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The Intervening Role of Communication Satisfaction and Trust in Leader on the relationship between Leadership Communication and Employee Turnover Intention in Sichuan, China

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Abstract

In 2016, the Society for Human Resource Management reported that 46 percent of HR managers cited employee turnover as their top concern. The cost of replacing staff will be more than 200% of the annual salary. This phenomenon is particularly evident in micro-enterprises. Previous studies have reported job satisfaction, work-life balance, organizational fairness, job stress, organizational culture, salary, and the relationship between factors such as the organization's willingness to leave the company. However, there is a lack of research on the influence of leadership communication on turnover intention in previous studies. This research aims to examine the relationship between leadership communication and turnover intention in micro-enterprise in Sichuan province, China. Partial least squares structural equation model (PLS-SEM) is used to test the relationship between them, and leaders' trust and communication satisfaction were included to explain. This study will provide theoretical and evidence support for micro-enterprise owners, reduce their operating costs, and improve their performance. In addition, this study has contributed to developing the leader-member exchange theory and interpersonal communication theory.

Keywords: Leadership communication; Turnover intention; Micro-enterprise; Business administration

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Background of the Study

An unverified free dormitory policy caused an employee's resignation report. In the process of communication with employees, the researcher found that managers' communication significantly impacted employees' access to information and judgment based on knowledge,

which led to the emergence of this study. The reasons for the resignation report are a direct and abrasive style of communication, the manager's defective communication skills, and the employee's dissatisfaction with the leader. By in-depth reading through recent social science articles, the present research studies the employee behavior generated by leadership communication, mainly pointing to the frequency, competence, and leadership communication style. This study examines the relationship between leadership communication and employee turnover intention in Sichuan, China.

The definition of turnover intention is the aim of employees to search for alternative jobs or leave the organization in the future (Dwivedi, 2015). The term "turnover intention" describes workers' chance of quitting their current position. (Ngamkroekjoti et al., 2012). Employee turnover is a major worry for any company, regardless of size, industry, or geographic location. (Long et al., 2012). Employee turnover can be categorized as either voluntary or involuntary (Rubenstein et al., 2019). Hence, it is imperative to distinguish between voluntary and involuntary turnovers. Otherwise, assessing the relationship from the perspective of those who leave a position is inaccurate. There are many reasons for voluntary employee turnover. Alubelkassaw Belete (2018) pointed out that leadership style, demographic factors, organizational commitment, organizational fairness, organizational atmosphere, promotion opportunities, salary, organizational culture, work pressure, and job satisfaction are factors affecting employee turnover intention. Loss of personnel will lead to customer alienation and reduce the company's performance. At the same time, generally speaking, employees will be faced with career choices after quitting. Employee turnover has a double effect on an organization: it lowers productivity inside the business and boosts it within the competitor. The turnover of one employee will affect the morale of other employees and motivate them to resign, leading to a spiral of staff turnover (Lee et al., 2018). According to the "2021 Human Resources White paper" jointly released by 51JOB in 2020, the overall employee turnover rate in 2020 was 14.8%, which is 21.7% less than in 2019. The investigation reveals that the leading cause of the decline in turnover is the considerable fall in the voluntary turnover rate of employees, which is a direct result of the epidemic's impact. Employee turnover in 2021 was 18.8%, an increase of 4.0% from the previous year. As the epidemic eased and the economy continued to recover, enterprises' recruitment demand picked up, and employees' willingness to "job-hop" declined, which drove the turnover rate to rise significantly.

The sudden emergence of COVID-19 has led to a significant decrease in business volume, resulting in a decrease in the profitability of companies. Covid-19 posed threats to the financial and economic stability of the world and people's physical and mental health. (Mileva et al., 2021). The long-term goal of leadership is to produce good change through sincere communication efforts. Leadership involves influence and compliance, but the primary objective is to win the hearts and minds of subservient people. When this happens, talking to one another is essential (Badjie, 2021). A leader's efficiency and effectiveness can be improved through excellent communication. Interaction is the process by which two or more individuals reach an understanding with one another and work together to achieve a common goal. When leaders effectively convey their vision to their followers, they demonstrate true leadership. There will always be a strong tie between a leader and his followers if the leader is able to communicate effectively and get his message out. According to Serra's (2018) findings, workers are less likely to leave their jobs if they trust their managers. Kim (2019) also discovered an inverse relationship between leader trust and employee turnover. Previous studies mainly focused on employee turnover, job satisfaction, managerial support, employee training and development, and work balance (Ab. Hamida et

