Translation and Validation of Turnover Intention Scale on a Pakistani Sample

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Abstract

The availability of valid and reliable tool to assess turnover intent in any organization is essential. This study aimed to translate turnover intention scale in Urdu for employees working in diverse organizations (universities, banks, and hospitals). For this purpose, forward and backward translation methods were adopted. After determining cross language validation, factor validity was confirmed through Confirmatory factor analysis. Sample for Confirmatory factor analysis was consisted of 350 employees taken from diverse organizations. Sample age range was 22 to 60 years. The findings of Confirmatory factor analysis supported single factor structure of turnover intention scale with good fit model with Root mean square error .04. The alpha reliability coefficient of the Urdu version turnover intention scale was α= .87. The findings also showed that turnover intention scale is a promising assessment tool having high validity and reliability.

Keywords: Confirmatory Factor Analysis, Cross Validation, Reliability, Turnover Intention

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Introduction

Employees are highly crucial for any organization. The success of any organization largely depends on its employees. If employees are satisfied and committed with the organization, they will work efficiently. Consequently, organization will grow. But, if employees are not happy with their organization, they will try to quit their jobs. Obviously, when trained employees will leave their jobs, organization will not grow. Therefore, organizations should recognize that employees are main contributors and play important role in success of any organization (Abbasi & Hollman, 2000).

Turnover intention is defined as a final decision of employee to leave the organization before he or she actually resign. Roodt (1997) described turnover intention as a behavioral intention to leave his or her workplace. Lacity et al. (2008) defined it as a planned behavior of employee to leave his job. It is important that organizations spend lot of money and resources when they are inducting and training employees (Wasti, 2003). So, turnover rate is highly expensive for any organization (Mobley, 1982).

There are number of reasons of high turnover. Senter and Martin (2007) said that workers want that management should keep them informed and share knowledge. Organizations should develop such a culture in which respect of employees 'dignity and fair treatment should be mandatory. Schaufeli and Bakker (2004) found low turnover rate in organizations who care and respect for their employees. Supervisory role is also important to minimize turnover ratio (Fukui et al., 2019). Furthermore, employees'

perception about their workplace is important to take decision to leave or stay. Yan et al. (2021) said that role of employees' commitment is crucial to prevent employee intention of turnover. Another important element is the fame of any organization. When employees listen that any organization has a hostile work environment, recruitment can be difficult and organizations face devastating consequences in the form of skill deficiency.

Workplace harassment is another reason of employee turnover. The cost of harassment is not only limited to employee victim but workplace also face severe consequences where it takes place (Glendinning, 2001). The consequences of harassment include; absenteeism, high rate turnover, loss of creativity, low work productivity and violence culture (Johnson & Indvik, 2001).

Ultimately employees leave organization. Organizations should prevent harassment because when organizations face high turnover, recruiting large number of employees can be difficult. Workplace harassment is another reason of employees' high turnover. Number of studies prove high turnover ratio as an outcome of harassment (Schnider et al., 2007). Thus, there is an immense need to overcome harassment issue in the workplaces (Senter & Martin, 2007).

To study turnover intention is important to anticipate actual turnover ratio. Bajwa et al. (2014) conducted a study on the service sector of Pakistan and highlighted the issue of turnover. But, as per our knowledge, none of the study describes the statistics or ratio of turnover in any organization. Organizations with high turnover face a large loss of intellectuals. Turnover is also expensive because it requires the recruitment, hiring and integration of new employees. Keeping in view above mentioned impacts, turnover study should start with employees' intention to turnover so that heads of institution can make initial diagnosis of their employees. Tools available are also very lengthy. Unfortunately, there is no tool available in

national language of Pakistan to assess employee's intention to turnover. Scarcity of tool that can be used in different work settings is another important reason to translate turnover intention scale in native language. Bothma and Roodt (2012) scale is widely used and validated in diverse work experiences. So, the aim of the present research was to translate and validate for Pakistani employees to assess their intention of turnover. This Urdu translated scale will help not only to provide us accurate figures of turnover but will be easy to administer.

Objectives of the Study
1. To translate the Turnover Intention Scale from English into Urdu language.
2. To determine the cross language validation of Urdu-version of Turnover Intention Scale.
3. To confirm the factor structure of Urdu-version of Turnover Intention Scale.
4. To determine the convergent validity of Turnover Intention Scale.

Method
The present research was completed in IV phases. The first phase was comprised of translation of turnover intention scale (English to Urdu). In phase second, cross language validation was confirmed. Phase third was comprised of confirmatory analysis and reliability analysis. Phase four was designed to assess the convergent validity of turnover intention scale. This study used quantitative research method. Correlational research design was employed.

Sample
Phase I: Translation of Turnover Intention Scale
Four bilingual experts; one professor and three assistance professors were contacted. All have understanding of both cultures. Furthermore, all have experience of tool development, translation and validation. They were requested to observe technical equivalence of language. All four experts translated turnover intention scale individually. For best fitted translated items, independent experts were chosen. Panel of

four people from Lahore College for Women University, Pakistan (bilingual experts; one professor and three assistant professors) was approached to get the best fitted translated items of turnover intention scale (translated in step 1).

