Measurement of Intention to leave one's Job: Its Validity and Reliability

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ABSTRACT

It is crucial for manufacturing sectors to retain talented employees and reduce employee turnover as the costliness of recruiting, hiring, training and getting new employees diminishes organisations' performance. Although many researchers have discussed employee turnover extensively, it remains an unresolved issue. This paper determines the number of common factors influencing intention to leave one's job. It also analyses the stability and consistency with which the instrument measures the concept and helps to assess the goodness of the measure. Using cluster sampling, this study sampled 452 respondents in nine manufacturing companies comprising nine districts in Selangor, Malaysia. Consequently, the results show that all the Keiser-Meyer-Olkim (KMO) values were above 0.6, and Cronbach's alpha value for all variables was above 0.5 meaning all constructs were accepted.

Keywords: Job Satisfaction, Organisational Commitment, Perceived Organisational Support, Manufacturing Sectors

1. INTRODUCTION

Malaysia must develop their workforce with skills and capabilities and retain its top talent to become more competitive in the industry. Companies nowadays must exert their energies in developing and retaining talented employees (Govaerts, Kyndt, Dochy & Baert, 2011; Nizamuddin, Nik & Husna, 2015). Turnover intention is an unresolved issue in the area of Human Resource (HR) (Muhammad, Jegak & Parasuraman, 2009; Foreman, 2009; Feng & Angeline, 2010). It is important that the management knows their rate of employee turnover and develops solutions to remedy the problem as it affects organisational performance (Udo, Guimaraes & Igbaria, 1997; Shamsuzzoha & Md. Rezaul, 2011). Abbasi & Hollman (2008) stated that turnover entails significant costs of recruitment, selection, hiring and training of newcomers. Niederman & Sumner (2003) pointed out that hidden costs such as the difficulties to complete projects and disruption in team-based work environments may incur as a result of losing highly skilled staff members through turnover.

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The intention to leave the job can be voluntary and involuntary. Voluntary turnover refers to the employee that are choosing to leave the organisation to escape negative experiences or pursue better opportunities outside the organisation. For Vandenberg & Nelson (1999), it refers to an employee's plan to permanently leave their organisation based on their estimates due to the failure of the company to manage their internal problems such as consideration of leadership style, work culture or condition and poor salaries. Given the preventable nature of this type of turnover, it is a top concern of management as they can potentially prevent it from happening (Lee & Mitchell, 1994; Ciftcioglu, 2011; Nizamuddin et al., 2015).

Spector (2006) pointed out that turnover intention and job satisfaction are associated, and the outcome for the satisfaction of behaviour will lead employees to remain in the organisation. However, dissatisfied employees will have lower job satisfaction, and the level of turnover intention will be high. As a result, this employee will seek to change their current job by looking for other employment. Dissatisfied employees leave organisations more often, and dissatisfaction with work has a proven correlation with turnover intentions (Hom et al., 1992; Griffeth et al., 2000;).

The Malaysia manufacturing sector has recorded strong economic growth to become the largest contributor to the total exports and the second largest to GDP since 2012. This has led to increased job vacancies in the manufacturing sectors to 37% (JobsMalaysia, MOHR, 2012). Despite the fluctuations in economic activities, the manufacturing sector remains significant (Zhang & Sharifi, 2000; Fathi, Eze & Goh, 2011; Nizamuddin et al., 2015) as it works towards reducing the turnover rate among employees.

Companies in all industries continually face the issue of turnover. Recently, employee turnover has become a concern in Malaysia's manufacturing sectors (Naresh, Pawan & Fern, 2000; Nizamuddin et al., 2015). Shamsuzzoha & Shumon (2011) argued that job security in the government sectors is high compared with private sectors and even though salary structures are much higher in private sectors, the turnover rate is much higher in private sectors.

