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EXPLORING THE ANTECEDENTS OF EMPLOYEE TURNOVER INTENTIONS: THE SCALE VALIDATION THROUGH PILOT TEST

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KEYWORDS	ABSTRACT
Turnover Intentions, Scale Validations, Pilot Testing	<p>The Brief summary: The study aimed to explore the antecedents of employee turnover intentions through the scale validation based on pilot test. Data and collection procedure: Primary data collected by close-ended questionnaire. Sampling: Convenience and snow-ball sampling techniques used to acquire data. Nature: The study was quantitative and descriptive in nature. Population and sample size: Approximately, 125 questionnaires delivered to the target population which including managers and non-managers, working in private banks of Sindh, Pakistan and out of that 100 received back as completed and fit for data analysis and interpretation. Data analysis & interpretation: Data analyzed and interpreted by SPSS and PLS-SEM. Findings: Cronbach's alpha, item analysis and factor analysis measured individually for overall variables of study. All variables and items measured internally consistent and reliable except few items. Such items were measured insignificant through the factor loading considered to be revised or revisited. Conclusion: This study assisted researcher to find out errors of instrument and suggested solutions to revise such items which may cause problems in making analysis and interpretation for the main study.</p> <p> 2022 Journal of Social Research Development</p>
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INTRODUCTION

Employee turnover intentions rise rapidly among managers and non-managers because of vast number of opportunities particularly in private banks of Sindh and generally in banking sector of Pakistan (Price, 2001). Employees either managers or non-managers often receive one step forward in career based upon switching jobs from one bank to another (Sobia & Aftab, 2014). The talented employees easily move on from one bank to another bank by

registering turnover (Shah, Fakhir, Ahmad, Zaman, 2010). It is perceived from the literature review, that employee turnover is consequence of employee turnover intentions (Mahesar, 2015). Since, it is realized later, when workers leave organization in quest of other alternate opportunities (Hakro, Abbasi & Mahesar, 2021). Employee turnover intentions badly affect organizational performance (Jhatial, Mangi & Ghumro, 2012). Despite, management focus on individual performance which inhibit the organizational performance (Mahesar, 2015). Individuals who do not improve performance remain under observations of management (Jhatial et al., 2012).

Organizations encounter extreme plight specially in improving performance due to employee turnover intentions (Bhagwandeem, 2021). Turnover intentions can be formed by various factors but most importantly work overload, job satisfaction, employee engagement and job stress are particularly taken under investigation in context of private banks of Sindh, Pakistan (Hakro, Jhatial & Chandio, 2022). It is observed from literature review that work overload is accelerator of employee turnover intentions (Mahesar, 2015). Employees often do late sit to complete their allotted tasks and sometimes attend office even in holidays due to the work overload (Hakro, Jhatial & Chandio, 2022). Thus, employees make turnover intentions which will turn into turnover decisions upon quitting jobs and joining other jobs either in the related industry or different (Masemola, 2011). It has been observed from the literature review that work overload and job stress are major causes of employee turnover intentions which are also positively related with employee turnover decisions around the globe (Hakro et al., 2022). Therefore, employees do not perform up to the expectations of management due to being physically and psychologically stressed at the workplace (Tunio, Mahesar & Hakro, 2021).

The job stress reduces employee performance which has ultimate effect on organizational performance (Gilal, Hakro, Banbhan & Gilal, 2022). The work overload and job stress are identified as major predictors of employee turnover intentions in private banks of Sindh, Pakistan (Mahesar, 2015). Work overload and job stress can cause either absenteeism or presentism among employees (Dole et al., 2001). Both are positively related to employee turnover intentions and negatively related to employee performance and organizational performance (Jhatial et al., 2012). Since, absenteeism and presentism are positively related to employee turnover intentions which are main causes of the work overload and job stress (Hakro et al., 2022). Job satisfaction and employee engagement reduce employee turnover intentions and accelerate employee performance and organizational performance (Wiley & Beck, 2001; Hakro et al., 2022). The turnover intentions diminish among employees with the higher job satisfaction and employee engagement (Mahesar, 2015). Nevertheless, the moderate satisfaction and engagement give birth to employee turnover intentions which will turn into decisions by quitting jobs from one bank and joining the other one (Hakro, Jhatial & Chandio, 2022).

Objectives of Study

Three objectives were developed to accomplish the aim of study with the help of certain statistical tests, which were performed by the use of SPSS and PLS-SEM to attain desired objectives.

