

Exploratory Factor Analysis on Work Intentions in the Telecommunication Sector of Jordan (JTS)

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Abstract

This research intended to develop a reliable instrument to measure Work Intentions (WI) through Exploratory Factor Analysis (EFA), particularly in the context of the Jordan Telecommunication Sector (JTS). This study examined EFA as it differs from other studies in terms of cultural and social status. More importantly, many previous studies have examined turnover, retention, performance, productivity, and job satisfaction. However, a few researchers focused on the projected five work intentions (WI), which include the intent to Perform, Stay, endorse, be an organizational citizen, and use Discretionary Effort. Therefore, this study investigated work intention (WI), which includes 15 items applied to measure five intentions in-among different cultures and industries and consequently presented a reliable instrument. The researcher implemented the cross-sectional study design and collected data randomly from 100 participants working in three leading telecommunication companies in Jordan, using a structured survey. This study also concluded the reliable instrument containing fifteen (15) items and producing five (5) components, i.e., intent to perform (3 items), stay (3 items), endorse (3 items), be an organizational citizen (3 items), and use discretionary effort (3 items). The researcher applied the Cronbach Alpha test to check the internal reliability of the current WI instrument and found reliable.

Keywords: Exploratory Factor Analysis, Work Intention, Management.

Introduction / Background

Introduction

Work Intentions (WI)

Researches introduced behavior in the workplace as a concept of employee work intention. Shuck, Zigarmi, and Owen (2015) Assured that the power of intentions is precisely behavior interpreter more than the concepts of job satisfaction or commitment. They considered the intention to work as an intellectual demonstration of practice where a person chooses directly determined achievement (Zigarmi & Roberts, 2012). Work intentions are turning into a wellspring of enthusiasm for performance and action fields. Numerous ideas were utilized to build this model, such as reasoned action theory (Fishbein & Ajzen, 1976), planned behavior theory (Ajzen, 1985), and social cognitive theory (Bandura, 1989), and is created to realize the relationship between behavior and work intentions. Zigarmi and Nimon (2011) indicated that the application of the work intention notion is intended to assess and expect employees' behaviors in presence for a long time, clearly in the sociology and psychology fields. Zigarmi and Roberts (2012) stated that there is a need to understand the intentions to work in different establishments of dissimilar scopes, in various businesses, and different nations.

Job satisfaction is considered a leading factor conducive to an organization's success (Ranz, Stueve, & McQuiston, 2001), and is essential concerning numerous researches, mainly in performance, efficiency, employee relations, productivity, intention to absenteeism and turnover (Chen, Silverthorne, & Hung, 2006; Maghrabi, 1999; Riketta, 2008; Spector, 1997; Anukaenyi, Melody, & Mama, 2018; Jaradat, 2018)

Job performance is a core variable in organizational and industrial psychology, where production is a portion of performing a job (Borman, 2004). Employee turnover intention is discussed in various studies (Bartunek, Huang, & Walsh, 2008; Hancock, Allen, Bosco, McDaniell, & Pierce, 2013; Min, 2007; Shaw, Gupta, & Delery, 2005; Siebert & Zubanov, 2009; Trevor & Nyberg, 2008), and is considered as one of the main essential topics affecting production and confidence in organizations (Chen, Chu, Wang, & Lin, 2008). In addition to its cost value, the intention to turnover has side effects on other employees, including reduced morale, which could encourage more intention to turnover among staff (Borda & Norman, 1997). Employee turnover forces organizations to select, recruit, induct, and train new employees, causing additional expenditure on financial resources while also incurring non-monetary costs that affect overall organizational performance (Christian & Ellis, 2014; Hancock et al., 2013; Hur, 2013). Public organizations should take into consideration practices that improve employee satisfaction since low employee satisfaction is likely to result in higher employee turnover, and decreased performance (Hancock et al., 2013; Hur, 2013; Lee, 2018; Meier & Hicklin, 2007, 2008). Employee engagement and satisfaction are critical contributors to employee retention (Arokiasamy, 2013; Bonenberger, Aikins, Akweongo, & Wyss, 2014a, 2014b; Dysvik & Kuvaas, 2010; Hur, 2013). Employee job satisfaction environment influences voluntary employee turnover (Devi & Narayanamma, 2016) (Egan, Yang, & Bartlett, 2004) (Ngobeni & Bezuidenhout, 2011).

