

**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

THAMMAYANTEE PHAYOONPUN

**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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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 ration (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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