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FACTORS AFFECTING TURNOVER INTENTION AMONG MALAYSIAN'S INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) EMPLOYEES

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ABSTRACT

The primary purpose of this study was to investigate the effect of personality traits, perceived organisational support, organisational justice, and organisational learning culture on turnover intention among Information and Communication Technology (ICT) employees in Malaysia. The study also examined the role of organisational citizenship behavior as a mediator on the relationship. The role of job embeddedness as a moderator on the effect of organisational citizenship behaviour on turnover intention was also examined. This study integrated two theories, i.e. social exchange theory and theory of planned behaviour to support the effects of the variables on successful strategy implementation. Questionnaires were distributed to 764 employees working in the ICT service sector in Malaysia. 421 questionnaires were returned, but only 377 were used in the analysis using Structural Equation Modelling (SEM) - Partial Least (PLS) method. The results of the study revealed a significant effect of personality traits and perceived organisational support on organisational citizenship behavior and turnover intention and a significant effect of organisational citizenship behavior on turnover intention. Organisational justice was found to have a significant positive effect on organisational citizenship behaviour but insignificant effect on turnover intention. The results also revealed that organisational learning culture showed an insignificant effect on organisational citizenship behavior and turnover intention. The results also demonstrated the mediating role of organisational citizenship behavior in the link between personality traits, perceived organisational support, organisational justice, and turnover intention. However, organisational citizenship behavior did not mediate the relationship between organisational learning culture and turnover intention. The study also revealed that the moderating role of job embeddedness was insignificant on the effect of organisational citizenship behavior on turnover intention. The present study also highlighted the implications of the research, future research recommendations as well as its limitations.

Keywords: turnover intention, organisational citizenship behavior, personality traits, perceived organisational support, organisational justice

ABSTRAK

Tujuan utama kajian ini adalah untuk meneliti kesan ciri personaliti, tanggapan sokongan organisasi , keadilan organisasi, dan budaya pembelajaran organisasi terhadap niat berhenti dalam kalangan pekerja Teknologi Maklumat dan Komunikasi (ICT) di Malaysia. Kajian ini juga mengkaji peranan tingkah laku kewarganegaraan organisasi sebagai pengantara dalam sesuatu hubungan . Di samping itu, peranan *job embeddedness* sebagai penyederhana ke atas kesan tingkah laku kewarganegaraan organisasi terhadap niat berhenti juga turut dikaji. Kajian ini menggabungkan dua teori iaitu Teori Pertukaran Sosial dan Teori Tingkah Laku Terancang untuk menyokong kesan pemboleh ubah terhadap pelaksanaan strategi yang berjaya. Borang soal selidik telah diedarkan kepada 764 orang pekerja dalam sektor perkhidmatan ICT di Malaysia. Sebanyak 421 soal selidik telah dikembalikan, tetapi hanya 377 soal selidik yang dapat digunakan dan dianalisis dengan menggunakan kaedah *Structural Equation Modelling* (SEM) – *Partial Least Square* (PLS). Hasil kajian menunjukkan kesan signifikan ciri personaliti dan sokongan organisasi terhadap tingkah laku kewarganegaraan organisasi dan niat berhenti dan kesan signifikan terhadap tingkah laku kewarganegaraan organisasi terhadap niat berhenti. Keadilan organisasi didapati mempunyai kesan positif yang signifikan terhadap tingkah laku kewarganegaraan organisasi, tetapi kesan yang tidak signifikan terhadap niat berhenti. Dapatan kajian turut menunjukkan bahawa budaya pembelajaran organisasi mempunyai kesan yang tidak signifikan terhadap tingkah laku kewarganegaraan organisasi dan niat berhenti. Selain itu, keputusan kajian juga mendapati bahawa tingkah laku kewarganegaraan organisasi mengantara hubungan antara ciri personaliti, tanggapan sokongan organisasi , keadilan organisasi, dan niat berhenti. Walau bagaimanapun, tingkah laku kewarganegaraan organisasi tidak mengantara hubungan antara budaya pembelajaran organisasi dan niat berhenti. Kajian ini turut mendedahkan bahawa *job embeddedness* tidak mempunyai kesan penyederhana atas kesan tingkah laku kewarganegaraan organisasi terhadap niat berhenti. Akhir sekali, kajian ini juga menekankan implikasi penyelidikan, cadangan penyelidikan pada masa hadapan serta batasannya.