1. To measure the Cronbach's alpha individually and collectively for overall variables.
2. To measure the item analysis of overall items measuring five variables of the study.
3. To measure the factor analysis through factor loading for the variables of the study.

LITERATURE REVIEW

Work Overload

The work overload leads to inefficiency and poor performance of the employees and in aftermath employees get dissatisfied from their jobs which is the foundation of making the employee turnover intentions (Hakro et al., 2021). The work overload creates problems of presentism and absenteeism (Sobia & Aftab, 2014). Thus, the employees remain regular and punctual physically but mentally absent at work in presentism (Kitur, 2015). However, the employees enjoy self-granted leaves by not reporting duty and often tender lame excuses to managers because of absenteeism (Donkor & Zhou, 2020). Employees do not perform well at work and communicate bad words about organization (Hakro et al., 2022). In this linking, it damages organization in various ways (Mahesar, 2015). Work overload reduces individual performance which is realized at organizational level as well (Tahir et al., 2012). In this connection, the work overload increases job stress among employees and both are viewed as the major predictors towards the employee turnover intentions (Hakro, Jhatial & Chandio, 2022).

Employees do not serve up to expectations of management with issues of work overload and it creates anxiety among employees which leads to turnover intentions subsequently realized in the form of actual employee turnover upon searching the alternate job in the market (Kitur, 2015). However, employees remain satisfied, committed and engaged with average workload and try to deliver the best out of the best by utilizing the existing and available resources (Paktinat & Rafeei, 2012). Thus, employees often do utmost care while having average workload (Arshad & Puteh, 2015). The work overload destroys social and domestic life of the employees (Hakro et al., 2022). They cannot spare time for family and social events (Masemola, 2011). They believe that their outcomes must increase equally as compared to the inputs that they contribute to their jobs (Kitur, 2015). In this connection, increasing the amount of workload without linking pay packages create distress among employees which demotivates employees to make further stay decision in the organization (Jhatial et al., 2012).

Job Satisfaction

Job satisfaction is the degree of positive feelings resulting from the evaluation of the job characteristics (Robbins & Judge, 2007). The positive feelings related to job describes job

satisfaction. Yet, negative feelings related to job describes job dissatisfaction (Robbins & Judge, 2007). It is viewed from the existing literature that satisfied employees bring sweet fruit for organization by enriching profitability through valued services (Kitur, 2015). Still, dissatisfied employees destroy the overall image of the organization by interacting with the customers and always speak bad words about organization and its management during their period of stay (Riggio, 2003). It is viewed from the literature that job satisfaction is negatively related to employee turnover intentions. However, it is positively related with employee performance and subsequently upon the organizational performance (Masemola, 2011). Some studies also depicted positive relationship of job satisfaction with employee turnover intention (Rizwan et al., 2013). Therefore, the low or moderate satisfaction leads to employee turnover intentions in consequences realized as actual turnover of employees (Rizwan et al., 2013).

Employees often perform well at work with job satisfaction. However, they do not perform well at work and even they try to undermine the image of organization in the society with dissatisfaction (Mahesar, 2015). Organization takes several years in building image in the society, while it takes couple of months in its destruction (Bhagwandeem, 2021). Thus, job dissatisfaction increases the employee turnover intentions, while job satisfaction increases employee retention, employee performance and organizational commitment (Jhatial et al., 2012). Organization encounters worst consequences on account of employee turnover, as leaving workers are fully equipped to play meaning role for organization by their current organization and its fruit will be enjoyed by new organization, they wish to join (Hakro et al., 2021). The job satisfaction is affected with the frequent employee turnover but prior that workers make turnover intentions that can be controlled by taking promptly serious and sincere measures by management (Donkor & Zhou, 2020). Job satisfaction remains low or moderate with work overload. Still, it remains high with employee engagement (Rizwan et al., 2013). The job satisfaction is viewed negatively related with job stress based on the prior literature (Kitur, 2015).

Employee Engagement

Employee engagement is a process of keeping employees completely absorbed into jobs with satisfaction and devotion to deliver the best services to organization without making turnover intentions (Gupta & Shaheen, 2017). Employee engagement is viewed positively related with employee performance and it is viewed negatively related with the employee turnover intentions (Harju et al., 2016). It enables employees to perform well at work and assist organization in accomplishing organization goals (Hystad, 2016). Organization earns profit at every interval and make itself distinct in related industry by keeping employees committed and engaged in their jobs (Jhatial et al., 2012). Thus, the organization improves productivity and build corporate image in the society by caring and protecting the needs and expectations of employees (Robbins & Judge, 2007). Employee turnover remains low with absolute employee engagement while with low or moderate engagement organization

often encounter the issues of turnover intentions which will turn into employee turnover decisions when employees leave organization in quest of the alternate opportunities (Avey et al., 2009).

