INTENTION TO QUIT SCALE: A NEW APPROACH IN THE CONTEXT OF CHANGING WORKING CONDITIONS

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ABSTRACT: This study aims to develop a valid and reliable scale to measure employees' intention to quit in the context of new generation working conditions such as digitalization, artificial intelligence, telecommuting, increasing social concerns, blurring of work-life boundaries and human values. The scale, which consists of eight items and a single factor, was tested with CFA in the health and service sectors and confirmed with CFA in the electronics and telecommunications sector. The scale showed strong psychometric properties and high internal consistency. The results indicate that this scale is a practical tool for identifying employee turnover tendencies in different sectors and in changing organizational environments. **The scale items are presented in both English and Turkish at the end of the study.**

İŞTEN AYRILMA NİYETİ ÖLÇEĞİ: DEĞİŞEN ÇALIŞMA KOŞULLARI BAĞLAMINDA YENİ BİR YAKLAŞIM

ÖZ: Bu çalışma, dijitalleşme, yapay zekâ, uzaktan çalışma, artan sosyal kaygılar, iş-yaşam sınırlarının belirsizleşmesi ve insani değerlerin ikinci plana atılması gibi yeni kuşak çalışma koşulları bağlamında çalışanların işten ayrılma niyetini ölçmeye yönelik geçerli ve güvenilir bir ölçek geliştirmeyi amaçlamaktadır. Sekiz maddeden ve tek faktörden oluşan ölçek, sağlık ve hizmet sektörlerinde KFA ile test edilmiş, elektronik ve telekomünikasyon sektöründe DFA ile doğrulanmıştır. Ölçek, güçlü psikometrik özellikler ve yüksek iç tutarlılık göstermiştir. Elde edilen sonuçlar, bu ölçeğin farklı sektörlerde ve değişen örgütsel ortamlarda çalışanların işten ayrılma eğilimlerini belirlemede pratik bir araç olduğunu göstermektedir. **Ölçek maddeleri çalışmanın sonunda hem İngilizce hem de Türkçe olarak sunulmaktadır.**

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INTRODUCTION

In today's working life, employee turnover has emerged as a significant issue in terms of organizational sustainability and efficiency. In this context, research aimed at understanding individuals' tendencies to leave their jobs has been increasing, and the concept of intention to quit is considered a critical variable in the fields of human resource management and organizational behavior. The intention to quit refers to an individual's inclination to think about, plan, and ultimately carry out the act of leaving their current job. It is widely regarded as the strongest predictor of actual turnover behavior (Al Zamel et al., 2020; Mohamad et al., 2023; Doan et al., 2023).

Employees' intention to quit represents one of the most pressing challenges faced by organizations and is a key factor that directly affects workforce turnover and organizational performance. It reflects a worker's desire, thoughts, and perceived likelihood of leaving their current job (Cruz et al., 2022; Maleki et al., 2023). Employees may decide to quit for various reasons, including job dissatisfaction, low wages, lack of career development opportunities, poor management relationships, job insecurity, and external opportunities (Downward et al., 2024; Kovancı & Atlı, 2024). Such decisions can influence organizational efficiency, employee engagement, and overall workforce stability. Therefore, the intention to quit has become an important subject of study for researchers seeking to understand employee behavior (Zientara et al., 2023; Çetin Aslan et al., 2023).

Although the concept of intention to quit has long been one of the key variables addressed in the literature on organizational behavior and human resource management, most existing scales on the topic primarily focus on traditional job structures, individual attitudes, and classical organizational issues (Mobley, 1977; Cammann et al., 1979; Wayne et al., 1997; Scott et al., 1999). However, the contemporary work environment is shaped by a variety of new factors, including digitalization, artificial intelligence integration, remote and flexible working models, increased performance pressure, the influence of social media, and intergenerational differences. This transformation has also changed the dynamics influencing employees' intention to quit. Consequently, current scales are considered insufficient in capturing the multidimensional nature of today's work environments. Frequently used intention to quit scales (e.g., Mobley, 1977; Cammann et al., 1979; Tett & Meyer, 1993) tend to focus on classical factors such as individual dissatisfaction, organizational commitment, or the availability of alternative job opportunities. However, these instruments fail to incorporate contemporary dimensions such as job insecurity perceptions triggered by digitalization, future anxiety related to artificial intelligence, the social isolation caused by virtual environments, or the impact of social media on workplace dynamics. Moreover, the presence of a multigenerational workforce and varying expectations across generations reduce the validity of one-size-fits-all, traditional instruments.

