

## Turnover Intentions of Employees in some Slovenian Organisations Experiencing Crisis

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### Abstract:

**Background and Originality:** The purpose of this paper is to determine the relationship between job satisfaction, the inclusion of employees in the organisation's crisis-solving process, and employees' turnover intentions. Through this research we contribute to understanding of the importance of job satisfaction and inclusion of the employees in the organisation's crisis-solving process as predictors of employees' turnover intentions. We also highlight the importance of employees' low turnover intentions for sustaining a resilient organisation.

**Method:** A retrospective study was conducted using an online questionnaire to collect data from a sample of 469 participants in Slovenia. The instrument was developed based on a review of research literature. Job satisfaction was measured with 7 items, the inclusion of employees in the organisation's crisis-solving process with 3 items, and employees' turnover intentions with 4 items. Principal component analysis (PCA) was used to reduce the dimensions and to determine the principal components, while multiple regression analysis was conducted to test the hypotheses.

**Results:** The results show that job satisfaction has a significant negative impact on employees' turnover intentions whereas the exclusion of employees from the organisation's crisis-solving process has a significant positive impact on employees' turnover intentions.

**Society:** Institutions in society can cope with crises by maintaining the citizens' positive mood with respect to resolving the crisis and by actively involving citizens in the crisis-solving process.

**Limitations/further research:** The study sample was too small to allow the results to be generalised to the entire population. Additional job satisfaction variables should be included in future research. The snowball sampling method indicates limited access to certain groups of participants according to their age and educational level. The validity and reliability of the instrument was examined only in the present study.

**Keywords:** organisation, employee, satisfaction, inclusion, turnover intentions, crisis, resilience.

## 1 Introduction

In the contemporary era of multifaceted crises, organisations' successful coping with a crisis is a topic attracting the attention of both professionals and scholars and may become even more important in the coming decades. Organisations must learn how to adopt to new challenging crises and become more resilient. However, many organisations cannot cope with a crisis

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because in today's knowledge economy employees are the most important asset, and if employees leave the organisation, this means the organisation loses their knowledge and a crucial competitive advantage (Urbancová & Linhartová, 2011, p. 84). Horne III and Orr (1998, p. 39) emphasise that to leverage the organisational resilience needed to survive in modern chaotic times full of crises, organisations must focus on activating the factors of resilience embedded in both employees and processes.

Ensuring employee turnover remains low is important for all organisations, especially during crises. Weick (1988, pp. 311-312) viewed employee turnover as a threat to the organisation's knowledge assets, possibly weakening the organisation's ability to respond to a crisis. Moreover, turnover negatively impacts employees' productivity and organisational effectiveness (Barak, Nissly, & Levin, 2001, p. 627). To be resilient to crises, it is vital that the organisation acts proactively to reduce employees' turnover (Parise, Cross, & Davenport, 2006, p. 38). A comprehensive understanding of employees' turnover intentions can help organisations introduce proactive measures to prevent it (Fasbender, Van der Heijden, & Grimshaw, 2019, p. 32).

Employees' turnover intentions is the most important predictor of employee turnover (Griffeth, Hom, & Gaertner, 2000, p. 480; Allen & Bryant, 2012, p. 14; Steel & Ovalle, 1984, p. 673; Tett & Meyer, 1993, p. 505; Barak et al., 2001, p. 652). Namely, employees' turnover intentions indicate the degree to which they intend to leave the organisation (Martin, 1979, p. 316). In general, intentions represent what people are willing to do in order to perform a behaviour (Ajzen, 1991, p. 181).

Barak et al. (2001, p. 625) argued the most important predictors of employee turnover and employees' turnover intentions are organisation- or job-related, which can be influenced by managers and organisational policymakers. One of these factors is job satisfaction. Although the influence of job satisfaction on employees' turnover intention is widely researched, there are few empirical studies examining job satisfaction's influence on employees' turnover intentions during crises, a time when organisational resilience is the most visible. Some empirical evidence shows that during the crisis brought by the COVID-19 pandemic job satisfaction has been negatively associated with employees' turnover intentions (Abd-Ellatif, Anwar, AlJifri, & El Dalatony, 2021, p. 1; Hidayat et al., 2021, p. 121), yet not all studies have reached this conclusion (Wong et al., 2021, p. 1).

Several scholars and practitioners emphasise that crises in organisations can be resolved by including employees in the crisis-solving process (Seeger, Ulmer, Novak & Sellnow, 2005, p. 87; McCann III, Lee, Morrison, Selsky & Vickers, 2006, p. 21; Ochetan & Ochetan, 2012, p. 774; Carden, Maldonado, & Boyd, 2018, p. 29). However, we were unable to find any empirical study specifically examining the impact of including employees in the organisation's crisis-solving process on employees' turnover intentions. According to Mor Barak, Levin, Nissly and Lane (2006, p. 552), only a few studies have investigated the relationship between perceptions of employees' organisational inclusion and employees' turnover intentions.

