

Evaluating Intention to Quit Measurement Instruments: A Comparative Analysis of Validated Scales

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Abstract. This study presents a systematic review of measurement scales for employee turnover intention, focusing on identifying validated instruments suitable for public service contexts and Spanish-language environments. Through an analysis of papers indexed in the WoS and Scopus databases, we identified and evaluated four primary measurement scales: the staying/leaving index (Bluedorn, 1982), Hom and Griffeth's 1-item scale (1998), the Crossley 5-item scale (2007), and the proximal withdrawal states scale (Hom et al., 2012). The review encompassed analysis of theoretical frameworks, methodological approaches, and validation studies, with special attention paid to construct validity and cross-cultural adaptations. Our findings indicate a historical evolution from simple, direct measurement approaches to multi-dimensional frameworks. The comparative analysis of scale items revealed varying approaches to temporal framing and response formats, with implications for measurement accuracy and practical utility. While traditional scales focus primarily on immediate leaving intentions (the focus in this paper), newer instruments incorporate broader contextual factors and motivational states. However, we identified a significant gap in validated Spanish-language instruments and public sector-specific measures. This review provides a foundation for selecting appropriate measurement

tools and highlights the need for further validation studies in specific cultural and organizational contexts.

Keywords: Turnover intention, measurement scales, validation studies, public service, scale assessment, employee withdrawal, intention to quit, organizational behavior

Evaluación de instrumentos de medición de la intención de renuncia: un análisis comparativo de escalas validadas

Resumen. Este estudio presenta una revisión sistemática de escalas de medición de la intención de rotación laboral, con un enfoque en la identificación de instrumentos validados adecuados para contextos del servicio público y entornos de habla hispana. A través del análisis de artículos indexados en las bases de datos WoS y Scopus, se identificaron y evaluaron cuatro escalas principales de medición: el índice de permanencia/renuncia (Bluedorn, 1982), la escala de un ítem de Hom y Griffeth (1998), la escala de cinco ítems de Crossley (2007) y la escala de estados proximales de desvinculación (Hom et al., 2012). La revisión abarcó el análisis de marcos teóricos, enfoques metodológicos y estudios de validación, con especial atención a la validez de constructo y a las adaptaciones transculturales. Los hallazgos indican una evolución histórica desde enfoques simples y directos de medición hacia marcos multidimensionales. El análisis comparativo de los ítems reveló enfoques diversos en cuanto a la delimitación temporal y los formatos de respuesta, con implicancias para la precisión de la medición y su utilidad práctica. Si bien las escalas tradicionales se centran principalmente en intenciones inmediatas de renuncia (tema central de este artículo), los instrumentos más recientes incorporan factores contextuales más amplios y estados motivacionales. No obstante, se identificó una importante brecha en cuanto a instrumentos validados en español y adaptados al sector público. Esta revisión ofrece una base para la selección de herramientas de medición adecuadas y subraya la necesidad de desarrollar más estudios de validación en contextos culturales y organizacionales específicos.

Palabras clave: intención de rotación, escalas de medición, estudios de validación, servicio público, evaluación de escalas, desvinculación laboral, intención de renuncia, comportamiento organizacional

Introduction

Over the years, research has been increasingly interested in understanding the aspects, indicators, dimensions, or antecedents at work that influence good job performance. Scholars have proposed the constructs of intention to quit as relevant for understanding employees' work behavior and work attitudes, and for indicating how these constructs influence their participation and performance at work (Hom et al., 2017; Mitchell et al., 2001; Porter et al., 1974).

This paper focuses seeks to identify measurement scales for intention to quit, focusing on the public sector and desirably in a Spanish context, and, ultimately, to determine the best scales for inclusion in a questionnaire that measures this construct. This will allow help to equip researchers and organizations with good indicators and relevant data on staff, which will ultimately allow them to improve their organization in terms of workforce.

We focused on scales that have already been validated; that is, scales that have been subject to analysis, be it construct, content or face validity, reliability, confirmatory factor analysis, internal consistency, and/or cross-cultural validity (Hamann et al., 2023; Pipoli de Azambuja, 2011). These measurement properties are used to evaluate the validity of a measurement scale in relation to a construct; they indicate whether or not the scale is adequate and reliable for usage according to the nature of the construct (Page et al., 2021; Prinsen et al., 2018). We set out to identify candidate scales for our “gold standard”—that which best fits the criteria to accurately measure the construct in the desired context (public service or Spanish context). Drawing from the literature and other selection criteria explained in the Methodology section, we came across several candidate scales for consideration.

