

**ROLE OF JOB STRESS AND PERCEIVED JOB ALTERNATIVES IN
TURNOVER INTENTION: A PERSPECTIVE OF THE
DECENTRALIZED POWERLOOM SECTOR OF NORTH
KARNATAKA**

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Abstract:

The study probes the significant determinants of turnover intention in the decentralized powerloom sector of North Karnataka. Data was collected from 3 major districts of North Karnataka because of large powerloom base in these districts. A sample of 400 respondents working in decentralized powerlooms from Belgaum, Bagalkot and Gadag were surveyed to identify the major predictors of turnover intention. Exploratory factor analysis revealed, time stress, anxiety, perceived job alternatives within the industry and perceived job alternative outside the industry were the major constructs of job stress and perceived job alternatives respectively. Multiple regression analysis revealed that anxiety; time stress, perceived job alternatives had a significant relationship with turnover intention. Furthermore perceived job alternatives outside industry was found to be having strongest influence on turnover intention.

Keywords: Decentralized powerloom sector; North Karnataka; turnover intention

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1. Introduction:

Acquiring and retaining talented workforce is becoming core of an organization's strategy to remain competitive in their respective spheres. However the moot question all employers are struggling to answer is how they deal with this employee turnover. For a long time, turnover intention has been acknowledge as a very crucial phenomenon. Research after research is being dedicated to understand this phenomenon of turnover and the intent that is driving it. It is always wise to counter the problems before they assume serious propositions. Employee turnover results in loss of human capital and thereby weakens the financial standing of the organization[11] .

There has been a strong correlation between the financial performance of employer and employee turnover, sufficing study of turnover intent and its causes. The association between an organization and its employee is crucial as well as brittle. This employee-organization relationship is a very important exchange wherein both the parties bring something that is important to the other. It is now long established fact that employees play a critical role in the success of organization. Several studies in the past have focused on employee turnover and turnover intention[4] [7] [8] [14]¹. Furthermore, quitting of a high-performing employee is detrimental to the performance of the organization[20]. Turnover has a very undesirable impact in terms of cost and bottom line of the organization. It is therefore imperative for organizations to understand the reasons that are useful in predicting employee turnover intention and address them at early stages. Turnover intention is the employees' probability of leaving the organization[22]. It is a voluntary and willful withdrawal from the membership of the organization. The turnover intention involves both attitudinal (thinking) and behavioral (action) dimensions [19]. Past studies have posited that there is a strong relation between positive turnover intention and actual turnover. The study assumes that a firm understanding of the reasons for the development of this intent to quit will help in addressing the turnover issues. Furthermore, job stress and perceived job alternative opportunities have a substantial influence on turnover intention.

2. Literature Review:

Job stress and turnover intention:

Modern day organization and the nature of modern jobs both have seen a dramatic change in the last couple of decades. Stress emanating from the workplace is a very common phenomenon in most industries and organizations [1]. Owing to cutthroat competition among organizations, the interaction between the person and his work environment is becoming increasingly dynamic.

Jamal defined job stress as an employee's reaction to the nature of the work environment that is physically and emotionally detrimental [17]. Stress forces a person to deviate from his normal course of action owing to psychological situation [3]. Stress per se is not considered bad by psychologists rather a right amount of stress propels an individual to realize one's potential. Some argued that stress and performance were negatively related [33]. But, the concern is when the stress levels are beyond reasonable limits leading to psychological and physical ailments. Individuals who experience high degree of work stress are likely to be exhibiting poor health, low-morale and are unproductive and unsafe at work. There could be plethora of sources for work stress. High level of stress weakens attention, resulting in bad judgement, a tendency to commit errors and lacks ability to discriminate trivial and important issues [27].

Anxiety:

Anxiety, which has been long established, correlate of stress [6] has also found to be negatively correlated with performance. Besides, performance there exists a positive correlation between anxiety and turnover intention [2]. A series of meta-analyses were performed on the relationship between anxiety and academic performance [28]. He found that there existed a negative relationship between anxiety and performance and summed up that relationship between the two tends strongly toward linearity.

Coworker support:

societies which believe in collectivism prefer to work in close and strongly integrated cohesive groups [13]. Employees working in such societies prefer to work in an environment which has social interdependence and closer networks [32]. Social support means actions that are intended to help others [12]. There have been conflicting views on relation between coworker support and turnover. Some studies found that coworker support had no significant impact on turnover

intention [24] [16]. On the other hand some studies have argued that coworker support had a significant and negative influence on intention to quit [9].

