers in decision-making (Ahmed, 2015). Many researchers have studied the relationships among intellect, emotion, and communication (Groves, 2008). Both emotions and intelligence possess an inherent communicative quality. The effectiveness of a team heavily relies on the quality of its communication, which is influenced by the emotional skills of its members (Zeidner, 2008).

As successful teamwork and workplace relationships are built on interdependence, the ability to coordinate interactions is crucial, and team-level emotional skills play a vital role in achieving this objective (Marks, 2001). Furthermore, good communication entails perceiving and controlling the emotional expressions of both oneself and others during interactions (Canary, 1989). Individuals with higher emotional intelligence (EI) tend to demonstrate positive interpersonal behaviors and possess an enhanced ability to influence the communication conduct of their colleagues. By initiating two-way communication within a group, individuals with greater EI create an environment that promotes team cohesiveness and a feeling of belonging. This results in less task and interpersonal conflict within the team (Mitchell, 1986). Research indicates that positive correlations exist between the effectiveness of communication among team members and their emotional intelligence (EI) levels (Jordan, 2002).

Furthermore, studies have shown that team members with higher EI perceive greater levels of social cohesion within the team and possess stronger individual communication skills (Brackett, 2003b). Individuals with higher emotional intelligence (EI) are more inclined to freely share valuable information, and recent research indicates a positive association between emotional intelligence and information exchange, individuals with excessive emotional intelligence traits can communicate more effectively with their coworkers, superiors, and subordinates. They are better at conflict resolution, negotiation, and relationship building. They are also perceived as more trustworthy, approachable, and compassionate, which helps them develop a positive organizational culture (Petrides, 2010).

H2: There is a positive association between emotional intelligence and organizational communication.

2.6. Organizational Communication and Turnover Intention

Research has been conducted to investigate the consequences of both upstream and downstream communication between managers and their employees, on the behavior of employees who are leaving, including their intention to leave. For instance, when employees perceive unfairness in both upstream and downstream supervisory communication, it often leads to withdrawal behaviors such as the intention to leave (Timm, 1978). Satisfaction with informal and horizontal communication within an organization is commonly reflected through coworker communication (Downs, 1977). Positive relationships among employees are necessary for them to feel content while performing their jobs (Ariani, 2015). Research indicates that employees who express greater satisfaction with communication in their work environment demonstrate a reduced tendency to make intentions to depart (Mohammed, 2016).

H3: There is a negative association between organizational communication and turnover intention.

2.7. Mediation of Organizational communication

According to the preceding explanation, organizational communication may serve as a link between emotional intelligence and turnover intention. People who possess a significant level of emotional intelligence may be better able to communicate successfully with their coworkers and supervisors, resulting in a more favorable work environment and a reduced intention to leave. Employees with low emotional intelligence, on the other hand, may struggle with communication, resulting in misunderstandings and dissatisfaction, which may increase turnover intention. Although research in this area is ongoing, there is evidence that organizational communication acts as a mediator between emotional intelligence and turnover.

https://www.malque.pub/ojs/index.php/mr
H4: Organizational communication mediates the association between emotional intelligence and turnover intention within an organization.

The conceptual model of the research is depicted in Figure 1.

![Figure 1 The conceptual model.](image)

3. Research methodology

3.1. Participant

The participants were full-time employees in different organizations. The selection of the sample was conducted through a nonprobability convenience sampling approach. A sample of 343 adult working employees was taken. The demographic data revealed that 60% of the participants were male and 40% were female. The 20- to 30-year-old age group constituted 25% of the respondents, providing youthful energy and fresh perspectives. Meanwhile, the 30-40 age range encompasses 40% of respondents, representing a significant portion of experienced professionals. The 40-50 age group contributes 20% of the respondents, bringing a blend of seasoned expertise and adaptability. Finally, 15% of the respondents were above the age of 50, adding valuable experience and stability to the organizational tapestry. The duration of the data collection was January 2023 - April 2023.