Researchers hypothetically connect the notion of work intention to the establishment of commitment and energy, by utilizing the Work Intention Inventory Short-Form (WII-SF), with

support of Employee Work Passion Appraisal (EWPA) model. It was made to give a reasonable answer for the association between thought, influence, the knowledge of wealth, and the resulting arrangement of commitment as a hypothesis for application (Roberts & Zigarmi, 2014; Shuck, Rose, & Bergman, 2015; Zigarmi, Nimon, Houson, Witt, & Diehl, 2009).

Zigarmi, Nimon, Houson, Witt, and Diehl (2012) Made the WII as a result of an exhaustive examination of the writing of work intention notions, which recognized the relationship between success and work practices such as attrition, absenteeism, and performance. The projected WII contains five work intentions (WI), which include the intent to Perform, Stay, Endorse, Be an Organizational Citizen, and to Use Discretionary Effort. In the beginning, Zigarmi et al. (2012) constructed a work intention scale with 25 points. Then Nimon and Zigarmi (2015) offered WII-SF as a sharper and comprehensive assessment. It was made a shorter and approved instrument to cover the same work intentions of Zigarmi and Nimon (2011). Instead of a 25-element-assessment, including five questions for each intention, it became a 15-element assessment, including three questions for each intention. The WII-SF was approved utilizing similar instruments that affirmed the underlying WII.

WII and the WII-SF instruments proved to be a considerable assessment of the work intentions' impact in the working location. It included deciding the leaders strength resulting impact and work intentions, the dispositional negativity and its impact on apparent occupation effect and work intentions, the assessment of self-assurance commitment and elective evaluation of execution work intentions, and the association of leader esteems and worker explicit effect and their impact on work intentions (Roberts & Zigarmi, 2014; Shuck, Zigarmi, et al., 2015; Zigarmi & Roberts, 2012).

The researcher utilized the explanation of intentions proposed by Zigarmi et al. (2012), which expresses that intentions are intended to determined action. Fundamentally, leaders of associations comprehend what variables obstruct or influence employee intentions. The listed work intentions (WI) are the intent to perform, stay, endorse, be an organizational citizen, and use discretionary effort.

The researchers must be produced the notion of intentions accurately, and analyze it precisely because (1) intentions are better than processes for job satisfaction in interpreting consequence behaviors, or organizational commitment. (2) Concentrating on intentions reduces suggestions of satisfaction, engagement, or commitment when the explanation of the exactly expected behaviors is needed, (3) revising intentions decreases the disordering of constructs (Zigarmi et al., 2012).

Nimon and Zigarmi (2015) Additionally suggest that exploration gather logical information from a set characterized populace and increment the build legitimacy of the Work Intention Inventory-Short Form, which this investigation tried to achieve. Moreover, this examination additionally had the option to apply the WII-SF to a particular populace as proposed by (Nimon & Zigarmi, 2015) The results of Egan, Zigarmi, and Richardson (2019) research inside three private associations in Australia, showed that self-concern, other-orientation, and supportive behavior had a few positive direct influences on work intentions. Li, Chao, and Shih (2018) stated that contributors who had experienced violent occasions during the previous six months demonstrate a terrible mood toward work intention to resign. Coen, Forrier, and Sels (2015) found out that work intention mediates the relationship between reservation wage and age. Galasso, Profeta,

Pronzato, and Billari (2017) Conducted a randomized test for Italian females of conceptive age without any children are presented to construct data about regular youngster care. The results discharged a beneficial outcome on the aim to utilize regular childcare and a negative impact on work intention. High-educated females drive a constructive outcome, though the critical impact on intentions to work is discovered distinctly between people with poor education.