This paper identifies factors affecting employees' turnover intention during a crisis in an organisation and the factors that may lead to a turnover crisis. First, we explore the literature on job satisfaction, the inclusion of employees in the organisation's crisis-solving process as well as the turnover intentions of employees with regard to leaving the organisation during the crisis. Second, we propose a model that successfully reduces employee intentions to leave the organisation during a crisis.

The purpose of this study is to test a theoretical model based on the concept of organisational resilience and to examine the relationships between job satisfaction, inclusion of employees in the organisation's crisis-solving process, and employees' turnover intentions. We expect the results to show that higher job satisfaction and the greater inclusion of employees in the organisation's crisis-solving process significantly reduces employees' turnover intentions during crises. This would then also confirm the appropriateness of using the concept of organisational resilience while designing the theoretical model, the importance of constantly maintaining high levels of employee job satisfaction during crises and the role of managers of the organisation in including employees in the organisation's crisis-solving process for assuring positive employees' outcomes.

## **2 Theoretical framework**

### **2.1 Resilient organisation**

Stewart and O'Donnell (2007, p. 247) described resilience as an organisation's ability to respond positively to, adapt to, and learn from disruptive change. Horne III and Orr (1998, p. 31) defined resilience as the "fundamental quality of individuals, groups, organisations, and systems as a whole to respond productively to significant change that disrupts the expected pattern of events without engaging in an extended period of regressive behavior". Lee, Vargo and Seville (2013, p. 29) stated that organisational resilience can be a source of competitiveness. Boin and van Eeten (2013, p. 430) noted the literature suggests resilient organisations can exhibit high levels of performance even under adverse circumstances.

The concept of organisational resilience consists of characteristics that enable the resilient organisation to cope with disruptive change. Denyer (2017, p. 5) defined two core characteristics of organisational resilience: the defensive characteristic that permits organisations to prevent bad things from happening and the progressive characteristic that enables organisations to make good things happen. Linnenluecke (2015, p. 1) highlighted similar two characteristics of resilience. She defines resilience as the strength of organisations and employees to persevere and recover in the face of disruptive change. Coutu (2002, p. 4) added that resilient organisations possess three specific characteristics for dealing with disruptive change: acceptance of the reality, the ability to find the meaning of existence regardless of the situation, and the ability to improvise. Vogus and Sutcliffe (2003, p. 107) stressed that a resilient organisation responds to adverse circumstances with a broader range of information, decentralised authority, and by using the available organisational resources,

resulting in positive adaptation, while a non-resilient organisation responds rigidly by relying on a narrow range of information, centralised authority, and the economisation of resources, resulting in negative adaptation to adverse circumstances.

## **2.2 Job satisfaction**

Job satisfaction is a group of characteristics of the job and work environment that the employee finds satisfactory or unsatisfactory (Churchill, Ford, & Walker, 1974, p. 255). In the broader context, job satisfaction encompasses issues affecting employees' experiences of their work and quality of work life (Mishra, 2013, p. 49). Zhu (2013, p. 294) observed the fact that job satisfaction research has evolved from a single perspective about an employee's affection for their job to a multiple perspective in which affection is complemented by cognition, which represents a more logical and rational evaluation of working conditions in comparison with an employee's references. Saari and Judge (2004, p. 396) added that thinking and feeling are involved in the evaluation process of everything important to a person, including the evaluation of a job and work environment. According to Rabbi et al. (2015, p. 320), job satisfaction has been extensively researched and is closely related to employee motivation, performance, commitment, retention and turnover. Traven (1998, p. 131) argued the organisation should constantly maintain high levels of employee job satisfaction to prevent undesirable effects of dissatisfaction such as absenteeism, lower performance, and undesirable employee turnover. Rabbi et al. (2015, p. 327) argued that organisations constantly confront the fact that employees may leave the organisation during the crisis and one of the reasons for that is low job satisfaction among employees.

Several studies have confirmed the negative relationship between job satisfaction and employees' turnover intentions (Michaels & Spector, 1982, p. 56; Mor Barak et al, 2006, p. 566; Jones & George; 2012, p. 85; Cheng & Waldenberger, 2013, p. 31; Pang, Kucukusta, & Chan, 2015, p. 585; Voigt & Hirst, 2015, p. 585; Gholipour Soleimani & Einolahzadeh, 2017, p. 12; Jabeen, Friesen, & Ghoudi, 2018, p. 363). However, some empirical studies did not find a significant influence of job satisfaction on employees' turnover intentions (Smith, Holtom, & Mitchell, 2011, p. 298; Nie, Ding, & Sousa-Poza, 2020, pp. 1-2).