3.2. Survey Instruments

The survey data were gathered using an online self-administered questionnaire distributed through Google Forms. These digital surveys are increasingly gaining popularity in quantitative research (Van Selm, 2006). A five-point Likert scale was used to assess various factors, including the independent variable, emotional intelligence, the mediating factor, organizational communication, and the dependent variable, turnover intention. Additionally, demographic factors such as age, gender, level of education, and experience were also considered. Emotional intelligence was assessed via a questionnaire developed by (Petrides, 2009). The Trait Emotional Intelligence Questionnaire (TEIQue) is a self-report tool for assessing TEI. This 30-item inventory is divided into 5 factors utilizing a five-point Likert scale, and respondents rank each factor on a five-point Likert scale. “Self-awareness”, “Self-motivation”, “Self-control”, “empathy” and “social skills” are five components. An example item is, “I do not have difficulty expressing my emotions verbally”. The scale's reliability was evaluated through Cronbach’s alpha, yielding a value of 0.93 4. Moreover, the turnover intention used for the study was developed (Bothma, 2013). The Turnover Intention Scale (TIS) is a 15-item questionnaire designed to measure employees’ inclination to leave their current position or organization. Grounded in the theory of planned behavior, the TIS examines how an individual's attitudes, subjective norms, and perceived behavioral control impact his and her intentions regarding his or her behavior. An example item from the TIS questionnaire is, “How often do you contemplate leaving your job?” To assess the scale's reliability, Cronbach's alpha was used, yielding a value of 0.937. The efficacy of communication within organizations was evaluated using the OC scale established by (Downs, 1977) which assessed organizational communication. The scale comprised various components, encompassing general communication, job and work environment perception, the connection between clear communication and job safety, perceptions of managers' attitudes, growth perceived through communication, and uncertainty perception in the job environment. An example item from the scale is, “I have a complete understanding of the objectives and policies of our department.” To assess the scale's reliability, Cronbach’s alpha was used, yielding a value of 0.929.
3.3. Procedure

This study utilized the partial least squares (PLS) technique to evaluate the proposed model and conduct hypothesis tests, with a sample size of 343 respondents. PLS-SEM is widely employed due to its ability to explain distinct regression correlations within a comprehensive framework, allowing for the examination of interaction and mediation effects. The choice of this strategy was primarily motivated by its relevance to both exploratory and confirmatory investigations. PLS-SEM analysis involved two stages: the assessment of the measurement model and the estimation of the structural model (Fong, 2014). SmartPLS 4 software was used for the data analysis in this study. The initial step focused on evaluating the convergent and discriminant validity of the conceptual model. Subsequently, the inner model was analyzed to assess and examine the formulated hypotheses.

4. Data analysis findings

4.1. Measurement Model

Table 1 presents the results of the measurement model for the latent constructs, indicating that all indicators had outer loadings exceeding 0.60, meeting the recommended criterion (Fong, 2014). Furthermore, the AVE values for the reflective constructs ranged from 0.630 to 0.763, providing evidence of convergent validity. Hence, the measurement models satisfy the necessary evaluation standards.

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Outer Loadings</th>
<th>(rho_a)</th>
<th>(rho_c)</th>
<th>The average variance extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI1</td>
<td>0.841</td>
<td>0.941</td>
<td>0.944</td>
<td>0.630</td>
</tr>
<tr>
<td>EI2</td>
<td>0.776</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>EI3</td>
<td>0.874</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI4</td>
<td>0.844</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI5</td>
<td>0.814</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI6</td>
<td>0.761</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI7</td>
<td>0.822</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI8</td>
<td>0.706</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI9</td>
<td>0.722</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI10</td>
<td>0.842</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TI1</td>
<td>0.934</td>
<td>0.941</td>
<td>0.951</td>
<td>0.763</td>
</tr>
<tr>
<td>TI2</td>
<td>0.907</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TI3</td>
<td>0.949</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TI4</td>
<td>0.826</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TI5</td>
<td>0.822</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TI6</td>
<td>0.792</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC1</td>
<td>0.821</td>
<td></td>
<td>0.959</td>
<td>0.734</td>
</tr>
<tr>
<td>OC2</td>
<td>0.850</td>
<td></td>
<td>0.943</td>
<td></td>
</tr>
<tr>
<td>OC3</td>
<td>0.886</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC4</td>
<td>0.889</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC5</td>
<td>0.815</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC6</td>
<td>0.877</td>
<td></td>
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<td></td>
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</tbody>
</table>

Note: VIF, variance inflation factors; composite reliability; AVE, average variance extracted.