Managers believe that job dis-engagement creates stress among employees that compels them to think for alternate jobs and hence make turnover intentions that are later received as turnover problems (Jhatal et al., 2012). Employee engagement discourages employee turnover intentions and makes employees busy in their jobs to bring the best out of the best in organization by valued services (Donkor & Zhou, 2020). Organizations encounter less or no turnover if employees remain fully absorbed in their jobs (Sobia & Aftab, 2014). Employee engagement is observed positively related with job satisfaction and negatively related with job stress (Gupta & Shaheen, 2017). Organizations often experience turnover intentions or turnover problems based upon low or moderate employee engagement (Kim, 2012). But, with the average or low job satisfaction and employee engagement, employee turnover intentions are recorded high that can directly be changed into worker turnover decisions upon leaving jobs by employees (Hakro et al., 2021). Keeping employees engaged and satisfied with jobs is tough job for management (Bhagwandeem, 2021). Organizations succeed in accomplishing goals on account of employee engagement and job satisfaction (Hakro et al., 2022).

Job Stress

Job stress is a vital topic of discussion at recent in the organizations (Rana & Munir, 2011). Managers try to augment the morale of employees (Mimura & Griffiths, 2003). There may be a variety of reasons of job stress in the organizations out of which most common are technological changes, social factors and life styles (Nagesh & Murthy, 2008). It has two facets productive and non-productive. Productive in that way when it inspires and motives employees to work well for the organization. However, non-productive in that way, when it puts mental and physical stress upon the health of the employees and that affects their performance (Warraich et al., 2014). Almost every member of the organization is facing the issues of job stress at workplace (Shah et al., 2012). In this connection, there are various causes of job stress that can be work overload, low or moderate salaries, no incentives other than salary, lack of motivation and commitment at work and reward and recognition (Robertson et al., 1990). It is observed from the literature that the job stress is negatively related with the employee performance as well as the organizational performance (Michie & Williams, 2003).

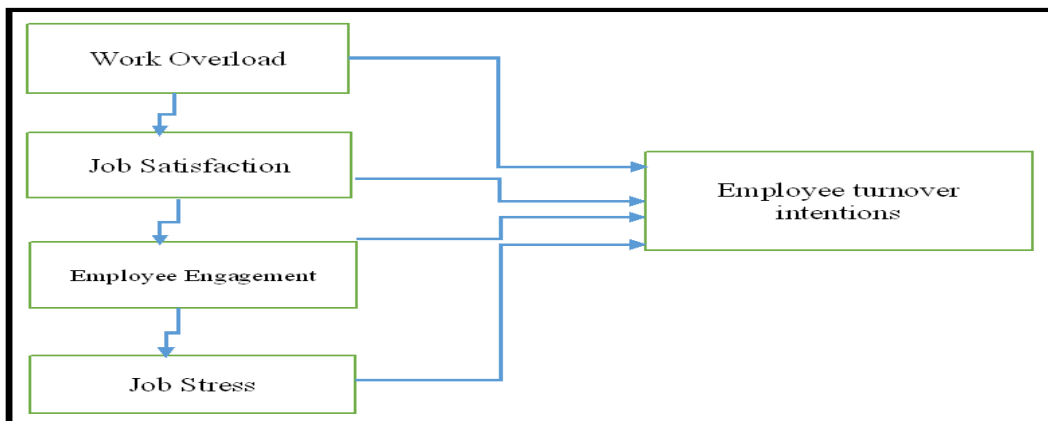
However, it is viewed positively related with employee turnover intentions that leads to employee turnover decisions (Mimura & Griffiths, 2003). The job stress is negatively related with employee engagement and job satisfaction (Huang et al., 2016). The job satisfaction is affected with frequent employee turnover but prior that workers make turnover intentions that can be controlled by taking promptly serious and sincere measures by management

(Donkor & Zhou, 2020). Management tries its level best to mitigate job stress issues among employees by educating and training of the employees (Hakro et al., 2021). Job stress does not allow employees to work well for organization and it puts pressure over employees (Maki et al., 2008). Employee engagement discourages employee turnover intentions and makes employees busy in their jobs to bring the best out of the best in the organization by valued services (Donkor & Zhou, 2020). In this connection, organizations often experience turnover intentions or turnover problems based upon the low or the moderate employee engagement. Jobs stress pushes up employee turnover intentions among employees that ultimately changes into actual turnover of anxious employees (Bhagwandeem, 2021; Hakro et al., 2022).