In this regard, it is evident that current intention to quit scales fall short in adequately reflecting modern workplace dynamics and capturing the new-generation elements influencing quitting tendencies. Therefore, there is a growing need in the literature for a valid and reliable intention to quit scale that is restructured within the context of digitalization and technological transformation. Such a scale would not only help better understand employees' current quitting tendencies but also enable organizations to redesign their human resource policies in line with contemporary conditions.

The main objective of this study is to reconceptualize the intention to quit within the context of modern working conditions and, accordingly, to develop a valid and reliable measurement instrument. The scale to be developed will provide insights into employees' quitting tendencies not only due to dissatisfaction or alternative job opportunities but also as a result of contemporary factors such as stress caused by digitalization, diminished perceptions of job security due to artificial intelligence, and the social isolation resulting from remote work.

In this respect, the study aims to offer both theoretical and practical contributions to the literature. Theoretically, it provides a framework for measuring new-generation factors influencing the intention to quit, while practically, it offers human resource managers a functional tool to revise organizational commitment strategies and reduce turnover.

1. CONCEPTUAL FRAMEWORK
1.1. The Concept of Intention to Quit and Related Theoretical Approaches

Intention to quit refers to an employee's contemplation of leaving their current job or taking preparatory steps in this direction. It is defined as the stage at which an employee considers ending their relationship with the current organization or employer but has not yet taken any concrete action (Rahman et al., 2023; Serra-Sastre, 2024). Intention to quit expresses an individual's tendency to lose the desire to work due to dissatisfaction with the conditions of their work environment (Çalışkan & Urtekin, 2019). It is a concept used to describe the planning, desire, or tendency of employees to leave their organization due to dissatisfaction, and their consideration of seeking a job in another organization (Vem et al., 2023; Parent-Lamarche & Marchand, 2023).

The concept of intention to quit was first addressed by Mobley (1977) and later elaborated by Mobley and colleagues (1978). Theories associated with the intention to quit include:

Social Exchange Theory: This theory is based on the social exchange processes between the employer and the employee. Developed by Blau (1964), the theory posits that employment relationships are built upon mutual commitment, trust, and benefit exchange. In return for their contributions to the organization, employees expect satisfaction, trust, and opportunities for development. When these expectations are unmet, employees' intention to quit increases. According to this theory, if the relationship between the employee and the employer does not result in reciprocal benefits, the likelihood of quitting is high. Job security, job satisfaction, and recognition are among the key factors that influence intention to quit, as emphasized by this theory.

Job Satisfaction and Organizational Commitment Theories: Job satisfaction reflects the degree of contentment an employee feels toward their job, working conditions, and employer. Satisfaction theories, such as Herzberg's Two-Factor Theory (1959), highlight the influence of both positive factors (e.g., recognition, achievement) and negative factors (e.g., salary, working conditions) on employee commitment. Employees with high job satisfaction tend to show greater organizational commitment and lower intention to quit. On the other hand, organizational commitment theory (Allen &, Meyer 1991) explains intention to quit through three core components: affective commitment, continuance commitment, and normative commitment. Employees with strong commitment are more likely to remain in the organization, driven by a sense of belonging. Thus, job satisfaction and organizational commitment have a significant impact on the intention to quit.

Organizational Justice Theory: Organizational justice refers to employees' perceptions of fairness in organizational decisions and processes. Developed by Greenberg (1987), the theory comprises three dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice pertains to the fair distribution of rewards and penalties; procedural justice involves the fairness of decision-making processes; and interactional justice relates to the respect and courtesy shown to employees. When employees perceive unfair treatment or decisions in the workplace, their intention to quit increases. A lack of justice undermines trust in the organization and reduces employee commitment. Therefore, perceptions of organizational justice play a critical role in understanding intention to quit.

Perceived Job Security and Decision-Making Theories: Perceived job security refers to employees' sense of confidence regarding the continuity of their employment. When job security is perceived as low, employees are more inclined to seek alternative employment opportunities (Eisenberger et al., 1986). Particularly with the rise of digitalization, artificial intelligence, and automation, employees' perceptions of job security are shifting. For example, AI-driven automation processes are expected to reduce the demand for human labor in certain professions in the future. This leads employees to seek alternative employment due to fear of job loss (Greenhaus & Beutell, 1985). Decision-making theories also suggest that involving employees in organizational decisions and considering their opinions strengthens their sense of commitment and decreases their intention to quit.

1.2. Modern Working Conditions and Intention to Quit

Modern working conditions are rapidly evolving due to factors such as digitalization, artificial intelligence, and the use of social media. Understanding the impact of these changes on employees' intention to quit is of great importance for contemporary organizations (Tarafdar et al., 2007; Ayvagari et al., 2011). Digitalization, while accelerating business processes, may also result in employees being assigned more tasks (Anees et al., 2021; Oprea et al., 2022). Moreover, the digital transformation of work processes can be a source of stress for some employees, as it often requires continuous learning and adaptation.

