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

SAOULA OUSSAMA (95161)

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2017
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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


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

In the name of ALLAH, the most gracious, the most merciful. All the praise and thanks be to ALLAH, the creator and the custodian of the universe. Salawat and Salam to our Prophet Mohammad, peace and blessing of ALLAH be upon him and to his family members, companions and followers. I would like to express greatful thanks and gratitude to ALLAH S.W.T for his blessing and guidance to me to complete my PhD research thesis.

Although any learning activity is a lonely personal project, it requires help, support and encouragement of others to be successful. Just as an eagle could not soar without the invisible strength of the wind, I could not have arrived at this place without all invisible hands that provided me that strength. I would like to present my humble appreciation and gratitude to all the people who made this journey possible. I am indebted to those who knowingly and unknowingly were so helpful and showed their importance during those difficult moments. In completing this research, I would like to acknowledge the intellectual sharing of many great individuals.

I would like to express my gratitude to my beloved family, starting with my dear parents, my elder brother, his respectful wife and his cute daughters, my elder sister and her husband and cute daughter and son, my beloved younger sisters, for their constant demonstration of love and continuous supports throughout PhD journey. My gratitude and appreciation goes to my supervisor Assoc. Prof. Dr. Husna Johari for her professional guidance and devoting her expertise and precious times to guide me to reach this level. Without forgetting the support of Dr. Awais Muhammad Bhatti for his kind support in my research.
Additionally, I would like to express my gratitude and thanks to all my friends and colleagues for their constructive comments and invaluable suggestions. To all my friends who know the meaning of friendship in UUM, Algerians and international, and to all my relatives, friends in Algeria, I would like to thank you for all kinds of supports you provided to me. Undoubtedly, this thesis would have been incomplete without the assistance of the, managers, officers, executives and employees working in the ICT service sector in Malaysia. Thanks for your support and help in providing data for my research.
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<th>Description</th>
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<tr>
<td>SWT</td>
<td>Subhanahu Wa Ta'ala</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>TI</td>
<td>Turnover Intention</td>
</tr>
<tr>
<td>OCB</td>
<td>Organizational Citizenship Behavior</td>
</tr>
<tr>
<td>JE</td>
<td>Job Embeddedness</td>
</tr>
<tr>
<td>PT</td>
<td>Personality Traits</td>
</tr>
<tr>
<td>POS</td>
<td>Perceived Organizational Support</td>
</tr>
<tr>
<td>OJ</td>
<td>Organizational Justice</td>
</tr>
<tr>
<td>OLC</td>
<td>Organizational Learning Culture</td>
</tr>
<tr>
<td>EXT</td>
<td>Extroversion</td>
</tr>
<tr>
<td>AGR</td>
<td>Agreeableness</td>
</tr>
<tr>
<td>CONS</td>
<td>Consciousness</td>
</tr>
<tr>
<td>ES</td>
<td>Emotional Stability</td>
</tr>
<tr>
<td>OE</td>
<td>Emotional Stability</td>
</tr>
<tr>
<td>OE</td>
<td>Openness to Experience</td>
</tr>
<tr>
<td>SET</td>
<td>Social Exchange Theory</td>
</tr>
<tr>
<td>TPB</td>
<td>Theory of Planned Behavior</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package of Social Sciences</td>
</tr>
<tr>
<td>PLS</td>
<td>Partial Least Squares</td>
</tr>
<tr>
<td>SEM</td>
<td>Structural Equation Modelling</td>
</tr>
<tr>
<td>AVE</td>
<td>Average Variance Extracted</td>
</tr>
<tr>
<td>CR</td>
<td>Composite Reliability</td>
</tr>
<tr>
<td>CMV</td>
<td>Common Method Variance</td>
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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).

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

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.

SAOULA OUSSAMA - Ph.D. Candidate
School of Business Management-College of Business
Universiti Utara Malaysia. 06010 Sintok, Kedah Darul Aman
Mob: 0060-126488195/ 0060-186650906. Email: osaoula@gmail.com
***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:

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

<table>
<thead>
<tr>
<th>No</th>
<th>Statements</th>
<th>S.D</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>S.A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I help my co-workers who have been absent</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I help my co-workers who have heavy workloads</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I assist my supervisor with his/her work ( when not asked)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>No</td>
<td>Statements</td>
<td>1</td>
<td>2</td>
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<td>5</td>
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<tr>
<td>4</td>
<td>I take time to listen to my co-workers’ problems and worries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I go out of my way to help new employees</td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td>I take a personal interest in my co-workers</td>
<td></td>
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<tr>
<td>7</td>
<td>I pass along information to my co-workers</td>
<td></td>
<td></td>
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<tr>
<td>8</td>
<td>My attendance at work is above the norm</td>
<td></td>
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<tr>
<td>9</td>
<td>I give advance notice when I am not able to come to work</td>
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<tr>
<td>10</td>
<td>I only take necessary work breaks</td>
<td></td>
<td></td>
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<td>11</td>
<td>I do not spend a lot of time on my personal concerns at work</td>
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</tr>
<tr>
<td>12</td>
<td>I do not complain about insignificant issues at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>13</td>
<td>I protect organizational property</td>
<td></td>
<td></td>
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<td>14</td>
<td>I obey the informal rules established to maintain order</td>
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**SECTION III: Job Embeddedness**

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

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<tr>
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<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
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<td>I feel attached to my organization</td>
<td></td>
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<tr>
<td>2</td>
<td>It is difficult for me to leave my organization</td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>I am highly engaged with my organization</td>
<td></td>
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<tr>
<td>4</td>
<td>I simply could not leave my organization</td>
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<tr>
<td>5</td>
<td>I am strongly connected to my organization</td>
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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..."