Additionally, the turnover rate in manufacturing sectors in Malaysia has been high due to employee complexity (Nizamuddin et al., 2015). As recorded by the Ministry of Human Resource (2011), manufacturing sectors suffered from job turnover between 2008 until 2010 as shown in Table 1.1. From the table, it is clear that from all sectors in Malaysia, a total of 36,392 employees were involved in this turnover crisis which represents 75% of the total turnover rate. 86% of the total number came from manufacturing sectors. Thus 11,957 employees left the companies voluntarily from 2008 until 2010 though unemployment is high as reported by the Labour Department of Peninsular Malaysia (2010).

Table 1.1: Statistics of Voluntary and Involuntary Turnover Based on a Few Sectors from Year 2008 to 2010

Sector	Voluntary Involuntary Turnover No. of Workers		Total
Real estate, renting, services	336	2274	2610
Community, social services	209	1496	1705
Electricity, gas, water supply	5	156	161
Hotel, restaurant	26	796	822
Health, social work	0	125	125
Finance	196	568	764
Construction	150	775	925
Manufacturing	10321	26071	36392

Source: Report from Labour Department of Peninsular Malaysia
(2010). Ministry of Human Resource Malaysia

The manufacturing sector needs to retain their talented employees and minimise the issue of employee turnover to become more competitive and productive. As supported by Hasin & Omar (2007), management has to focus on reducing voluntary turnover to avoid losing valuable employees. This study addresses the turnover problem among Muslim workers given that they have not been a target population in studies of employee turnover in the manufacturing sector in Selangor.

1.1 Objectives

This study is undertaken with the following objectives:

1)   To analyse the validity of the questionnaire for the intention to leave, job satisfaction, organisational commitment and perceived organisational support among Muslim workers in Selangor's manufacturing sector.

2)   To evaluate the reliability of intention to leave, job satisfaction, organisational commitment and perceived organisational support among Muslim workers in Selangor's manufacturing sector.

2. LITERATURE REVIEW

2.1 Intention to Leave

Intention to leave one's job is defined as an employee's plan of intention to quit his/her present job with the intention to search for another job in the near future

(Purani & Sahadev, 2007). Meanwhile, Whitman (1999) described turnover intention as the thoughts of the employee regarding voluntarily leaving the organisation. Also, Hanafiah & Normah (2010) pointed out that audit staff-leave their job or organisations due to being dissatisfied with their job and job-related stress. Thus, low performance and job stress affect organisational operations and threaten a company with failure.

Deery & Jago (2009) found that a work-life balance reduces the turnover rate. According to Wagner (2010), increased workloads affect the turnover rate among nurses' because it is linked to loss of individual and organisational performance and reduction of quality of care and loss of morale. Assistance in balancing demand of work is a key factor for improving employee experience and retention with the organisation. Huang, Lawler & Lei (2007) examined the impact of quality work life and turnover intention and found that different dimensions of quality work life result in distinctive effects on organisational and turnover intentions.

2.2 Job Satisfaction

Newstrom & Davis (1984) defined job satisfaction as a set of favourable and unfavourable attitudes with which employees view their work. It expresses the amount of agreement between the employee expectations from the job and rewards that the job provides. Moreover, Spector (1997) defined job satisfaction as for how people feel about their jobs and its different aspects. Muhamad Abdullah (2006) revealed that satisfaction with the workplace relationships (supervisor and co-workers support) may help reduce work-related stress, increase job satisfaction and motivation, which, in turn, will enhance commitment, improve performance, and reduce employees' turnover intentions (Currivan, 1999; Lam et al., 2002).

Hanafiah & Normah (2010) pointed out that managers need to monitor workloads and the relationship between supervisor and subordinates to reduce stress. They asserted that these activities could assist in maintaining and increasing job satisfaction to the organisation. According to Umi Narimawati (2007), high or low levels of satisfaction will determine the responses and behaviour towards the work, partners and supervisors which can affect organisational performance. A supportive leader could be associated with a greater attraction for employees' behaviour, and they are likely to seek other employment.

