

**ORGANIZATIONAL JUSTICE, ROLE STRESSORS
JOB SATISFACTION AND TURNOVER INTENTION
AMONG IT PROFESSIONERS IN THAILAND'S ICT
INDUSTRY**

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THAILAND'S ICT INDUSTRY**

By

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Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Doctor of Business Administration

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ABSTRACT

Although turnover intention has been studied widely in Western countries, such studies are still small in number in Asia countries like Thailand. The aims of this quantitative research were: to empirically determine the significant predictors of organizational justice (distributive justice and procedural justice) and role stressors (role ambiguity, role conflict, work-overload and work-family conflict); to examine the mediating effect of job satisfaction on the relationship between predictors and turnover intention, and to investigate the applicability of the Social Exchange Theory (SET) in explaining turnover intention in Thailand. A survey was conducted among 342 IT professionals in 21 ICT organizations located in Thailand's ICT industry's four sub-sector (Computer Hardware, Computer Software, Technology Information (IT) Services and Communication). Data were analyzed using the Structural Equation Modeling (SEM). Out of the 13 hypotheses regarding turnover intention, seven had significant direct effects (distributive justice, procedural justice, role ambiguity, role conflict, work-overload to job satisfaction; job satisfaction to turnover intention). The finding of this study revealed that there is a positive significant relationship between distributive justice and procedural justice with job satisfaction. This study also revealed that there is a negative significant relationship between role ambiguity, role conflict, work-overload and work-family conflict with job satisfaction. This study found a statistically negative significant relationship between job satisfaction and turnover intention. The study also found that job satisfaction was a full mediator of the relationship between distributive justice, procedural justice, role conflict and work-family conflict with turnover intention. Finally, job satisfaction partially mediated the relationship of role ambiguity and work-family conflict with turnover intention. The present study also highlighted the implications of the study, future research work as well as its limitations.

Keywords: turnover intention, job satisfaction, organizational justice, role stressors, social exchange theory

ABSTRAK

Walaupun keinginan untuk meninggalkan sesebuah organisasi telah dikaji secara menyeluruh di negara-negara Barat, namun kajian seperti ini masih lagi sedikit di negara-negara Asia seperti di Thailand. Tujuan kajian kuantitatif ini adalah untuk menentukan secara empirikal peramal persepsi keadilan dalam sesebuah organisasi (keadilan agihan dan keadilan tatacara) dan tekanan peranan (kecelaruan peranan, konflik peranan, bebanan kerja dan konflik kerjaya-keluarga), mengkaji peranan yang dimainkan oleh kepuasan kerja ke atas hubungan antara peramal dan keinginan untuk meninggalkan sesebuah organisasi. Kajian ini juga melihat sejauh mana Teori Pertukaran Sosial (SET) boleh diguna pakai dalam menerangkan keinginan untuk meninggalkan sesebuah organisasi di Thailand. Suatu tinjauan telah dilakukan dalam kalangan 342 professional dalam bidang teknologi maklumat (IT). Ia melibatkan 21 organisasi teknologi maklumat dan komunikasi (ICT) di Thailand yang berada dalam empat sub-sektor iaitu Peranti Komputer, Perisian Komputer, Perkhidmatan Teknologi Maklumat dan Komunikasi. Data yang diperolehi dianalisa menggunakan kaedah Permodelan Persamaan Struktur (SEM). Daripada 13 hipotesis yang dibentuk, tujuh hipotesis menunjukkan kesan langsung yang signifikan (keadilan agihan, keadilan tatacara, kecelaruan peranan, konflik peranan, bebanan kerja kepada kepuasan kerja, kepuasan kerja kepada keinginan meninggalkan organisasi). Hasil kajian menunjukkan bahawa terdapat hubungan yang positif dan signifikan antara keadilan agihan dan keadilan tatacara dengan kepuasan kerja. Kajian ini juga menunjukkan terdapat hubungan negatif dan signifikan antara kecelaruan peranan, konflik peranan, bebanan kerja dan konflik kerjaya-keluarga dengan kepuasan kerja. Kajian ini juga mendapati bahawa kepuasan kerja berhubung secara negatif dan signifikan dengan keinginan untuk meninggalkan organisasi. Kajian ini juga membuktikan kepuasan kerja merupakan pengantara penuh dalam hubungan antara keadilan agihan, keadilan tatacara, konflik peranan dan konflik kerjaya-keluarga dengan keinginan untuk meninggalkan sesebuah organisasi. Akhir sekali, kepuasan kerja mengantara hanya sebahagian daripada hubungan antara kecelaruan peranan dan konflik kerjaya-keluarga dengan keinginan untuk meninggalkan sesebuah organisasi. Kajian ini juga mengetengahkan beberapa implikasi ke atas kajian yang perlu dilaksanakan pada masa hadapan serta kelemahan yang terdapat di dalamnya.