Kata kunci: niat berhenti, tingkah laku kewarganegaraan organisasi, ciri personaliti, tanggapan sokongan organisasi , keadilan organisasi

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LIST OF ABBREVIATIONS

SWT	**Subhanahu Wa Ta'ala**
ICT	Information and Communication Technology
TI	Turnover Intention
OCB	Organizational Citizenship Behavior
JE	Job Embeddedness
PT	Personality Traits
POS	Perceived Organizational Support
OJ	Organizational Justice
OLC	Organizational Learning Culture
EXT	Extroversion
AGR	Agreeableness
CONS	Consciousness
ES	Emotional Stability
OE	Emotional Stability
OE	Openness to Experience
SET	Social Exchange Theory
TPB	Theory of Planned Behavior
SPSS	Statistical Package of Social Sciences
PLS	Partial Least Squares
SEM	Structural Equation Modelling
AVE	Average Variance Extracted
CR	Composite Reliability
CMV	Common Method Variance

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Nowadays the information and communication technology (ICT) companies are active in a very competitive environment and one of the most significant assets in these firms are the employees. They are vital to perform the procedures of the business as well as making decisions and implementing strategies to achieve the objectives of their organizations (Chib, 2016). As noted by Govaerts, Kyndt, Dochy, and Baert (2011), most companies nowadays put lots of effort to gain talented employees and retain them in the organization at the same time. In other words, retaining capable employees will be one of the most key indicators of achieving competitive advantage (Hamid, Reihaneh, & Siroos, 2016).

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Importantly, companies need their employees to carry out their everyday activities. Yet, employers need to understand the attitudes of their employees to be productive for the company. In human resource management area of research, high turnover intention rate is an issue that is often highlighted (Tian-Foreman, 2009). Employee turnover is a critical issue for many companies around the globe and is in line with the argument of argument of Chen Mei-Fang, Lin and Lien (2011) who opined that turnover intention has been a major concern for organization"s management for many years. According to Tett and Meyer (1993) "Intention to leave is conceptually defined as a conscious willingness to leave the organization, which includes a thought or idea of leaving, the behavior of searching for a new job, and the behavior of deciding to leave the job" (p.262).

The contents of the thesis is for internal user only

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Appendix A

Research Questionnaire

Research Questionnaire:
Factors Affecting Turnover Intention among Malaysian's Information and Communication Technology (ICT) Employees.

Dear Sir / Madam:

I am conducting an academic research in the area of Human Resource Management as part of my PhD program at the School of Business Management–Universiti Utara Malaysia. The survey intends to understand the factors affecting employees" turnover intention in Information and Communication Technology (ICT) service sector in Malaysia. Any information that you provide will be kept confidential and will be used for research purpose only. In this regard you are kindly requested to fill the survey form as attached herewith.

This survey will take about 15 minutes of your precious time. Your cooperation in this matter is highly appreciated. If you have any query related to this survey, please do not hesitate to ask me.

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Please read the below statements and ***encircle the response that closely represents your opinion using the following scale to indicate your level of agreement or disagreement with each statement:

1	2	3	4	5
Strongly Disagree (S.D)	**Disagree (D)**	**Neutral (N)**	**Agree (A)**	**Strongly Agree (S.A)**

SECTION I: Turnover Intention

Below are statements that describe your current intentions of leaving your organization through; idea or thought of leaving, searching for new job or deciding to leave the organization.

No	Statements	S.D	D	N	A	S.A
1	I am thinking about leaving my organization	**1**	**2**	**3**	**4**	**5**
2	I am planning to look for a new job	**1**	**2**	**3**	**4**	**5**
3	I intend to ask people about new job opportunities	**1**	**2**	**3**	**4**	**5**
4	If I can find a better job I will leave my organization	**1**	**2**	**3**	**4**	**5**
5	I am actively looking for new job outside my organization	**1**	**2**	**3**	**4**	**5**
6	I do not plan to be in this organization any longer	**1**	**2**	**3**	**4**	**5**
7	I am quite sure I will leave my position in the nearest future	**1**	**2**	**3**	**4**	**5**

SECTION II: Organizational Citizenship Behavior

Below are statements that describe how you may think about yourself right now in terms of helping behavior toward your colleagues or your organization.