2.3 Organisational Commitment

Organisational commitment refers to the psychological bond that an employee has with an organisation and has been found to be related to goal and value congruence, behavioural investment in the organisation and the likelihood to stay

with the organisation (Taejo, 2003). In other words, organisational commitment can be defined as the attitudes of employees concerning commitment towards the organisations for which they work (Moorhead & Griffin, 1995). Meanwhile, Chua (2001) and Koh & Boo (2004) expressed that organisational commitment is important and useful to organisation leaders as it affects other organisational outcomes, including turnover intentions besides company sales and profitability.

Fu & Deshpande (2014) found that organisational commitment among employees in a Chinese insurance company had a significant direct impact on job satisfaction and job performance. According to Li et al. (2014), organisational commitment and group cohesion were the protective factors to prevent the onset of negative nurse outcomes such as compassion fatigue, burnout and job satisfaction. Hospital administrators should be aware of benefits of organisational commitment and group cohesion because of these factors. Wang et al. (2012) examined the relationship between occupational commitment, job satisfaction and intention to stay among mainland Chinese nurses and found a significant positive relationship between occupational commitment and job satisfaction while age and job position were significantly related to job satisfaction, occupational commitment and intention to stay.

2.4 Perceived Organisational Support

Johnsrud (2002) perceived organisational support could be defined as the inability to adapt to technologies and working environment and the lack of management support. It is related to their low commitment, low morale and high intention to leave. What is more, perceived organisational support means that employees develop generalised beliefs about the extent the employer is supportive and cares about their well-being to meet their socio-emotional needs and to assess the benefits of increased work effort (Rhoades & Eisenberger, 2002). Other than that, Howes et al. (2000) revealed that perceived organisational support is related to the organisational commitment and turnover intention of employees.

Currie & Dollery (2006) found that perceived organisational support was significant in predicting affective commitment, normative commitment and higher scores on perceived organisational support were associated with higher commitment. According to Makanjee et al. (2006), perceived organisational support positively influenced radiographers' organisational commitment in South African hospitals. Thus, employees with higher levels of perceived organisational support are likely to be more committed and will try beyond their ability because they know the organisation cares about their well-being. Allen, Shore & Griffeth (2003) investigated the relationship between perceived organisational supports in predicting voluntary turnover among employees and found a significant association. Consequently, an employee who feels that an organisation does not value his or her contribution will be inclined to leave that organisation. Based on

the discussion of intention to leave, job satisfaction, organisational commitment and perceived organisational support, Figure 1.1 displays a set of concepts related to predicting the intention to leave one's job among Muslim workers in the State of Selangor.

2.5 Conceptual Framework

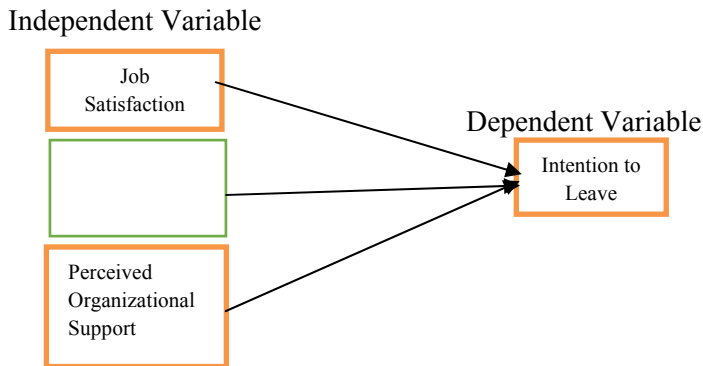Independent Variable

Dependent Variable

Figure 1.1: Proposed Conceptual Framework

The hypothesis seeks to analyse the relationship between independent variables namely JS, OC and POS towards the dependent variable namely intention to leave job among Muslim workers in the manufacturing sector in the State of Selangor:

H1*: Job Satisfaction negatively correlates with Intention to Leave One's Job.*

H2*: Organisational Commitment negatively correlates with Intention to Leave One's Job.*

H3*: Perceived Organisational Support negatively correlates with Intention to Leave One's Job.*

3. RESEARCH METHODOLOGY

This study implemented a cross-sectional design and adopted a quantitative approach by using a structured questionnaire. Two phases were involved in the method of analysis which are: (1) descriptive statistics to clarify profile of the respondents and (2) inferential statistics to generalise beyond the data in the study to find patterns in the target population. There are 302,925 operators in Peninsular Malaysia as recorded by MOHR (2010). The State of Selangor was chosen for this study because it has the highest number of operators with 78,583 as reported by MOHR (2010). Only Muslim workers were selected as respondents due to the highest number of termination by gender since 2009 until

2014 as recorded by MOHR (2015). The unit of analysis is individual operators in Selangor's manufacturing sector.