The widespread implementation of AI-powered systems may reduce the need for human labor in certain roles. This may undermine employees' perceptions of job security and increase their intention to quit (Iqbal et al., 2022; Parent-Lamarche, 2022).

The use of social media is another significant factor transforming work environments. Although social media interactions among colleagues can strengthen their sense of organizational belonging, it also increases exposure to external job opportunities. This may particularly influence employees who are in search of better social and physical working conditions, potentially raising their intention to quit (Kim et al., 2021; Heffernan et al., 2022; Faisal et al., 2024).

Working conditions encompass the physical and social environments in which employees operate. Negative physical working conditions can lead to low job satisfaction and heightened intention to quit. Likewise, social relationships within the workplace significantly influence employees' decisions to stay or leave (Alenazy et al., 2023; Kundi et al., 2023; Ulupınar & Erden, 2024). For instance, employees who enjoy a supportive social environment at work tend to feel a stronger sense of organizational commitment. In contrast, those working in competitive or conflict-laden environments may consider quitting. A lack of social

support and solidarity in the workplace is associated with a higher intention to quit (Madigan & Kim, 2021; Nilsen et al., 2023; Feisi et al., 2024).

2. DEVELOPMENT OF THE SCALE AND METHOD

2.1. Question of the study

Employees' intention to quit is a key determinant of organizational efficiency, sustainability, and long-term success. High turnover rates can disrupt organizational culture and result in the loss of valuable institutional knowledge. Therefore, measuring employees' intention to quit is essential for organizations aiming to retain talent and ensure operational continuity.

Assessing individuals' intention to quit can offer several important benefits for both organizations and employees. Such analyses provide a valuable means of monitoring organizational health and employee satisfaction. When employees' intention to quit is regularly evaluated, managers can identify dissatisfaction, concerns, and needs at an early stage and develop solutions accordingly. This can help reduce turnover rates and ensure workforce stability. Conversely, if no such measurement is conducted, turnover rates may suddenly increase, leading to significant costs and operational challenges for the organization. In this sense, such an analysis can function as an "early warning system" within the workplace.

This study aims to develop a "Intention to Quit Scale" based on scientific methods, with high validity and reliability, to identify the characteristics of individuals' intention to quit across various organizations and sectors. The study is particularly grounded in the healthcare, service, and electronics/telecommunications sectors, which are considered to have organizational cultures where the highest levels of quitting behavior may be observed.

Furthermore, this research also aims to contribute to the literature in the fields of management and organizational behavior by providing a robust tool for measuring a key organizational variable—intention to quit—which serves as both a predictor and an outcome of many intra-organizational dynamics. This contribution can support the monitoring, management, and improvement of such critical variables.

2.2. Sample and Scale Development

In order to identify statements that would be used to measure intention to quit, interviews were conducted with approximately 18 academics who specialize in organizational behavior. Based on these expert opinions, key characteristics relevant to the measurement of the intention to quit were identified in the form of individual statements. Initially, a pool of 38 items was generated. This pool was revised based on the feedback received from 12 additional academics, leading to the removal, modification, and addition of items. As a result, a "Draft Form of the Intention to Quit Scale" consisting of 16 items was developed.

Table 1: Intention to Quit Scale (Draft)

1.	I do not see a long-term future for myself in this organization.
2.	Increasing digitalization and automation are devaluing my role in this workplace.
3.	*My current salary and benefits are not sufficient to retain me in this job.* *
4.	*The increasing use of social media at work intensifies my desire to quit.* *
5.	*The lack of a human-centered approach in decisions makes me consider leaving.* *
6.	The blurring boundaries between work and personal life reduce my desire to continue working here.
7.	*Remote work has weakened my social ties with colleagues.* *
8.	I feel lonely and excluded in this workplace.
9.	This job is no longer meaningful to me and I don't feel that I belong to the organization.
10.	*Constant connectivity adds psychological pressure, increasing my intention to leave.* *
11.	*The social and professional satisfaction that this job provides me is gradually diminishing.* *
12.	The feeling of loneliness that comes with remote or hybrid working increases my intention to quit.
13.	*The organization's focus on technological transformation has diminished the importance placed on human values, leading me to consider quitting.* *
14.	*I am actively looking for an opportunity to leave this organization.* *
15.	I feel that my job security is under threat due to artificial intelligence and automation.
16.	This job no longer gives me enough material and moral satisfaction.

