



**Modeling Organizational Justice and Perceived
Organizational Support Towards Turnover Intention among
the Malaysian ICT Employees: Career Satisfaction as
Moderator**

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Abstract

This conceptual paper is designed to determine the relationship between organizational justice, perceived organizational support and among employees' turnover intention in the information and communication technology (ICT). In addition, this conceptual paper proposes to test career satisfaction as a moderator between the organizational justice relationship and perceived organizational support for turnover intention among Malaysian ICT employees because of the inconsistent findings of the organizational justice relationship and perceived organizational support for turnover intention. These inconsistent findings, based on previous evidence between organizational justice and perceived organizational support towards the turnover intention, do not allow much knowledge of existing literature; thus, further empirical exploration is warranted. Attribution Theory is a key theory in the development of the research framework for this study. The researchers assume, according to the Attribution Theory, that there is a significant relationship between organizational justice and the turnover intention. At the same time, it is assumed that the relationship between perceived organizational support and turnover intention also exists in a significant relationship. It is also anticipated that the role of career satisfaction as a moderator can enhance the connection between organizational justice, perceived organizational support towards turnover intention. Therefore, it is possible to refer to the outputs of this study to understand the factors affecting the level of turnover intention among Malaysian ICT employees. ICT organizations may also be aware of the importance of providing the organization with adequate organizational justice and perceived organizational support to reduce the level of intent of employee turnover in the sector. This may therefore help to address the lack of ICT staff in the country. Last but not least, some suggestions for the implementation of certain activities related to the provision of acceptable organizational justice and a good level of organizational support will be channeled to the managerial side of the ICT industry.

Keywords: Organizational Justice; Perceived Organizational Support; Turnover Intention; Career Satisfaction; ICT Industry

1.0 Introduction

Recently, Malaysia's ICT industry has been well developed and organized. The ICT industry in Malaysia can be divided into four segments: ICT services, ICT production, content and media, and ICT trade. According to the Department of Statistics of Malaysia (2018), with a share of 18.3 percent and a total of RM 274.1 billion in 2017, the ICT industry has made a significant contribution to the national economy. While the ICT industry contributed 7.6 per cent of total employment in Malaysia in terms of employment opportunities (Department of Statistic Malaysia, 2018). Malaysia Digital Economy Corporation (MDEC) also forecast the need for one million digital workers, such as coders, application developers and software engineers, by 2025. ICT employees would therefore be a key element as well as a competitive advantage for the organization. This causes a number of issues related to the lack of human capital and the demand for 'elite' among ICT employees (MEA, 2015). The ICT-focused talent enhancement programs have therefore been implemented by MDEC in order to ensure the consistency and sustainability of the supply of skilled workers and have also helped to address the talent gap in the ICT industry. Therefore, to enhance the development of human capital, positive and strong measures must be taken according to MEA (2015).

In this era, the key to the organization's survival and growth under global market competition was speed and information transfer. As a result, ICT employees have played an important role in their own organization. However, the National ICT Association of Malaysia (PIKOM)-based Sun Daily (2016) reported that Malaysia's ICT industry is currently facing a shortage of ICT staff. At the same time, Aon (2017) stated that ICT organizations across Asia-Pacific faced a high level of voluntary turnover with Australia (12.9%), followed by Malaysia (12.8%). Both statements revealed that Malaysia's ICT industry was confronted with a serious phenomenon of high turnover of employees. This had caught the attention of researcher to propose a study in order to reduce ICT employee's turnover rate in Malaysia. Fair treatment, promotion and positive creditworthiness of the work performance of employees in an organization will make them feel that they are supportive and valued by their organization. This may prevent employees from voluntarily leaving work and from continuing to contribute to their work. However, The Star Online (2017) revealed that Malaysian ICT employees felt that they were undervalued, unimportant or powerless to their employer and that this led to turnover. As a result, the measurement of organizational justice and perceived organizational support for the purpose of turnover among ICT employees became a hot topic to study. More so, Chamberlain and Smart (2017) reported that 21% of their annual salary is needed to replace new employees. High turnover in an organization can have a great deal of negative impact on the organization, and subsequently on the ICT industry as a whole. This may pose a threat to national economic growth. In this paper, the research would like to propose an investigation into the impact of organizational justice and perceived organizational support on the purpose of turnover, moderated by career satisfaction.