Aboobaker, Edward (2019) study exposed that the spirituality of the place of work has improved worker comfort and intention to stay. Chi, Yeh, and Guo (2018) Study proposed that company image, payroll, and job interest have noteworthy beneficial outcomes on the ability to apply. Both compensation and job interest applied to direct consequences for eagerness, and the job interest has a grounded impact more than payroll. Another investigation found out that affective commitment and job satisfaction mediate the effect of organizational emotional intelligence (OEI) on the intention to leave. However, the typical mediation happens through job satisfaction with a compact intermediation influence for practical commitment (Camara, Dulewicz, & Higgs, 2015).

Background

Jordan sectors of Information and communications technology (ICT) achieved plenty of full of pride activities. The ICT system in Jordan becomes one of the most advanced and robust systems in the Arab region. In addition to the development of new technologies, ICT is recorded between the highest priorities in the government and is anticipated to carry on a high contribution to the Jordanian economy. Despite the growing regional competition and economic contraction added to the regional instability, this sector remains to be one of Jordan's most considerable significant powers by demonstrating the sector's development related to numbers defining the market size increase, investments, employment, and exports (Jordan, 2017).

Three major players are dominating the Jordan telecoms sector; Jordan Telecom Group (JTG), Mobile Telecommunications Company K.S.C.P. (Zain), and Umniah Mobile Company (Umniah). Obligatory carrier JTG was privatized in the year 2000 and made an initial public offering in 2002. In 2006 France Telecom acquired a significant share. Nowadays, the company is majority-owned by France Telecom, operating as Orange Jordan, while the Jordanian government maintains a 30% stake. The leading mobile provider is Zain Jordan, with a 40% market share and nationwide coverage, according to Zain Group's 2014 annual report, Orange Jordan holds a 31% share of the market, while Umniah holds 29%. This study targeted these three leading telecommunication companies in Jordan that exclusively provide mobile phone and internet service (Al-edenat, 2018; Oxford, 2017).

Motivation of the Study

Jordan's IT Enabled Services (ITES) released a recent report showing the rapid decrease in the total of workforces in the telecommunication sector in Jordan JTS among the previous few years as presented in Table 1. It was the primary motivation for the researcher to consider it as a good indication about employment in ITES, and the job satisfaction in this growing environment, taking into consideration that ITES is a reliable governmental organization (Jordan, 2017).

Table 0: Total Staff Number in Telecommunication Companies in Jordan

No.	Year	Total Staff No.
1.	2010	5317
2.	2011	4600
3.	2012	4596
4.	2013	4212
5.	2014	4304
6.	2015	4159
7.	2016	4225

Source: Jordan's IT Enabled Services (ITES) (Jordan, 2017)

Objectives of the Study

The main objective is to explore suitable elements to include in the developed instrument. This research intended to test the reliability of the instrument to measure work intentions through Exploratory Factor Analysis (EFA).

Scope of the Study

The researcher conducted this study on the leading telecommunication companies in Jordan that are exclusively providing mobile phone and internet service (Al-edenat, 2018). The Sector Includes Orange, Zain, and Umniah. The study will target all permanent full-time middle managers of Jordan Telecommunication Companies, who hold supervisory positions, heads of departments, directors of the divisions, or directors who are supervising three or more subordinates at their company.

Methods

Pre-test

The pre-test is a prerequisite for research that adopts survey questionnaire as a method of data collection (Presser & Blair, 1994; Presser et al., 2004), to assess any worries associated with the questionnaire in advance, such as annoying ideas or unsuitable wording of questions (Presser et al., 2004). The researcher included Experts and Practitioners' views in the questions throughout the pre-test (Zikmund, Carr, Babin, & Griffin, 2013). Expert's opinions are considered necessary to scrutinize and decide mysterious objects while computing the variables (Forsyth, Rothgeb, & Willis, 2004), whereas the opinions of practitioners are essential to the sensitivity of the elements. The current research assumes experts as people working in the academic field, while practitioners are individual managers working in the field industry.

