Combined Scale for Measurement of Job Outcomes

Psychometric Properties and Validation

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Abstract

The present study attempts to develop, validate and measure the impact of different dimensions of Job Outcomes. The study was carried in IT sector with overall sample of 379. The initial scale refinement was done by removing the outliers and subsequently factor analysis (EFA) was carried for dimension reduction. Confirmatory factor analysis (CFA) was conducted to measure the Convergent Validity, Internal consistency and Discriminant validity of the scale. First and Second order measurement models for the scale were also developed with the help of AMOS 22.

Keywords: *Employees Job Outcomes, EFA, CFA*

INTRODUCTION

One of the main goals of creating a pool of talented employees is to increase the performance of organizations, Pfeffer (1998). With the advent of globalization from last few decades, organizations are at the infliction point that requires new approaches in managing organizations and its employees, Bawa, & Ali (1999), Deloitte (2016). Understanding the changing requirements of employees in the organizations in this context has become the priority for the companies to keep themselves upfront in the competition. With these dynamics one of the most contemporary areas in organizational behaviour is the understanding of the dimension that influences employees and has implications across the organization. There are multiple factors that can be examined when determining if an employee is integrated in the workplace and participating in the active workplace tasks. Six different outcomes and their impact on the above measures of job output were studied, Lunenburg (2012). They were:1) Job Satisfaction 2) Behavioural Compliance 3) Performance 4) Task completion 5) Absenteeism and 6) Turnover (Propensity to leave). There are significant numbers of studies across globe that has been conducted to verify the scales that can measure these outcomes; however there is dearth of studies in the Indian context which is one of the emerging economies. The present study attempts to validate and develop the scales that could be more appropriate for Indian organizations specially IT/ITES sector.

REVIEW OF LITERATURE

It is commonly accepted in the management literature that the organizations need employees who are willing to exceed their formal job requirements and perform their tasks in effective and efficient manner (Simon, 1976; Martin and Hunt 1980). Research on employee workplace performance suggests that organizations should be vigilant in monitoring those measures that have significant impact on employee's job outcomes. Lunenburg (2012) emphasised that six significant measures of construct that can be assessed as employee job outcome are 1) Job Satisfaction 2) Behavioural Compliance 3) Performance 4) Task completion 5) Absenteeism and 6) Turnover (Propensity to leave).

Job Satisfaction

This construct is associated with cognitive and affective aspects and effects one's beliefs and feelings towards the job (Fassina, Jones & Uggerslev, 2008). Hoppock (1935) explained job satisfaction as "a combination of psychological, physiological and environmental circumstances that causes a person to say: I' m satisfied with my job". According to George and Jones (2008), job satisfaction is "the collection of feelings and beliefs that people have about their current jobs. People's levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction". Nelson and Quick (2009) defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". O'Reilly & Caldwell (1980) in their study emphasised that task rewards and organizational rewards effects job satisfaction. Task rewards are in direct association with the job like skills, challenging work, opportunities etc. Organizational rewards are visible rewards like pay; promotion etc. (O'Reilly & Caldwell, 1980). Studies also reveal that job satisfaction triggers positive feelings which directly promotes positive work attitude (Lee-Kelley et al., 2007).

Behavioral Compliance

Bazerman & Tenbrunsel (2011) explained behavioral compliance as a phase where a person genuinely intend and expect to behave well. Behavioral compliance is not new brand of compliance design but has an additional perspective. Similar to compliance which requires good economic skills, behavioral compliance requires an additional quality of being psychological savvy.

Performance

Employees put on their efforts to perform different jobs or tasks in the organisations. But how well the jobs are performed depends on employee satisfaction, commitment skills etc. which in turn affects the output of the job in question. Thus the organisation should give special emphasize on employee performance. Ferris et al. (1989) emphasised that hard goals increases the employee performance.

Task Completion

Task completion is the amount of task that has been completed. Studies reveal that task completion and disposition of an individual to complete a task are closely linked despite of the fact that it may not be economically wise (Colon & Garland, 1993). Meij (2004) in his study revealed that task completion effects mental setup of employees.

Absenteeism

Dakely C.A. (1948) defined the concept of absenteeism as "Absenteeism is the ratio of the number of production mandays or shifts lost to the total number of production scheduled to work". Nicholson (1977) in his study identified that people will be present for job depends on particular set of circumstance and number of variables such as age, sex, gender, working conditions etc.