Table 1.2: Operator Population

State	No. of Operators
Selangor	78,583
Johor	61,085
Penang	42,122
Perak	31,668
Kedah	22,381
Melaka	19,054
Negeri Sembilan	18,633
Kuala Lumpur	13,344
Pahang	8205
Kelantan	4027
Terengganu	2977
Perlis	846
Total	**302,925**

Source: Labour Department of Peninsular
Malaysia (2010). Ministry of Human Resource Malaysia.

Based on the table provided by Krejie & Morgan (1970) concerning the generalised scientific guidelines for the sample size decisions (Chua, 2006), only 384 out of 78,583 operators are needed as the sample in this study. Therefore, 720 questionnaires were divided to avoid bias and error while answering the questions. Consequently, 720 questionnaires were distributed to nine districts in Selangor and 80 Muslim workers were selected randomly from each district.

4. RESULTS AND DISCUSSION

To establish factorial validity, Petty (1995) proposed that procedures of exploratory factor analysis should be used to identify the desired explanatory concepts. Hair et al. (2010) explained that the objective of factor analysis was to summarise the information in the original variables into a smaller set of new, composite dimensions or factors with a minimum loss of information.

There are two types of factor analysis namely Explanatory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). EFA uncovers the underlying structure of a relatively large set of variance whereby the researcher assumes any indicator may be associated with any factor. Meanwhile, CFA seeks to determine if the number of factors and the loading measured variables on them conform to the expectation on the basis of pre-established theory. Therefore, for the purpose of this study, EFA is to be applied.

In examining the internal consistency of the newly found factors, Cronbach's alpha value was computed. Explanatory principle CFA with Promax rotation was used to determine the underlying structure or dimension in the dependent variable and independent variables in this study.

Several statistical values were observed to establish the suitability of the items to be analysed. The value of Measure of Sampling Adequacy (MSA), Keiser-Meyer-Olkim (KMO) and Barlett's test of Sphericity were examined. Keiser (1974) recommended a bare minimum of 0.5, and that values between 0.5 to 0.7 were mediocre, a value between 0.7 to 0.8 was good, values between 0.8 to 0.9 were great and values above 0.9 were superb.

In this study, the MSA value for the individual item was set above 0.5 and the KMO value for overall items above 0.5 (Sekaran & Bougie, 2010). For the Barlett's test of sphericity, the test is to detect the significant presence correlations among variables. If the p<0.05, it is appropriate to proceed with the factor analysis (Hair et al., 1998). Tables 4.1 until 4.4 show the full SPSS output for the factor analysis.

4.1   Factor Analysis for Intention to Leave (DV)

First of all, the study employed factor analysis for intention to leave one's job in Selangor. In this case, three items representing information on intention to leave one's job (dependent variable) in the State of Selangor. The result indicated the KMO MSA at 0.667, indicating that the items were interrelated and share their common factors. According to Keiser and Rice (1974), KMO within 0.6+ was mediocre.

Barlett's test of sphericity was also found to be significant (Approx. Chi-Square = 734.034, p<0.05, indicating the significance of the correlation matrix and thus the suitability for factor analysis. The individual MSA values ranged from 0.791 to 0.928 indicating that the data matrix was suitable to be the factor analysed. Results of the a priori Promax rotated analysis indicated that only the first item recorded eigenvalue above 1 (2.321). This explains a total of 77.360% of the variance.