Kata kunci: keinginan meninggalkan organisasi, kepuasan kerja, keadilan organisasi, tekanan peranan, teori pertukaran sosial

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The thesis dedicated to

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TABLE OF CONTENT

Title	Page No.
TITLE PAGE.....	i
CERTIFICATION OF THESIS WORK.....	ii
PERMISSION TO USE.....	iv
ABSTRACT.....	v
ABSTRAK.....	vi
ACKNOWLEDGEMENTS.....	vii
DEDICATION.....	viii
PUBLICATION FROM THIS RESEARCH.....	ix
TABLE OF CONTENT.....	x
LIST OF TABLE.....	xxi
LIST OF FIGURES.....	xxv
LIST OF ABBREVIATIONS.....	xxvi
CHAPTER ONE INTRODUCTION.....	1
1.1 Introduction	1
1.2 Background of the Study.....	1
1.3 Information Communication and Technology (ICT) and National Competitiveness.....	10
1.4 Information Communication and Technology (ICT) Industry in Thailand	11
1.5 Problem Statement	15
1.6 Research Questions	29

1.7 Research Objectives	29
1.8 Scope of the Study	30
1.9 Definition of Key Terms	31
1.9.1 Turnover Intention	31
1.9.2 Job Satisfaction	31
1.9.3 Organization Justice	31
1.9.4 Distributive Justice.....	31
1.9.5 Procedural justice	31
1.9.6 Role Stressors.....	32
1.9.7 Role Ambiguity.....	32
1.9.8 Role Conflict	32
1.9.9 Work-overload	32
1.9.10 Work-Family Conflict.....	33
1.10 Information Technology (IT) Professional	33
1.11 ICT Industry	33
1.12 Significance of the Study	34
1.12.1 Theoretical Significance.....	34
1.12.2 Practical Significance	37
1.13 Organization of the Thesis	37
1.14 Summary	38
CHAPTER TWO LITERATURE REVIEW	39
2.1 Introduction	39

2.2 Turnover Intention	39
2.3 Turnover Intention and Actual Turnover	41
2.4 Related Studies on Turnover Intention	42
2.5 Related Studies on IT Professionals Turnover Intension.....	49
2.6 Underpinning Theory	55
2.6.1 Social Exchange Theory: An Introduction.....	58
2.6.2 Social Exchange Perspective on Turnover Intention	62
2.6.3 The Perception of Organization Justice on Social Exchange Theory	65
2.6.4 The Perception of Role Stressors on Social Exchange Theory.....	68
2.6.5 Social Exchange Theory Usage in Turnover Intention Studies	75
2.7 Variable Relating to the Study	79
2.7.1 Job Satisfaction	79
2.7.2 Organizational Justice	83
2.7.2.1 Distributive Justice.....	89
2.7.2.2 Procedural Justice.....	93
2.7.3 Role Stressors.....	96
2.7.3.1 Role Ambiguity.....	103
2.7.3.2 Role Conflict.....	104
2.7.3.3 Work-Overload.....	105
2.7.3.4 Work–Family Conflict.....	105
2.8 Gaps in the Literature.....	106
2.9 Summary	117