No	Statements	S.D	D	N	A	S.A
1	I help my co-workers who have been absent	**1**	**2**	**3**	**4**	**5**
2	I help my co-workers who have heavy workloads	**1**	**2**	**3**	**4**	**5**
3	I assist my supervisor with his/her work (when not asked)	**1**	**2**	**3**	**4**	**5**

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4	I take time to listen to my co-workers` problems and worries	**1**	**2**	**3**	**4**	**5**
5	I go out of my way to help new employees	**1**	**2**	**3**	**4**	**5**
6	I take a personal interest in my co-workers	**1**	**2**	**3**	**4**	**5**
7	I pass along information to my co-workers	**1**	**2**	**3**	**4**	**5**
8	My attendance at work is above the norm	**1**	**2**	**3**	**4**	**5**
9	I give advance notice when I am not able to come to work	**1**	**2**	**3**	**4**	**5**
10	I only take necessary work breaks	**1**	**2**	**3**	**4**	**5**
11	I do not spend a lot of time on my personal concerns at work	**1**	**2**	**3**	**4**	**5**
12	I do not complain about insignificant issues at work	**1**	**2**	**3**	**4**	**5**
13	I protect organizational property	**1**	**2**	**3**	**4**	**5**
14	I obey the informal rules established to maintain order	**1**	**2**	**3**	**4**	**5**

SECTION III: Job Embeddedness

Below are statements that describe to which extent you are embedded (Fixed) to your job or organization.

No	**Statements**	**S.D**	**D**	**N**	**A**	**S.A**
1	I feel attached to my organization	**1**	**2**	**3**	**4**	**5**
2	It is difficult for me to leave my organization	**1**	**2**	**3**	**4**	**5**
3	I am highly engaged with my organization	**1**	**2**	**3**	**4**	**5**
4	I simply could not leave my organization	**1**	**2**	**3**	**4**	**5**
5	I am strongly connected to my organization	**1**	**2**	**3**	**4**	**5**

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SECTION IV: Personality Traits

Below are statements that describe the traits (characteristics) of your personality.

**All questions begin with the statement *"I see myself as someone who..."*

No	Statements	S.D	D	N	A	S.A
1	**….** Is energetic and enthusiastic	**1**	**2**	**3**	**4**	**5**
2	**….** Has an assertive personality	**1**	**2**	**3**	**4**	**5**
3	**….** Is friendly and sociable	**1**	**2**	**3**	**4**	**5**
4	**….** Is helpful and kind with others	**1**	**2**	**3**	**4**	**5**
5	**….** Is generally trusting others	**1**	**2**	**3**	**4**	**5**
6	**….** Likes to cooperate with others	**1**	**2**	**3**	**4**	**5**
7	**….** Is organized	**1**	**2**	**3**	**4**	**5**
8	**….** Does things efficient	**1**	**2**	**3**	**4**	**5**
9	**….** Makes plans and follows up with them	**1**	**2**	**3**	**4**	**5**
10	**….** Is relaxed, handles stress well	**1**	**2**	**3**	**4**	**5**
11	**….** Is emotionally stable, not easily upset	**1**	**2**	**3**	**4**	**5**
12	**….** Remains calm in tense situations	**1**	**2**	**3**	**4**	**5**
13	**….** Comes up with new ideas	**1**	**2**	**3**	**4**	**5**
14	**….** Is curious about different things	**1**	**2**	**3**	**4**	**5**
15	**….** Has an active imagination	**1**	**2**	**3**	**4**	**5**

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SECTION V: Perceived Organizational Support

Below are statements that describe your general perception of the degree to which your organization values your contributions and cares about your well-being.

No	Statements	S.D	D	N	A	S.A
1	My organization values my contribution to its well-being	**1**	**2**	**3**	**4**	**5**
2	My organization strongly considers my goals and values	**1**	**2**	**3**	**4**	**5**
3	My Organization helps me when I have problems	**1**	**2**	**3**	**4**	**5**
4	My Organization really cares about my well-being	**1**	**2**	**3**	**4**	**5**
5	My organization is willing to help me whenever I need it	**1**	**2**	**3**	**4**	**5**
6	My organization cares about my general satisfaction at work	**1**	**2**	**3**	**4**	**5**
7	My organization cares about my opinions	**1**	**2**	**3**	**4**	**5**
8	My organization takes pride in my accomplishments at work	**1**	**2**	**3**	**4**	**5**

SECTION VI: Organizational Justice

Below are statements that describe your perception of how fairly your organization is treating you in the workplace.