2.0 Literature Review

2.1 Turnover Intention

Turnover expectation is alluded as employees' choice to stop willfully from an organization (Sinniah & Kamil, 2017). Indeed, turnover intention is unique in relation to the real turnover. Maybe, it is only a seed that can develop and afterward lead to the actual turnover. Consequently, there is a wish to shrivel the seed for lessening turnover. Turnover happened in light of neglected assumptions just as infringement of the psychological agreement. This happened on the grounds that workers frequently prefer to contrast their present place of employment encounters, and their initial professional adventures. Consequently, if the representatives feel that there is no development in present place of employment, their work enhancement won't be accomplished. This is on the grounds that workers discovered that there is no space for them to fill in their organizations. Accordingly, workers will look for chances where they can become further advancing their careers. Furthermore, it is a human's tendency to look for development and opportunities in each of life stages. Subsequently, it is suggested that this investigation is pertinent and qualified to be conducted, so turnover rate among ICT representatives in the coming future can be diminished.

Aside from that, high turnover rate will make the organizations spend a ton of cost on promoting, selecting, recruiting just as preparing of new workers as indicated by Sinniah and Kamil (2017). However, actual turnover is relied upon to diminish as turnover intention diminishes. Along these lines, it is proposed to complete an examination to explore the variables that influence turnover intention among the ICT employees consequently to diminish the turnover rate. For accomplishing this even handed, the researchers would propose to examine level of organizational justice and perceived organizational support as moderated by career satisfaction on turnover intention in this study. As indicated by Price (2001), turnover intention is perceived as the right estimation to decide the real turnover. All in all, the estimation of turnover intention can likewise decide the probability of the employees to leave the association. This was upheld by past authors (Rizwan et al., 2013) who had clarified that turnover intention is one of the indicators of the employees' actual turnover. Moreover, Chen and Yu (2014) and Saraih et al. (2017) likewise supported that turnover intention is the best indicator of the actual turnover.

Subsequently, the researchers endeavour to examine turnover intention as the intermediary of actual turnover in this paper. In specific, the researchers concentrate for the focus of organizational justice and perceived organizational support as two key indicators of turnover intention. This is on the grounds that this paper is proposed to answer the call from Hom et al. (2017) who concentrated on searching forward for researchers to contemplate the more uncommon predecessors of turnover intention like organizational justice and perceived organizational support. Accordingly, this paper is foreseen to recommend an examination to be led on this subject.

2.2 *Organizational Justice*

Organizational justice is significant in lessening the turnover intention. Organizational justice is referred as fairness of practices in an organization due to how the employees perceived it based on individual's perception (Kaur et al., 2013). Curiously, ICT workers actually filled objection about being dealt with unreasonably as indicated by The Star Online (2017). This is on the grounds that the ICT employees claimed that they are being ignored for advancements and simultaneously their colleagues assumed praise for their work done. The significance of organizational justice among ICT employees is to ensure that they feel esteemed and treated decently. This could likewise improve honesty and fairness of methods in their organizations. Henceforth, being fair can create common regard and steady workplace. This can expand efficiency in the working environment in light of the fact that the data gave are exact, opportune, and accommodating among ICT employees. ICT employees who felt that they are dealt with truly, consciously and decently will remain stayed in their organizations. Accordingly, fairness is the vital condition in workplace; which bring the meaning that the outcome for workers is in the positive expectations if the elements of justice are well provided by the organization (Saraih et al., 2019). Moreover, an investigation about the examination of the impact of three justice dimensions (distributive justice, procedural justice and interactional justice) on turnover intention was led by Muzumdar (2012). It is discovered that the impact of interactional justice is more affecting on employees' turnover intention as opposed to different types of justice (distributive justice and procedural justice). Henceforth, in accordance with this investigation, this paper proposed to examine which parts of justice that the ICT employees actually felt abused. Additionally, Aghaei et al. (2012) discovered in the investigation that there is a negative and huge connection between organizational justice and intention to leave. It is discovered that distributive justice ($r=-0.193$, $p=0.037$) and interactional justice ($r=-0.230$, $p=0.01$) related adversely with intention to leave. Notwithstanding, there is no significant connection between procedural justice and intention to leave ($r=-0.110$, $p=0.239$). Thus, this paper proposed to examine the connection between organizational justice and turnover intention.