For intention to quit, also referred to as “turnover intention” or “withdrawal intention,” the scales we identified included the staying/leaving index (Bluedorn, 1982), the proximal withdrawal states scale (Hom et al., 2012), the Crossley 5-item scale (Crossley et al., 2007), and the Hom and Griffeth 1-item scale (Hom & Griffeth, 1998). The scales created for this construct are short scales used on an ad hoc basis, and the related research focuses on theoretical turnover models. Other models focusing on turnover have incorporated concepts such as voluntary turnover and job embeddedness (Crossley et al., 2007; Lee & Mitchell, 1994), and these, along with the proximal withdrawal states—which continues to increase in popularity—have set the pace for future research and this scale, developed by Hom et al. (2012),

The following sections present the construct definition and how it has evolved with time; introduce the methodology, including the search strategy and selection criteria; set forth the candidate scales, followed by

an explanation of each; and compile the extracted items from each scale in a comparative table of items. The paper ends with critiques regarding the scales presented.

Theoretical framework

Intention to quit is a construct that has featured in several turnover models and has been identified as a variable of withdrawal cognitions, which is present in most turnover models (Crossley et al., 2007; Hom & Griffeth, 1991, 1998; Jaros, 1997; Kinicki et al., 2002; Mobley, 1977). Intention to quit has been defined as an employee's estimated probability of leaving the organization at some point in the near future (Crossley et al., 2007). This notion has remained constant throughout the literature on the topic,

Turnover or withdrawal cognitions have been described as mental decisions that intervene in an individual's attitude regarding a job and their stay/leave decision (Hom & Griffeth, 1998). These cognitions were first identified by way of Mobley's (1977) model of turnover. its three stages are as follows:

1. **Thinking of quitting** – An employee considers leaving the organization due to dissatisfaction.
2. **Intention to search** – An employee decides to look for a job outside of the organization.
3. **Intention to quit** – If an alternative is favourable, the employee decides to leave the organization at some unspecified point in the future (Hom & Griffeth, 1998; Mobley, 1977).

Since the 1990s, several models have approached voluntary turnover and job embeddedness (Crossley et al., 2007; Lee & Mitchell, 1994). Voluntary turnover has been defined as “a voluntary cessation of membership in an organization by an individual who receives monetary compensation for participation in that organization” (Hom et al., 2012). In turn, job embeddedness is considered to be the combined forces that keep a person from leaving their job (Crossley et al., 2007). Crossley et al. (1994) was the first to propose a model of voluntary turnover, developing a measure for job embeddedness in which items corresponding to relevant subscales, such as intention to quit, would be included.

Since intention to quit is the direct antecedent of turnover, literature regarding the concept is rich in content, having been of interest amongst scholars and practitioners for over one hundred years (Hom et al., 2017; Li et al., 2016). Early interest in turnover began in the 1920s with speculation about why employees leave their organizations; from that decade onwards, research on turnover experienced rapid growth. March and Simon published

the first formal model of turnover in 1958. This model primarily focused on two variables, movement desirability and ease, which were equated with job satisfaction and perceived job opportunities (Hom et al., 2017; Li et al., 2016). In subsequent years, Mobley's turnover model, which linked job satisfaction or dissatisfaction with voluntary turnover, became the most influential scholarship on the topic. This model included several variables between job satisfaction and the act of quitting, and proposed "thinking of quitting" as the first step after experiencing job dissatisfaction and "intention to quit" as the last before actual turnover (Mobley, 1977).

The aforementioned foundations heavily influenced the following articles and models of turnover. The literature on withdrawal cognitions evolved to focus on the networks that linked cognitions with construct validation (Hom & Griffeth, 1998).