al., 2020; Abdien, 2019; Clayton, 2019; Jusoh & Yue, 2019; Vermeir et al., 2018). There are few studies on leadership communication and employee turnover in micro-enterprises. Organizational leaders must communicate clearly, concisely, and effectively (Stout, 2020). In addition, leadership communication and employee turnover intentions are strongly connected (Abdien, 2019). There is no clear evidence if employee burnout, dissatisfaction with communication, or even the tendency to quit the current position are all related (Vermeir et al., 2018).

Research Questions

This research examines the impact of leadership communication on employee turnover intentions in Chinese micro-enterprises, where data on the sector's foundation is still scant. By testing the mediating and moderating effects of communication satisfaction and trust in a leader, the authors fill in some gaps in our understanding of these relationships.

Therefore, this study raises the following questions:

1. What is the relationship between leadership communication and employee turnover intention in Micro-enterprises in Sichuan, China?
2. What are the most critical factors influencing turnover intention?
3. What are the effects of communication satisfaction and Trust, leadership communication, and employee turnover intention?

Research Objectives

The present research aims to identify the significant aspects of leadership communication that affect employees' decisions to leave their current position. The following aims have been established for this study to investigate the connection between leadership communication ability, frequency, style, and turnover intention in micro-enterprise in Sichuan, China, and to fill the resulting knowledge gaps in practice, industry, and theory.

1. To examine the mediating role of communication satisfaction between communication competence, frequency, style, and turnover intention in micro-enterprise in Sichuan, China
2. To examine the mediating role of Trust in leader between communication competence, frequency, style, and turnover intention in micro-enterprises in Sichuan, China
3. To examine the relationship between leadership communication competence, frequency, style, and turnover intention in micro-enterprise in Sichuan, China

Scope of the Study

This study will rely heavily on data from a random sampling of micro-enterprise staff in Sichuan, China. The scope of the study is those who work in micro-enterprises in Sichuan, China, and should work steadily for at least half a year. This study evaluated employees' turnover intention through a questionnaire distributed in various micro-enterprises in Sichuan province.

Limitations of the study need to be established for the sake of reliable analysis. The research respondents are to meet the following criteria:

- 1) Employees of a micro-enterprise in Sichuan, China;
- 2) Employed for more than half a year to ensure that the conditions for communication with the leader exist;
- 3) The employees who have household registration in Sichuan, China, to ensure their cultural background.

The data collection will be through sending out electronic questionnaires to target enterprises.

4) The participants must have a direct superior in their enterprise.

The data for the study will be collected from micro-enterprises in Sichuan, China. As a result, generalizations about the correlation between leadership communication and voluntary employee turnover are achievable in this study. Future studies can collect data from other provinces in China, which may eventually generalize the results to the entire of China. This study only covered variables such as leaders' communication ability, frequency, style, communication satisfaction, and trust in leaders; this may be a drawback because the results may be subject to other variables that have not been evaluated.

Significance of the Study

This study's findings and results will be helpful to those in leadership communication and human resource management at both large and small businesses. Moreover, the present study gathers different theories and models to form and verify the previous theoretical framework and provide new ideas for future research. In addition, practices in the context of Chinese micro-enterprises can fill some gaps in leadership communication and employee turnover. Current research can contribute to the theories used in this paper by extending and validating existing theories. This research is based on the Leader-Member Exchange Theory (LMX) and Interpersonal communication theory. Therefore, this study can help researchers in related fields to understand how to control employee turnover intention through leadership communication, communication satisfaction, and trust in leaders.