These 3 items explain the pattern of correlations within a set of the variable for intention to leave the job when the KMO measure of sampling is 0.667. As far as eigenvalues are concerned, we would expect one factor to be extracted because they have eigenvalues greater than 1. If this factor were extracted, then 77% of the variance would be explained.

Table 4.1: Factor Analysis for Intention to Leave One's Job in the State of Selangor

	Component 1
I am thinking about quitting	0.928
I am looking for another job	0.913
I will quit	0.791
Eigenvalue	2.321
Percentage Variance explained(total=77.360)	77.36
KMO	0.667

4.2 Factor Analysis for Job Satisfaction (IV)

Factor analysis was undertaken to assess the validity of job satisfaction (independent variable); in this case, six items statement on feeling towards the organisation in the state of Selangor. The results showed the KMO MSA at 0.693, indicating that the items were interrelated and they share common factors. According to Keiser and Rice (1974), KMO within 0.6+ was mediocre.

Barlett's test of sphericity was also found to be significant (Approx. Chi-Square = 558.052, p<0.05, indicating the significance of the correlation matrix and thus the suitability for factor analysis. The individual MSA values ranged from 0.503 to 0.797 indicating that the data matrix was suitable to be the factor analysed. Results of the a priori Promax rotated analysis indicated that two significant items recorded eigenvalues above 1 (1.960 and 1.882). This explains a total of 60.159% of the variance.

These six items explain the pattern of correlations within a set of variables for job satisfaction when the KMO measure of sampling is 0.693. As far as eigenvalues are concerned, we would expect two factors to be extracted because they have eigenvalues greater than 1. If two factors were extracted, then 60% of the variance would be explained.

Table 4.2: Factor Analysis for Job Satisfaction in the State of Selangor

	Component	
	1	2
Supervisor is competent in doing his job	0.767	
Working with my supervisor	0.797	
Like the people whom I work with	0.503	-0.373
Like my co-workers	0.641	0.565
Paid a fair amount of the work	0.640	0.563
Satisfied with my chances for salary	0.679	0.532
Eigenvalue	1.960	1.882
Percentage Variance explained (total=60.159)	40.511	19.648
KMO	0.693	

4.3 Factor Analysis for Organisational Commitment (IV)

In the same measurement of intention to leave one's job in the State of Selangor (dependent variable) and job satisfaction (independent variable), factor analysis was undertaken to assess the validity of organisational commitment (second independent variable). In this case, fourteen (14) items represented the statement on commitment towards the organisation in the State of Selangor. The results showed the KMO MSA at 0.794, indicating that the items were strongly interrelated and they share common factors. According to Keiser and Rice (1974), KMO within 0.7+ was middling.

Barlett's test of sphericity was also found to be significant (Approx. Chi-Square = 2044.690, p<0.05, indicating the significance of the correlation matrix and thus the suitability for factor analysis. The individual MSA values ranged from 0.529 to 0.716 indicating that the data matrix was suitable to be the factor analysed. Results of the a priori Promax rotated analysis indicated that four significant items recorded eigenvalues above 1 (4.479, 1.641, 1.579, 1.075). This explains a total of 62.674% of the variance.

These 14 items explain the pattern of correlations within a set of variables for organisational commitment when the KMO measure of sampling is 0.794. As far as eigenvalues are concerned, we would expect four factors to be extracted because they have eigenvalues greater than 1. If four factors were extracted, then 62% of the variance would be explained.

Table 4.3: Factor Analysis for Organisational Commitment in the State of Selangor

	Component			
	1	2	3	4
Happy spent my career	0.646	-0.340		-
Organisation's problem				0.346
Personal meaning	0.581			
Don't feel sense of belonging	0.669			
Wanted to leave		0.360	0.325	0.810
Personal sacrifice	0.716			
Not provide benefit	0.642			
Hard to leave	0.702			
Consider leaving	0.684	0.382		
Move too often	0.659	0.366		
Not believe must loyal			0.809	
Not appropriate to leave			0.728	
Loyal to one organisation				-
Career in organisation				0.317
	0.602	-0.333		
	0.541	-0.577		
	0.529	-0.616		
Eigenvalue	4.479	1.641	1.579	1.075
Percentage Variance explained (total=62.674)	31.991	11.725	11.282	7.676
KMO	0.794			

4.4 Factor Analysis for Perceived Organisational Support (IV)

Factor analysis was also undertaken to assess the validity of perceived organisational support (third independent variable). In this case, five items that describe workers' well-being in organisations in the State of Selangor. The results showed the KMO MSA at 0.846, indicating that the items were strongly interrelated and they share common factors. According to Keiser and Rice (1974), KMO within 0.8+ was meritorious.