The validity of the present research framework was evaluated using three methods: the cross-loading matrix, the Fornell-Larcker criterion (as shown in Table 2), and the heterotrait-monotrait method ratio (HTMT). The Fornell-Larcker criterion was used to assess the discriminant validity of the reflective structures, with the highest value in each column representing the highest variable association for all constructs. The HTMT ratio was utilized to confirm the discriminant validity of the constructs, with all ratios below 0.85, confirming the discriminant validity of the current research model. Additionally, cross-loading was employed to evaluate the discrimination effectiveness, and the results indicated that all the data met the established criteria. In summary, the discriminatory validity of the current research framework has been assessed using multiple methods, and the results confirm its effectiveness. The values of $F^2$, $R^2$, and $Q^2$ were also estimated to evaluate the robustness of the model. To calculate the amount of prediction (exogenous) variables contributing to the $R^2$ value shown in Table 3 of the endogenous variables, the effect size $F^2$ was determined as shown in Table 4.
4.2. Structural model assessment

After assessing the measurement model, the second phase involved evaluating the structural modelling tests. The outcomes of the direct and indirect relationships are shown in Table 5, where the hypothesis results are presented.

Table 5 Hypothesis Testing.

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Beta</th>
<th>STDDEV</th>
<th>LLCI</th>
<th>ULCI</th>
<th>T statistics</th>
<th>P values</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI -&gt; OC</td>
<td>0.562</td>
<td>0.041</td>
<td>0.475</td>
<td>0.636</td>
<td>13.560</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>EI -&gt; TI</td>
<td>-0.741</td>
<td>0.016</td>
<td>-0.803</td>
<td>-0.665</td>
<td>52.084</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>OC -&gt; TI</td>
<td>-0.183</td>
<td>0.042</td>
<td>-0.267</td>
<td>-0.103</td>
<td>4.343</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>EI -&gt; OC -&gt; TI</td>
<td>-0.103</td>
<td>0.026</td>
<td>-0.162</td>
<td>-0.058</td>
<td>3.966</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

The Structural Model of research is depicted in Figure 2.

Before assessing the mediation effects, the direct associations were first analyzed. The first hypothesis tested in this study was the negative relation between EI and TI within the organization. As indicated by the results of the path coefficient analysis in Table 5 and Figure 2, there was a significant association between EI and TI ($\beta = -0.74$, $t = 52.084$, $p < 0.05$). Thus, the alternative hypothesis was supported, indicating that there is a significant relationship between the variables. The second hypothesis examined the positive association between emotional intelligence (EI) and organizational commitment (OC), and the results demonstrated a significant relationship ($\beta = 0.562$, $t = 13.560$, $p < 0.05$). Consequently, the null hypothesis was rejected in favor of the alternative hypothesis. The third hypothesis investigated the negative relationship between OC and TI, which was confirmed through path coefficient analysis ($\beta = -0.183$, $t = 4.343$, $p < 0.05$). Therefore, the alternative hypothesis was accepted. Following Preacher and Hayes’ (2008) bootstrapping indirect effect approach, this study examined the mediating effect of OC on the relationship between EI and TI. The results revealed that OC significantly mediates the relationship between EI and TI ($\beta = -0.103$, $t = 3.966$, $p < 0.05$). Hence, the alternative hypothesis was supported.

5. Discussion

For organizations trying to promote employee retention and reduce turnover, the connection between emotional intelligence and turnover intention is an essential area of study. According to the results of this study, all the alternative hypotheses were accepted. In light of the abovementioned findings from research, the authors can conclude that emotional intelligence and turnover intention have a negative association. Employees with a greater degree of emotional intelligence are less likely to experience job discontent, burnout, or work-related stress, all of which might lead to the intention to leave. Employees with greater levels of emotional intelligence are also more likely to form favorable connections with their coworkers and managers, which can boost job satisfaction and minimize the likelihood of turnover (Akhtar, 2017). Organizations may help employees better control their emotions, enhance their relationships with coworkers and managers, and eventually lessen their intention to leave their positions by focusing on emotional intelligence training and development.

According to the study, the results are categorized within the framework of the concept of work embeddedness. Subsequently, the relationship between emotional intelligence and organizational communication is an important topic of research for organizations seeking to increase employee communication and collaboration. The second aim of this research was to study the association between emotional intelligence and organizational communication. The findings confirmed a positive relationship between emotional intelligence and organizational communication. Individuals with higher emotional intelligence possess better communication skills, enabling them to engage effectively with colleagues, supervisors, and other stakeholders within the organization (Ehigie, 2023). They demonstrate the ability to understand and empathize with others'
emotions, facilitating healthy dialogue and collaborative interactions. Moreover, individuals with greater emotional intelligence are more inclined to employ effective communication strategies, including active listening and providing constructive feedback, which contributes to enhancing organizational communication.