Furthermore, this study contributes to developing new ideas by integrating the aforementioned theories into a unified research framework. One of the study's other major contributions is a theoretical framework for comprehending the interplay between leadership communication elements and the likelihood that an employee may leave their position. Simply put, LXM theory will clarify how elements of leadership communication affect employees' intentions to leave their current position. This study also examines the relationship between leadership communication variables, such as competence, frequency, and style, with employee turnover intentions in Sichuan, China's small and medium-sized businesses. Additionally, to further comprehend the connection between leadership communication variables and employee turnover intent, this study also explored the mediating effect of communication satisfaction on the relationship between leadership communication and employee turnover intent. Direct and indirect economic advantages will accrue to Chinese small, medium, and large businesses from research into the connection between leadership communication variables and employee turnover intention. This research will pave the way for new avenues of study and application in the field.

Literature Review

The literature reviewed in this chapter comes from multiple databases, including Science Direct, Scopus, and Proquest. Keywords such as leadership communication (Supervisor, manager), communication style, communication competence (ability), communication frequency, communication satisfaction, and trust in leader (leadership, manager, supervisor) are the main focus of this study.

Turnover intention

Employee turnover intention is absenteeism due to dissatisfaction with the job (Koch & Steers, 1978; Porter & Steers, 1973). Mobley (1978) defines turnover intention with another

approach as the intention to quit due to dissatisfaction with the job or the idea of seeking new career opportunities in the original position. Along with the development of The Times, the later researchers will leave more refined the definition of a departure from the organization or the influence of the process, divided into voluntary or involuntary leave leaving. Voluntary redundancy is defined as internal and external factors such as retirement, immigration, compensation, job dissatisfaction, transfer, work-life balance, and voluntary exit (Dess & Shaw, 2001; Judge, 1993). Involuntary separation is defined as a dismissal by an employer (Barrick et al., 1994; McElroy et al., 2001). The passive turnover of employees is usually a favourable decision made by the organization after careful consideration, while voluntary turnover adversely affects the enterprise. Before the turnover of employees, more activities will produce a turnover tendency (Arokiasamy, 2013; Jusoh & Yue, 2019).

The adverse effects of voluntary employee turnover are varied. De Winne (2019) pointed out that employee turnover affects organizational performance by reducing labour efficiency from a financial perspective. New personnel must be hired and trained to fill the vacancies left by departing workers, driving up recruiting and training costs. More importantly, the new employees must undergo sufficient training to replace the old ones, which will also decrease organizational performance and profit (Al-Suraihi et al., 2021).

As a topic of constant concern, employee turnover intention has been studied in different industries. These include hospitality, manufacturing, nursing, and so on (de Leon, 2020; Vermeir et al., 2018; Xu et al., 2017). (Inan & Bititci, 2015) compares the different characteristics of large, medium, and micro-enterprises in management, finance, strategy, and other aspects. For micro-enterprises, there is no formal organization, let alone management. Therefore, the management of micro-enterprises is often ignored. Nurjaya (2020) looked at how stress at the office affected workers' willingness to leave their jobs at micro, small, and medium-sized businesses. Sugiarto (2020) aims at the impact of temporary workers' insecurity and role ambiguity in small and medium-sized enterprises on employees' turnover intention.

The influence of leadership communication on employee turnover intention

Managers' communication methods and strategies significantly impact subordinates' turnover (McGriff, 2018; Onyekachi & Edwinah, 2018). Effective leadership communication will reduce employee turnover intention, improve organizational performance, and thus reduce enterprise costs (Shannon, 2018). Chillakuri & Mahanandia (2018) found that when managers are unwilling to listen to Gen Z employees, employees will move to another organization, leading to employee turnover. Communication is essential for turning over, whether the desire to do so is direct or indirect. (Onyekachi & Edwinah, 2018). Communication satisfaction may be related to job satisfaction, turnover intention, and job burnout (Vermeir et al., 2018). Analysis of quantitative and qualitative data reveals that communication, CSR, and leader-member communication are three elements that indirectly affect turnover intent and performance (Kansuwi, 2019). Communication climate, supervisor-employee communication, employee-colleague communication, organizational integration, individual feedback, and media quality were all determined to be significant factors influencing hotel workers' intentions to leave their jobs (Abdien, 2019).