CHAPTER THREE RESEARCH METHODOLOGY.....	118
3.1 Introduction	118
3.2 Theoretical Framework and Hypotheses.....	118
3.2.1 Relationship between Organizational Justice and Job Satisfaction	119
3.2.1.1 Relationship between Distributive Justice and Job Satisfaction.....	120
3.2.1.2 Relationship between Procedural Justice and Job Satisfaction.....	121
3.2.2 Relationship between Role Stressors and Job Satisfaction	121
3.2.2.1 Relationship between Role Ambiguity and Job Satisfaction.....	123
3.2.2.2 Relationship between Role Conflict and Job Satisfaction.....	124
3.2.2.3 Relationship between Work-Overload and Job satisfaction.....	125
3.2.2.4 Relationship between Work-Family Conflict and Job Satisfaction	125
3.2.3 Relationship between Job Satisfaction and Turnover Intention.....	126
3.2.4 Relationship between Organizational Justice (distributive justice and procedural justice), Job Satisfaction and Turnover Intention.....	128
3.2.5 Relationship between Role Stressors (role ambiguity, role conflict, work overload and work-family conflict), Job satisfaction and Turnover Intention.....	129
3.3 Research Design.....	131
3.4 Sampling Method	133
3.4.1 Population	134
3.4.2 Sample Size	135
3.4.3 Sampling Frame	136
3.4.3.1 Primary Sampling Unit (PSU).....	137

3.4.3.2 Ultimate Sampling Unit (USU).....	139
3.4.4 Sample Size Requirement for (SEM).....	141
3.5 Questionnaire Design	141
3.6 Scale of Variables	143
3.7 Operation Definition of Variables.....	145
3.8 Measurement of Variables	146
3.9 Preliminary Test	147
3.9.1 Pre-test Study	147
3.9.2 Pilot Study.....	149
3.8.2.1 Data Collection of Pilot Study.....	149
3.10 Data Collection Procedures for Actual Study	155
3.11 Analytical Approach	157
3.11.1 Data Coding	159
3.11.2 Descriptive Statistics.....	159
3.11.3 Data Screening	160
3.11.3.1 Missing Data.....	160
3.11.3.2 Multivariate Outlier (Mahalanobis Distance).....	160
3.11.3.3 Assessment of Normality.....	162
3.11.3.4 Linearity and Homoscedasticity Test.....	164
3.11.3.5 Multicollinearity.....	164
3.11.3.6 Variance Inflation Factor (VIF).....	165
3.12 Exploratory Factor Analysis (EFA)	165
3.13 Reliability of Constructs	166

3.14 Validation.....	167
3.14.1 Content or Face Validity	167
3.14.2 Construct Validity	168
3.14.2.1 Convergent Validity.....	169
3.14.2.2 Discriminant Validity.....	169
3.15 Structural Equation Modeling (SEM)	170
3.15.1 Definition, Characteristic and Component of Structural Equation Modeling (SEM).....	171
3.15.2 Justification for Using Structure Equation Modeling (SEM)	172
3.15.3 Structure Equation Modeling (SEM) Procedures	173
3.15.4 Confirmatory Factor Analysis (CFA)	176
3.15.5 Overall Model Fit Indicators	177
3.15.6 Confirmatory Model Strategy	185
3.16 Hypothesis Testing.....	186
3.16.1 Direct Effect	186
3.16.2 Indirect Effect (Mediating)	186
3.17 Summary	188
CHAPTER FOUR RESEARCH FINDING.....	189
4.1 Introduction	189
4.2 Reliability Test of Pilot Study.....	189
4.3 Data Collected.....	190
4.4 Descriptive Statistics.....	192

4.4.1 Demographic Profile of Respondents	192
4.5 Data Screening	194
4.5.1 Response Bias	194
4.4.2 Missing Data	197
4.4.3 Outlier Detection and Treatment (Mahalanobis Distance)	197
4.4.4 Descriptive Statistics of Constructs	198
4.4.5 Assessment of Normality	199
4.4.5.1 Assessment of Univariate Normality.....	199
4.4.5.2 Multivariate Normality Test.....	200
4.4.6 Linearity and Homoscedasticity Status.....	201
4.4.7 Multicollinearity.....	202
4.5 Reliability Test	203
4.6 Exploratory Factor Analysis (EFA)	204
4.6.1 Factor Analysis of Exogenous Variables	205
4.6.2 Factor Analysis of Endogenous Variables	207
4.7 Confirmatory Factor Analysis (CFA)	208
4.7.1 Reliability and Validity of Final Measurement Models.....	210
4.7.2 Confirmatory Factor Analysis (CFA) of Measurement Model.....	213
4.7.2.1 Confirmatory Factor Analysis (CFA) of Measurement Model of Distributive Justice.....	213
4.7.2.2 Confirmatory Factor Analysis (CFA) of Measurement Model of Procedural Justice.....	214