No	Statements	S.D	D	N	A	S.A
1	I consider my work schedule is fair	**1**	**2**	**3**	**4**	**5**
2	I consider my level of pay is fair	**1**	**2**	**3**	**4**	**5**
3	I consider my workload to be quite fair	**1**	**2**	**3**	**4**	**5**
4	Overall, I consider the rewards I receive here are quite fair	**1**	**2**	**3**	**4**	**5**
5	I consider that my job responsibilities are fair	**1**	**2**	**3**	**4**	**5**
6	My supervisor makes job‟ decisions in unbiased manner	**1**	**2**	**3**	**4**	**5**
7	My supervisor listens to employee‟ concerns before making decisions	**1**	**2**	**3**	**4**	**5**
8	My supervisor collect accurate and complete information to make decision	**1**	**2**	**3**	**4**	**5**

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9	My supervisor clarifies decisions and provides additional information when requested by employees	**1**	**2**	**3**	**4**	**5**
10	All job decisions are applied consistently across all respective employees	**1**	**2**	**3**	**4**	**5**
11	Employees are allowed to challenge or appeal job decisions made by the supervisor	**1**	**2**	**3**	**4**	**5**
12	When decisions are made about my job, my supervisor treats me with kindness and consideration	**1**	**2**	**3**	**4**	**5**
13	When decisions are made about my job, my supervisor treats me with respect and truthful manner	**1**	**2**	**3**	**4**	**5**
14	When decisions are made about my job, my supervisor shows concern for my rights and personal needs	**1**	**2**	**3**	**4**	**5**
15	Concerning decisions made about my job, my supervisor discuss the implications of the decisions with me	**1**	**2**	**3**	**4**	**5**
16	My supervisor offers sufficient justification for decisions made about my job	**1**	**2**	**3**	**4**	**5**
17	My supervisor explains very clearly any decision made about my job	**1**	**2**	**3**	**4**	**5**

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SECTION VII: Organizational Learning Culture

Below are statements that describe your perception on the cultural orientation influenced by your organization in expanding its learning capacity and encouraging continuous improvement and transformation.

No	Statements	S.D	D	N	A	S.A
1	In my organization, employees are rewarded for learning	**1**	**2**	**3**	**4**	**5**
2	In my organization, employees spend time building trust with each other	**1**	**2**	**3**	**4**	**5**
3	In my organization, teams/groups revise their thinking as a result of group discussions or information collected	**1**	**2**	**3**	**4**	**5**
4	My organization makes its lessons learned available to all employees	**1**	**2**	**3**	**4**	**5**
5	My organization recognizes employees for taking initiative	**1**	**2**	**3**	**4**	**5**
6	My organization works together with the outside community to meet mutual needs	**1**	**2**	**3**	**4**	**5**
7	In my organization, leaders continually look for opportunities to learn	**1**	**2**	**3**	**4**	**5**

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SECTION VIII: Respondent's Background

The following information is strictly confidential and will only be used for research purpose.

I will be grateful if you could kindly fill the required information.

*Note: Please TICK (√) in the appropriate box.

1. Gender.

	Male		***Female***

2. Age

	30 years and less		***31-40 years***
	41-50 years		***Above 50 years***

3. Marital Status

	Single		***Married***
Others: ……			

4. Designation/ Position

	Executive		***Non-executive***
	Officer		***Manger***
	Assistant Manger		***Supervisor***
Others (Please Specify): ……..			

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5. Highest Qualification

	PhD		***Master***
	Bachelor		***Diploma/SPM***
Others (Please Specify): ……..			

6. Years of Working in the Organization

	Less than 01 year		***01-05 years***
	06-10 years		***Above 10 years***

<u>Thank you for you cooperation</u>

Appendix B

Data collection Permission/Letter

OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

Tel: 604-928 7101/7113/7130
Faks (Fax): 604-928 7160
Laman Web (Web): www.oyagsb.uum.edu.my

KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/R-4/4/1
21 January 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Saoula Oussama (Matric No: 95161)** is a bonafied student of Doctor of Philosophy (PhD), Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. He is conducting a research entitled ***"Factors Affecting Employee's Turnover Intention: A Study on the Information and Communication Technology (ICT) Sector in Malaysia"*** under the supervision of Assoc. Prof. Dr. Husna Bt Johari.