Some authors have evaluated turnover intentions or withdrawal cognitions in relation to another construct, mainly organizational commitment and job satisfaction (Hom et al., 2017; Jaros, 1997; Kinicki et al., 2002; Lee & Mitchell, 1994; Mowday et al., 1979). This line of research attempts to uncover potential reasons or influences in the workplace that could predict turnover intentions. As Hom et al. (2017) has indicated, scholars have begun exploring attitudinal responses to workplace conditions as prime turnover motivators. Other authors have included items or small measures of intention to quit as part of their studies and questionnaires to assess the relationship of their central construct with turnover and/or its level of prediction, in relation to organizational commitment (Zainal Badri & Ngo, 2024; AOC and, subsequently, turnover intention. Design/methodology/approach: A sample of 352 millennials was analysed using structural equation modelling (SEM Suárez-Albanchez et al., 2022) an area of strategic importance within the Spanish economy and its main aim is to analyse the impact that the support perceived by employees has on their organizational commitment and turnover intention. We distributed a questionnaire with a five-point Likert scale among 1000 professionals from various companies in the IT consultancy sector in Spain. The data collected were analysed using the PLS-SEM (partial least squares structural equation modelling; Bozeman & Perrewé, 2001; Jaros, 1997; Mowday et al., 1979) and job satisfaction (Hulin, 1985; Kinicki et al., 2002; Nagy et al., 2002; Cammann et al., 1983; Zhau & Wang, 2024; Fong et al., 2024; Paredes et al., 2023; Stanton et al., 2002).

While intention to quit has been extensively studied in turnover literature, there remains a significant gap regarding formally validated measurement scales. Although researchers have focused on exploring var-

ious predictors of employee turnover decisions, the field still lacks robust, validated scales and instruments designed specifically to measure turnover cognitions—despite the early characterization of the literature by Hom et al. (1998). Some promising scales have emerged in recent years, though there remains a need for validated measurement tools (Gardner et al., 2018; Kammeyer-Mueller et al., 2005; Patterson et al., 2010).

The nature of the intention to quit construct has vast scope for interpretability according to the context. What may work for a group of individuals, large population scales, or a specific country may not work for another group of people, smaller scales, or other countries. Thus, validations are needed for a desired language and/or context. For example, what may work for a scale validated based on an Anglophone population or culture may not necessarily be the same for Spanish-speaking cultures. It is therefore necessary to make sure the measurement of the scales will work effectively when applied to the Spanish context (Herrera et al., 2019; Prinsen et al., 2018; Schaufeli et al., 2019)

Materials and methods

This research aims to identify a measurement model and/or a bank of items suitable for the intention to quit construct, drawing from those that have been validated in the Spanish language (if any) and considering the public service sector as the target group for the desired context. For this purpose, we carried out a systematic literature search on the Scopus and Web of Science (WoS) databases, based on the general recommendations of Aguinis et al (2023), Medina-Lopez et al. (2010), and Page et al., 2021. Our aim was to identify the gold standard scale: that which has been most used and cited by researchers and which has inspired further validation studies to strengthen its reliability and validity.

Inclusion and exclusion criteria

The inclusion criteria for this construct was as follows:

- Articles and review articles of the Scopus and WoS Core collection databases
- High number of citations
- All languages
- Articles including “withdrawal or turnover cognitions.”
- Articles including “intention to quit”, “intention to leave” or “turnover intentions.”
- Articles and/or scales including “employee turnover”, “voluntary turnover” or “turnover models.”

- Published any year.

The following were excluded from consideration:

- Book chapters, proceeding papers, meeting abstracts, theses, or dissertations.

Search strategy and selection procedure

The search strategy employed the WoS and Scopus databases to find the candidate scales that would provide the gold standard for intention to quit. The filtering and selection of the results were conducted over three stages. The first e identified the scales used to measure the construct in question and the most reused (cited) ones. The search strategy in Phase 1 was:

(TI= (Construct OR scale OR questionnaire OR assessment OR measure OR validation) AND TI= ("intention to quit" OR Turnover) AND TS= (work* OR organi?ation* OR compan* OR employ* OR manager* OR leader* OR team* OR job))

We constructed the search strategy in such a way that low false positives and low false negatives would be reached. We specified article titles that indicated the specific purpose of scale validation; therefore, we looked for descriptions of validation methods, such as questionnaires, assessments, and validation. Equally important was the search for scales that measured the construct, which prompted the inclusion of the keywords "measure," "scale," and "construct." The desired target population for these scales is employees, so the search strategy had one final row that specified keywords that would best describe the employee-related environment, including "work," "organization," "company," "manager," "team," "leader," and "job." The symbols (*) and (?) were included in some words with more room for expansion; for example, "employ*" can consist of "employee" and "employer," and will generate results for both. Thus, the possibility of missing out on relevant articles was mitigated.