***These items were later excluded from the scale based on the results of subsequent analyses.*

2.3. Data Collection and Statistical Analysis

The survey form designed for this study consists of three sections. The first section contains an explanatory note to inform participants about the study. The second section includes five questions related to demographic variables (age, gender, marital status, and the institution of employment). The third section presents the final version of the draft "Intention to Quit Scale," which comprises sixteen statements. Participants responded using a 5-point Likert scale (1: "Strongly Disagree" – 5: "Strongly Agree"). A statistical software package was used to analyze the research data. Descriptive statistics were first conducted to determine the demographic characteristics of the three sample groups. Then, validity and reliability analyses of the Intention to Quit Scale were carried out. In the final stage, analyses related to criterion-related validity were conducted.

2.4. Universe and Sample

For the study, three different sample groups were selected through convenience sampling from personnel working in institutions/organizations in the health, service, and electronics/telecommunication sectors located in the provinces of Mersin and Adana. The purpose of conducting the research with three different sample groups was to increase the

generalizability of the findings. These sectors were chosen based on the assumption that the effects of employees' intention to quit would be strongly felt in these environments. Survey forms were distributed to participants between September 15, 2024, and February 1, 2025, and data were collected accordingly. Detailed information regarding the sample groups is provided below.

2.4.1. First Sample Group

The first sample group consisted of personnel working in public and private healthcare institutions located in Mersin and Adana. The population size in this group was approximately 12,000 healthcare workers. The required sample size was calculated as 372 individuals at a 95% confidence level (Sekaran, 1992). Survey forms were distributed to approximately 800 healthcare workers identified through convenience sampling. A total of 389 completed questionnaires were deemed suitable for analysis.

This first sample group included 175 male (45%) and 214 female (55%) healthcare workers employed in public and private healthcare institutions. Among them, 189 were married (48.6%), 171 were single (44.0%), and 29 were separated (7.5%). Of these participants, 202 (51.9%) worked in public institutions, while 187 (48.1%) worked in private healthcare institutions. The average age of participants was 28.07 years.

2.4.2. Second Sample Group

The second sample group consisted of employees working in service sector businesses located in the Mersin and Adana region. The population size in this group was approximately 8,000 personnel. The required sample size was calculated as 367 individuals at a 95% confidence level (Sekaran, 1992). Survey forms were distributed to a total of 800 employees identified through convenience sampling. A total of 414 completed questionnaires were found to be suitable for analysis.

This second sample group included 177 female (42.8%) and 237 male (57.2%) employees. Among them, 276 were married (66.7%), and 138 were single (33.3%). The average age of participants in this group was 32.22 years.

2.4.3. Third Sample Group

The third sample group consisted of personnel working in the electronics/telecommunication sector. The population size in this group was approximately 10,000 employees. The required sample size was calculated as 370 individuals at a 95% confidence level (Sekaran, 1992). Survey forms were distributed to a total of 800 employees identified through convenience sampling. A total of 391 completed questionnaires were found to be suitable for analysis.

This third sample group included 280 male (71.6%) and 111 female (28.4%) employees. Among them, 253 were married (64.7%), and 138 were single (35.3%). The average age of participants working in this sector was 26.4 years.

2.5. Construct Validity

Validity refers to the degree to which a scale measures the intended attribute without being confused with other variables (Ercan & Kan, 2004). In this study, structural validity analyses were conducted for the "Intention to Quit" to evaluate its validity. Structural validity refers to the extent to which the relationships between dimensions conform to theoretical expectations and the extent to which the items accurately measure the intended construct

(Westen & Rosenthal, 2003). To determine whether the Intention to Quit is structurally valid, both exploratory (EFA) and confirmatory factor analyses (CFA) were performed.

2.5.1. Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a multivariate statistical technique aimed at identifying a smaller number of conceptually consistent but independent variables by combining a large number of related variables (Büyüköztürk, 2016; Gürbüz & Şahin, 2018). This analysis was initially conducted on data collected from the first and second sample groups consisting of employees from the health and service sectors.

Before performing EFA, the suitability of the collected data for the analysis must be checked. This suitability can be assessed using the Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity. The KMO test provides information on the adequacy of the dataset for factor analysis and its suitability for factorization. According to Kaiser's (1974) classification, KMO values above 0.60 are considered acceptable for analysis. Bartlett's Test, when significant (p<.05), indicates that there are meaningful correlations between variables, confirming the dataset's suitability for factor analysis.