This study managed to gather data in three phases: a pre-test, followed by instrument validity, and then apply the pilot study, to ensure that the questions are sensitive to the language and the culture of the respondents, especially concerning the attitudinal and behavior measures (Sekaran & Bougie, 2010).

In the pre-test phase, the questionnaire was reviewed and examined by ten external experts and practitioners to check the veracity of the questionnaire and to ensure that it measured what it was designed to measure. Pre-testing is carried out by ten academics in the management field in Malaysia and Jordan universities, and managers who work in Jordan telecom sector to improve

the competency level of the survey. The researcher selected the experts and practitioners by a judgment sampling method, considering their Arabic and English language abilities. Judgment sampling refers to the procedure in which the researcher is involved in the selection of subjects who are most useful or in an above point to convey the required information (Sekaran & Bougie, 2010).

The researcher sent an email inviting the experts and practitioners to participate in the research, asking them to give feedback and identify any ambiguous and challenging questions in the survey. The researcher followed the guidelines of the back-to-back translation procedure, as suggested by Brislin (1980), and worked with an official translator. The researcher made the survey available to the reviewers in both languages, English and Arabic, to make sure that the selected words of the translated survey were appropriate and to provide the reviewers with the ability to compare the items with the original English survey (Arham, 2014). The researcher modified the survey according to the reviewer's comments and feedback, and improved it accordingly, then introduced a new version of the questionnaire.

The researcher requested the reviewers to assess (1) word appropriateness, (2) items clarity, (3) items adequacy to measure the constructs, and (4) the questionnaire arrangement. In addition to that, the respondents recorded the completion time required to complete the survey. They were requested to return their feedback within two weeks. Two weeks later, because the researcher had only received seven responses, an email reminder was sent to increase the response rate. The researcher then received three more of the missing responses. The reviewers provided feedback and comments on the instrument. The instrument showed acceptable reliability and good validity in collecting the primary data.

Validity

Validity is the level of portrayal precision of the idea of enthusiasm on a scale or group of assessments (Hair, Gabriel, & Patel, 2014). It alludes to how we can quantify what is required to be precisely measured, or how the exploration results are substantial and reasonable to have the research prevail concerning accomplishing what it is planned to evaluate (Sekaran & Bougie, 2016) according to the researcher's conviction to judge precisely.

For this research, the face, content, and construct validity classifications are applied (Alanazi, 2014). Face validity shows the degree to which the instrument things address and evaluates the significant parts of the examination area. Content validity indicates the point to which the information gathered utilizing a specific instrument speaks to the ideal substance to be estimated (Mugenda, 1999). The validity of a construct is the degree to which the practical variable identification reflects the real theoretical meaning.

The researcher scrutinized a few specialists on management and leadership to check the poll's face validity. Likewise, the researcher requested a few scholastic teachers at Malaysia and Jordan universities for checking content validity. The substance of all instrument components was semantically and thoughtfully checked depending on the idea of leadership in Jordan as it identifies the examined issues. Therefore, the face and substance legitimacy of the underlying poll was improved. These techniques helped upgrade the poll's adequacy as far as its structure, substance, and objectives.

Factor Analysis

Riedl, Kainz, and Elmes (2006) explained the pilot study as a purposefully led to enhance the materials, systems, and parameters connected in the real research. It likewise kills methodological blemishes in commonsense research. Besides, the pilot study enables analysts to work on leading the investigation, survive and diminish blunders in the genuine examination and guarantee the member's degree of comprehension of the guidelines enclosed in the exploration tool (Bordens & Abbott, 2008). As indicated by Church and Wacławski (1998), the goal of a pilot study is to evaluate the substance of the inquiries and their pertinence to the examination topic and to quantify the lucidity and simplicity of comprehension. Reynolds, Diamantopoulos, and Schlegelmilch (1993) contended that the pilot test improves the poll plan and recognize regions of shortcoming in the survey for the objective example.