Time stress:

It is generally accepted that stress is a physical & psychological state that is the direct result of a situation where a individual does not have enough resources to meet the demands of the situation [21]. One of the major stressors among employees is time pressure [21]. A study on Nurses and their intention to quit in Iran revealed that time pressure was found to be one of the major stressors [23].

3. Research Methodology:

The research adopted a dual strategy of qualitative and quantitative analysis. In the first phase a focus group technique was conducted to identify the underlying constructs. A panel consisting of powerloom industry experts and workers involved in the powerloom industry was conducted. The technique revealed 2 major constructs of job stress and perceived job alternatives. The two constructs were further assessed using principal component analysis to identify the underlying constructs which determined turnover intention among the labour working in the decentralized powerloom sector. 384 workers in the sector from Belgaum, Bagalkot, Gadag and Haveri were surveyed using convenience sampling method.

Measures and statistical tools used: To measure job stress, scale was used likert scale which is five-point and is anchored by strongly agree/strongly disagree is used for scaling. Turnover intention is measured using Joo and Park [18], job stress was assessed using a scale developed by Shukla and Srivastava [29] and perceived job alternatives construct was measured by using Mowday 's scale.[25] [32]. The data collected was analyzed using exploratory factor analysis and multiple regression analysis.

4. Objectives:

- To identify the underlying constructs of job stress and perceived job alternatives.
- To identify the underlying constructs of perceived job alternatives.
- To find out the relationship between the job stressors and turnover intention.

- To evaluate the influence of perceived job alternatives on turnover intention.

Hypotheses:

H1: All the job stressors will have significant relationship with turnover intention

H2: All the constructs of perceived job alternatives will have significant impact on turnover intention.

5. Data analysis:

Exploratory factor analysis was conducted to assess the factor structure. Factor analysis is basically a tool which helps in reducing the data into a simplified structure. Principal component analysis with varimax rotation was performed. The first test that is mandatory to fulfill was the Kaiser-Meyer-Olkin test, a measure for sampling adequacy whose value is supposed to be above 0.6 [15]. Which is .853 (table no 1) in our case. Similarly, Bartlett's test of Sphericity is a test for null hypothesis that there is no correlation between the variables. Again the null hypothesis is rejected at $p < .05$ at 5% significance, proving that there is some interrelationship among the variables.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.853
Bartlett's Test of Sphericity	Approx. Chi-Square	1.7803
	df	.26
	Sig.	.000

Varimax rotation of the 9 variables of job stress revealed 2 components. To arrive at the number of components to retain, we generally refer to Eigen values. Factors whose Eigen values are above 1 are considered for identifying the factor structure. The table number 2 reveals that 2 components (factors) are above 1 which indicates 2 factors are adequately explaining 67.535% variances in the data structure.

Table 2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	4.376	48.617	48.617	4.376	48.617	48.617	3.447	38.303
2	1.703	18.918	67.535	1.703	18.918	67.535	2.631	29.232	67.535
3	.638	7.094	74.629						
4	.562	6.241	80.870						
5	.482	5.359	86.229						
6	.426	4.738	90.967						
7	.371	4.122	95.088						
8	.284	3.153	98.242						
9	.158	1.758	100.000						

Extraction Method: Principal Component Analysis.

The output can be further filtered to get more clarity with the help of rotated component matrix. The table no provides the rotated component matrix clearly indicating two factors. The two factors identified are anxiety and time stress as the 4 variables referred to the anxiety faced on the job and the other was the time stress factor.

Table 3: Rotated Component Matrixa

	Component	
	1	2
Anxiety	.877	
Anxiety	.874	
Anxiety	.784	
Anxiety	.777	

Anxiety	.706	
Time Stress		.824
Time Stress		.810
Time Stress		.767
Time Stress		.742

Extraction Method: Principal Component Analysis.

Similarly perceived job alternatives (PJA) was also subjected to exploratory analysis with varimax rotation. The KMO value (table no.4) were once again above .783 indicating sampling adequacy and Bartlett's test (table no 4) also indicating rejection of null hypothesis. Rejection of null hypothesis accepts that there is interrelationship among the variables.

Table 4: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.783
Bartlett's Test of Sphericity	Approx. Chi-Square	1.6363
	df	15
	Sig.	.000

The component solution is arrived with the aid of varimax rotation of the 6 variables of perceived job alternatives. Again components whose Eigen values are more than 1 are considered for explaining the variance in the data. Total variance explained by 2 components is 84.3%. (table no.5).