The results indicated:

For the first sample, KMO = 0.902, Bartlett's Test Chi-Square = 1008.70 (p<.0001)

For the second sample, KMO = 0.949, Bartlett's Test Chi-Square = 2855.85 (p<.0001)

These results confirm the suitability of the datasets for EFA (Kalaycı, 2006; Hair et al., 2010). In the EFA, principal component analysis was used as the extraction method, and the Varimax rotation method was applied. Factor loadings, eigenvalues, and explained variances for the items of the scale are presented in Table 2.

For the first analysis, the scale started with 16 items. The results showed that all items loaded onto a single factor, which explained 58.79% of the total variance. The determinant of the correlation matrix was found to be 0.001. Additionally, no items showed cross-loadings above the threshold value or had factor loadings below 0.5 in the anti-image correlation matrix. However, the following items had low factor loadings and were removed from the scale:

IQ4: 0.129

IQ5: 0.198

IQ10: 0.225

IQ11: 0.248

IQ13: 0.313

Generally, factor loadings above 0.32 are considered acceptable, and for stronger factor structures, loadings above 0.50 are recommended (Meyers et al., 2005; Gürbüz & Şahin, 2018; Çalışkan, 2022). As a result, these items were excluded from the scale.

After these exclusions, EFA was repeated on the data from the second sample group with the scale reduced to 11 items. The results of this analysis showed that the scale loaded onto two factors with eigenvalues greater than 1, explaining 63.68% of the total variance. In this analysis, **IQ7** and **IQ14** items were considered redundant, as they loaded onto multiple factors with a factor difference of less than 0.10 and were removed from the scale

(Büyüköztürk, 2006). Additionally**, IQ3** had a factor loading of 0.177, which was lower than the other items, so this item was also excluded from the scale.

As a result, the scale became unidimensional and consisted of 8 items. The remaining items all had factor loadings above 0.70, indicating a robust factor structure (Meyers et al., 2005).

Table 2. Exploratory Factor Analysis Results

	Intention to Quit	
	Sample 1 (Health Institutions)	Sample 2 (Service Sector)
KMO	0.902	0.949
Barlett Sphericity	1008.70 (p<.001)	2855.85 (p<.001)
Total Variance Explained	%58.79	%63.68
Item Code	Factor Loadings	
IQ 1	.762	.882
IQ 2	.738	.901
IQ 3	.659	~~.177~~
IQ 4	~~.129~~	
IQ 5	~~.198~~	
IQ 6	.775	.872
IQ 7	.630	~~.231~~
IQ 8	.793	.840
IQ 9	725	.831
IQ 10	~~.225~~	
IQ 11	~~.248~~	
IQ 12	.703	.819
IQ 13	~~.313~~	
IQ 14	.627	~~.256~~
IQ 15	.798	.801
IQ 16	.710	.795

2.5.2. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is conducted to test and validate the structure of a measurement tool based on a solid theoretical framework, or a previously developed and widely used measurement tool, using a new dataset (Gürbüz & Şahin, 2018; Akkoç et al., 2019). In this study, CFA was performed to test the structural validity of the "Intention to Quit Scale," which was developed for employees in the health and service sectors, on a third sample group from the electronics/telecommunication sector.

The necessary analyses were conducted using statistical software, and the resulting goodness-of-fit indices are presented in Table 3. For the model fit in CFA, it is expected that the AGFI, GFI, CFI, and NFI values are 0.90 or higher, while the RMSEA value should be less than 0.10 (Steiger, 1990; Byrne, 1994; Schermelleh-Engel et al., 2003; Schumacker & Lomax, 2004; Çalışkan & Pekkan, 2020). The CFA results showed that the goodness-of-fit indices (AGFI, GFI, CFI, and NFI) were in the "good fit" range, while the RMSEA value indicated an "acceptable" fit (Meydan & Şeşen, 2011; Ocak, 2020). In other words, the structure derived from EFA on two different samples was confirmed through CFA.