Turnover Intention

Turnover intention has become buzz word as in present day scenario if employee fails to meet his/her expectations, it leads to stress, less job satisfaction with an intention to switch for better options. Thus, a turnover intention is a cognition process seen as a deliberate action of an employee to leave the job in future (Tett and Meyer 1993). Arshadi and Damiri (2013) found positive relationship between job stress and turnover intention. Many studies reported that, greater the amount of stress, higher will be the turnover intention among employees (Arshadi & Damiri, 2013). The issue of widespread shortage of nursing talent due to high turnover rate is gaining global importance (Kaur, Mohindru & Pankaj, 2013). Factors that aggravate intention to quit are poor quality of work life, organizational justice, ill-defined career paths, poor/bad working conditions etc. and thus organizations need to immediately focus and address these emerging issues (Battu & Chakravarthy, 2014).

RESEARCH METHODOLOGY

The present study has been conducted on two firms HCL which is a leading IT company of Indian origin and IBM India which is a leading IT company of US origin Employee Job Outcome was measured on six factors 1) Job Satisfaction 2) Behavioural Compliance 3) Performance 4) Task completion 5) Absenteeism 6) Turnover (Propensity to leave). The scale consisted of 35 items which were adopted from different research studies expect Absenteeism for which scale was self developed. Job Satisfaction consisted of 22

items (Weiss et al, 1967 MSQ) ,Behavioural compliance consisted of 3 items (Cheng & Jiang (2003), Performance consisted of 3 items (Xuan Wang(2009), Task Completion consisted of 2 items Annie S. Tsui, Yanjie Bian and Leonard Cheng(2015), Turnover (Propensity to leave) consisted of 2 items Martin and Hunt (1980), Donnely and Ivancivich (1975) . Scale for Absenteeism was self developed and consisted of 3 items.

The items which were developed for Absenteeism were as follows: a) I often don't want to go to workplace because of work pressure by my supervisor b) I usually take an off from work when my supervisor is not present c) I don't feel like going to workplace when my supervisor is on leave.

DATA ANALYSIS AND INTERPRETATION

Factor Analysis

The data was collected from 385 IT professional working at HCL and IBM. In order to achieve better data normalization six outlier responses were removed, factorial analysis (EFA) was carried in remaining 379 responses. To estimate the factor loadings (EFA) and the reliability coefficient (Cronbach's alpha) data was analysed using SPSS 20.0. EFA using principal component analysis with Varimax rotation of 13 factors was conducted to analyze factor structure of the construct. The cut-off point of 0.5 for factor loadings as recommended by Hair et-al (2014) was used as the threshold to ensure that the items with significant loadings appear in the final results.

Findings

Initially, in order to explore the possible factors EFA was conducted out of 35 items only 15 loadings with above threshold level of .50 (loading) and KMO .60 (Kaiser, 1974) .Pertinent to mention here first item for scale of Absenteeism was also droped because of below threshold level factor loading (.025). A second round of EFA analysis was conducted to confirm the underlying structure of the 15 item scale. Table 1 shows the final round of EFA analysis which classified 15 items to 5 factors.

The Items factorized were classified into 5 factors 1) Organizational Satisfaction (5 items) 2)Compliance for Performance (3 items) 3) Job Satisfaction (3 items) 4) Absenteeism (2 items)and 5) Turnover (Propensity to Leave) (2 items). The factor Satifaction was classified into 2 sub categories Organisation and Job Satisfaction, Danica Bakotić (2016) .The 15 item scale estimated an overall KMO measure of sampling adequacy of 0.743 , exceeding the recommended value of 0.6 , Kaiser (1974) , indicating that the sample size was adequate enough to factorize the 15 items. The Chi-Square value (2411.08) of Bartlett's Test of Sphericity along with degree of freedom of 105 , for the 15 items was highly significant (p<0.000), that is statistically significant , Bartlet (1954) An Eigen value of 1.0 was set as the minimum criterion for identifying a factor and used as a cut off value for extraction. Eigen values of the 5 factors were 4.388, 2.122, 1.746, 1.507 and 1.213. The factor loadings for all the remaining items range from 0.704 to 0.908.