Conceptual Model

Conceptual model is developed and it is considered as true and comprehensive picture of the entire study. There are five variables out of which four are independent and one is dependent and is considered as the out of study. All directional arrows are showing the relationship between variables which will be tested in the main study. However, the scope of this study is narrowed and limited up to measuring Cronbach's alpha, item analysis and factor analysis.

Figure 1 Theoretical Framework



RESEARCH METHODOLOGY

This study was purely quantitative, cross-sectional and descriptive in nature based upon the describing phenomenon of variables and items measuring such variables. In this regard, the present study followed by the positivist approach which is mostly used in quantitative studies in different contexts.

Population, Sample & Data Collection

Data obtained from employees of private banks of Sindh, which including managers and non-managers. Primary data obtained over instrument namely close-ended questionnaire

on 07-point Likert scale. Equal number of choices were given for measuring agreement or disagreement of respondents.

Operationalization

Instrument bifurcated in two parts. First part contained demographic information of the participants of the survey and second part contained data related to main variables of the study. A covering letter was appended to the instrument expressing the purpose of data collection and the purpose of carrying out research. Subsequently, acquired data entered in SPSS for determining descriptive analysis and each result was thoroughly discussed and interpreted in detail.

DATA ANALYSIS

The data analyzed and interpreted by SPSS and PLS-SEM. The factor Cronbach alpha, item analysis and demographic details measured by use of SPSS. Subsequently, PLS-SEM used for determining factor analysis through factor loading. The factors and items that attained significant threshold limits of Cronbach alpha, corrected item-total correlation & Cronbach alpha if item deleted considered fit for collecting more data to complete the main study. But such items that could not attain significant threshold limits of factor analysis measured to be revised or revisited.

Table 1 Demographic Details of Participants

Characteristic	Category	Frequency	Percentage
Gender	Male	75	75
	Female	25	25
Marital status	Married	63	63
	Single	37	37
Age group	20-29	30	30
	30-39	34	34
	40-49	22	22
	50 & above	14	14

Table 1a Demographic Details of Participants

Characteristic	Category	Frequency	Percentage
Education	Bachelor (14 years)	27	27
	Master (16 years)	53	53
	Master (18 years)	20	20
Experience	Less than 01 year	23	23
	2-10 years	48	48
	11-20 years	15	15
	21-30 years	12	12
	31 and above years	02	02
Position/Rank	Manager	16	16
	Non-manager	84	84

The male participants were more as compared to female participants with 75% out of 100. However, married participants were more as compared to the female participants with 63% out of 100. Since, a majority of them were between age group of (30-39) years with 34% out of 100. Despite, most of them were holding master degree or 16 years of the education with 53% out of 100. A majority of them were between experiences of (2-10) years with 48% out of 100. Finally, many of them were non-managers with 84% out of 100 who participated in survey.

Table 2 Cronbach’s Alpha & Measurement Rank

Variable (s)	Cronbach’s Alpha	Measurement rank
Work overload (WOL- 06) items	0.825	Good
Job satisfaction (JS-10) items	0.902	Excellent
Employee engagement (EE-09) items	0.914	Excellent
Job stress (JSTR-09) items	0.895	Good
Employee turnover intentions (ETI-05) items	0.903	Excellent
Aggregate reliability of 39 items	0.858	Good

Factor Cronbach’s alpha measured individually and collectively. All the variables measured internally consistent and reliable. Since, the threshold limit prescribed which was deemed fit at 0.70 and above at seven-point Likert scale. Therefore, all variables measured within significant threshold limit individually and collectively. In this regard, this is the initial test applied on the data to determine the response of participants by understanding items of the variables.