Afterward, Zagladi et al. (2015) directed an investigation about the effect of organizational justice towards turnover intention among 100 teachers from private schools in Indonesia. The aftereffects of the exploration showed that the desire to quit from the institution among the teachers in those private schools was controlled by the degree of equity inside their institution. Along these lines, this showed that there is a significant connection between organizational justice and turnover intention among the private schools' teachers. The aftereffect of the examination is likewise important for this paper proposed to consider the connection between organizational justice and turnover intention among employees in ICT industries. As a conclusion, there is a conflicting connection between organizational justice and turnover intention This is on the grounds that past authors discovered that there are both huge and irrelevant outcomes in the connection between organizational justice and turnover intention. Along these lines, this will prompt the chance of adding a moderating variable to enhance the connection between the factors. Given the literature, first hypothesis is postulated as H₁: There is a significant relationship between organizational justice and turnover intention among ICT employees.

2.3 *Perceived Organizational Support*

This investigation alludes to Blau's Social Exchange Theory (1964) to clarify the given connections (Emerson, 1976). Perceived organizational support is significant in diminishing turnover intention. Perceived organizational support is referred as worker's recognition towards the organization's respect and value of the efforts from its employees (Fazio et al., 2017). As indicated by The Star Online (2017), Malaysian ICT employees are currently feeling working in underestimated, irrelevant and powerless climate. In spite of that, perceived organizational support is fundamental among the ICT employees to cause them to feel upheld, needed and important. It can likewise improve better mental well-being of ICT employees. Consequently, this can deliver a more compelling working relationship among the ICT employees. Other than that, employees perceived organizational support depend on their feelings either the organization values their commitments and thinks often about their well-being or not. It is additionally founded on how the organization met with the employees' socio-emotional feelings just as the organization's preparation to reward their employees. Thus, employees who feel that they are valued will see higher perceived organizational support contrasted with the individuals who feel undervalued. Furthermore, Eisenberger et al. (1986) expressed that various employees will have diverse insight in regards to perceived organizational support that they had obtained from their organization. This showed that when

employees felt that their organizations upheld them, they will remain stayed with their organizations.

Past researchers found that perceived organizational support was adversely related with turnover intention (Allen et al., 2003; Jayasundera et al., 2016; Fazio et al., 2017). Notwithstanding that, Eisenberger et al. (1997) discovered that perceived organizational support influences turnover intention of employees directly or indirectly. Hence, this paper proposed to examine the connection between perceived organizational support and turnover intention. Allen et al. (2003) contemplated the connection between perceived organizational support and turnover intention. They discovered that perceived organizational support is fundamentally and adversely connected with turnover intention. Consequently, the assumption that ICT employees who perceived a greater level of organizational support will be less inclined to leave the organization is upheld. The consequence of the investigation is likewise important for this paper to proposed the examination among the Malaysian ICT employees. Afterward, Jayasundera et al. (2016) likewise discovered that perceived organizational support has a negative relationship with turnover intention among 225 age Y representatives who are working in the Sri Lankan insurance agencies. The examination showed that age Y representatives who have a greater perception of the organizational support, lead to low level of turnover intention. It was expressed that representatives' intention to leave could diminish when workers perceived an acceptable level of the organizational support. This is on the grounds that they are provided with desire treatment by their organizations either monetarily or non-monetarily. Another examination which from Fazio et al. (2017) likewise showed that perceived organizational support had direct relationship with turnover intention. It is in accordance with this proposed paper as presumption on the ICT employees who perceived the underestimated of organizational support will cause them to have a higher degree to leave the organization.