The factor analysis extracted 5 factors which the total variance explained was 73% with factor loadings exceeding 0.5 thus meeting the threshold criteria, Nunnally (1978) , Hair et-al (2014). The percentages of variance explained for each factor were 29.256%, 14.146%, 11.643%, 10.044%, 8.083 %

Factor	Item	Loadings	Alpha	Communalities	KMO-MSA	V.E
Organizational Satisfaction						
The praise I get for doing a good job	JS19R	.845	0.884	.724	0.828	29.256
My pay and the amount of work I do	JS13R	.837		.763		
The chances for advancement on this job	JS14R	.820		.717		
All things considered , I am personally quite satisfied with the way my supervisor fulfills his/her responsibilities	JS22R	.819		.743		
The way my boss handles his/her workers	JS5R	.714		.575		
Compliance for Performance						
I completely obey my supervisor's instructions	BC3R	.901	0.776	.822	0.628	14.146
My supervisor talks to me on work-related problems and helps me to come up with solutions	PFRM1R	.806		.663		
I exactly abide by my supervisor's philosophy and methods for work	BC2R	.755		.621		
Job Satisfaction						
The chance to work alone on the job	JS2R	.839	0.748	.745	0.700	11.643
The chance to be 'somebody' in the community	JS4R	.775		.668		
The chance to do different things from time to time	JS3R	.736		.637		
Absenteeism						
*I usually take an off from work when my supervisor is not present	AB2R	.908	0.816	.840	0.600	10.044
*I don't feel like going to workplace when my supervisor is on leave	AB3R	.895		.840		
Turnover (Propensity to Leave)						
If I was completely free to choose , I would prefer to continue working in this organization	TP2R	.889	0.756	.813	0.580	8.084
If circumstances permitted , I would jump at chance to accept a job in another organization	TP1R	.885		.803		

correspondingly. The reliability of coefficient, Cronbach's alpha of the entire item ranged between 0.748 to 0.884 Cronbach, (1951). Thus the overall analysis of EFA indicated 5 items under factor Organizational Satisfaction, 3 items under factor Compliance for Performance, 3 items correspond to Job Satisfaction, 2 items to Absenteeism, 2 items for Turnover, computing to a 15 item supervisory power scale.

Confirmatory Factor Analysis (CFA)

Convergent Validity

In order further evaluate the dimensionality of the scale that was obtained by conducting EFA, Convergent validity was carried as suggested by Hair et-al (2014), Byrne (2010). Specifically, Convergent validity indicates the degree of confidence we have that a construct is well measured by its indicators, Campbell and Fiske (1959). Convergent validity ,the items that define a particular construct should converge or share a high proportion

of variance in common, Hair et-al (2014). Convergent validity was assessed based on the factor loading, composite reliability (CR), and average variance extracted (AVE), Hair et-al (2014).Table 2 shows the various estimates the results of internal reliability and convergent validity for the five constructs of employee job outcome dimensions. The factor loading for all items in this study exceeded the recommended level of 0.50 Hair et-al (2014). The AVE (average variance extracted) which reflects the overall amount of variance in the indicators accounted for by the latent construct estimated to be 0.618 , exceeding the recommended level of 0.5 as suggested by Pallant (2000) , Hair et-al (2014). Composite Reliability which is considered to be less biased estimate of reliability than Chronbachs Alpha measures to be .949 which indicates above the acceptable threshold of 0.70, Hair et-al (2014) ,Gefen et-al (2000) . Hence, the analysis provides support for convergent validity.

Factor	Item	Loadings
Organizational Satisfaction		
	JS19R	0.768
	JS13R	0.883
	JS14R	0.791
	JS22R	0.778
	JS5R	0.787
Compliance for Performance		
	BC3R	0.957
	PFRM1R	0.665
	BC2R	0.616
Job Satisfaction		
	JS2R	0.723
	JS4R	0.691
	JS3R	0.717
Absenteeism		
	AB2R	0.986
	AB3R	0.699
Turnover (Propensity to Leave)		
	TP2R	0.983
	TP1R	0.618
AVE		**0.618**
Composite Reliability		**0.949**

$$AVE = \frac{\sum (\text{Squared Multiple Correlation})}{\text{Number of Items}}$$

$$C.R = \frac{\sum (\text{Standard Regression Weight})^2}{\sum (\text{Standard Regression Weight})^2 + \sum \text{Variance}}$$

DISCRIMINANT VALIDITY

Discriminant validity is the extent to which the construct is different from other constructs. According to the Fornell-Larcker testing system, discriminant validity can be measured by comparing the amount of the variance capture by the construct (AVE) and the shared variance with other constructs.

Table 3 illustrated that the correlations for each construct was less than the square root of the AVE by the indicators measuring that construct indicating that the measure had adequate discriminant validity. In summary the measurement model demonstrated adequate reliability, convergent validity, and discriminant validity.