This finding demonstrates that the Intention to Quit developed in this study is statistically validated and meaningful. The model obtained through CFA is presented in Figure 1 and Table 3.
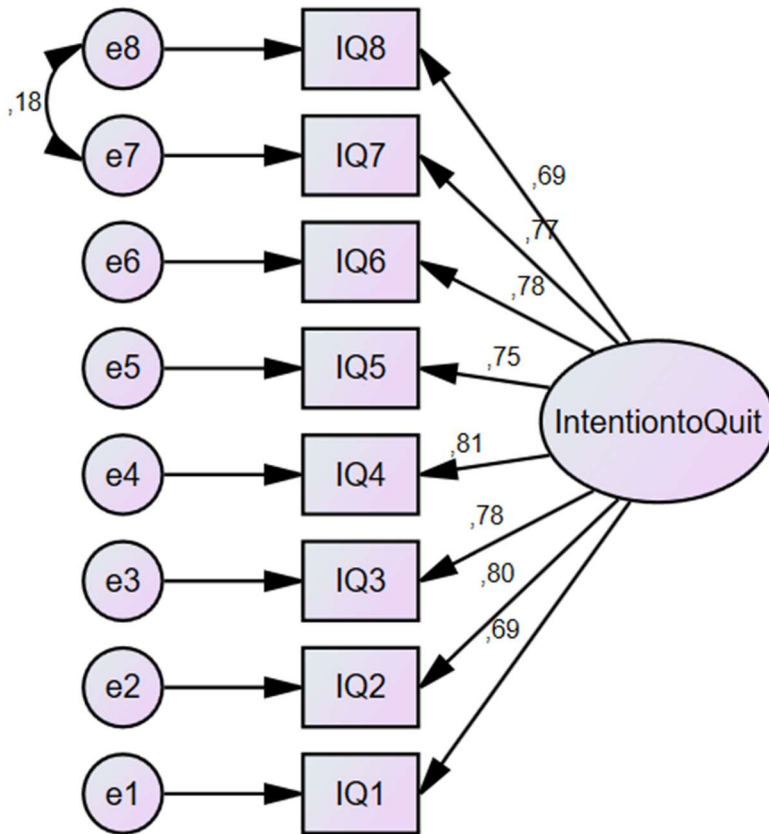

Figure 1. CFA Structure of the Third Sample Group

Table 3. Third Sample Group (Electronics / Telecommunications) CFA Results

Job SatisfactionScale	X^2	df	X^2/df	RMSEA	NFI	GFI	AGFI	CFI
Acceptable Fit			≤5df	≤0.10	≥0.90	≥0.90	≥0.85	≥0.95
Good Fit			≤3df	≤0.05	≥0.95	≥0.95	≥0.90	≥0.97
Sample 3 First Level CFA	48.57	19	2.55	**.063**	**.97**	**.97**	**.95**	**.98**

n= 503; *p<0.001.

Not: ΔX2 =Normal Theory Weighted Least Squares Chi-Square, df = Degrees of Freedom, RMSEA= Root Mean Square Error of Approximation, NFI= Normed Fit Index, GFI= Goodness of Fit Index, AGFI= Adjusted Goodness of Fit Index, CFI = Comparative Fit Index.

2.5.3. Criterion Validity

In addition to exploratory and confirmatory factor analyses conducted to ensure the scale's validity, criterion-related validity—a method that examines the relationship between the scale and one or more external criteria based on data from an independent sample—was also assessed (Büyüköztürk, 2016). In this context, job satisfaction and job performance scales were included in the research model as mediating variables for the data collected from the third sample group, and their correlations with intention to quit were examined.

These variables were selected for criterion-related validity analysis because prior research frequently highlights the relationship between job satisfaction, job performance, and intention to quit. High levels of intention to quit are generally associated with low levels of satisfaction and performance. Job satisfaction and job performance are two fundamental constructs that significantly affect employees' decisions about whether to stay or leave their jobs. Recent studies have demonstrated that intention to quit is closely linked to employees' motivation, job satisfaction, and workplace performance (Maniscalco et al., 2024; Hamaideh et al., 2024; Tutan & Kökalan, 2024; Bochoridou & Gkorezis, 2024; Aftab et al., 2024).

Job satisfaction refers to an individual's overall contentment with their job, and higher satisfaction levels are associated with greater organizational commitment and lower intention to quit. Conversely, dissatisfaction can lead employees to consider alternative employment opportunities. Job performance, on the other hand, concerns how effectively an employee fulfills their job responsibilities. High-performing individuals often expect recognition and reward; when these expectations are unmet, even top performers may develop an intention to quit. Therefore, both low job satisfaction and the undervaluation of high performance can contribute to employees' desire to leave their jobs. Based on this theoretical background, job satisfaction and job performance were deemed suitable external criteria for evaluating the validity of the Intention to Quit Scale (Doğantekin et al., 2023; Zanabazar et al., 2024; Peter et al., 2024).

To assess job satisfaction in the third sample group, the scale developed by Çalışkan and Köroğlu (2023) was used. This 13-item scale includes items such as "I am satisfied with the attitude and behavior of my managers towards me" and "The working hours and flexibility at my workplace make me feel free." In their original study, the scale's Cronbach's alpha coefficient was reported as .895. To measure job performance, the 11-item scale developed by Çalışkan and Köroğlu (2022) was employed, featuring items such as "I understand and apply job-related procedures" and "I contribute to creating a positive work environment in my organization." The reported Cronbach's alpha for this scale was .914.