Additionally, a pilot test may improve the validity and quality of the instrument (Jr, Wolfenbarger, Money, Samouel, & Page, 2015; Nunnally, 1994). As per Polit, Beck, and Hungler (2001), the pilot study is like a feasibility study; performed at light stages for the planning of a precise core study. The pilot study guarantees (a) the review directions are justifiable, (b) the study is exhaustive and straightforward to finish, and (c) the vital information is gathered by the instruments. The researcher applied a pilot test on the objective contributors to advance the quality and validity of the instrument (Jr et al., 2015; Nunnally, 1994).

After the pre-testing process completed, the researcher amended the item statement based on the comments made by the reviewers. The researcher applied a cross-sectional study design and randomly collected data from 100 participants out of 318 middle managers working in three leading telecommunication companies in Jordan (Ali, 2018), that are exclusively providing mobile telephone and internet services using a structured survey (Al-edenat, 2018). The researcher employed the Exploratory Factor Analysis (EFA) to explore and evaluate items and its dimensionality (if any) in measuring the particular construct (Al-edenat, 2018; Ali, 2018).

Factor analysis was applied to create construct validity. This technique confirms the concept of components defined as practical. It indicates the best suitable elements for every component (Sekaran, 2009). The researcher used Bartlett's test to guess the possibility of factor analysis stability, while the KMO test was used to determine the adequacy of sample size for analysis, (KMO value close to unity is preferred). Then, the construct validity and the suitability of the instrument within the Jordan Telecommunication Sector context were determined.

Results / Discussion

The dimensionality of items may change when the current study is different from other studies in terms of differences in the field of study, the socio-economic status, and the culture of the population. The other factor is the time duration between the current study and the previous studies. The results obtained by other studies may not hold due to the differences mentioned above (Awang, 2012, 2014).

EFA Procedure

This study applied the interval scale between 1 (strongly disagree) and 10 (strongly agree) with the given element statement to measure this construct with 15 elements in the instrument (Awang, 2014, 2015; Awang, Afthanorhan, & Mamat, 2016; Hoque, Siddiqui, Awang, & Baharu,

2018). Measurement of every element in Work Intention is shown in the descriptive statistical Table 2 and is presenting the mean and standard deviation score for every element.

Table 2:

Descriptive Analysis for Items Measuring Work Intentions

	Item Statement	Mean	Std. Deviation
PF1	I intend to volunteer for things that may not be a part of my job.	9.04	1.031
PF2	I intend to do homework when I know it will make me more productive the next day.	9.07	.869
PF3	I intend to spend my discretionary time finding information that will help this organization.	8.82	.857
ST1	I intend to exert the energy it takes to do my job well.	9.13	.820
ST2	I intend to work efficiently to help this organization succeed.	8.75	.919
ST3	I intend to achieve all of my work goals.	8.89	.898
EN1	I intend to talk positively about this organization to my family or friends.	9.26	.758
EN2	I intend to speak out to present the reputation of this organization.	8.80	.919
EN3	I intend to talk positively about the leadership in this organization.	8.70	.952
DE1	I intend to continue to work here because I believe it is the best decision for me.	8.53	.961
DE2	I intend to stay with the organization even if I am offered a similar job with slightly higher pay elsewhere.	8.45	.906
DE3	I intend to stay with the organization even if I am offered a more appealing job with the same pay elsewhere.	8.69	.985
OC1	I intend to respect this organization's assets.	8.89	.875
OC2	I intend to consider the impact of my actions on staff in this organization.	8.77	.885
OC3	I intend to watch the welfare of others at work.	8.90	.821

Source: (Nimon & Zigarmi, 2015)