Be that as it may, Rai (2017) discovered positive connection between perceived organizational support and turnover intention among age Y representatives. This is on the grounds that age Y representatives didn't give profound thought to remain in their association in the long haul. Their insights are right now dependent on the contrast with their future. They are more interested to other profession opportunities and will choose to leave their organization whenever better positions are available. Thus, there is a conflicting connection between perceived organizational support and turnover intention. This is on the grounds that past authors discovered that there are both positively and negatively discoveries of results in the connection between perceived organizational support and turnover intention. Subsequently, this will prompt the chance of adding a moderating variable to strengthen the connection between those two factors. Given the literature, second hypothesis is postulated as H₂: There is a significant relationship between perceived organizational support and turnover intention among ICT employees.

2.4 Moderation Influence of Career Satisfaction

This conceptual paper proposed to test moderating variable because of the conflicting discoveries of results from past investigation. This is upheld by Baron and Kenny (1986) who proposed that moderator is helpful to improve the conflicting or inconsistent connection between the independent and dependent variables. Subsequently, this paper recommended a moderating variable to enhance the relationship of organizational justice and perceived organizational support towards turnover intention. For instance, Joo and Park (2010) discovered that career satisfaction ended up being significant indicator of turnover intention. Then, Oh (2013) uncovered that career satisfaction has connection with organizational justice. Simultaneously, Harhara et al. (2015) expressed that career satisfaction additionally has connection with perceived organizational support. Hence, it can uphold this paper to proposed career satisfaction as moderator for the relationship of organizational justice and perceived organizational support towards turnover intention. Career satisfaction is not only important for the performance of the individual but also the organization (Saraih et al., 2019). With this respect, career satisfaction is essential to lessen turnover intention. Subsequently; the less turnover intention will profit both the individual and organization. Career satisfaction is alluded to subjective career feeling dependent on the employees' evaluation on their work environment and work setting (Park, 2018). Likewise, career satisfaction is alluded to subjective career satisfaction dependent on person's fulfilment with their career accomplishments (Judge et al., 1995). This is on the grounds that it is accounted for that Malaysian ICT workers are more worry about achieving their career progression as per Michael Page Report (2015). Along these lines, ICT workers are assumed that they don't accomplished subjective career success (career satisfaction) despite the fact that, they previously acquired objective career success (compensation increasement). Subsequently, career satisfaction is justified to be studied as the moderating variable in this paper. The significance of career satisfaction among ICT employees is to allow them to see opportunities for their future possibilities in their vocation for a better achievement in their profession. This can guarantee that they will have a long-term relationship with their organization. Henceforth, ICT employees can be retained and turnover intention will be diminished. Given the literature, third and fourth hypotheses are postulated as H₃: Career satisfaction moderates the relationship between organizational justice and turnover intention among ICT employees.; and H₄: Career satisfaction moderates the relationship between perceived organizational support and turnover intention among ICT employees.

2.4 *Underpinnings Theory*

This conceptual paper recommends to apply Attribution Theory as the underpinning theory. This is on the grounds of Winkler (2010) who claims that Attribution Theory gives understanding about the manners in which individuals form opinion for the reasons of an event and situation. It connects together human understanding, perception, sense-making and intention. It additionally expressed that individuals make clarifications based on how they see their surrounding reality. Besides, Harvey and Weary (1984) concurred that individuals make attributions to comprehend and clarify their surrounding environment. ICT employees' turnover intention was based on how they feel about their organization through fair treatment and sufficient support. Henceforth, Attribution Theory is especially applicable for this paper.