Phase II: Cross Language Validation
Initially, in this phase, a try out study was conducted on 20 married individuals of age between 28 to 48 year (men = 10, women = 10) to check the comprehensibility, language, understanding and clarity of finalized items of Urdu translated version. To check the cross language validation, sample of 60 employees (both male and female), age ranged 20 to 60 years (M=34.6, SD=6.3) were selected. Their minimum qualification was BA. They have minimum of 1 year work experience.

Phase III: Confirmatory Analysis and Reliability Analysis
A sample of 350 employees (male = 175, female =175) was selected from various organizations (universities, banks, and hospitals) of Lahore. Sample was chosen using convenient sampling. The age range of sample was 22 to 60 years (M=33.45, SD= 6.0). 55% married and 45% unmarried were included in the study. Minimum sample qualification was BA. Participants with at least 1 year of job experience were part of this study. Only those employees were included in the study who had no history of clinical problems. Sample included in this study have diverse work experience.

Phase IV: Convergent and Discriminant Validity
To examine the convergent and discriminant validities, a sample of 50 employees was taken from universities, banks and hospitals of Lahore. The age range of the sample was 22 to 60 (M=29.60, SD=5.63) years.

Measures

Turnover Intention Scale
Turnover Intention Scale translated in Phase-II was used to assess convergent validity. This scale possesses 6 items. This scale is rated on five point likert scale (Never=1 to always=5). Turnover intention scale alpha reliability is .84. There is no reversed item in this scale (Bothma & Roodt, 2012).

Job Satisfaction Survey (JSS)
This scale was developed by Spector (1994). This scale is used to assess employees' level of satisfaction in their job. JSS consists of 36 items. Job satisfaction scale is scored on rating scale (6-point "strongly agree", "Strongly disagree"). Its scores range from 36 to 216. The alpha reliability of JSS is .86.

Turnover Scale
Farh et al. (1998) turnover scale was used to assess convergent validity of turnover intention scale Urdu version. Farh's scale possesses four-items. This is five point likert scale. Higher score indicated high turnover. Example items are "I often think of quitting my job". The value of Cronbach's alpha is 0.78.

Procedure
This study was conducted after the approval of research committee of Muhammadan Anglo Oriental College Lahore, Pakistan. First of all, permission from author's (Bothma & Roodt, 2012) to validate turnover intention scale was taken. After acquiring permission, translation procedure was completed in three steps. First of all, the turnover intention scale was translated from English to Urdu language. Panel of four experts evaluated best translated items. Urdu translated turnover intention scale was translated back into English language and bilinguals to ensure the equivalence with the original scale. To examine the cross language validation of turnover intention scale, correlation of Urdu version of the scale was calculated with original English version. Furthermore, correlation with backward translated version was also used to assess quality and equivalence with original English version.

Initially, in this phase, a try out study was conducted. The cross language validation of Urdu translated version of turnover intention scale was carried out afterward. The turnover intention scale was administered in reverse

order. Group 1 completed questionnaires in order of English version of scale, Urdu version, and backward translated version. Whereas, backward translated version, Urdu version, and English version of scale was completed by group 2. Correlation analysis was run to examine the language equivalence of turnover intention scale both versions.

Confirmatory Factor Analysis using AMOS version 20 was performed to validate turnover intention scale. Single factor turnover intention scale was confirmed using Confirmatory factor analysis (CFA). Tucker Lewis Index, Comparative Fit Index, Root Mean Square Error of Approximation and Chi Square were considered to establish the

model. This phase was designed to test convergent validity of scale. A sample of 50 employees was collected. Sample included in this study have work experience of different organizations e.g. banks and hospitals. Age range of sample was 22 to 60 years ($M=$ 29.60, $SD=$ 5.63). All participants were requested to fill the scales individually. The aim of the study was briefed to the participants. Researcher assured the participants that their provided information will be used confidentially and their data will be used only for research purpose. To examine the validities (convergent and discriminant), correlation analysis was employed.

Results
Table 1
Inter-Correlations between Three Versions of Turnover Intention Scale (N=60)

Scale	1	2	3
1.Turnover Intention Scale- Original English Version	-	.86**	.79**
2.Turnover Intention Scale -Forward Urdu Translation	-	-	.88**
3.Turnover Intention Scale -Backward English Translation			-

$**p<.01$

The Table 1 shows significant inter correlation among three versions of turnover intention scale.