## **2.3 Inclusion of employees**

Shore et al. (2011, p. 1265) defined inclusion "as the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness". Miller and Katz (2002, p. 17) argued that including the employees creates a sense of belonging to the organisation that boosts their motivation and self-confidence and increases the available human energy in the organisation. Mor-Barak and Cherin (1998, p. 59) stated that such inclusion incorporates an employee's perception of their influence on the decision-making process, work group involvement, and access to resources and information.

Some empirical studies showed that particular inclusive organisational practices are negatively related to employees' turnover intentions (Mor Barak et al., 2006, p. 566; Chordiya, 2020, p. 18).

Managers in the organisation play an important role in creating a strong sense of inclusion among employees (Mor Barak et al., 2006, p. 567), which is especially important during times of crisis in the organisation. According to Kuknor and Bhattacharya (2021, pp. 106-107), managing the inclusion of a diverse workforce during crises has positive organisational outcomes, including a lower desire of the employees to leave the organisation. Randel et al. (2018, p. 198) added that the inclusive behaviours of managers are positively associated with employee behavioural outcomes such as lower turnover.

The inclusion of employees in the organisation's crisis-solving process can be encouraged by managers in several ways. Mallak (1998, p. 8), in the context of the managerial decentralisation of authority, explained that sharing decision-making power allows employees to respond to change in a timely and effective manner. Kahn, Barton and Fellows (2013, pp. 390-391) argued that managers must involve employees in the organisation's crisis-solving process and at the same time they must lead by example and clearly explain employees' role in achieving the planned goals. Seeger et al. (2005, pp. 78, 83) described the importance of communication during a crisis. Managers have to act immediately and show their commitment to solving the crisis and secure the salaries, even if the organisation is not operating. In this way, they reduce the pressure on employees who are worried about their survival and encourage them to cooperate and commit to rebuilding the organisation. McCoy and Elwood (2009, p. 13) argued that in times of crisis, managers are in the focus of the employees' attention. They observe the managers' reactions to the crisis and demand explanations about the situation and the consequences of the crisis.

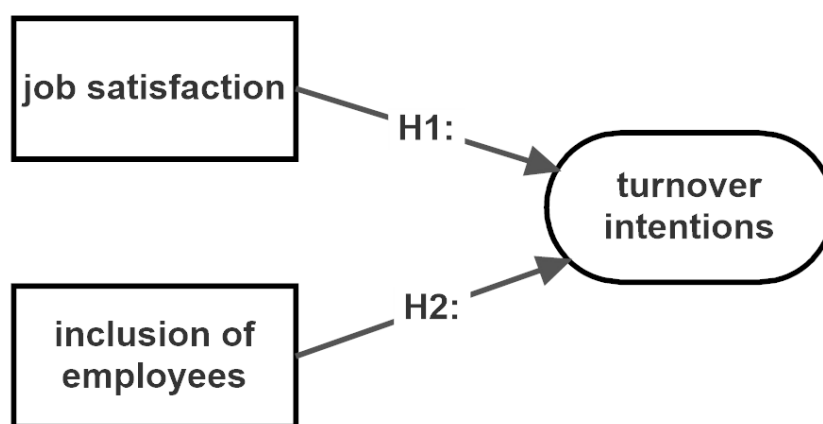
## **2.4 Turnover intentions**

At a time of crisis, it is important for an organisation not to lose its highly competent employees. They are hard to replace because they are scarce in the labour market (Rabbi et al., 2015, p. 319). Employees' low turnover intentions may be controlled by ensuring high job satisfaction. Meta-analyses show that job satisfaction negatively affects employees' turnover intentions (Barak et al., 2001, p. 653; Nouri Parker, 2020, p. 297; Kim & Kim, 2021, p. 11). Jabeen, Friesen and Ghoudi (2018, pp. 356, 360) conducted a study with 323 women employed in the United Arab Emirates and found that job satisfaction reduces employees' turnover intentions. Egan, Yang and Bartlett (2004, pp. 279, 287) obtained similar results in an empirical study with 245 employees of information technology companies in the United States of America that job satisfaction negatively affects employees' turnover intentions.