![Figure 2 Structural Model.](https://www.malque.pub/ojs/index.php/mr)

Within this research, the third objective was to investigate the correlation between organizational communication and turnover intention. According to the findings, organizational communication plays an important role in reducing turnover intention. Employees are more prone to be content and engaged with their work when they believe that they are receiving clear and consistent information about their job tasks, performance standards, and career development prospects. Employees may feel dissatisfied, confused, and disengaged when communication is inadequate, inconsistent, or imprecise, leading to increased turnover intention. Employees and management can benefit from effective communication by developing a sense of trust, mutual respect, and open discourse (Tay, 2008). This can foster a healthy work environment in which employees feel comfortable discussing their issues and ideas, leading to greater job satisfaction and lower turnover intentions. Furthermore, organizational communication is a critical aspect in lowering turnover intention. Effective communication may establish trust and open discourse in the workplace, as well as offer employees clear and consistent information about their job responsibilities and career development prospects. Organizations may reduce turnover intentions and keep skilled people by investing in effective communication strategies.

The primary aim of this study was to investigate how organizational communication acts as a mediating factor in the connection between emotional intelligence and turnover intention. It hypothesized that effective communication within an organization could influence an employee’s emotional intelligence, subsequently influencing their intention to leave the organization. Organizational communication acts as a mediator, connecting emotional intelligence and turnover intention. The findings suggest that organizational communication significantly influences employees’ emotional intelligence. Effective communication within an organization can assist employees in better understanding their duties and responsibilities, providing feedback, and cultivating strong relationships with their coworkers (Gochhayat, 2017). This, in turn, can lead to increased emotional intelligence and decreased turnover intention.

6. Limitations

Like any study, there are limitations to be acknowledged. First, due to the cross-sectional nature of the data in this study, the research design prevents us from drawing causal inferences. In addition, only 343 people participated in the study, so the findings might not be representative of the majority. The fact that our data were self-reported was another drawback.
Data for the study were primarily collected online using a survey; there may be some respondent bias. Additionally, there is no information on additional variables influencing turnover intention.

7. The implications of the study

Theoretically, the conclusions of the present research can help us acknowledge the connections among organizational communication, emotional intelligence, and turnover intention as well as the underlying mechanisms and processes that affect these results. The study findings support job embeddedness theory, which suggests that when an employee is more rooted within his or her organization, he or she is less likely to quit. This finding implies that connections to the organization and its members as well as investments in communities are other factors that contribute to employees’ attachment to their workplace and organizations in addition to job satisfaction. In addition, the conservation of resources theory suggests that people work hard to obtain and safeguard the things they value, such as time, money, social support, and personal accomplishments. This theory contends that people make investments to increase their resources, lessen their losses, and improve their well-being and resilience. People become stressed when they suffer risks to their resources, such as job loss, marital strife, or health difficulties. As people use resources to deal with the stressors, they deplete their resources and become more susceptible to other stressors, which can create a vicious cycle of resource loss.

This study’s findings have practical implications. Organizations may improve their communication practices by offering regular feedback, fostering open communication channels, and encouraging discussion between management and staff. Furthermore, investing in emotional intelligence training programs for employees can help them develop self-awareness, empathy, and social skills that contribute to their overall well-being and job happiness and establish methods to prevent employee turnover, such as strengthening work culture, delivering competitive remuneration packages, and providing opportunities for professional advancement and development. In addition, organizations can benefit from cultivating a culture of well-being by encouraging work-life balance, offering wellness programs, and supporting employees’ mental and physical health.

8. Final considerations

As a result, if a company desires to reduce employee turnover, it should focus on enhancing its communication systems. This could include teaching staff good communication skills, establishing an open-door policy that encourages employees to express their ideas and concerns, and using tools such as employee surveys to evaluate employee happiness and suggest areas for growth. An employer can help to promote emotional intelligence among its employees by fostering efficient communication inside the organization, which leads to lower turnover intention and greater job satisfaction (Carrière, 2009). In the end, it can be concluded that organizational communication can provide an intermediary between emotional intelligence and turnover intention.

Ethical Consideration

Participation was through informed consent. The participation was protected through anonymity and volunteer and confidentiality was maintained.

Conflict of Interest

The authors declare that there is no conflict of interest.

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References


