

Turnover Intention in the ICT Industry: The Impact of Organisational Justice and Perceived Organisational Support

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ABSTRACT: The purpose of this study is to investigate the impact of organisational justice and perceived organisational support on employees' turnover intention in the Information and Communication Technology (ICT) industry. This study used simple random sampling technique to collect data from 382 ICT employees. The results indicated that organisational justice significantly impact on turnover intention ($\beta=-.905$; $t=-41.455$; $p=.000$) among employees in ICT industry. Result also presented perceived organisational support significantly impact on turnover intention ($\beta=-.896$; $t=-39.227$; $p=.000$) among employees in ICT industry. Thereby, it is anticipated that turnover intention would reduce as organisational justice and perceived organisational support increases; nevertheless, the issue shortage of Malaysian ICT employees is being tackled, and so is the retention of the ICT industry's top talents.

Keywords: *Turnover Intention; Organisational Justice; Perceived Organisational Support*

1. INTRODUCTION

Malaysia's government has issued the MyDIGITAL plan, which states that future development of the digital economy, including the creation of a 5G digital network, would require highly trained ICT employees. Because ICT employees handle fast-moving technology and a wide range of data information, ICT employees are portrayed as precious assets in ensuring that each ICT organization's operations stay competitive [1]. Nonetheless, ICT employees reported that they were treated unjustly since some were denied over for promotions while others grabbed their performance credits [2]. Because of these scenarios, many ICT employees felt that their contributions to the organisations were overlooked, and many opted to quit. Meanwhile, Malaysia remains to be short of highly trained ICT skilled employees who are capable of serving multiple industries [3]. Therefore, researcher employed organisational justice and perceived organisational support as predictors to understand the turnover intention of ICT employees in the Malaysian context in this research.

Turnover intention could also be interpreted as a voluntary decision to leave an organization [4]. Organisational justice is described as the fairness of an organization's systems as a consequence of how

employees judged it based on individual perspective [5]. Perceived organisational support is described as employees' perceptions of how much the organization concerns about their well-being [6]. As the study's underpinning theory, Attribution theory describes how individuals acquire opinions about the causes for a situation [7] and is commonly used to examine human-human connections. Likewise, [8] proposed to investigate the less ubiquitous predictors of turnover intention (e.g. justice perception and perceived organisational support). Thus, the following hypotheses were tested in this study:

- H₁: Organisational justice significantly impact on turnover intention among employees in ICT industry.
- H₂: Perceived organisational support significantly impact on turnover intention among employees in ICT industry.

2. METHODOLOGY

This study employed quantitative approach. Researcher used online questionnaire as the data collection method to collect feedback from the 382 sample size based on simple random sampling technique. This method has better feedback quality as it can reach out to the ICT employees who are computer literate. The individual unit of analysis is ICT employees. The responses in the 36 items questionnaire ranges from (1) strongly disagree to (5) strongly agree on a five-point Likert scale. Based on Table 1, all the constructs had high Cronbach Alpha due to the high reliability results.

Table 1 Reliability Analysis.

Constructs	Cronbach's Alpha Value
Turnover Intention	0.926
Organisational Justice	0.931
Perceived Organisational Support	0.922

3. RESULTS AND DISCUSSION

The demographic analysis indicated that majority of respondents (51%) were between the ages of 29 and 39, while the minority (13.9%) were above the age of 50. The majority of respondents (52.9%) have stayed 4 to 6 years; 16% have stayed 7 to 9 years; 13.9% have

worked 1 to 3 years; 12.6% have more than 9 years working experiences; and the remaining 4.7% have worked less than 1 year. In terms of employment level, 45.3% are junior executives, while just 5.2% are senior managers.

Based on regression analysis, organisational justice is significantly and negatively impact on turnover intention with $\beta=-.905$; $t=-41.455$; and $p=0.000$. Perceived organisational support is significantly and negatively impact on turnover intention with $\beta=-.896$; $t=-39.227$; and $p=0.000$. This is supported by previous studies that organisational justice affect significantly on turnover intention [9] while perceived organisational support also directly related to turnover intention [10]. Hence, all hypotheses are accepted.

This clearly implied that when the level of organisational justice and perceived organisational support among employees in ICT industry is low, turnover intention increases. Figure 1 illustrated the impact of organisational justice and perceived organisational support on turnover intention.

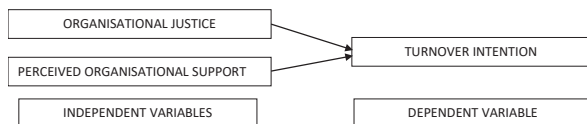


Figure 1 Research Framework.

4. CONCLUSIONS

Positive and bold actions must be implemented to sustain ICT workforce, develop digitalization in the country, and to assure the ICT industry's productivity. Considering ICT employees are very attentive to the justice treatment that they receive from their employers, it is expected that they will resign if they receive bad and unsupported justice treatment. To secure ICT workforce, organizations must keep up with receiving assessments on ICT employees' preferences, particularly in terms of justice treatment as well as way to support and care towards ICT employees. In conclusion, this study raised awareness and knowledge of the need of having sufficient levels of organisational justice and perceived organisational support in light of employees' intention to leave ICT industry. Given that, this study revealed the impact of organisational justice and perceived organisational support on turnover intention among employees in ICT industry.

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