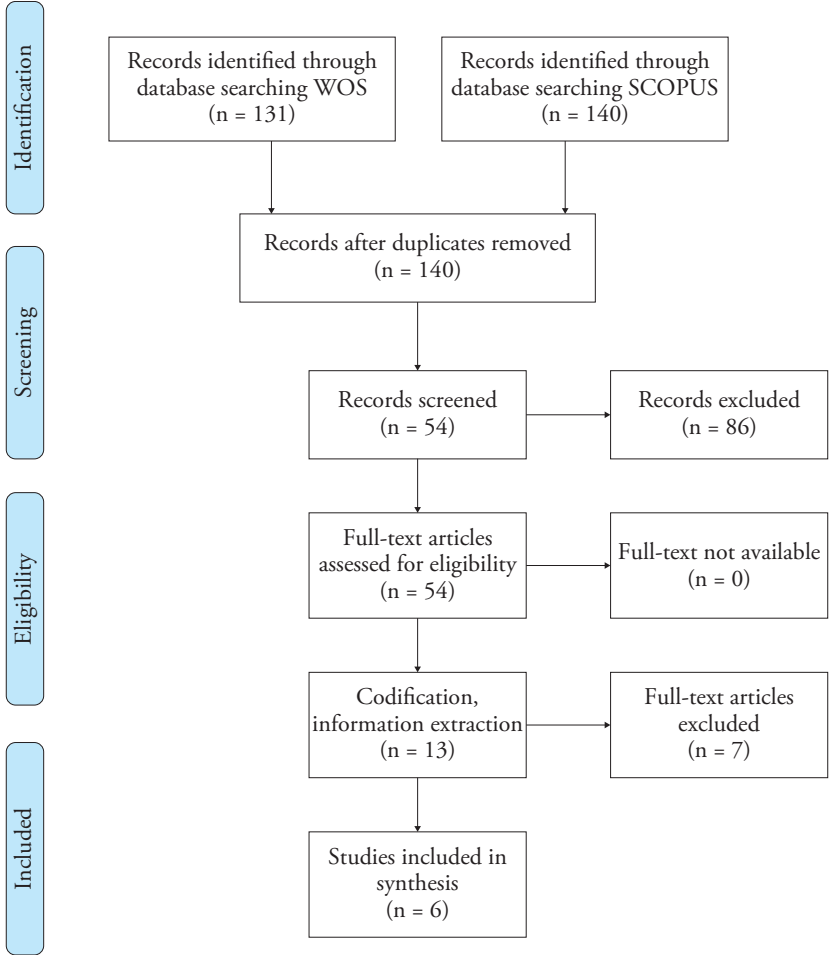
The search in WOS was limited to the articles in the WoS Core Collection.

Figure 1 shows the selection process for Phase 1, specifying the number of articles included and those that were eliminated, not retrieved, or excluded. The initial search conducted on both databases, WoS and Scopus, yielded 131 and 140 results, respectively, after refining the search by document type: article and review article. After the duplicates were eliminated, a total of 140 results remained. The search was also sorted by citations: highest first, in line with the selection criteria. In this case, the citations for the intention to quit/turnover construct were not as high, mostly numbering

around 400 or lower, compared to other constructs, such as commitment, or job satisfaction, whose citations surpassed 4,000.

The screening process eliminated those articles that did not match the purpose of the search focus on the article titles and abstracts. The second author carried out the filtering strategies in WoS and recorded the process, commenting on and explaining each of the steps and decisions made in a way that would be understandable and serve as a model for the rest of the research. Doubts about the filtering process were solved in a subsequent meeting to agree on the criteria. Having reached an agreement, each author independently carried out the selection process for the gold standard candidate scales. Each author included the WoS and Scopus results to ensure a list of candidate scales for each construct. In the following meeting, the authors shared their results and resolved the differences, if any, to finally reach an agreement. The articles that matched the criteria for further eligibility assessment were submitted to a full text search. Finally, there remained four main articles that made reference to four potential scales that measured intention to quit or turnover cognitions. In addition, a further two articles provided information about the validity of two of the identified scales, leading to the final inclusion of six articles.

Figure 1
Phase 1 PRISMA Diagram - intention to quit (May 2024)



We used the number of received citations for a scale, compared against other scales for the same construct, as a proxy of the gold standard candidate. It is important to mention that the year of publication was also included to normalize citations by year of publication (calculated as the number of received citations divided by the number of years since publication until 2024—the year when the data were extracted). In cases where there are several articles with further development of the same scale, the citations are grouped in the respective database.