The elements of inclusion ensure that employees feel valued by the organisation and act to reduce their turnover intentions. Barak (2003, p. 249) concluded that women and members of racial and ethnic minorities often feel excluded from networks of influence within

organisations, resulting in fewer job opportunities and career advancement which, among others, increases turnover. In a study conducted in the USA, Chordiya (2020, p. 18) found that some elements of organisational inclusion (i.e., perceived organisational fairness, cooperativeness, empowerment) reduce employees' turnover intentions. Mor Barak et al. (2006, p. 566) pointed out that exclusion from the organisational decision-making process along with a lack of job satisfaction are among the strongest predictors of employees' turnover intentions. Demirović Bajrami et al.'s (2021, p. 1) research findings show that job insecurity and changes negatively impacted turnover intentions.

To provide clearer evidence of the influence of job satisfaction and the inclusion of employees in the organisation's crisis-solving process on employees' turnover intentions, we propose an empirical model (Figure 1).



*Figure 1.* Empirical model of the impact of job satisfaction and inclusion of employees in the organisation's crisis-solving process on employees' turnover intentions

To test the model shown in Figure 1, we propose two hypotheses:

- H1: Job satisfaction has a significant negative effect on employees' turnover intentions.
- H2: The inclusion of employees in the organisation's crisis-solving process has a significant negative effect on their turnover intentions.

### 3 Method

To test the hypotheses, we used the questionnaire survey method. For the purpose of the study, we developed the instrument based on theoretical issues and empirical findings, including statements about job satisfaction, inclusion of employees in the organisation's crisis-solving process and employees' turnover intentions using a five-point, Likert-type interval scale, as presented in Table 1.

Table 1. Statements in the survey on job satisfaction, exclusion of employees, and turnover intentions

No	Statement
Job satisfaction	
1	I was satisfied with the opportunities for advancement in the organisation.
2	I was satisfied with my relationships with co-workers.
3	I was satisfied with the opportunities for professional development.
4	I was satisfied with the freedom the organisation offered me.
5	Our manager understood that fair work is followed by fair pay.
6	In the organisation I left; we employees were able to work independently in our work area.
7	In the organisation I left, they appreciated the commitment and effort I put into achieving my work goals.
Exclusion of employees	
8	During the crisis, the management of the organisation developed new projects and encouraged innovative work from all members of the organisation, but I was not invited to participate, so I decided to leave the organisation.
9	I did not have the opportunity to constantly communicate with the management and other employees of the organisation in solving the crisis, so I decided to leave the organisation.
10	Other members of the organisation and management did not want me to be involved in solving crisis problems, so I decided to leave the organisation.
Turnover intentions	
11	Long before I left the organisation due to the crisis, I was actively looking for a new job.
12	I tried hard to find a new job so I could leave the organisation due to the crisis.
13	My desire to leave the organisation intensified with the crisis in the organisation.
14	I talked to other people several times about leaving the organisation because of the crisis.

The focus of this study was the population of employees in Slovenia who had at least once voluntarily left their organisation while it was involved in a crisis. To obtain the sample for the analysis, we used the snowball sampling method. This method was chosen due to limited resources and limited time to conduct the research, albeit with awareness of its limitations. Voicu and Babonea (2007, p. 1345) emphasised that the snowball sampling method's characteristics mean the researcher has limited control over the method, not knowing the real distribution of the population of the sample and because initial participants tend to invite participants similar to themselves and thus the entire population will not be properly represented by the sample.

The survey was conducted in September and October 2019. They received a link to the anonymous questionnaire together with a request to forward it to any further possible candidates for participating in the survey. Finally, we obtained a response from 628 participants. After examining the survey data, we excluded 159 incomplete questionnaires and questionnaires of those participants who had never voluntarily left the organisation. In further analysis we included 469 questionnaires.

The survey data were statistically analysed using TIBCO Statistica and IBM SPSS Statistics software. Descriptive statistics such as mean value, standard deviation, frequency, were used to describe the participants' characteristics. The data were investigated for outliers using the box-plot instrument, with no significant outliers being found. As suggested by (Bastič, 2006), the Kaiser-Meyer-Olkin test (KMO test) and Bartlett's test of sphericity were used to confirm the suitability of using Principal Component Analysis (PCA). A test of the power of communalities

was performed to define which variables would be used in the PCA and Kaiser criterion (Kaiser, 1960) was used as a criterion for principal component extraction, Principal Component Analysis (PCA) with Varimax rotation was conducted in order to reduce the number of variables and create principal components. We investigated the thus created principal components data distribution to ensure the assumption of data normal distribution is not void. Multiple regression analysis was conducted to test the hypotheses in the model and identify factors associated with employees' turnover intentions. Multicollinearity in the regression model was examined before interpreting the results.

Cronbach's alpha coefficient (Cronbach, 1951) was used to test the reliability of the instrument in the study. The results in Table 2 show the items in the questionnaire was internally consistent, demonstrating reliability of the scales higher than .75. All items showed the high reliability of instruments for all principal components ( $> .70$ ).