The relationships between the Intention to Quit (IQ), Job Satisfaction Scale (JS), and Job Performance Scale (JP) were analyzed, and the results are presented in Table 4.

Table 4. Relationships Between Variables within the Scope of Criterion Validity

			Sample 3 n=391	
Variables	**Sample Mean**	**Sample standard deviation**	**IQ**	**JS**
IQ Scale	2.82	.89		
JS Scale	3.26	.95	**-.74****	
JP Scale	3.22	.79	**-.62****	**.79**

** p< .01

According to the results obtained from the third sample group, negative and significant relationships were found between the dependent variable intention to quit and the independent variables job satisfaction and job performance.

2.6. Reliability Analysis

Finally, analyses concerning the reliability of the Intention to Quit Scale were conducted. The reliability of internal consistency expresses whether the items within the scale are consistent with each other (Bayik and Gürbüz, 2016). One of the most widely used methods in determining the reliability of scales is the Cronbach Alpha test, which derives a correct and stable method by taking into account all the items within the scale when measuring the concept to be measured (DeVellis, 2003; Pekkan and Çalışkan, 2020). The Cronbach Alpha coefficient is a measure of the internal consistency and homogeneity of the items within the scale (Tezbaşaran, 1996). A Cronbach Alpha coefficient greater than 0.70 indicates that the scale is highly reliable (Gürbüz and Şahin, 2018). To measure the internal consistency of the Intention to Quit Scale, the internal consistency of the scale was calculated for all three sample groups and shown in Table 5. Additionally, it was determined that all of the corrected item-total correlations of the scale were higher than the assumed threshold value (0.20) (Büyüköztürk, 2006; Çalışkan, 2022). As a result, these findings indicate that the proposed scale's internal consistency is ensured and the scale is highly reliable.

Table 5. Intention to Quit Scale Internal Consistency Results

Variables	Number of Items	Cronbach's α		
		Health	Service	Electronics / Telecommunications
Intention to Quit	8	.921	.892	.876

2.7. Considerations for Using the Scale

"Intention to quit" is, by nature, a negatively oriented variable. Therefore, scales designed to measure this variable typically use negative statements. In this scale development study, eight negative statements such as " This job no longer provides me with sufficient material or emotional satisfaction." have been included. When a scale developed with such statements is applied using a 5-point Likert scale, higher scores indicate a higher intention to quit the job. However, this can lead to confusing statistical interpretations when performing correlation analyses with positively oriented variables (such as job satisfaction, organizational commitment, or job performance). Researchers who wish to use the scale should consider the following:

- The negative structure of the scale should be maintained to be consistent with the theoretical context.
- Before conducting any analyses, the scores for all statements should be reverse-coded, so that relationships with positive variables can be interpreted more clearly and easily.
- The following points should be clearly stated in the academic text: a) The scale is structured in a negative direction. b) However, in order to obtain meaningful results in the analyses to be made, reverse coding was applied.

CONCLUSION

In today's dynamic and rapidly changing work environments, employees' intentions to quit have become a critical area of research in organizational behavior. The evolving nature of work due to digitalization, the widespread use of artificial intelligence, changing physical and social working conditions, and the increased demand for flexible work arrangements has significantly altered the expectations of employees from their jobs. These changes not only affect job satisfaction and commitment but also influence employees' thoughts about staying in or leaving their current positions. In this context, the intention to quit is shaped by factors such as job insecurity, dissatisfaction with wages and benefits, lack of career development opportunities, and an inadequate working environment. Furthermore, social media usage and the perceived availability of alternative job opportunities also contribute to individuals' intention to quit.

Based on these observations, this study aimed to develop a valid and reliable scale to measure the intention to quit among employees. The scale was designed to capture the complex structure of modern working life and the key reasons behind employees' desire to leave their jobs. After a comprehensive literature review and expert consultations, a draft scale consisting of 8 negatively worded items was created to reflect the nature of intention to

quit. The draft was then tested using quantitative methods with three different sample groups. The first two samples consisted of employees in the health and service sectors and were used for exploratory factor analysis (EFA), while the third sample, from the electronics and telecommunications sector, was used for confirmatory factor analysis (CFA).

The EFA results revealed a single-factor structure explaining a significant portion of the total variance. This factor, which reflects the intention to quit, includes items associated with dissatisfaction related to salary, physical and social working conditions, job insecurity, limited development opportunities, the negative impact of artificial intelligence and digital technologies, and the attractiveness of external job alternatives. The CFA results supported this one-dimensional structure. Goodness-of-fit indices obtained from the CFA confirmed that the model fits the data well.