Standardization per year = total number of citations / (2024 – 1st year of publication)

The second phase was to determine whether those scales have been used or validated in the public service or the Spanish language/context. We screened the original results for the first phase (140 after duplicate removal) for identification of scales validated in public service or Spanish language. Each author also carried out this phase independently.

In Phase 3, to identify the measurement instruments used for intention to quit in field studies where scale validation was not the primary objective but rather where the construct served as a key variable (criterion, predictor, moderator, or mediator), we modified our search strategy:

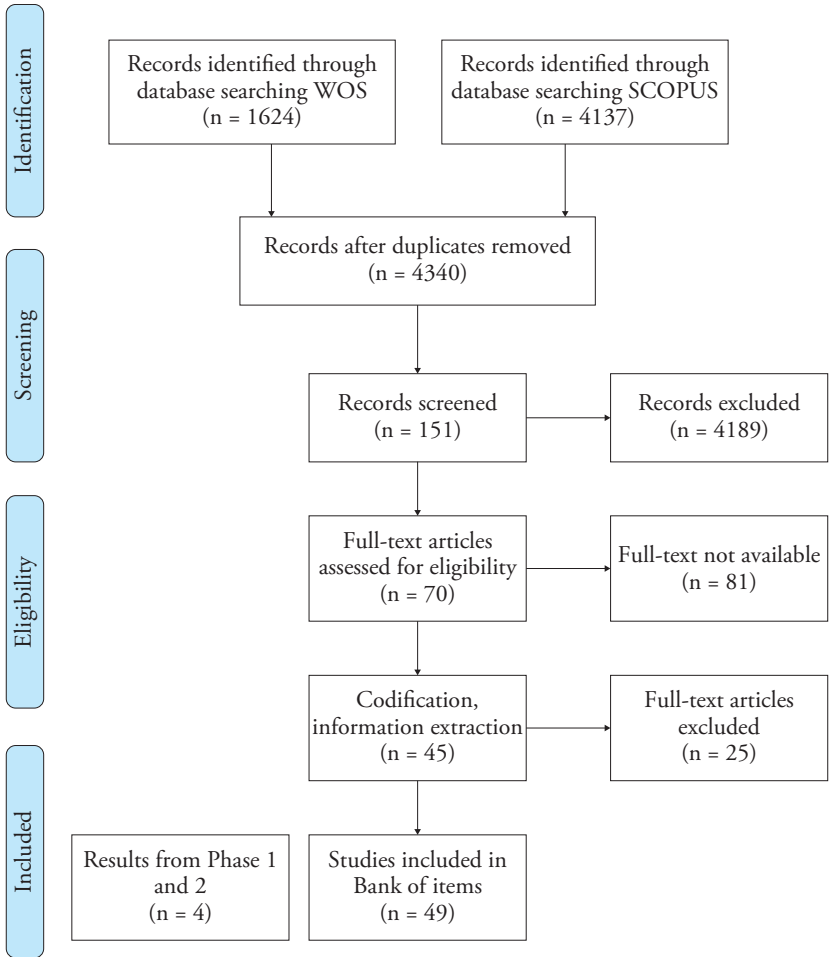
(TITLE (“Turnover Cognitions” OR “Intention to Quit” OR “Intention to Leave” OR “Turnover Intentions”) AND TITLE-ABS-KEY (work* OR organi?ation* OR compan* OR employ* OR manager* OR leader* OR team* OR job))

The screening process focused on:

- Most recent publications
- Highly cited articles (>200 citations)
- Specific literature reviews on intention to quit
- Studies using public/civil servant or Spanish populations

The selection criteria required full-text accessibility with explicit descriptions of the items used to measure intention to quit. Only articles meeting these criteria were retained for analysis (Figure 2).

Figure 2
Phase 3 PRISMA Diagram - intention to quit (December 2024)



After identifying the scales that could be considered as potential gold standards, we extracted their items and created a bank of items.