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<tr>
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<td>.... Has an assertive personality</td>
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<td>2</td>
<td>3</td>
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<tr>
<td>3</td>
<td>.... Is friendly and sociable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>.... Is helpful and kind with others</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>.... Is generally trusting others</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>6</td>
<td>.... Likes to cooperate with others</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>7</td>
<td>.... Is organized</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>.... Does things efficient</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>9</td>
<td>.... Makes plans and follows up with them</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>10</td>
<td>.... Is relaxed, handles stress well</td>
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<td>3</td>
<td>4</td>
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<tr>
<td>11</td>
<td>.... Is emotionally stable, not easily upset</td>
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</tr>
<tr>
<td>12</td>
<td>.... Remains calm in tense situations</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>.... Comes up with new ideas</td>
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<td>2</td>
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<td>14</td>
<td>.... Is curious about different things</td>
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<tr>
<td>15</td>
<td>.... Has an active imagination</td>
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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.

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<th>D</th>
<th>N</th>
<th>A</th>
<th>S.A</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>My organization values my contribution to its well-being</td>
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<td>2</td>
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<td>2</td>
<td>My organization strongly considers my goals and values</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
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<td>3</td>
<td>My Organization helps me when I have problems</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My Organization really cares about my well-being</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>My organization is willing to help me whenever I need it</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>My organization cares about my general satisfaction at work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>My organization cares about my opinions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>My organization takes pride in my accomplishments at work</td>
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<td>2</td>
<td>3</td>
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</table>

SECTION VI: Organizational Justice

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

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<th>Statements</th>
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<th>D</th>
<th>N</th>
<th>A</th>
<th>S.A</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>I consider my work schedule is fair</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I consider my level of pay is fair</td>
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<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I consider my workload to be quite fair</td>
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<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Overall, I consider the rewards I receive here are quite fair</td>
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<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>5</td>
<td>I consider that my job responsibilities are fair</td>
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<td>2</td>
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</tr>
<tr>
<td>6</td>
<td>My supervisor makes job”decisions in unbiased manner</td>
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<td>2</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>My supervisor listens to employee” concerns before making decisions</td>
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<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>8</td>
<td>My supervisor collect accurate and complete information to make decision</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
</tbody>
</table>
My supervisor clarifies decisions and provides additional information when requested by employees

All job decisions are applied consistently across all respective employees

Employees are allowed to challenge or appeal job decisions made by the supervisor

When decisions are made about my job, my supervisor treats me with kindness and consideration

When decisions are made about my job, my supervisor treats me with respect and truthful manner

When decisions are made about my job, my supervisor shows concern for my rights and personal needs

Concerning decisions made about my job, my supervisor discuss the implications of the decisions with me

My supervisor offers sufficient justification for decisions made about my job

My supervisor explains very clearly any decision made about my job
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.

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

| Others (Please Specify): ……………….. |

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 |

*Thank you for your cooperation*
Appendix B

Data collection Permission/Letter

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 bonafide student of Doctor of Philosophy (PhD), Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. He is conducting a research entitled “Factor 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

<table>
<thead>
<tr>
<th>No</th>
<th>Name of Company</th>
<th>No of Questionnaire Distributed</th>
<th>No of Questionnaire Collected</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Telekom Malaysia (TM) Berhad</td>
<td>105</td>
<td>65</td>
</tr>
<tr>
<td>2</td>
<td>MexComm Sdn Bhd</td>
<td>50</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>Hitachi Data System Sdn Bhd</td>
<td>50</td>
<td>30</td>
</tr>
<tr>
<td>4</td>
<td>Mediacliq Group. Sdn Bhd</td>
<td>60</td>
<td>35</td>
</tr>
<tr>
<td>5</td>
<td>Fibre Comm Network (M) Sdn Bhd</td>
<td>55</td>
<td>30</td>
</tr>
<tr>
<td>6</td>
<td>Formis Network Sdn Bhd</td>
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<td>7</td>
<td>HR First Sdn Bhd</td>
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<td>8</td>
<td>CITIC International &amp; CPC (Malaysia) Sdn Bhd</td>
<td>50</td>
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<td>App Asia Sdn Bhd</td>
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<td>Ascertain Technologies Sdn Bhd</td>
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<td>Orionet Sdn Bhd</td>
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<td>Softline Sdn Bhd</td>
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Appendix D

Common Method Variance Results

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Extraction Method: Principal Component Analysis.