Table 3: Discriminant Analysis

Constructs	Abseteeism	Organizational Satisfaction	Compliance for Performance	Job Satisfaction	Turnover(PTL)
Abseteeism	**0.855**				
Organizational Satisfaction	0.140	**0.803**			
Compliance for performance	0.133	0.156	**0.761**		
Job Satisfaction	0.249	0.510	0.177	**0.710**	
Turnover(PTL)	0.188	0.169	0.100	0.126	**0.821**

Note: Discriminant table extracted from Validity Master (Statwiki, 2016) ,Diagonals represents the square root of the average variance extracted

First Order and Second Order JO Measurement Model

With the help of AMOS 22.0 software the measurement models were drawn. Figure 1 shows the first order measurement model with good fit of CFI = 0.933, GFI = 0. 927, AGFI .890, RMSEA = 0.072, and the CMIN/DF = 2.997.

The second order measurement model (Figure 2) also demonstrated good fit with CFI = 0.930, GFI = 0.924, AGFI=0.892, RMSEA = 0.072, and the CMIN/DF = 2.941. The model fit indicates for both first order CFA and 2nd order confirm with the standard estimates as suggested by Byrne (2010) , Hair et-al (2014, Schumacker and Lomax(2004).Model fit statistics comparing both factor models are shown in Table 4. The results indicated that the 2 measurements models for Employee Job Outcome constructs met the criteria for good fitting models. The second order reproduced similar results to the earlier first order factor. These overall estimates suggest the possible implication of Job Outcome Scale in Indian context and the major dimension of the scale as well.
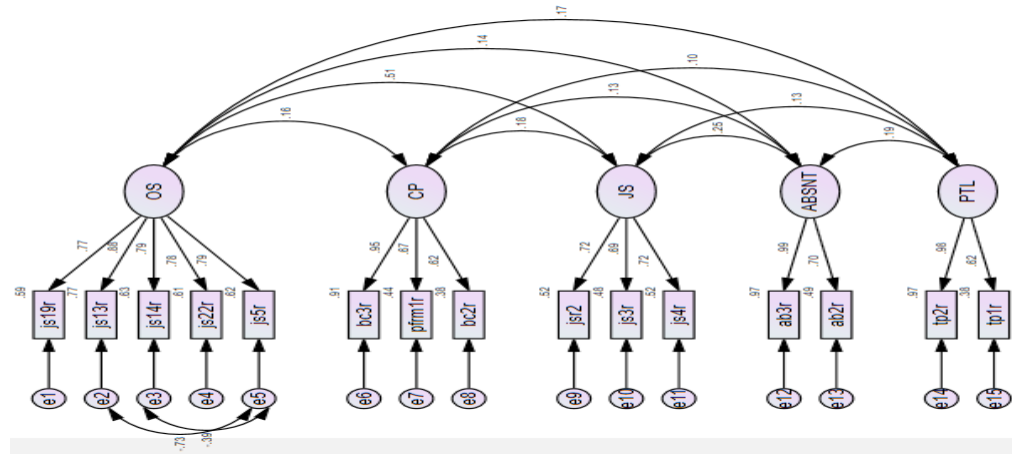

Figure 1: First Order CFA Model

Note: OS= Organizational Satisfaction |CP= Compliance for Performance| JS= Job Satisfaction | ABSNT = Absenteeism | PTL= Propensity to Leave

Table 4: Index of Confirmatory Factor Analysis (N=379)