There is evidence of leadership communication and employee turnover in healthcare, manufacturing, and the hotel industry (de Leon, 2020; Vermeir et al., 2018; Xu et al., 2017). In China, many new industries and enterprises are emerging, which has led to the rise of numerous micro-enterprises in recent years. As an essential link in economic activities, the existence of micro-enterprises is worth paying attention to. There appears to be a wide range

in efficiency due to managerial flaws in overseeing manufacturing, company operations, R&D, and the like, as most micro-enterprises lack a solid foundation in organizational architecture (Rajagopal, 2021). Evidence of leadership communication and employee turnover intentions is still lacking. Through this study, this research gap can be supplemented.

Leadership communication competence

The research on communication competence has been over 50 years, and scholars in different periods have different definitions of communication competence. Communication competence refers to the quality level of Communication (M. Wiemann, 1977). People with the ability to communicate must achieve their goals (effectively) and do so appropriately (Harris & Cronen, 1979). Communication competence refers to the appropriateness and effectiveness of communication (Canary & Spitzberg, 1987). Effectiveness refers to the ability to complete specific communication goals through communication, while appropriateness refers to delivering information under specific occasions or rules (Kingsley Westerman et al., 2018). Through the definition of communication competence, we can know that leadership communication competence is managers' performance of communication competence. Communication competence includes knowledge, motivation, skills, behaviour, and effectiveness (Spitzberg, 1983).

There are few types of research on the relationship between leadership communication competence and employee turnover intention. Research on leaders' communication competence focuses more on their impact on job satisfaction, communication satisfaction, burnout, trust, creativity, and other variables (Delgado & Lubbers, 2021; Lusiya et al., 2021; Mikkelsen et al., 2021; Ulutürk & Tayfun, 2019). These related variables are related to employee turnover intention in some previous studies, for example, job satisfaction and employee turnover intention (Ali & Anwar, 2021; Hefny, 2021; Nguyen & Tran, 2021; Prasetyo & Semarang, 2021), job burnout and employee turnover intention (Gharakhani & Zaferanchi, 2019; Liu & Lo, 2018; Wang et al., 2020; Zhang et al., 2021), trust and employee turnover intention (Brohi et al., 2021; Ozturk et al., 2014; Rafiq et al., 2019; Zeffane & Bani Melhem, 2017). Future researchers may wish to support further the correlation between communication satisfaction, competence, and leadership (Madlock, 2008). Therefore, further research on the direct relationship between leadership communication competence and employee turnover intention can fill the research gaps in leadership and leadership communication.

Some previous studies confirmed the significance of the relationship between leadership communication competence and employee turnover intention (Delgado & Lubbers, 2021; Mironova & Chorbazhiyska, 2020), while other researchers found that the relationship between the two is insignificant (Salleh et al., 2017). Is it because of the nature of the job? Or sample reasons? Why are there contradictory findings? Furthermore, how does a leader's ability to effectively communicate with their team affect their motivation to stay? Since this issue has not been addressed in the prior literature, the current study will investigate the links between communication satisfaction and employee turnover intention. Moreover, the study considers the mediating role of leadership communication competence between trust in the leader and employee turnover intention within the regulatory mechanism of leadership communication competence.

Therefore, we propose the hypothesis:

H1: There is a significant relationship between leadership communication competence and turnover intention in micro-enterprise in Sichuan province, China

Leadership communication frequency

Communication frequency is defined as the amount of contact between members of an organization (Farace, Monge & Russell, 1977). Contact frequency is essential to individual attitudes and opinions (Graham & Lane, 2010). Interpersonal relationships are based on emotional attachment between leaders and followers, with both parties communicating informally and frequently (D. Seok Kang et al., 2011). A survey by IDG indicated that regular, easily shared, and modern communication is positively connected with employee job satisfaction, which in turn increases the likelihood of promoting oneself to employers and the likelihood of staying with one's current company (Thomas & Davenport, 2015). Considered crucial to effective teamwork are adequate information, information fairness, and frequent communication (Johansson, 2018). Frequent communication leaders can enormously impact the mode of information transmission, thus improving communication satisfaction and reducing quit intention. Employees may appreciate it when their leaders communicate more frequently (Weaver et al., 2021).