Table 2. Reliability of instruments in principal components

Principal component	Number of items	Cronbach's alpha
Job satisfaction	7	.822
Turnover intentions	4	.811
Exclusion of employees	3	.763

Validity was obtained through the development and use of the instrument according to purpose of the study and theoretical framework. This is also confirmed by the study's results which are in line with purpose of the study and empirical model.

## 4 Results

### 4.1 Demographic data

The demographic data of the sample presented in Table 3 show a balanced gender distribution. The sample participants were 35 years old or older (87.9%), had at least a bachelor's degree (84.9%), were employed for indefinite or definite period of time (88.5%), had voluntarily left the private sector (71.1%), and did not hold a managerial position (62.9%). Participants had voluntarily left micro/small, medium and large organisations in similar proportions.

Table 3. Demographic data of the sample



Category	Frequency	Relative frequency in %
<b>Gender</b>		
Male	232	49.5
Female	237	50.5
<b>Age</b>		
15-24 years	3	0.6
25-34 years	54	11.5
35-44 years	173	36.9
45-54 years	177	37.7
55-64 years	57	12.2
65 years and older	5	1.1
<b>Education</b>		
Primary school or less (SQF* level 1. 2)	2	0.4
Vocational secondary school (SQF level 3. 4)	1	0.2
Secondary school (SQF level 5)	49	10.4
Higher post-secondary vocational education (SQF level 6)	19	4.1
Bachelor's degree (SQF level 7)	70	14.9
Master's degree (SQF level 8)	219	46.7
Master of science (SQF level 9)	77	16.4
Doctoral degree (SQF level 10)	32	6.8
<b>Managerial position</b>		
Managerial position	174	37.1
No status	295	62.9
<b>Current status of participants on the labour market</b>		
Employed for indefinite or definite period	415	88.5
Student work	9	1.9
Employed, other forms of work	45	9.6
<b>Sector of organisation participants last left</b>		
Public sector	134	28.6
Private sector	335	71.4
<b>Structure of organisations in the sample by size</b>		
Micro/small (0-49 employees)	151	32.2
Medium (50-249 employees)	151	32.2
Large (250 or more employees)	167	35.6

\* Slovenian Qualifications Framework (SQF)

## 4.2 Principal component analysis

PCA was used with the aim of clarifying the observed variables through a smaller number of principal components. There were more than five times as many items in the questionnaire as there were variables in the tested empirical model and we concluded that the sample was big enough to conduct PCA (Hair et al. (2006, p. 112). Table 4 shows that the KMO test results as a measure of sampling adequacy ( $KMO = .827$ ) proved the appropriateness of using PCA (Kaiser, 1974, p. 35) and Bartlett's test of sphericity ( $\chi^2 = 2355.312$ ,  $df = 95$ ,  $sig. = .000$ ) indicated that the variables in the population correlation matrix are uncorrelated (Malhotra, 2010, p. 608) (Table 4).

Table 4. KMO and Bartlett's tests

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.827
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Bartlett's Test of Sphericity	Approx. Chi-Square	2355.312
	df	95
	Sig.	.000

The test of the power of communalities of the variables in the analysis showed commonalities greater than .30. and we included all variables in further analysis. For the selection of the principal components, we employed the Kaiser criterion (Kaiser, 1960) that states components with eigenvalues greater than 1 may be included in further analysis. The results are shown in Table 5. The principal components included in further analysis accounted for 57.7 % of the total variance.

Table 5. Total Variance Explained

Component	Eigenvalue	% Total variance	Cumulative Eigenvalue	Cumulative %
<b>Job satisfaction</b>	4.617	33.0	4.617	33.0
<b>Turnover intentions</b>	2.090	14.9	6.707	47.9
<b>Exclusion of employees</b>	1.372	9.8	8.079	57.7

The rotated principal component matrix using a varimax normalisation presented in Table 6 yielded a three-component structure: job satisfaction (33 %), turnover intentions (14.9 %) and exclusion of employees (9.8 %).