Results

Among the scales identified in the literature that measured the intention to quit construct, the following were the leading candidates:

- Staying/leaving index (Bluedorn, 1982) – 417 Citations (WoS), 472 Citations (Scopus)
- Hom and Griffeth's 1-item scale (Hom & Griffeth, 1998) – 551 Citations (WoS)

- Proximal withdrawal states (Hom et al., 2012) – 357 Citations (WoS), 407 Citations (Scopus)
- Crossley's 5-item scale (Crossley et al., 2007) – 472 Citations (WoS), 516 Citations (Scopus)

The staying/leaving index (SLI) is the measure developed for the staying/leaving intentions variable, from the unified model of turnover created by Bluedorn (1982). Cited 10–11 times or more per year, this model was developed in an attempt to create a more complete understanding of turnover by synthesizing three existing turnover models: the model proposed by Price (1977), the Mobley model (1977), and the organizational commitment model of Porter et al. (1974). One of the dimensions of this model was intention to quit, which was measured by way of the staying/leaving index and consisted of two groups of three questions, each with a 7-point Likert scale response level:

1. Chances of still working for the company – (in three, six, and twelve months)
2. Chances of quitting the company – (in three, six, and twelve months)

Proximal withdrawal states (PWS) were the elements originally identified by Hom et al. (2012), and subsequently converted into a scale of withdrawal by Li et al. (2016). The PWS scale has had at least 30–34 citations per year and consists of four dimensions known as prime withdrawal states, each containing two to five items. The scale has 15 items with a 5-point Likert scale. The 5-item scale developed by Crossley et al. (2007) was designed to assess intention to quit without content overlap with measures of job search and job attitudes (Crossley et al., 2007). This measure has attracted at least 28–30 citations per year and was used as part of a model intended to measure job embeddedness. Hom and Griffeth's single-item scale (Hom & Griffeth, 1998), measured on a 5-point Likert scale, had around 19 citations per year. None of the scales in Phase 1 or 2 have been validated in the public sector or in the Spanish language context.

In Phase 3 we examined a sample of recent and highly-cited articles, emphasizing the public sector and Spanish-language contexts. While studies focusing on nursing contexts predominated in the literature, we selected only a representative subset from this field to maintain sectoral diversity in our analysis.

Our review revealed several notable patterns in measurement practices. First, complete scale items were not consistently reported in publications. Many researchers employed ad-hoc measures without referencing previously

validated scales. In contrast, others adapted existing scales by modifying the number of items, item wording, or response formats (including changes to Likert scale options and labels).

In multi-item scales, we observed that items were often clearly redundant or reverse-coded rather than representing distinct manifestations of the underlying construct. Furthermore, items labeled as “intention to quit” frequently aligned more closely with related but distinct constructs, such as “thinking of quitting” or “intention to search,” representing different stages in the withdrawal process.

In this phase, we extracted a bank of items (Table 1) from the coding of analyzed works. We integrated items of the same dimension, avoiding redundancies, to create a table with three columns. The first column represents the dimension, the second contains representative items for that dimension (each item on separate lines), and the third compiles APA-formatted citations for the integrated items. We clustered the items into three main categories:

1. Cognitive elements (thinking about leaving)
2. Active job search behaviors
3. Behavioral intentions (planning to leave)

While many studies combine multiple item types, the measurement of turnover intentions presents considerable heterogeneity across the literature. Nevertheless, several clear patterns emerge. Items predominantly incorporate specific time frames, ranging from immediate intentions to five-year projections, with the most common timeframes being six months, one year, and two years ahead. Some items explore deeper motivations behind staying or leaving intentions. There is no single scale or massively cited reference that serves as the predominant source for the items utilized in these studies. The most frequently referenced scale appeared in only two or three different works within the analyzed corpus. Rather than developing or reusing established measurements, many researchers have created ad-hoc items for their specific research objectives, often cross-referencing and adapting items from previous studies not specifically designed for scale development.