Researchers have found a correlation between leaders' feedback openness and lower staff turnover rates. Although Onyekachi & Edwinah (2018) found no correlation between leaders' communication frequency and employees' desire to leave, other researchers have shown a strong link between leaders' communication frequency and employees' intention to leave. However, other researchers point out that there is a significant relationship between the communication frequency of leaders and the turnover intention of employees (Dugovicova, 2019; Onyekachi & Edwinah, 2018; Weaver et al., 2021). The more frequently leaders communicate with employees, the less likely employees are to leave the firm. Thus, the research on the communication frequency of leaders and turnover intention of employees is insufficient, and there are contradictions in recent relevant research conclusions. The study (Weaver et al., 2021) shows that the more often top-level managers communicate with their teams, the less likely employees are to consider leaving their positions. However, a global epidemic occurred while this research was being done. The results may not be as expected when such a crisis does not occur (Weaver et al., 2021).

Therefore, we propose the hypothesis:

H2: There is a significant relationship between leadership communication frequency and turnover intention in micro-enterprise in Sichuan province, China

Leadership communication style

Norton (1977) laid the foundation of communication theory and defined communication style as the way a person interacts verbally and orally to indicate how the meaning of words should be received, interpreted, filtered, or understood. De Vries (2013) defines a leadership communication style as a set of communicative behaviours used by managers to optimize hierarchical relationships in interpersonal communication to achieve goals. It can be found from previous studies that there is little evidence that leadership communication style is directly related to employee turnover intention. However, related researches on leadership communication style show that leadership communication style may indirectly affect employee turnover intention. For example, leaders' communication style influences employees' creativity (Thacker, 1997), organizational commitment (O. Brown et al., 2019; Luo et al., 2016) and job satisfaction (Guo et al., 2015; Markethia Mull, 2020), work results (Yang et al., 2020), and trust (Nam-Sik Yun, 2019). Moreover, there is evidence from previous studies that employee creativity (Satyaningrum & Djastuti, 2020; Tongchaiprasit & Ariyabuddhiphongs, 2016), organizational commitment (Ayari & alhamaqi, 2021; Bhatti

et al., 2016; Parashakti et al., 2017), and job satisfaction (Ali & Anwar, 2021; Hefny, 2021; Nguyen & Tran, 2021; Prasetyo & Semarang, 2021) significantly influence employee turnover intention.

Some findings imply that future studies should focus on developing appropriate models and metrics across cultural contexts, highlighting the cultural specificity of one's cognitive processing in relation to communicative behaviour (Brown et al., 2019). Leadership communication style is a kind of communication behaviour. Under different cultures, does leadership communication style have a different influence on employees' turnover intention? Is it possible to generalize the results to China? This study will take the employees of micro-enterprises in Sichuan, China, as the investigation object and explore the influence of leadership communication style on employees' turnover intention in different regions and cultures to fill this gap and provide evidence for the development of leadership theory and LMX theory.

Therefore, we propose the hypothesis:

H3: There is a significant relationship between leadership communication style and turnover intention in micro-enterprise in Sichuan province, China

Trust in leader

Previous studies on the influence of trust on employees' turnover intention mainly focus on direct influence and intermediary influence. For example, Y. Yang's (2020) studies point out that trust is a means for leaders to influence subordinates through communication. Studies by Rafiq(2019) find that trust mediates between job involvement and employee turnover intention. According to LMX theory, trust is the basis of communication. Mutual trust between leaders and employees leads to lower costs and more effective communication. Further research is needed to understand this relationship further when considering employee turnover intention. Scholars should think about how factors like organizational trust and organizational support might act as moderators (Alharbi & Abuelhassan, 2020)

According to the social exchange theory, trust is based on the amount of information and interaction between the trustor and the trusted. From the perspective of the social leader-member exchange theory, communication is the process of trust generation (Yang et al., 2020). It's more challenging to build confidence and open lines of communication between senior executives and employees than between direct leaders and their subordinates. Therefore, the research findings might not consider the impact of leadership communication (Costigan et al., 2011). When hotel employees trust their superiors, they will return to the organization with emotional commitment, leading to lower turnover (Alharbi & Abuelhassan, 2020). These findings suggest that trust in management substantially affects whether or not workers intend to leave their current positions.