In order to test the criterion-dependent validity of the scale, correlation analyses were conducted with job satisfaction and job performance variables, and negative and significant relationships were found between intention to quit and both variables. This result shows that the developed scale yields results consistent with the theoretical expectations.

The reliability of the scale was also tested. Cronbach's alpha values obtained from all three samples were above the generally accepted threshold, indicating high internal consistency of the scale.

As a result, the newly developed "Intention to Quit Scale" stands out as a valid and reliable measurement tool that is suitable for use across different sectors. The scale is not only concise and practical but also reflects the impact of modern work-related dynamics. It can be used in future research aimed at understanding employees' decisions to stay or leave and can also guide organizational policies to reduce employee turnover.

This study is expected to contribute to both the academic literature and practical applications by offering a scale that is aligned with contemporary work conditions and employee expectations. In particular, its potential to be used in comparative research across sectors and countries makes it a valuable instrument for future studies.

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INTENTION TO QUIT SCALE

- I do not see a long-term future for myself in this organization.
- Increasing digitalization and automation are devaluing my role in this workplace.
- The blurring boundaries between work and personal life reduce my desire to continue working here.
- I feel lonely and excluded in this workplace.
- This job is no longer meaningful to me and I don't feel that I belong to the organization.
- The feeling of loneliness that comes with remote or hybrid working increases my intention to quit.
- I feel that my job security is under threat due to artificial intelligence and automation.
- This job no longer gives me enough material and moral satisfaction.

	INTENTION TO QUIT SCALE ITEMS	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
1	I do not see a long-term future for myself in this organization.	☐	☐	☐	☐	☐
2	Increasing digitalization and automation are devaluing my role in this workplace.	☐	☐	☐	☐	☐
3	The blurring boundaries between work and personal life reduce my desire to continue working here.	☐	☐	☐	☐	☐
4	I feel lonely and excluded in this workplace.	☐	☐	☐	☐	☐
5	This job is no longer meaningful to me and I don't feel that I belong to the organization.	☐	☐	☐	☐	☐
6	The feeling of loneliness that comes with remote or hybrid working increases my intention to quit.	☐	☐	☐	☐	☐
7	I feel that my job security is under threat due to artificial intelligence and automation.	☐	☐	☐	☐	☐
8	This job no longer gives me enough material and moral satisfaction.	☐	☐	☐	☐	☐

İŞTEN AYRILMA NİYETİ ÖLÇEĞİ

- Bu kurumda uzun vadeli bir gelecek görmüyorum.
- Artan dijitalleşme ve otomasyon, bu işyerindeki rolümün değersizleşmesine yol açıyor.
- İş ve özel yaşam arasındaki sınırların belirsizleşmesi, bu kurumda çalışmaya devam etme isteğimi azaltıyor.
- Kendimi bu iş yerinde yalnız ve dışlanmış hissediyorum.
- Bu iş, artık bana anlamlı gelmiyor ve kendimi kuruma ait hissetmiyorum.
- Uzaktan veya hibrit çalışmanın getirdiği yalnızlık duygusu, işten ayrılma isteğimi artırıyor.
- Yapay zekâ ve otomasyon nedeniyle iş güvencemi tehdit altında hissediyorum.
- İşim, benim için yeterli maddi ve manevi tatmini sağlamıyor.

	İŞTEN AYRILMA NİYETİ ÖLÇEĞİ **MADDELER**	KESİNLİKLE KATILMAM	KATILMAM	KARASIZIM	KATILIRIM	KESİNLİKLE KATILIRIM
1	Bu kurumda uzun vadeli bir gelecek görmüyorum.	☐	☐	☐	☐	☐
2	Artan dijitalleşme ve otomasyon, bu işyerindeki rolümün değersizleşmesine yol açıyor.	☐	☐	☐	☐	☐
3	İş ve özel yaşam arasındaki sınırların belirsizleşmesi, bu kurumda çalışmaya devam etme isteğimi azaltıyor.	☐	☐	☐	☐	☐
4	Kendimi bu iş yerinde yalnız ve dışlanmış hissediyorum.	☐	☐	☐	☐	☐
5	Bu iş, artık bana anlamlı gelmiyor ve kendimi kuruma ait hissetmiyorum.	☐	☐	☐	☐	☐
6	Uzaktan veya hibrit çalışmanın getirdiği yalnızlık duygusu, işten ayrılma isteğimi artırıyor.	☐	☐	☐	☐	☐
7	Yapay zekâ ve otomasyon nedeniyle iş güvencemi tehdit altında hissediyorum.	☐	☐	☐	☐	☐
8	İşim, benim için yeterli maddi ve manevi tatmini sağlamıyor.	☐	☐	☐	☐	☐