Table 6. Rotated Component Matrix (Varimax Normalised) Loadings are > .40

No.	Variable	Job satisfaction	Exclusion of employees	Turnover intention	Mean	Std. Dev.
<b>Job satisfaction</b>						
1	I was satisfied with the opportunities for advancement in the organisation.	<b>.700</b>	-.192	-.001	2.603	1.190
2	I was satisfied with my relationships with co-workers.	<b>.552</b>	-.087	-.115	3.635	1.148
3	I was satisfied with the opportunities for professional development.	<b>.670</b>	-.223	-.021	3.000	1.218
4	I was satisfied with the freedom the organisation offered me.	<b>.779</b>	-.081	-.046	3.145	1.266
5	Our manager understood that fair work is followed by fair pay.	<b>.634</b>	-.045	-.125	2.921	1.191
6	In the organisation I left; we employees were able to work independently in our work area.	<b>.668</b>	-.156	.007	3.377	1.074
7	In the organisation I left, they appreciated the commitment and effort I put into achieving my work goals.	<b>.761</b>	-.065	-.135	3.069	1.147
<b>Turnover intentions</b>						
8	Long before I left the organisation due to the crisis, I was actively looking for a new job.	-.091	<b>.808</b>	.027	2.34	1.156
9	I tried hard to find a new job so I could leave the organisation due to the crisis.	-.141	<b>.840</b>	.151	2.39	1.171
10	My desire to leave the organisation intensified with the crisis in the organisation.	-.208	<b>.741</b>	.233	2.93	1.246
11	I talked to other people several times about leaving the organisation because of the crisis.	-.186	<b>.669</b>	.209	2.73	1.193
<b>Exclusion of employees</b>						
12	During the crisis, the management of the organisation developed new projects and encouraged innovative work from all members of the organisation, but I was not invited to participate, so I decided to leave the organisation.	.022	.089	<b>.779</b>	2.20	1.028
13	I did not have the opportunity to constantly communicate with the management and other employees of the organisation in solving the crisis, so I decided to leave the organisation.	-.172	.193	<b>.816</b>	2.57	1.161
14	Other members of the organisation and management did not want me to be involved in solving crisis problems, so I decided to leave the organisation.	-.137	.220	<b>.788</b>	2.38	1.083

### 4.3 Regression analysis

Hypotheses in the model were tested using regression analysis. First, we tested for a normal distribution. The results of the Kolmogorov-Smirnov test in Table 7 show the data are not normally distributed as all statistics are significant (Field, 2009, p. 146). Skewness results show the interval between -.2 and .2, which means the distribution is not significantly skewed (Hair, Black, Babin, Anderson and Tatham, 2006, p. 40), and kurtosis was on interval from -0.6 to 0.6. Since we had a large sample, the values for skewness and kurtosis were close to 0, and

visual inspection of the histograms showed approximately normal distributions, we decided to perform a regression analysis.

Table 7. Test of normality for principal components

Constructs	Kolmogorov-Smirnov		Skewness and kurtosis	
	Statistic	Sig.	Skewness	Kurtosis
Job satisfaction	.064	.040	-0.151	-0.402
Exclusion of employees	.096	.000	0.186	-0.395
Turnover intentions	.076	.008	0.039	-0.564

The correlation analysis presented in Table 8 showed that job satisfaction, exclusion of employees ( $r = -.241$ ,  $P < .01$ ) and turnover intentions ( $r = -.374$ ,  $P < .01$ ) were significantly correlated. Exclusion of employees was significantly correlated with turnover intentions ( $r = .399$ ,  $p < .01$ ).

Table 8. Correlation matrix between predictors and the dependent variable

Constructs and correlations		Job satisfaction	Exclusion of employees	Turnover intentions
Job satisfaction	Pearson correlation	1		
Exclusion of employees		-.241**	1	
Turnover intentions		-.374**	.399**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 9 showed the highest mean score for job satisfaction (mean = 3.11, Std. Dev. = 0.82), followed by turnover intentions (mean = 2.60, Std. Dev. = 0.95) and exclusion of employees (mean = 2.38, Std. Dev. = 0.90).

Table 9. Descriptive statistics

Constructs	No.	Min.	Max.	Mean	Std. Dev.
Job satisfaction	469	1	5	3.11	0.82
Exclusion of employees	469	1	5	2.38	0.90
Turnover intentions	469	1	5	2.60	0.95

We tested the relationship between independent variables and the dependent variable using multiple regression analysis using the equation:

$$\text{Turnover intentions} = \beta_0 + \beta_1 \times \text{job satisfaction} + \beta_2 \times \text{exclusion of employees}$$

The results in Table 10 showed the regression model ( $R^2 = .491$ ) was significant and had moderate predicting power ( $F = 74.086$ ;  $p = .000$ ). It explained 49.1% of the variability in turnover intention. To adjust the number of predictors in the model, we adjusted  $R^2$ , which increases when significant predictor variables are included in the model, and decreases when predictor variables do not add significant value to the regression model. The result showed a moderate relationship between the predictor variables and dependent variable in the regression model ( $R^2_{\text{adj}} = .238$ ).