Table 1
Bank of items: intention to quit

Dimension	Items (one per line)	Papers (APA citation format)
Thinking of quitting	How often do you think about leaving the job? I frequently think about quitting my job How often do you feel like quitting your job? I feel like resigning from my current job I often think about quitting/ resigning How often do you think about getting a new job? I have always considered leaving my job I often dream about getting another job I think about leaving this company How often have you seriously considered quitting your current job over the past six months? Pienso frecuentemente en dejar este trabajo En este último año, he pensado en abandonar la organización actual Are you considering leaving your organization within the next year? Probablemente buscaré un puesto en otra empresa el próximo año (I will probably look for a position with another company next year)	(Abbas et al., 2014; Abrams et al., 1998; Agarwal et al., 2012; Alolayyan et al., 2023; Azanza et al., 2015; Basar & Sigri, 2015; Cammann et al., 1983; Chas et al., 2012; Chen et al., 2011; Chordiya, 2022; Cohen et al., 2016; Côté & Morgan, 2002; Dane & Brummel, 2014; Firth et al., 2004; Härenstam et al., 2024; Jaramillo et al., 2006; Las Heras et al., 2015; Medina-Garrido et al., 2021; Mérida-López et al., 2020; Moreno-Jiménez et al., 2012; Sallan et al., 2010; Specter et al., 2007; Suárez-Albanchez et al., 2022; Zainal Badri & Ngo, 2024)
Active job search	I am actively looking for other jobs I am actively searching for an alternative I am currently looking for another job How often do you actively look for jobs outside? I am going to look for another job next year I will probably look for a job at a different company I intend to look for a job outside of my organization How often do you look for new job opportunities? You are actively looking for a job outside your organization I am planning to search for a new job You are likely to look for another job in the near future ¿Cuál es la probabilidad de que continúe trabajando en esta empresa de aquí en un año? (What are the chances that I will still be working for this company ion one year from now?)	(Ahuja et al., 2007; Alolayyan et al., 2023; Bozeman & Perrewé, 2001; Bright, 2008, 2021; Brough & Frame, 2004; Brunetto et al., 2012; Cammann et al., 1983; Chas et al., 2012; Chen et al., 2011; Cole & Bruch, 2006; Dane & Brummel, 2014; de la Torre-Ruiz et al., 2019; Freire & Azevedo, 2024; Redondo et al., 2021; Romeo et al., 2020; Tormo-Carbó et al., 2024; Vidal et al., 2007)

Intention to quit	I intend to leave this organization in the next year I intend to quit my job within the next six months I will quit this organization as soon as possible Do you intend to leave your current position in the next two years? I want to leave my job within the next 12 months How likely is it that you will be working at the same company this time next year? I intend to leave my current position in the next two years If I had the economic opportunity to do so, I would quit my job I want to leave and there is nothing that can make me stay I want to leave but cannot leave my job currently I intend to remain with this [company name] indefinitely (reverse-scored) I intend to change the type of job I have at the first opportunity I would leave this job if I was offered a similar post in another firm ¿Cuál es la probabilidad de que continúe trabajando en esta empresa de aquí en un año? (What are the chances that I will still be working for this company in one year from now?)	(Abrams et al., 1998; Ahuja et al., 2007; Alcover et al., 2012; Artopo & Wahyuni, 2024; Auerbach et al., 2010; Bozeman & Perrewé, 2001; Cammann et al., 1983; Chas et al., 2012; Cole & Bruch, 2006; Cooper & Turgeon, 2021, 2024; Crossley et al., 2007; Dall’Ora et al., 2015; Hom et al., 2012; Hom & Griffeth, 1998; Luna-Arocas & Camps, 2008; Romeo et al., 2020; Suadicani et al., 2013; Wynen et al., 2022)
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Source: compiled by authors. Items are presented in the original language of the source, with English translations where applicable.

While several studies focused specifically on the public sector, the items used presented minimal variation from those employed in private-sector research. This similarity suggests that measurement instruments may be equally applicable across both contexts without requiring significant sector-specific adaptations.

Despite identifying multiple studies conducted in Spanish-speaking contexts, only one publication included the actual Spanish-language items used in the research. The remaining studies either omitted the item text entirely or presented only English translations, limiting our ability to assess linguistic and cultural adaptations.

Discussion

Intention to quit (or turnover intention) has been defined in the literature as an employee’s decision to leave an organization at some point in the future, or

as an estimated probability of leaving the organization. However, few scales have been developed with the objective of measuring the construct itself.

Some of the scales, like the proximal withdrawal states scale, not only tackled the probability of a decision to leave an organization but also addressed aspects such as the reasons for staying or leaving (Li et al., 2016). Other scales have focused on the construct in ad hoc or unspecified scales (Patterson et al., 2010; Stemmer et al., 2022), which means that they were developed as a part of a more significant study seeking to measure the relationship between turnover and another construct. However, these item scales are very similar in wording and phrasing, often reuse items from the intention to quit subscale of the Michigan Organisational Assessment Questionnaire (Patterson et al., 2010), and tend to ask directly whether or not an employee has intentions to leave within a certain period. The lack of evaluations addressing the reliability of turnover intention scales underscores the need for rigorous validation of these instruments. Hom and Griffeth (1998) and Lee and Mitchell (1994) have presented the clearest critiques of the scales while addressing the concern that turnover theory lacks formally validated scales.