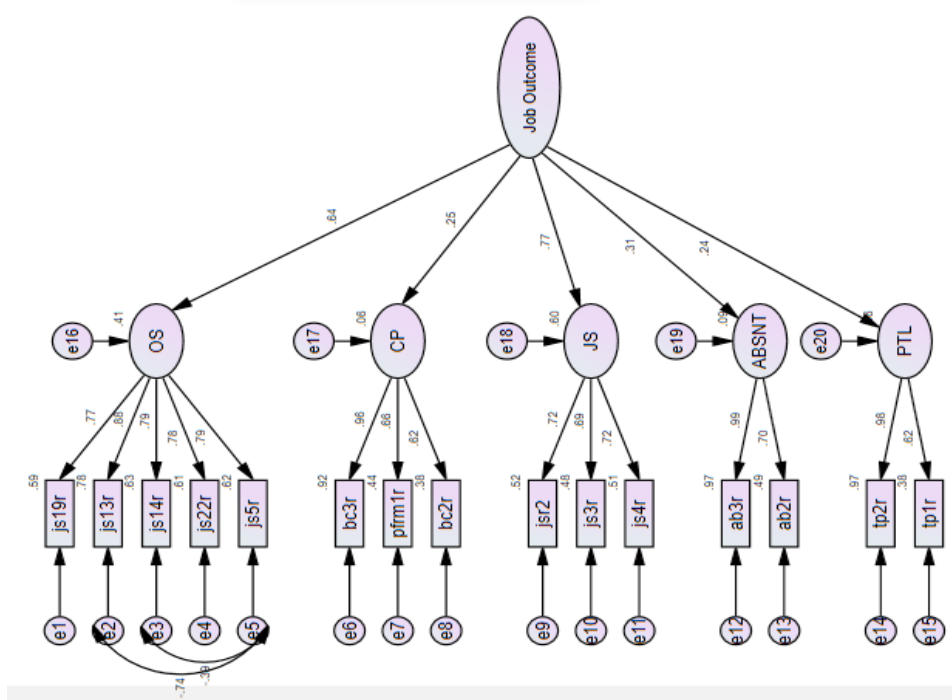| External fit indicators (First Order)	Value of threshold	Value of estimation	Result	External fit indicators (2nd Order)	Value of threshold	Value of estimation	Result
CMIN/DF	<5.00	2.997	supported	CMIN/DF	<5.00	2.941	supported
GFI	>.90	0.927	supported	GFI	>.90	0.924	supported
AGFI	>.90	.890=.9	supported	AGFI	>.90	.892=.9	supported
CFI	>.90	0.933	supported	CFI	>.90	0.930	supported
RMSEA	<.08	0.072	supported	RMSEA	<.08	0.072	supported

Figure 2: Second Order CFA Model

Note: OS= Organizational Satisfaction |CP= Compliance for Performance| JS= Job Satisfaction | ABSNT = Absenteeism | PTL= Propensity to Leave

The index of confirmatory factor analysis indicates qualified results. However, AGFI and CFI values reach the (.9) using the rounding-off method (Hsiao and Chang, 2011).

CONCLUSION

The study in hand gives a in-depth understanding with regard to the factors of Job outcomes that can have significant impact on the organizations. The empirical analysis for which exploratory and confirmatory factor analysis was carried fetched 5 dimensionality of Job Outcomes. Furthermore, for every dimension the value of composite reliability and variances extracted exceeded the threshold values and all constructs factorized were also above threshold level. The results of discriminant validity analysis clearly represent the distinct nature of all the Factors in Job

Outcomes scale. The study also revealed the internal consistency reliability of all scale at par with the benchmark measures. As evident from the construct validity of items of Job Outcomes Scale, the results of the study can be used in the Indian context as very few studies had been conducted to attest the construct validity of these scales in Indian context. Further the countries which share similar socio-cultural attributes to that of India could also make use of this study. To conclude, results of the study reveal good reliability and validity of the instrument. All in all, the scale thus developed can prove to be a good instrument for surveying and measuring Job Outcomes as a construct especially in Indian organizational setting. The importance of this study relies on the fact that it focuses on instrument which can be used for measuring.

IMPLICATIONS FOR MANAGEMENT

Practitioners can take a deeper understanding with regard to the major factors that influence that employees overall Job Outcomes. Further, it would help the organizations to understand the focus areas that can bring the positive changes in the employees overall workplace efficiency. The organization can utilize the scale to understand its correlation with various HR practices like training and development, compensation policies and other relevant key performance indicators. The organizations therefore would be in a position to understand which particular dimension of HR practice has significant impact on these particular elements of employee Job Outcomes. The challenge of the contemporary organizations is to enhance employee performance and there is no single conceivable approach to accomplish the same. Intensive understanding of factors that constitute the overall performance of the employees can help the organizations to create a pool of talented employees, thus building s strong competitive edge in the market. It is very pertinent to mention here the study has been conducted in the IT/ ITES sector of India which has significant contribution to the overall Indian economy at large.

LIMITATIONS AND FUTURE SCOPE

The study can be conducted in different sectors that can further support the results of the study. The study further calls for cross demographic analysis to understand how factors of Job Outcomes vary across age, gender and other demographic variables. There have been numerous studies that have suggested various other factors that are part of employee's job-outcomes like commitment, trust in management and so on. Future studies could be undertaken to see the impact of these factors as well.

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