Therefore, we propose the hypothesis:

H4: There is a significant correlation between communication satisfaction and turnover intention

H5. There is a significant correlation between trust in leaders and turnover intention

H6. Trust in the leader has a moderating effect between leadership communication competence and turnover intention in micro-enterprise in Sichuan province, China

H7. Trust in the leader has a moderating effect between leadership communication frequency and turnover intention in micro-enterprise in Sichuan province, China

H8. Trust in the leader has a moderating effect between leadership communication style and turnover intention in micro-enterprise in Sichuan province, China

Communication satisfaction

Thayer(1968) defines communication satisfaction as the satisfaction inherent in successfully communicating with or communicating with. Redding (1972) described communication satisfaction as the overall satisfaction related to employees' perception of the whole communication atmosphere. In addition, Communication satisfaction is the information available to satisfy individual requests for information related to task roles or organizational activities (Putti et al., 1990; Steele & Plenty, 2014).

There are many previous studies on communication satisfaction. In the CMC environment, communication satisfaction is significantly positively correlated with job satisfaction (Bedoya, 2021). Communication, job satisfaction, and job performance are important factors in an organization's business success. Communication can improve job satisfaction and thus increase motivation at work (Milanović & Dragičević-Radičević, 2019). The connection between employees' perceptions of transformational leadership, their communication skills, and their level of job happiness is mediated by their level of communication satisfaction (Ulutürk & Tayfun, 2019). Satisfaction with internal communication is both a precursor to and a necessary condition for high levels of employee engagement (Pološki Vokić et al., 2021; Tkalac Verčič & Pološki Vokić, 2017).

Previous studies have drawn conflicting conclusions about the relationship between job satisfaction and communication satisfaction. There is a strong correlation between how satisfied one is with their means of communication on the job, and this level of satisfaction can be used as a predictor of overall job satisfaction (Bedoya, 2021; Milanović & Dragičević-Radičević, 2019; Nikolić et al., 2013; Ulutürk & Tayfun, 2019). Other scholars found that communication and job satisfaction were insignificant (Abdullah & Hui, 2014; Vermeir et al., 2018). At the same time, job satisfaction is a significant predictor of employee turnover intention (Ali & Anwar, 2021; Hefny, 2021; Nguyen & Tran, 2021; Prasetyo & Semarang, 2021). Therefore, the research on the relationship between communication satisfaction and employee turnover intention has not reached a consensus in the theoretical field. This study will study the impact of communication satisfaction on the relationship between leadership communication and employee turnover intention and provide more evidence for this research field through the investigation of micro-enterprises in Sichuan, China.

Therefore, we propose the hypothesis:

H9: Communication satisfaction has a mediating effect between leadership communication competence and turnover intention in Sichuan province, China

H10: Communication satisfaction has a mediating effect between leadership communication frequency and turnover intention in Sichuan province, China

H11: Communication satisfaction has a mediating effect between leadership communication style and turnover intention in micro-enterprise in Sichuan province, China