4.7.2.3 Confirmatory Factor Analysis (CFA) of Measurement Model of Role Ambiguity.....	215
4.7.2.4 Confirmatory Factor Analysis (CFA) of Measurement Model of Role Conflict.....	216
4.7.2.5 Confirmatory Factor Analysis (CFA) of Measurement Model of Work- Overload.....	218
4.7.2.6 Confirmatory Factor Analysis (CFA) of Measurement Model of Work- Family Conflict.....	219
4.7.2.7 Confirmatory Factor Analysis (CFA) of Measurement Model of Job Satisfaction.....	220
4.7.2.8 Confirmatory Factor Analysis (CFA) of Measurement Model of Turnover Intention.....	222
4.7.3 Confirmatory Factor Analysis (CFA) of Structure Model.....	223
4.7.3.1 Confirmatory Factor Analysis (CFA) of Exogenous Structure Model.....	224
4.7.3.2 Confirmatory Factor Analysis (CFA) of Endogenous Structure Model.....	225
4.8 Hypothesized Model	226
4.9 Generated Model.....	228
4.9.1 Direct Hypothesis Results	230
4.9.2 Mediating Effect of Job Satisfaction.....	232
4.9.2.1 Mediating Effect of Job satisfaction on The Relationship between Distributive Justice and Turnover Intention.....	232

4.9.2.2 Mediating Effect of Job satisfaction on The Relationship between Procedural Justice and Turnover Intention.....	233
4.9.2.3 Mediating Effect of Job Satisfaction on The Relationship between Role Ambiguity and Turnover Intention.....	234
4.9.2.4 Mediating Effect of Job Satisfaction on the Relationship between Role conflict and Turnover Intention.....	235
4.9.2.5 Mediating Effect of Job Satisfaction on the Relationship between Work- overload and Turnover Intention.....	236
4.9.2.6 Mediating Effect of Job Satisfaction on the Relationship between Work- Family Conflict and Turnover Intention.....	237
4.10 Overall Comparison between Structural Models.....	238
4.11 Summary of research finding	241
CHAPTER FIVE DISCUSSION AND CONCLUSION.....	243
5.1 Introduction.....	243
5.2 Recapitulation of the Study	243
5.3 Discussion the Research Findings of the Research Objectives.....	246
5.3.1 Firth Objective: To examine the direct effect of organizational justice (distributive justice, and procedural justice) on job satisfaction.	246
5.3.2 Second Objective: To examine the direct effect of role stressors (role ambiguity, role conflict, work overload and work family conflict) on job satisfaction.....	255
5.3.3 Third Objective: To examine the direct effect of job satisfaction on turnover intention	268

5.3.4 Forth Objective: To examine the mediating effects of job satisfaction on the relationship of distributive justice and procedural justice on turnover intention.....	272
5.3.5 Fifth Objective: To examine the mediating effects of job satisfaction on the relationship between role stressor (role ambiguity, role conflict, work overload and work family conflict) and turnover intention.....	277
5.4 Validation Usage of Underpinning Theory (SET)	286
5.5 Research Implication.....	287
5.5.1 Theoretical Implication	288
5.5.2 Practitioners Implication	290
5.6 Limitation and Recommendation for Future Study	292
5.7 Conclusion	294
REFERENCES.....	299
APPENDIX A: Survey Invitation to Participants Letter (English & Thai Version).....	377
APPENDIX B: THREE EXPERTS for CONTENT VALIDATION.....	379
APPENDIX C: ENGLISH VERSION QUESTIONNAIRE.....	382
APPENDIX D: THAI VERSION QUESTIONNAIRE.....	388
APPENDIX E: RESPONDENTS DESCRIPTIVE.....	394
APPENDIX F: RESPONSE BIAS.....	397
APPENDIX G: OUTLIERS DETECTION.....	400
APPENDIX H: ASSESSMENT OF NORMALITY.....	403

APPENDIX I: LINEARITY AND HOMOSCEDASITY.....	405
APPENDIX J: RELIABILITY OF CONSTRUCTS.....	408
APPENDIX K: FACTOR ANALYSIS.....	414
APPENDIX L: CONFIRMATORY FACTOR ANALYSIS (CFA).....	418
APPENDIX M: CONFIRMATORY FACTOR ANALYSIS OF EXOGENOUS AND ENDOGENOUS.....	421
APPENDIX N: HYPOTHEZIZED & GENERATED MODEL.....	426