Bartlett's Test and KMO Value

Applying the extraction method of Principal Component with Varimax (Variation Maximization) Rotation, the researcher implemented the EFA procedure on construct elements. Table 3 demonstrates that the Bartlett's Test of Sphericity is highly significant (sig. 000). Furthermore, the sufficiency of sampling by Kaiser-Meyer-Olkin (KMO=0.812) is excellent while it is beyond the necessary value of 0.6 (Awang, 2012; Bahkia, Awang, Afthanorhan, Ghazali, & Foziah, 2019; Hoque, Awang, Jusoff, Salleh, & Muda, 2017; Hoque et al., 2018). Both results specify that the data is acceptable to continue further with the data reduction process in EFA (Awang, 2012;

Hoque et al., 2017; Hoque et al., 2018; Noor, Aziz, Mostapa, & Awang, 2015; Yahaya, Idris, Suandi, & Ismail, 2018).

Table 3:
Bartlett's Test and KMO Value

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Test for Sample Sufficiency.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	1385.076
	df	105
	Sig.	.000

Figure 1 demonstrates the construct components caused by the EFA procedure for work intention. This procedure grouped 15 elements into five components with their measurements. The rotated component matrix indicated that every element with it belongs exactly to every component (Awang, 2012, 2014, 2015; Bahkia et al., 2019; Hoque et al., 2017; Hoque et al., 2018).

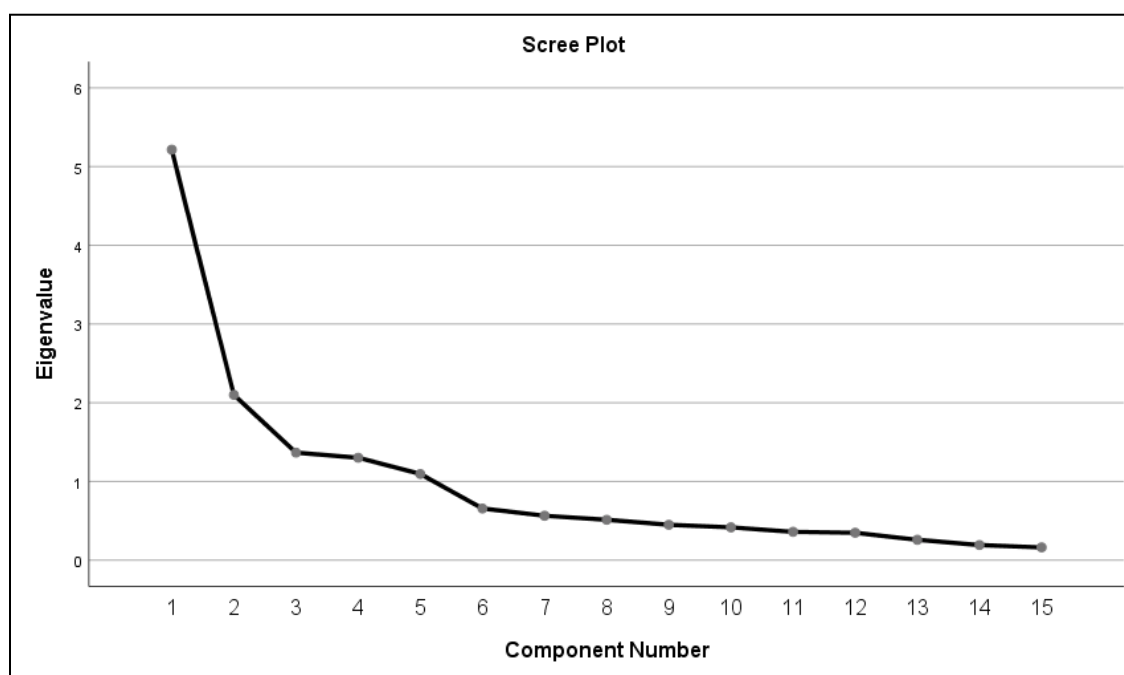


Figure 1: five Components Extraction

Table 4 shows the five components resulted from the EFA procedure built on the computed Eigenvalue, which varies from 2.070 and 2.405. The explained total variance for component 1 is 16.031%, component 2 is 15.906%, component 3 is 14.146, component 4 is 13.966, and component 5 is 13.803%. The explained total variance for measuring Work Intention construct is 73.853%. The total variance explained is acceptable since it exceeded the minimum 60% (Awang, 2012; Bahkia et al., 2019; Hoque et al., 2017; Hoque et al., 2018; Yahaya et al., 2018).