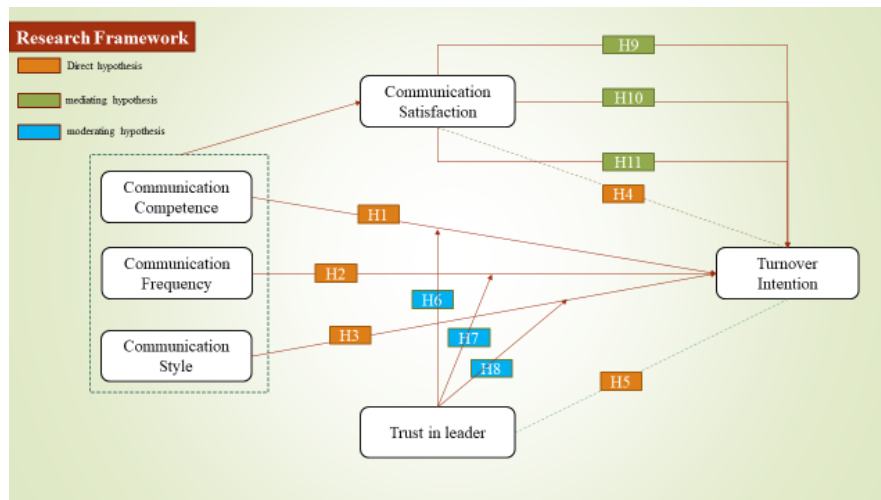


Figure 2.1: Research framework

Methodology

Research paradigm and research design

Definition of quantitative research: testing objective theories by examining the relationship between variables. These variables. On the other hand, you can measure it. Usually, on instruments, so that numbered data can be analyzed using statistical procedures (Creswell, 2003). The research objective of this paper is to explore the relationship between leadership communication competence, frequency, style, communication satisfaction, trust in leader, and employee turnover intention. Testing and reflecting this relationship through data collection of the target population is clearly quantitative research. Therefore, the research design in this study follows the paradigm of realism. The purpose of this study is to test the relationship between leaders' communication competence, frequency, and style, and employees' turnover intention, trust in leaders, and communication satisfaction. Therefore, the relevant design is most suitable for this study. Correlation studies are best when the purpose of the study involves measuring two correlated variables to assess and predict the relationship (Gass & Mackey, 2016). Correlation design is useful in assessing differences between groups, which is necessary to predict why events occur and how to resolve situations (Barker, Pistrang & Elliott, 2015).

Population and Sampling Technique

The samples for this study are from 560,000 micro-enterprises in Sichuan, China, and they must be employees of micro-enterprises. Since this study explores the relationship between leadership communication competence, frequency, style, communication satisfaction, trust in leader, and employee turnover intention in micro-enterprises in Sichuan, China, the research respondents are employees of micro-enterprises in Sichuan, China, rather than leaders or managers. The research respondents meet the following requirements 1) they are employees of a micro-enterprise in Sichuan, China; 2) they should work in the enterprise for more than half a year to ensure that the conditions for communication with the leader exist; 3) they should have household registration in Sichuan, China to ensure their cultural background. 4) They must have a direct superior.

On the issue of sample size, there is a comprehensive discussion in academic circles. As statistical techniques are greatly influenced by it, the study sample size needs to be

carefully considered, which is also a great challenge for researchers. Structural equation modelling, confirmatory factor analysis, latent variable modelling, structural path analysis, and multiple regression analysis are just a few analytical procedures used to determine sample sizes; users should proceed cautiously (Rahi, 2017). The sample size of this study follows some of the most important rules cited in the academic literature, such as the model proposed by (Krejcie, V.Morgan, and W. 1970) :

Krejcie and Morgan

$$n = \frac{\chi^2 N p (1 - p)}{e^2 (N - 1) + \chi^2 p (1 - p)}$$

- n = sample size
- N = population size
- e = acceptable sampling error
- χ^2 = chi-square of degree of freedom 1 and confidence 95%
= 3.841
- p = proportion of population (if unknown, 0.5)

The formula Krejcie and Morgan

Figure 3.1: Krejcie and Morgan's formula

The sample size in this paper is 384, which is calculated by the model of (Krejcie, V.Morgan, and W. 1970). By the end of 2018, the number of micro-enterprises absorbed and employed in Sichuan province reached 7.026 million, accounting for 53.8% of the total number of enterprises employed in the province (Yan. Zhao, 2020). By calculation, when $P=0.5$, $X^2=3.841$, $e=0.05$, $N=7026000$, $n=384.1$. When doing quantitative research, simple random sampling is the method of choice since it ensures that all eligible individuals will have an opportunity to take part in the study (Bhagdev, 2021). This research will use the random sampling technique. Due to its correlational nature and use of cross-sectional data, this study needs to investigate the potential causality between its independent variables and its dependent outcomes. This study will be distributed to the employees of micro-enterprises in Sichuan, China, in the form of electronic questionnaires.