Table 5: Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings	of Rotation Sums of Squared Loadings
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	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.599	59.985	59.985	3.599	59.985	59.985	3.168	52.795	52.795
2	1.459	24.315	84.300	1.459	24.315	84.300	1.890	31.504	84.300
3	.324	5.395	89.694						
4	.274	4.569	94.263						
5	.196	3.264	97.527						
6	.148	2.473	100.000						

Extraction Method: Principal Component Analysis.

Rotated component matrix revealed that there are two components. On closer examination of the variables the two factors were distinctively named as perceive job alternatives within industry (PJAWI) and perceived job alternatives outside industry (PJAOI).

Table 6: Rotated Component Matrix

	Component	
	1	2
Perceived Job Alternatives Within Industry	.909	
Perceived Job Alternatives Within Industry	.885	
Perceived Job Alternatives Within Industry	.876	
Perceived Job Alternatives Within Industry	.858	
Perceived Job Alternatives Outside Industry		.948
Perceived Job Alternatives Outside Industry		.944

Extraction Method: Principal Component Analysis.

4 factors emerged with the principal component analysis. Multiple regression analysis was used to identify the intensity of impact of each of the variables. Hierarchical multiple regression was conducted with the SPSS-16 package. The output of the analysis is shown in the table no.7. The

dependent variable (Y) was turnover intention and the beta values indicate the relationship between the independent and the dependent variable. Table 7 depicts coefficients of multiple regressions.

.Table 7: Coefficients (Multiple Regression Table)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		Hypotheses
		B	Std. Error				Tolerance	VIF	
1	(Constant)	.641	.121		5.282	.000			
	Perceived Job Alternatives Outside Industry	.743	.034	.745	21.843	.000	1.000	1.000	Accepted
2	(Constant)	.244	.123		1.980	.048			
	Perceived Job Alternatives Outside Industry	.614	.036	.616	17.277	.000	.789	1.267	
	Anxiety	.313	.040	.281	7.882	.000	.789	1.267	Accepted
3	(Constant)	.047	.129		.364	.716			
	Perceived Job Alternatives Outside Industry	.535	.039	.536	13.637	.000	.620	1.614	
	Anxiety	.300	.039	.269	7.714	.000	.785	1.275	
	Perceived Job Alternatives Within Industry	.174	.040	.161	4.393	.000	.714	1.400	Accepted
4	(Constant)	-.235	.162		-1.455	.147			
	Perceived Job Alternatives Outside Industry	.521	.039	.523	13.318	.000	.610	1.638	

Anxiety	.251	.042	.225	5.933	.000	.652	1.534	
Perceived Job Alternatives Within Industry	.167	.039	.155	4.268	.000	.712	1.404	
Time Stress	.129	.045	.102	2.831	.005	.719	1.391	Accepted
a. Dependent Variable: Turnover Intention								

Table 8. Model Summary (Regression Analysis)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Durbin-Watson
1	.745a	.555	.554	.83300	.555	2.062
2	.786b	.618	.616	.77342	.062	
3	.798c	.636	.633	.75549	.018	
4	.802d	.644	.640	.74861	.008	
a. Predictors: (Constant), Perceived Job Alternatives Outside Industry						
b. Predictors: (Constant), Perceived Job Alternatives Outside Industry, Anxiety						

Variance inflation factor (VIF) values are assessed to check multicollinearity issues with the data. Multicollinearity indicates correlation between two independent factors. VIF values in our data are all below 10, which is a requirement to establish that there are no multicollinearity issues[26]. Durbin Watson is found to be 2.062 from the table no.8. This Durbin Watson tests the auto correlation among the variables. Values between 1.5 to 2.5 are considered to be good to prove that there is no autocorrelation between the variables. Durbin Watson value in our case is 2.062.

R² is the amount of variance explained by the predictors in influencing the dependent variable (turnover intention). All the factors together explain 64.4% of the variance in the data (R²= .644) as observed from table no.8. The results of multiple regressions indicate that all the factors had a significant relationship on turnover intention (table no.8). “Perceived job alternative outside industry is the biggest influence in the turnover intention among the decentralized powerloom workers in North Karnataka.

6. Discussion and conclusion:

The organizations world over are realizing the relevance of managing and retaining talented and committed human resource and this is more so true in case of labor-intensive industries such as powerloom sector. Totally 4 factors were found to be underlying constructs influencing turnover intention. Time stress, anxiety, perceived job alternatives within industry and perceived job alternatives outside industry were the 4 major factors detected in the exploratory factor analysis. The present study revealed that both job stress and perceived job alternatives are significant influencers of turnover intention. The underlying constructs of the job stress and perceived job alternatives also had a significant influence on turnover intention. The future study can be directed to find out whether perceived job alternatives have a moderating effect between job stress and turnover intention.

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