Table 3 Item Analysis of Work Overload

Work Overload	Mean	SD	CITC	CAID
WOL1	5.33	1.658	0.534	0.810
WOL2	5.32	1.657	0.671	0.780
WOL3	5.33	1.589	0.668	0.782
WOL4	5.46	1.553	0.566	0.803
WOL5	5.28	1.640	0.617	0.792
WOL6	5.02	1.557	0.507	0.815

Corrected Item-Total Correlation = CITC, Cronbach’s Alpha If Item Deleted = CAID

The significant threshold value for accepting mean was at 3.50 or above. Since Cronbach’s alpha was accepted at 0.70 or above. Still, corrected item-total correlation was accepted at 0.19 or above and standard deviation showed deviation or change. Later, all items of work overload were measured above than set threshold values of the mean, corrected item-total correlation and Cronbach’s alpha. The results provide significant information about desired measured and therefore, all items were considered fit for the data collection, analysis and interpretation.

Table 4 Item Analysis of Job Satisfaction

Job satisfaction	Mean	SD	CITC	CAID
JS1	4.44	2.119	0.787	0.883
JS2	4.05	1.520	0.684	0.891
JS3	3.86	1.538	0.751	0.888
JS4	3.86	1.964	0.507	0.903
JS5	4.33	1.870	0.616	0.895
JS6	4.76	1.492	0.912	0.879
JS7	4.59	1.787	0.786	0.884
JS8	4.21	1.961	0.492	0.904
JS9	3.54	1.946	0.558	0.899
JS10	3.72	1.633	0.587	0.897

Corrected Item-Total Correlation = CITC, Cronbach's Alpha If Item Deleted = CAID

The significant threshold value for accepting mean was at 3.50 or above. Since Cronbach's alpha was accepted at 0.70 or above. Still, corrected item-total correlation was accepted at 0.19 or above and standard deviation showed deviation or change. Hence all items of job satisfaction were measured above than set threshold values of mean, corrected item-total correlation and Cronbach alpha. The results of study provide significant information and consequently, all the items were considered fit for further data collection, analysis as well as interpretation.

Table 5 Item Analysis of Employee Engagement

Employee engagement	Mean	SD	CITC	CAID
EE1	4.18	1.783	0.647	0.907
EE2	4.96	1.969	0.599	0.911
EE3	3.60	1.348	0.680	0.907
EE4	3.55	1.388	0.691	0.906
EE5	5.32	1.657	0.782	0.899
EE6	3.72	2.188	0.716	0.903
EE7	4.00	2.170	0.860	0.891
EE8	3.60	2.060	0.841	0.893
EE9	4.08	2.338	0.602	0.914

The significant threshold value for accepting mean was at 3.50 or above. Since, Cronbach's alpha was accepted at 0.70 or above. Nevertheless, corrected item-total correlation was accepted at 0.19 or above and standard deviation showed deviation or change. Hence all items of employee engagement were measured above than set threshold values of mean, corrected item-total correlation and Cronbach's alpha. Results of study provide significant information and therefore, all items were considered fit for further data collection, analysis and interpretation.

Table 6 Item Analysis of Job Stress

Job stress	Mean	SD	CITC	CAID
JSTR1	4.99	1.936	0.868	0.865
JSTR2	4.25	1.893	0.630	0.885
JSTR3	4.57	1.919	0.595	0.888
JSTR4	4.77	1.675	0.691	0.881
JSTR5	4.98	1.544	0.606	0.887
JSTR6	4.50	1.697	0.581	0.889
JSTR7	4.30	1.861	0.711	0.879
JSTR8	4.06	2.024	0.693	0.880
JSTR9	4.88	1.976	0.547	0.892

The significant threshold value for accepting mean was at 3.50 or above. Since, Cronbach's alpha was accepted at 0.70 or above. Still, corrected item-total correlation was accepted at 0.19 or above and standard deviation showed deviation or change. Hence, all items of job stress were measured above than the set threshold values of mean, corrected item-total correlation and Cronbach alpha. So, all items were considered fit for further data collection, analysis and interpretation.

Table 7 Item analysis of employee turnover intentions

Employee Turnover Intentions	Mean	SD	CITC	CAID
ETI1	4.40	1.670	0.680	0.897
ETI2	3.87	2.092	0.776	0.879
ETI3	3.92	1.937	0.855	0.859
ETI4	4.33	1.652	0.752	0.884
ETI5	4.14	1.985	0.745	0.885

The significant threshold value for accepting mean was at 3.50 or above. Since, Cronbach's alpha was accepted at 0.70 or above. Still, corrected item-total correlation was accepted at 0.19 or above and standard deviation showed deviation or change. Hence, all the items of employee turnover intentions were measured above than set threshold values of mean, corrected item-total correlation and Cronbach's alpha. Therefore, all items were considered fit for further data collection, analysis and interpretation.