Based on citation impact, a specific focus on intention to quit (rather than related constructs), and explicit validation efforts, Crowley's scale (Crossley et al., 2007) could be considered the gold standard in this field. However, the five items in this scale show such substantial overlap that they add minimal incremental value beyond satisfying the formal requirement of multiple items for internal consistency calculations. Furthermore, the items employ ambiguous temporal references. These limitations, combined with our findings from the literature review, suggest that the frequent use of single-item measures in published research may be justified. This raises questions about the relative utility of multi-item versus single-item measures in assessing turnover intentions, particularly when considering measurement efficiency and practical implementation (Bergkvist & Rossiter, 2007; Diamantopoulos et al., 2012; Fakunmoju, 2020; Fisher et al., 2016; Gardner et al., 1998; O'driscoll et al., 2006; Tavani et al., 2019; Wanous & Hudy, 2001).

With the new direction of turnover research, critiques center mainly on Mobley's (1977) traditional model for turnover, which has been the basis for most turnover research since its introduction. Typically, the literature on turnover models consisted of modifying the linkage between the turnover cognitions identified by Mobley (1977). However, Lee and Mitchell (1994) presented a voluntary turnover model in which they argued that an employee's turnover decision does not necessarily follow the path given in

Mobley's model, which deemed dissatisfaction as the primary initial cause for the turnover process (thinking of quitting, intention to search, intention to quit). These scholars presented four decision paths that employees take from their interpretation of the work environment. Similarly, in questioning the literature, Hom et al. (2012) identified some shortcomings with the prevailing turnover dimensions and antecedents in turnover literature. They argued that even the most developed models present in the literature left much uncovered and unexplained in relation to turnover, and that the background to an employee's departure still remained incomplete. They viewed turnover as a time-based process, arguing that everyone eventually leaves but an employee's intentions about future organizational attachment can range from short-term to long-term. This idea prompted the authors to propose expanding the criterion to encompass different types of leaving by reclassifying immediate cognitions prior to leaving, like intention to quit, as antecedents (Hom et al., 2012).

With the development and testing of these models and theories, turnover research has started to take a different direction from the traditional models, which nonetheless are not necessarily irrelevant in future research. These developments have signposted the expansion of turnover research in a way that will broaden our understanding of turnover and fill research gaps to enhance practical implications in organizations.

Conclusions

Traditional models, such as that of Mobley (1977), have significantly shaped turnover research but demonstrate limitations when it comes to addressing the complexities of modern organizational settings. More recent models, including the proximal withdrawal states proposed by Hom et al. (2012), offer more nuanced perspectives, expanding our understanding of turnover as a dynamic, time-based process.

This paper aimed to identify and analyse measurement scales for intention to quit, focusing on highly cited instruments validated in public service or Spanish contexts. Despite the extensive history of turnover research, the field still lacks rigorously validated scales that directly address the intention to quit construct. Many items have been employed ad hoc, limiting their replicability and applicability across diverse contexts.

Among the reviewed scales, the 5-item scale of Crossley (2007) emerges as a potential gold standard due to its construct focus and validation efforts. However, significant item redundancy and ambiguous temporal references suggest that single-item measures might offer a more efficient and practical alternative for research and organizational applications. This is particularly

relevant considering that intention to quit appears to be a unidimensional construct, as most identified items are redundant variations of the same construct manifestation or adjacent constructs such as thinking of quitting or intention to search.

Our analysis reveals a scarcity of scales explicitly validated for the Spanish context or the public service sector. While adaptation to public service might not be necessary—none of the analysed works modified items for this context—empirical verification is lacking. Moreover, evidence of items used in Spanish language is limited, hampering their application in non-English-speaking contexts.

This work contributes to the scientific literature by providing an item bank and highlighting the need to develop and validate measurement instruments that are culturally sensitive and contextually appropriate, especially for the public sector and Spanish-speaking contexts. For practitioners, our findings suggest that well-designed and validated single-item measures may suffice for organizational diagnostic purposes.

As to research limitations, our study faced two significant constraints. First, we were unable to access 81 of the initially identified references due to restricted access. These articles were not available through open access platforms, were not included in our university's journal subscriptions, and attempts to obtain copies directly from the authors were unsuccessful. Second, we have not conducted a pilot study with a sample population drawn from our target context: the Spanish public service. Future research should address these limitations by first selecting and translating the most promising items into Spanish, followed by a comprehensive validation study in the Spanish public service context. This validation process would provide valuable insights into the cross-cultural applicability and measurement equivalence of these instruments in Spanish-speaking public sector settings.

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