Measurement

Measurement of turnover intention: The scale used in this study was the TIS-6 scale, which has been shown to be effective in some previous studies. Criterion-predictive validity of the TIS-6 was determined by comparing the mean score differences between those who quit and a randomly-selected group from the sample who remained with the organization within specified periods (Bothma & Roodt, 2013).

Measurement of communication satisfaction: The contents of the communication satisfaction questionnaire were selected from studies. An important reason is that the reliability of this scale has been tested in many studies and reviewed by ICA (Castillo & Becerra, 2019; Dewine & James, 1988; Hogard & Ellis, 2006; Wulandari, M. P., & Burgess, 2010).

Measurement of trust in leader: Trust in Leader questionnaire uses the trust survey questionnaire (Yang et al., 2020), which is targeted at project managers. This questionnaire contains five items, and the load factor of each item can reach more than 0.75 ($CR=0.9$, $\alpha=0.86$), indicating that the questionnaire is highly effective.

Measurement of leadership communication competence: The Communication Competence Questionnaire (CCQ) uses the scale used in the study (Madlock, 2008; Monge et al., 1981). The items were measured on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior research reported a scale reliability of .93 (Madlock, 2006).

Measurement of leadership communication style: The contents of the Leadership Communication Style Scale were selected from the research of (Montgomery & Norton, 1981). The CSM has sufficient internal consistency as measured by Cronbach's alpha for each construct: Friendly ($\alpha = 0.60$), impression leaving ($\alpha = 0.65$), Relaxed ($\alpha = 0.74$), Contentious ($\alpha = 0.71$), Attentive ($\alpha = 0.41$), Precise ($\alpha = 0.54$), Animated ($\alpha = 0.46$), Dramatic ($\alpha = 0.63$), Open ($\alpha = 0.70$) and Dominant ($\alpha = 0.72$) (T. Brown et al., 2011)

Measurement of leadership communication frequency: The Leadership Communication Frequency questionnaire used A questionnaire developed in the research of Kacmar(2003)($\alpha = .84$). The questionnaire was first developed by McAllister (1995) ($\alpha = .85$).

Data Analysis

Structural equation modelling (SEM) path analysis was used in this study, and SmartPLS 4.0.8 software is used to test the correlation between dependent and independent variables. Path analysis is an extension of multiple regression because it involves the simultaneous estimation of various multiple regression models or equations. At the same time, second-generation techniques include first-generation techniques (Fornell, 1982). Meanwhile, according to Hair et al. (2011), PLS-SEM evaluates a single regression formula sequence and can be used to check the results. Therefore, it has additional credibility because it considers the requirements and checks of complex path models and can also be applied to small sample sizes. Meanwhile, this study creatively adds communication style and competence into the research model, which are exploratory factors. PLS-SEM is the most appropriate. In addition, this study will use resampling mediation techniques to test possible indirect effects. In addition, this study adopts the existing mediation verification procedure, namely "bootstrapping the indirect effect." Hair et al. (2014) believed that this bootstrap method for mediation analysis was most suitable for PLS-SEM because it could be applied to a small sample size.

Table 3.1: Analytical techniques for hypothesis testing

Hypothesis	Technique
H1	Path analysis
H2	
H3	
H4	
H5	
H6	Resampling Meditation(bootstrapping)
H7	
H8	
H9	Two-stage
H10	
H11	

Conclusion & Future Recommendation

As a concerned topic in business management, employee turnover intention has been marked for its importance by many researchers. Employee turnover intention will not only reduce the operating efficiency of the enterprise, which will lead to the decline of profits but also

produce a domino effect. As an essential part of leadership, communication should be valued. Positive, frequent, and effective communication can help leaders better establish their leadership, increase the opportunities for employees to follow leaders, and thus make the organization operate better. Research on the relationship between leadership communication and employees' turnover intention needs to be paid attention to, especially testing in different cultural backgrounds and regions to help people better understand the influencing mechanism between them. Trust in leaders and communication satisfaction are good starting points. Future studies can also help to understand and explain the relationship between leadership communication and employees' turnover intention from more perspectives.

Reference

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