LIST OF TABLE

Table	Pag No.
1.1 Thailand ICT Market Value Summary in 2009-2010 and Outlook 2011	14
1.2 ICT Spending by Economic Sectors in 2010	14
2.1 Underpinning Theory of Previous Studies in Turnover Intention	78
3.1 Number of IT Professionals in ICT Industry	135
3.2 Determining Sample Size of a Given Population	135
3.3 Number of ICT Company in Each Sub-Sector	136
3.4 Number of ICT Company and IT Professionals in Each Sub-Sector	137
3.5 The Proportionate Sampling of ICT Company in Each Sub-Sectors.....	138
3.6 Number of Inviting Participation, Company's Agreement to Participation in Each Sub-Sector.....	139
3.7 Compare the Number of Proportionate Sampling of IT Professional and Number of IT Professionals member of ICT Companies' participation.....	140
3.8 Number of Questionnaires for Distribution	141
3.9 Statistical Techniques with Minimum Sample Size Requirements	141
3.10 Seven-Point Numerical Scale.....	144
3.11 Operation Definition of Variables.....	145
3.12 Summary of Measurement of Variables	146
3.13 Measurement and Scale of Research Questionnaire	150
3.14 Measurement of Distributive Justice.....	151
3.15 Measurement of Procedural Justice	152
3.16 Measurement of Job Satisfaction	152
3.17 Measurement of Role Ambiguity.....	153
3.18 Measurement of Role Conflict.....	153

3.19 Measurement of Work-Overload	154
3.20 Measurement of Work-Family Conflict.....	154
3.21 Measurement of Turnover Intention	155
3.22 Number of Company Confirm to Parcipation and Number of IT Professional in Each Sub-Sector	156
3.23 Measurement of Fit Indices.....	183
3.24 Assessment Model Fit or Goodness-of-Ffit	185
4.1 Reliability Coefficient for Multiple Items in Pilot Study (n = 100).....	189
4.2 Questionnaire Response Rate Summarized	191
4.3 Summary of Response Rates.....	191
4.4 Demographic Profile of Respondent.....	192
4.5 Group Statistics Respondents.....	195
4.6 Independent Sample t-test.....	196
4.7 Outlier Detection and Treatment (Mahalanobis Distance) (N=342).....	198
4.8 Descriptive Statistics of Variables	199
4.9 Normality of Observed Variables	200
4.10 Multicollinearity Test Based on Assessment of Tolerance and VIF Values ..	203
4.11 Reliability of Research Instruments-Cronbach Alpha (N= 342)	204
4.12 Factor Analysis of Exogenous Variables	205
4.13 Factor Analysis of Endogenous Variables	207
4.14 Confirmatory Factor Analysis (CFA) of Generated Model	209
4.15 CFA of Measurement Model	211
4.16 CFA of Discriminant Validity (AVE Square Roots Matrix)	212
4.17 CFA of Measurement Model for Distributive Justice Fit Result	214
4.18 CFA of Measurement Model for Procedural Justice Fit Result.....	215

4.19 CFA of Measurement Model for Role Ambiguity Fit Result	215
4.20 CFA of Measurement Model for Role Conflict Fit Result	217
4.21 CFA of Measurement Model for Work-Overload Fit Result.....	218
4.22 CFA of Measurement Model for Work-Family Conflict Fit Result	220
4.23 CFA of Measurement Model for Job Satisfaction Fit Result.....	221
4.24 CFA of Measurement Model for Turnover Intention Fit Result.....	222
4.25 A Summary of CFA for Measurement Model Initial Fit Result	223
4.26 A Summary of CFA for Measurement Model Final Fit Result	223
4.27 CFA of Exogenous Structural Fit Results (N= 342)	224
4.28 CFA of Endogenous Structural Fit Results (N= 342)	225
4.29 Goodness -of-Fit Exogenous and Endogenous Model (N= 342)	226
4.30 CFA of Goodness-of-Fit Model (N= 342)	226
4.31 CFA of Hypothesize Structural Fit Results (N= 342)	227
4.32 CFA of Generated Structural Fit Results (N= 342)	229
4.33 Direct Hypothesis Testing Results of Generated Model.....	231
4.34 Indirect Path Relationship between Distributive Justice and Turnover Intention	232
4.35 Indirect Path Relationship between Procedural justice and Turnover Intention	233
4.36 Indirect Path Relationship between Role Ambiguity and Turnover Intention	234
4.37 Indirect Path Relationship between Role Conflict and Turnover Intention....	235
4.38 Indirect Path Relationship between Work-Overload and Turnover Intention	236
4.39 Indirect Path Relationship between Work-Family Conflict and Turnover intention	237
4.40 Summary of Hypotheses Results of Mediating Relationships	238