Table 10. Overall fit of regression model for turnover intentions

Dependent Variable	Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F	p
Turnover intentions	.491	.241	.238	74.086	.000***

To test the overall fit of the regression model, we used the Variance Inflation Factor. Results of the test given in Table 11 showed that multicollinearity in the regression model was low (VIF = 1.06).

Table 11. Collinearity statistics of the regression model for turnover intentions

Effect	Tolerance	VIF	R <sup>2</sup>	Beta in	Partial	t	p
Exclusion of employees	0.942	1.062	.058	0.327	0.343	7.877	.000
Job satisfaction	0.942	1.062	.058	-0.296	-0.313	-7.108	.000

The standardised beta coefficient values presented in Table 12 revealed that the strongest and positive predictor of employees' turnover intentions was the "exclusion of employees" ( $\beta = 0.327$ ;  $p = .000$ ). The second predictor of employees' turnover intentions was "job satisfaction" ( $\beta = -0.296$ ;  $p = .000$ ). The predictor was negative, denoting that the dissatisfaction of the employees with their job increases their turnover intention to leave an organisation. The equation of the regression model for turnover intention was:

$$\text{Turnover intentions} = 2.840 - 0.296 \times \text{job satisfaction} + 0.327 \times \text{exclusion of employees}$$

Table 12. Parameter estimates of the regression model for turnover intentions

Effect	Parameter	Standard Error	t	p	Beta ( $\beta$ )	Standard error of $\beta$
Intercept	2.840	0.207	13.750	.000		
Exclusion of employees	0.347	0.044	7.877	.000	0.327	0.042
Job satisfaction	-0.344	0.048	-7.108	.000	-0.296	0.042

## 5 Discussion

The results of our study show that it is crucial that during the time of the organisation's crisis the management motivates the employees to stay in the organisation and contribute to the crisis-solving efforts.

The research findings support hypothesis H1: "Job satisfaction has a significant negative effect on employees' turnover intentions" and we can thus accept it. More specifically, our results reveal that employees who are satisfied with their job are less likely to leave the organisation than dissatisfied ones. Several studies support the results of this hypothesis (Rabbi et al., 2015, p. 324; Coudounaris, Akuffo, & Nkulenu, 2020, p. 12; Li, Zhang, Xiao, Chen, & Lu, 2020, p. 5; Halcomb, Bird, McInnes, Ashley, & Huckel, 2021, p. 947; Zhao et al., 2021, p. 6). The

findings of our study are consistent with Hidayat et al. (2021, p. 121) and Abd-Ellatif, et al.'s (2021, p. 5) empirical study findings that showed that employees with higher job satisfaction have lower intentions of leaving the organisation during the COVID-19 crisis.

According to these findings, employees' turnover intentions are lower when employees are satisfied with their opportunities for advancement and professional development in the organisation, when they receive recognition for their work, when the organisation offers them freedom and independence, when managers understand that fair work is followed by fair pay, and when they have good relationships with their co-workers. Rabbi et al. (2015, p. 328) provide partial support for the findings of our study, concluding that job satisfaction, with the facets pay, promotion, supervisor, co-worker and nature of work, has a significant negative relationship with employees' turnover intentions.

The research findings confirm hypothesis H2: "The inclusion of employees in the organisation's crisis-solving process has a significant negative effect on their turnover intentions". The results indicate that employees who were included in the organisation's crisis-solving process were less likely to intend to leave the organisation during a crisis. We conclude that employees' turnover intentions are lower when employees have the opportunity to constantly communicate with management and other employees about solving the crisis in the organisation. It is also true that when they are involved in solving crisis-related problems and new projects and their innovative suggestions about the solving of the crisis are accepted, their turnover intention is low.

These research findings are congruent with those of Brimhall, Lizano and Mor Barak (2014, pp. 83, 85), showing that exclusion from decision-making processes, information networks, and level of participation/involvement has a significant negative indirect effect on employees' turnover intentions and significantly increases job satisfaction. Moreover, Pennie and Christopher (1997, p. 350) argue that more opportunities for employees to influence the decision-making and operations in the organisation strengthens employees' meaningful involvement in the organisation and its operations.

The organisation has a better chance of overcoming a crisis if the employees' turnover intentions are lower, which may be achieved through employees' greater inclusion in the organisation's crisis-solving process and higher job satisfaction. By involving employees in the organisation's crisis-solving process and ensuring high employee job satisfaction, the organisation can avoid any following turnover crisis, which could erode the organisation's efforts to solve the main crisis.

## **6 Conclusion**

Employees are an important asset in resolving crises and building organisations' resilience. Motivating and inspiring employees to stay with the organisation during a crisis is the high priority task of managers. Job satisfaction and inclusion of employees in the organisation's crisis-solving process are important predictors of employees' turnover intentions.