In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully

ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (95161)

Appendix C

List of ICT services Companies Agreed to participate in the Study

No	Name of Company	No of Questionnaire Distributed	No of Questionnaire Collected
1	Telekom Malaysia (TM) Berhad	105	65
2	MexComm Sdn Bhd	50	30
3	Hitachi Data System Sdn Bhd	50	30
4	Mediacliq Group. Sdn Bhd	60	35
5	Fibre Comm Network (M) Sdn Bhd	55	30
6	Formis Network Sdn Bhd	55	30
7	HR First Sdn Bhd	30	15
8	CITIC International & CPC (Malaysia) Sdn Bhd	50	20
9	App Asia Sdn Bhd	50	30
10	Ascertain Technologies Sdn Bhd	35	20
11	Orionet Sdn Bhd	49	20
12	Softline Sdn Bhd	45	20
13	Optima Infosystem Sdn Bhd	30	15
14	Sage Software Sdn Bhd	45	26
15	mTouche Technology Bhd	45	30
16	Jaya Satria Mediakom Sdn BhD	10	5
	Total	**764**	**421**

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Appendix D

Common Method Variance Results

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	20.199	27.671	27.671	20.199	27.671	27.671
2	9.546	13.076	40.747	9.546	13.076	40.747
3	4.700	6.438	47.185	4.700	6.438	47.185
4	3.434	4.704	51.889	3.434	4.704	51.889
5	2.912	3.989	55.878	2.912	3.989	55.878
6	2.315	3.171	59.049	2.315	3.171	59.049
7	2.067	2.831	61.880	2.067	2.831	61.880
8	1.670	2.288	64.168	1.670	2.288	64.168
9	1.328	1.820	65.988	1.328	1.820	65.988
10	1.117	1.530	67.518	1.117	1.530	67.518
11	1.079	1.479	68.996	1.079	1.479	68.996
12	1.048	1.435	70.432	1.048	1.435	70.432
13	.893	1.223	71.654			
14	.872	1.194	72.849			
15	.824	1.128	73.977			
16	.791	1.084	75.061			
17	.745	1.021	76.082			
18	.697	.955	77.036			
19	.682	.934	77.971			
20	.646	.885	78.856			
21	.630	.862	79.718			
22	.612	.839	80.557			
23	.579	.793	81.350			
24	.572	.783	82.133			
25	.538	.737	82.870			
26	.521	.714	83.584			
27	.499	.683	84.267			
28	.496	.680	84.947			
29	.472	.647	85.594			
30	.469	.643	86.237			
31	.431	.590	86.827			
32	.425	.582	87.409			
33	.408	.558	87.968			
34	.396	.542	88.510			
35	.390	.534	89.044			
36	.366	.501	89.545			
37	.355	.487	90.031			
38	.343	.470	90.501			
39	.338	.463	90.964			
40	.322	.442	91.405			
41	.315	.432	91.837			
42	.309	.424	92.260			
43	.301	.413	92.673			
44	.288	.394	93.068			

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45	.277	.379	93.447			
46	.265	.363	93.811			
47	.261	.358	94.168			
48	.258	.354	94.522			
49	.253	.346	94.869			
50	.234	.321	95.189			
51	.228	.312	95.501			
52	.219	.300	95.802			
53	.218	.299	96.100			
54	.210	.288	96.388			
55	.201	.275	96.664			
56	.191	.262	96.926			
57	.184	.252	97.178			
58	.181	.248	97.426			
59	.170	.233	97.660			
60	.166	.228	97.887			
61	.157	.215	98.102			
62	.148	.203	98.305			
63	.141	.194	98.499			
64	.138	.189	98.688			
65	.134	.183	98.871			
66	.129	.176	99.047			
67	.124	.170	99.217			
68	.113	.155	99.371			
69	.102	.140	99.511			
70	.101	.138	99.649			
71	.092	.126	99.775			
72	.085	.117	99.892			
73	.079	.108	100.000			

Extraction Method: Principal Component Analysis.

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