Table 2
Confirmatory Factor Analysis values for Turnover Scale Factor (N=350)

Serial number	Items	Values
1	6	.74
2	5	.57
3	4	.61
4	3	.72
5	2	.74
6	1	.65

Table 2 shows values of Confirmatory analysis. Analysis confirmed single factor scale. This scale consists of six items. Items factor loading consists of .61 to .74.
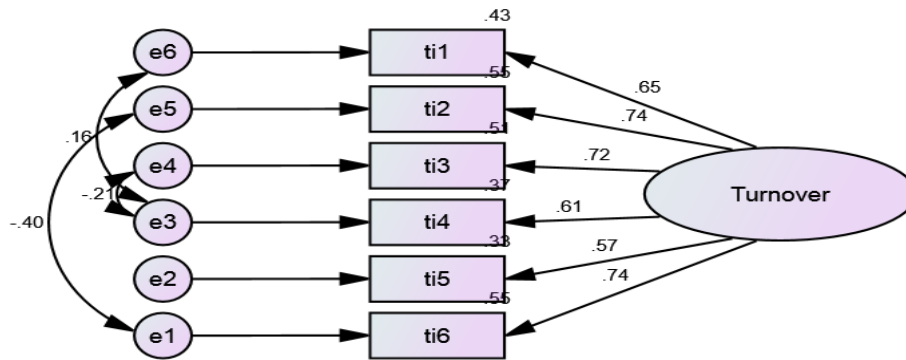
Figure1
Fit Model for Turnover Intention Scale

Table 3
Indices for Confirmatory Factor Analysis of Turnover Scale (N= 350)

Model Fit	Degree of Freedom (df)	Chi-square (χ2)	Chi-square/df	Comparative Fit Index	Tucker-Lewis Index	Goodness of Fit Index	Root Mean Square Error
Factor-1	5	7.81	1.24	.99	.98	.99	.04

p<0.001

The Table 3 depicts good model fit. All values were found perfect for model fit values.

Table 4

Validity Analysis (Convergent and Discriminant) of *Turnover Intention Scale Urdu Version (N=50)*

Scales	1	2	3
1. Turnover Intention Scale	-	-.76**	.64**
2. Job Satisfaction Scale	-	-	-59**
3. Turnover Scale	-	-	-

**p<.01*

The Table 4 shows that turnover intention scale is significantly negatively correlated with job satisfaction scale and significantly positively correlated with another turnover scale. So, newly translated scale possesses high convergent and discriminant validity.

Discussion

Turnover intention is a predictor to leave the organization. This scale is important to assess because it gives an indication for employee resignation. It gives chance to improve circumstances or remove reason of employees' turnover. Unfortunately, most of the turnover intention scales are developed in the West. They are not developed in our native language. This study was carried out to translate and validate the turnover intention scale for Pakistani employees. Bothma and Roodth turnover intention scale (2012) was widely used because it is easy to apply and valid and reliable. This scale consists of 6 items. Standardized procedure was adopted to translate the scale.

This is a single factor scale. Items factor loading consists of .61 to .74. These findings match according to the guidelines of Hair et al. (2010). Correlational analysis was used to examine translated version correlation. The findings showed similarity between Urdu and English version. English version and translated version reliability was found .86. These findings are related to Brislin (1970).

To conform its factorial validity, CFA was run. Results of Confirmatory factor analysis (CFA) were found a good fit model with Root mean square of error .04. Comparative fit index value was found .99, Tucker-Lewis Index.98 and Goodness of fit index value .99. These findings are in line with Brown and Moore (2012). Researchers recommend non-significant value of Chi- square for CFA. Chi-square value for large sample is virtually significant. So, Chi-Square divided by degree of freedom is divided and recommended value should be less than three. The value of Chi square is 1.24 that represents good model fit (Hatcher, 1994).

Convergent and discriminant validities were also checked. Table 4 shows value of convergent validity with turnover scale which is .64. Discriminant validity of newly translated scale was also checked with job satisfaction scale. Findings shows high discriminant validity value with -.76. These findings are in line with Scanlan and Still (2019). So, newly translated scale possesses high convergent and good discriminant validity.

Turnover intention scale translated in Urdu version will be helpful to assesses accurate percentage of turnover intent of employees. When organizations get actual picture of employees' intent of turnover can take early steps to keep their employees. Losing skilled employees may have disruptive consequences for organizations. Rehiring and retraining of employees is not only expensive but also time taking process. So, scale

developed in this study will be helpful to assess employees' intention to quit the job. This scale is validated using sample from different organizations e.g. banks, hospitals and educational institutes so can be used to assess turnover intention of employees working in different settings. Due to translated items in native language, this scale would not only be easy to understand and assess turnover intention of employees who are not very much educated but also to get actual picture of percentage of employees who have intention to leave the organization. Furthermore, to administer existing scales is not only difficult but lengthy and time consuming. Turnover intention scale translated and validated in the present study consists of 6 items that will take a short time to respond.

Despite its implications, this scale has some limitations. Data was collected only from one city. To generalize the findings, more diverse sample from different geographical areas should collected in future.

Conclusion

On the basis of above mentioned findings of the study, we can say that Urdu version of turnover intention scale is a valid and reliable tool that provide us facility to assess the intentions of employees' turnover. Timely assessment of employees' turnover intention will be helpful for organizations to take steps to save their skilled workers.

Contribution of Authors

Ambreen Anjum: Conceptualization, Data Curation, Formal Analysis, Writing - Reviewing & Editing
Anum Shahzadi: Conceptualization, Investigation, Methodology, Writing- Original draft
Sehrish Wazir: Formal Analysis, Writing - Reviewing & Editing

Conflict of Interest

There is no conflict of interest declared by authors.

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