4.41 Comparison between Hypothesized Model and Generated Model.....	239
4.42 Goodness-of-Fit of Comparison Model between Hypothesized Model and Generated Model	241
4.43 Final Hypotheses Summary	242

LIST OF FIGURES

Figure	Page No.
1.1 Thailand's ICT Market in 2009-2010 and Outlook 2011	13
3.1 Propose Structure Model for Turnover Intention.....	119
3.2 Example of SEM Measurement Model.....	175
3.3 Example of SEM Structural Model.....	175
3.4 Illustration of a mediation design. DJ is hypothesized to exert an indirect effect on IT through JS.....	187
4.1 Hypothesized Model	228
4.2 Generated Model.....	230
4.3 Mediating Effect of Job Satisfactions on The Relationship between Distributive Justice and Turnover Intention.....	233
4.4 Mediating Effect of Job satisfactions on The Relationship between Procedural Justice and Turnover Intention.....	234
4.5 Mediating Effect of Job Satisfaction on The Relationship between Role Ambiguity and Turnover Intention	235
4.6 Mediating Effect of Job Satisfaction on The Relationship between Role Conflict and Turnover Intention	236
4.7 Mediating Effect of Job Satisfaction on The Relationship between Work-overload and Turnover Intention	237
4.8 Mediating Effect of Job Satisfaction on the Relationship between Work- Family Conflict and Turnover Intention	238

LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness-of-Fit Index
AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMIN/df	the normed chi-square statistic ratio (χ^2/df)
C.R.	Critical Ratio
Cr	Composite reliability
DJ	Distributive Justice
EFA	Exploratory Factor Analysis
GFI	Goodness-of-Fit Index
GM	Generated Model
GOF	Goodness-of-Fit
ICT	Information and Communication Technology (ICT)
IFI	Incremental Fit Index
IT	Information Technology
JS	Job Satisfaction
MICT	Ministry of Information and Communication Technology Thai
NFI	Normed Fit Index
PJ	Procedural Justice
RAM	Role Ambiguity
RMSEA	Root Mean Square Error of Approximation
RCF	Role Conflict
SPSS	Statistical Package for Social Science
SEM	Structural Equation Modeling

SET	Social Exchange Theory
SIPA	Software Industry Promotion Agency (Public Organization)
TI	Turnover Intention
WOL	Work-Overload
TLI	Tucker-Lewis Index
WFC	Work-Family Conflict

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter is the introductory chapter of the study, whereby the study background is detailed discussed therein. The problem statement, research objectives, questions and the scope which serve as the landmark to the achievement of the study's objectives were all presented in this chapter. This chapter also includes the definitional sub-topics of the key terms that are relevant to the study title and frameworks, while the chapter ends with a summarization of the study significance.

1.2 Background of the Study

Human Resource (HR) serves as one of the major backbone to any corporate organizations and as well lubricates an effective organizational management, therefore HR is an inevitable assert to every corporate firm. Mazen and El-Kayaly (2001) concert that even with the momentum efforts from some organizations to invent new technologies in order to replace of HR in organizational operations resulted in vain and otherwise increase the importance of labor forces more especially in making sophisticated technological innovations effective. Corroboratively, Lado (2000) refer HR as the lead of organizational resources, in the way it maximize the chances of organizational competitiveness and as well pluralize the benefit of organizational competitiveness.

Nonetheless, with the ample benefits that HR offers every corporate organization, employee turnover is a universal contradictory nexus that is adamant and common to every corporate organization, regardless of the organizational size, environment,

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