The research findings of our study contribute to the theoretical body of research on the nature of solving crises and building up organisational resilience. The current study highlights the importance of preventing the loss of employees during a crisis. In particular, our study reveals that, by ensuring a high level of job satisfaction and inclusion of employees in the organisation's crisis-solving process during a crisis, organisations can reduce the employees' turnover intentions and contribute to building up the organisations' resilience. This research was novel in revealing the inclusion of employees in the organisation's crisis-solving process as a specific predictor of employees' turnover intentions during a crisis. It shows that employees want to participate in the organisation's crisis-solving process and help the organisation overcome the crisis. Without being included in the organisation's crisis-solving process, they are more likely to leave the organisation, which makes the organisation become less resilient. This study also suggests formulating employees' turnover intentions statements in the instrument in a way that reflects a particular crisis. By doing so, we emphasise a crisis in the organisation may act as a driver of employees' turnover intentions and influencing their final decisions about their future workplace.

Our research findings hold practical implications for management and organisation. The vantage point of our study is its focus on employees' role in the processes of solving a crisis in the organisation. The second focus points to the need for open and direct communication with employees during a crisis.

Our study has some research limitations that should be addressed. First, the study sample is not large enough to generalise the results to the entire population of employees in Slovenia. Second, although the job satisfaction variables examine many important dimensions of job satisfaction, additional variables addressing attitudes toward one's supervisor, working conditions, status and job characteristics should be included in the model. Third, the choice of the snowball sampling method indicates limited access to participants aged 15 to 24 years and participants with some level of education (primary school or less, vocational secondary school, secondary school). Fourth, the instrument used in this study was developed based on the research literature reviewed. The validity and reliability of the items were examined only in the present study.

We suggest that further research focus on behaviour in an organisation going through a contemporary crisis, which could produce more comprehensive insights into the employees' turnover intentions and the factors that create a resilient organisation.

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**Povzetek:**

**Namera za prostovoljni odhod zaposlenih v nekaterih slovenskih organizacijah v krizi**

**Ozadje in izvirnost:** Z raziskavo želimo ugotoviti, kakšno je razmerje med zadovoljstvom z delom, vključenostjo zaposlenih v proces reševanja krize v organizaciji in namero zaposlenih za prostovoljni odhod iz organizacije. S to raziskavo prispevamo k razumevanju, kako sta zadovoljstvo z delom in vključenost zaposlenih v proces reševanja krize v organizaciji pomembna napovedovalca namere za prostovoljni odhod iz organizacije. Poudarjamo tudi pomen nizke namere za prostovoljni odhod iz organizacije za ohranjanje organizacijske odpornosti.

**Metoda:** Retrospektivna raziskava je bila izvedena s spletnim vprašalnikom. Vzorec je sestavljalo 469 oseb iz Slovenije. Merski instrument je bil oblikovan na podlagi pregledane znanstvene literature. Zadovoljstvo z delom smo merili s sedmimi trditvami, izključenost zaposlenih iz procesa reševanja krize v organizaciji s tremi trditvami in namero zaposlenih za prostovoljni odhod iz organizacije s štirimi trditvami. Analiza glavnih komponent (PCA) je bila uporabljena za zmanjšanje števila spremenljivk in oblikovanje glavnih komponent. Za preverjanje hipotez smo uporabili multiplo regresijsko analizo.

**Rezultati:** Rezultati so pokazali, da ima zadovoljstvo z delom pomemben negativni vpliv na namero zaposlenih za prostovoljni odhod iz organizacije, medtem ko ima izključenost zaposlenih iz procesa reševanja krize v organizaciji pomemben pozitiven vpliv na namero zaposlenih, da prostovoljno odidejo iz organizacije.

**Družba:** Institucije v družbi se lahko uspešno spopadejo s kriznimi razmerami tako, da ohranijo pozitivno razpoloženje državljanov za reševanje krize in z aktivnim vključevanjem državljanov v proces reševanja krize.

**Omejitve/nadaljnje raziskovanje:** Vzorec raziskave je bil premajhen, da bi rezultate posplošili na celotno populacijo. V prihodnje raziskave je treba vključiti dodatne spremenljivke zadovoljstva z delom. Vzorčenje po metodi snežne kepe kaže na omejen dostop do nekaterih skupin udeležencev, in sicer glede na njihovo starost in stopnjo izobrazbe. Veljavnost in zanesljivost instrumenta sta omejeni na obstoječo raziskavo.

**Ključne besede:** organizacija, zaposleni, zadovoljstvo, vključenost, namera za prostovoljni odhod, kriza, odpornost.

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