Barlett's test of sphericity was also found to be significant (Approx. Chi-Square = 1371.268, $p < 0.05$, indicating the significance of the correlation matrix and thus the suitability for factor analysis. The individual MSA values ranged from 0.723 to 0.899 indicating that the data matrix was suitable to be the factor analysed. Results of the a priori Promax rotated analysis indicated that one significant item recorded an eigenvalue above 1 (3.493). This explains a total of 69.856%of the variance.

These 5 items explain the pattern of correlations within a set of variables for perceived organisational support when the KMO measure of sampling is 0.846.

As far as eigenvalues are concerned, we would expect one factor to be extracted because they have eigenvalues greater than 1. If one factor were extracted, then 69% of the variance would be explained.

Table 4.4: Factor Analysis for Perceived Organisational Support in the State of Selangor

	Component
	1
Strongly considers goals and value	0.890
Cares about my well-being	0.899
Willing to help	0.723
Forgive unintentional of mine	0.845
Cares about opinion	0.810
Eigenvalue	3.493
Percentage Variance explained (total=69.856)	69.856
KMO	0.846

4.5 Reliability Analysis

The reliability of each measure was examined by computing the Cronbach's alpha, which is the most common measure of scale reliability (Field, 2005). Prior to conducting the analysis, the minimum acceptable reliability (Cronbach's alpha) was set at 0.6 as suggested by Sekaran & Bougie (2010) and Hair et al. (2006). Table 4.5 illustrates the reliability coefficients of the instruments.

Table 4.5: Reliability Analysis for All Variables

Variable	N of Item	Cronbach Alpha
Intention to Leave	3	0.844
Job Satisfaction	6	0.712
Organisational Commitment	14	0.788
Perceived Organisational Support	5	0.890

As shown in Table 4.5, the Cronbach's alpha for all the variables scales was in the range of 0.712 to 0.890. This means that all the scales above the minimum acceptable reliability of 0.6 as suggested by Sekaran and Bougie (2010) and Hair et al. (2006). The dependent variable scales namely intention to leave one's job was reliable with Cronbach's alpha of 0.844. Meanwhile, independent variable scales namely job satisfaction, organisational commitment and perceived organisational support were considered reliable with Cronbach's alpha of 0.712, followed by 0.788 and 0.890 respectively.

Cronbach's Alpha can take values between 0 and 1. Meaning that, the closer to 1, the more reliable the scale of the variable. Most researchers agree 0.7 is

acceptable for the interpretations to ensure the reliability of variable. As a result, in this paper, the alpha value is between =0.712 until 0.890 (refer to reliability statistics Table 4.5), so the scale of intention to leave one's job, job satisfaction, organisational commitment and perceived organisational support are reliable.

5. CONCLUSION

The aims of this paper are to determine the number of common factors influencing the set of measures that predict Muslim worker's intention to leave their job in private sectors in Selangor and to analyse the stability and consistency with which the instrument measures the concept and helps to assess the goodness of the measure. With few exceptions, the study instruments demonstrated some evidence of reliability and validity. Accordingly, this result has proved that the constructs of JS, OC and POS can be used as factors to predict intention to leave. However, future researchers are advised to think of other factors that might have a positive impact on the organisations' performance. Researchers are recommended to be more creative thinking and deeper insight if they can address literature that conflicts with the findings. Thus, an effective literature will increase both the quality and the validity of the findings. This empirical finding has implications for workers' behaviour which in turn will lead to cope better with the issue of intention the organisations.

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