Fundamentally, Attribution Theory mostly applied within human particularly on the interpersonal (i.e.; human-human) relationship. Thus, the reasoning of utilizing Attribution Theory for this paper rely upon its appropriateness to be used among the ICT employees. In the meantime, Alony et al. (2014) expressed that organization is comprised based on a group of people. Accordingly, the human-human relationship can be inferred to the connection between the organization (human) and the employees (human) in this investigation. This can likewise give great comprehension on the connection among organization and employees. In this examination, it is alluded to the relationship of organizational justice and perceived organizational support towards employees' turnover intention. Attribution Theory also mentioned that different employees might perceived things differently even though they focus at the similar thing. This explanation is on the grounds that perception influenced by personal characteristics (Robbins, 2001). For instance, attitudes, motives, interest, past experience, and expectation. Simultaneously, Hausknecht et al. (2011) alluded career satisfaction as past experience that used to figure future working environment conditions. Hence, in this investigation, employees' perception on organizational justice and perceived organizational support is influenced via career satisfaction (past encounters) in light of Attribution Theory. Then again, Martinko (1995) expressed that motives and intentions are associated with Attribution Theory. Simultaneously, individuals do have beliefs, motives, and intentions. The perception and judgment will influence the intention because of presumption occurred. Thus, the perception of organizational justice and organizational support will influence the turnover intention among ICT employees because of the assumption of employees' career satisfaction in this paper.

To wrap things up, in light of the theoretical linkage utilizing Attribution Theory, when the ICT employees' career satisfaction is low, ICT employees saw that they are not treated fairly and may have high turnover intention and the other way around. Aside from that, when the ICT employees perceived organizational support is low, turnover intention will increase. Be that as it may, in any event, when ICT employees perceived organizational support is low, with high career satisfaction, turnover intention perhaps decrease. Finally, past authors showed that the employees' perception on human resource practices impacted their turnover intention. As indicated by Kim (2012), 789 United States government employees were discovered perceived fair opportunities due to their advancement and promotion. They also perceived organizational support due to availability of training development and lastly, resulting in lower turnover intentions. Hence, Attribution Theory is relevant to explain the relationship between variables in this study.

3. **Research Framework**

This conceptual paper proposed an investigation about the connection between organizational justice, perceived organizational support and turnover intention. Additionally, this paper proposed career satisfaction as a moderating variable in the relationship of organizational justice and perceived organizational support towards turnover intention among the Malaysian ICT employees.

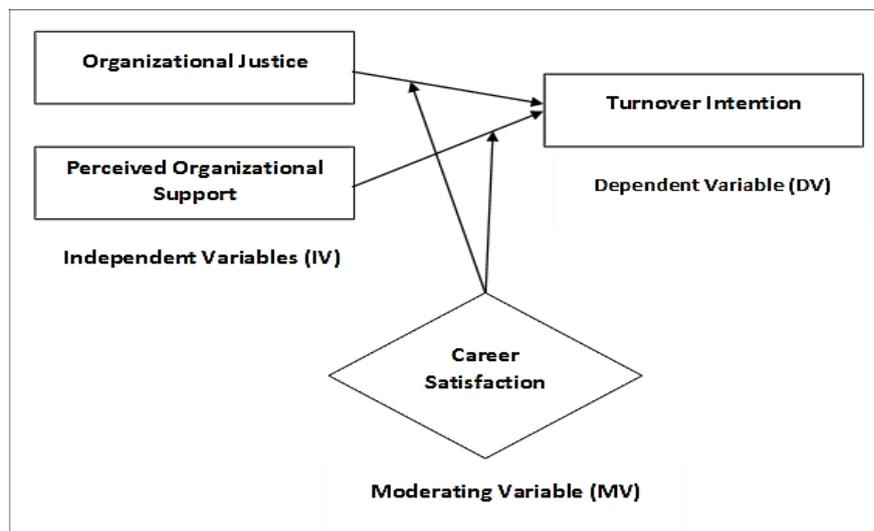


Figure 1. Research Framework

4. Conclusions

More or less, the motivation behind this conceptual paper is to expand our insight and comprehension of organizational justice and perceived organizational support with regards to employees' turnover intention by analyzing the moderating influence of career satisfaction based on the Attribution Theory. This paper is additionally aim to spread awareness among Malaysian ICT employers about the significance of providing the adequate level of justice and support towards employees in the organization. The consequences of this paper may help in decreasing turnover intention among the Malaysian ICT employees, overcoming the lack of ICT employees as retaining the ICT workforce. At last, the researchers might want to recommend a call of exploration to direct this topic of research for the future examination.

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