Table 8 Factor Analysis or Factor Loading of Overall Variables

Indicator(s)	WOL	JS	EE	JSTR	ETI
WOL-1	0.679				
WOL-2	0.757				
WOL-3	0.804				
WOL-4	0.744				
WOL-5	0.755				

WOL-6	0.630		
JS-1		0.827	
JS-2		0.744	
JS-3		0.815	
JS-4		0.569	
JS-5		0.683	
JS-6		0.942	
JS-7		0.831	
JS-8		0.640	
JS-9		0.654	
JS-10		0.676	
EE-1			0.726
EE-2			0.639
EE-3			0.652
EE-4			0.709
EE-5			0.869
EE-6			0.740
EE-7			0.902
EE-8			0.865
EE-9			0.790
JSTR-1			0.807
JSTR-2			0.849
JSTR-3			0.627
JSTR-4			0.772
JSTR-5			0.523
JSTR-6			0.725
JSTR-7			0.639
JSTR-8			0.763
JSTR-9			0.650
ETI-1			0.823
ETI-2			0.847
ETI-3			0.903
ETI-4			0.812
ETI-5			0.857

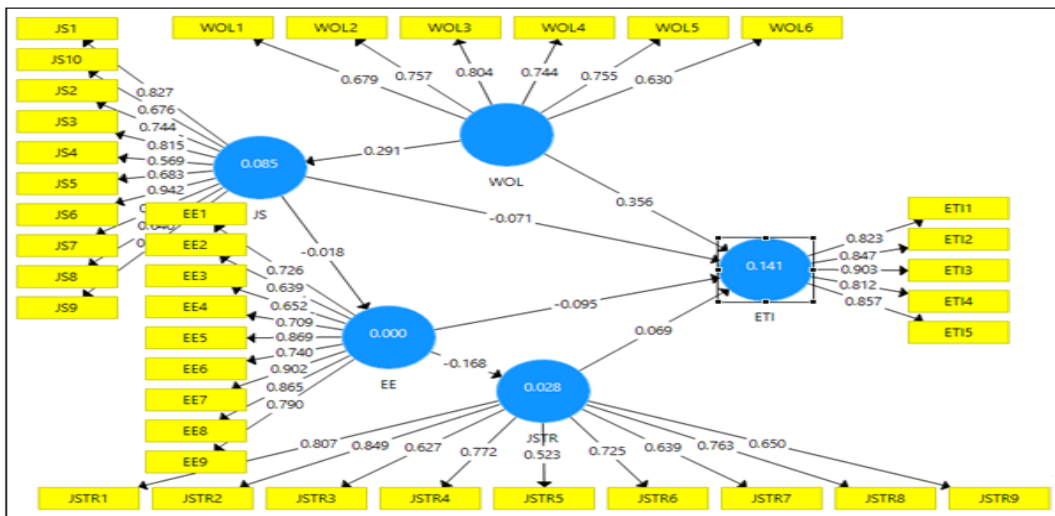
Above table showed the factor analysis or factor loading of all the items measuring given variables of study. Items were loaded in its own family. It was suggested by the literature that the loading value should be acceptable at 0.70 or above otherwise items loaded with lower than the given threshold values should be deleted or removed from further analysis (Hair et al., 2010). Two items of work overload, five items of job satisfaction, two items of employee engagement and four items of the job stress were measured below than 0.70. Consequently, these items considered to be revised or revisited and remaining items were

measured above than 0.70. Therefore, considered fit and valid for further data collection to complete the main study.

CONCLUSION

Employee turnover intentions are described as employees are making intentions to quit jobs in quest of alternate opportunities. Intentions will turn into decisions upon quitting jobs and joining other ones. There were three objectives set to carry out this study which were measured through the use of SPSS and PLS-SEM. Descriptive analysis performed by SPSS which included factor Cronbach’s alpha and item analysis. Subsequently, PLS-SEM used for factor analysis. Almost all tests appeared significant by approaching the threshold limits except few items, which were considered to be revised or revisited. Thus, this study revealed the errors of the instrument which may cause problems in the main study while making data analysis and interpretation. All results are given above in tables followed by interpretation. However, a graphical view of the screen is given below indicating the factor analysis, r square and relationships between variables based on the findings of pilot test. A sum of 13-items considered to be revised or revisited based on the factor analysis out of 39-items. However, remaining items considered fit for collecting more data to complete the main study.

Figure 2 Graphical View of Structural Model



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