Table 4:

Explained Total Variance for Work Intention Construct

Total Variance Explained			
Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	2.405	16.031	16.031
2	2.386	15.906	31.938
3	2.122	14.146	46.084
4	2.095	13.966	60.050
5	2.070	13.803	73.853

Extraction Method: Principal Component Analysis.

Table 5 demonstrates the five components and their corresponding elements resulted from the EFA procedure. In order to retain any item, the factor loading for each element should be more than 0.6 (Awang, 2012, 2014, 2015; Bahkia et al., 2019; Yahaya et al., 2018).

Table 5:

The Number of Components

Rotated Component Matrix ^a					
	Component				
	1	2	3	4	5
PF1	.855				
PF2	.868				
PF3	.760				
ST1			.696		
ST2			.825		
ST3			.779		
EN1					.727
EN2					.824
EN3					.786
DE1		.864			
DE2		.905			
DE3		.793			
OC1				.803	
OC2				.847	
OC3				.740	

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 6 iterations.

Internal Reliability

Finally, the study needs to figure out Cronbach's Alpha, which indicates the retained item's reliability in measuring this construct. The internal consistency or reliability indicates the strength

of items holding together in measuring specific constructs. Cronbach Alpha test must be greater than 0.7 to achieve internal reliability (Awang, 2012). Table 6 presenting five components measuring the Work Intentions, with it is respective Cronbach Alpha value.

Table 6:
The Cronbach' Alpha for Internal Reliability

Reliability Statistics			
Component	Name	N of Items	Cronbach's Alpha
1	Intent to Perform	3	0.870
2	Intent to Stay	3	0.776
3	Intent to Endorse	3	0.754
4	Intent to Use Discretionary Efforts	3	0.859
5	Intent to be Organizational Citizen	3	0.795
Work Intention		15	0.864

The five components have Cronbach's alpha values with more than 0.7. Furthermore, the Cronbach's Alpha value for all 15 items is 0.864, which also exceeded the threshold value of 0.7. Therefore, the study conclude that the instrument measuring the Work Intentions has adequate internal reliability (Awang, 2012, 2014, 2015; Bahkia et al., 2019; Hoque et al., 2017; Hoque et al., 2018; Noor et al., 2015; Yahaya et al., 2018)

Consequently, these results showed that reliability measurements for the five components of the WI construct are beyond the necessary value. As a result, the extracted components with their respective items are reliable and appropriate to measure the WI construct.

Conclusion

The current research adds value to the WI construct measurement, mainly in the JTS context. The EFA outcomes formed a configuration that extracts five components of WI, which can be measured by 15 items established in this research, with high Cronbach's Alpha value, meet Bartlett Test (significant), KMO (> 0.6), and factor loading is beyond the least threshold of 0.6, which replicates that the elements are applicable in this study (Awang, 2012; Awang, Ahmed, et al., 2017; Awang, Hoque, Muda, & Salleh, 2017; Hoque et al., 2018). The demanding scale development and the current research validation confirmed that the validated instrument is consistent and stable across samples, and recommended to be used in the future researches.

Contribution

The present research advances the logical information with respect to work intention. Likewise, this examination additionally endeavored to fill the gap of past research (Nimon & Zigarmi, 2015; Zigarmi & Roberts, 2012), which determined that there is a need to improve the comprehension and acknowledgment of work intentions in the workplace. In particular, it is prescribed that future research assess work intentions in single associations that fluctuate in size in different businesses, and in various nations to survey whether the WII-SF is suitable crosswise over societies and dialects (Nimon & Zigarmi, 2015; Zigarmi & Roberts, 2012).

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