

The Impact of Human Resource Management Practices, Organizational Justice, and Organizational Citizenship Behavior on Employee Turnover Intention in the ICT Sector in Kosovo



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This study examines the impact of human resource management (HRM) practices, perceived organizational justice, and organizational citizenship behavior (OCB) on employee turnover intention in the Information and Communication Technology (ICT) sector in Kosovo—a sector facing one of the highest employee turnover rates. Given the competitive nature of ICT industries, understanding the factors influencing retention is crucial for sustainable growth. A total of 459 employees from ICT companies in Kosovo participated in the study, which was conducted during the first half of 2024. Using correlation and hierarchical regression analyses, the results indicated that performance appraisal and compensation practices significantly reduced turnover intentions. Additionally, recruitment and selection, performance appraisal, and compensation practices enhanced OCB at the individual level (OCB-I), while recruitment and selection, training and development, performance appraisal, and compensation practices improved OCB at the organizational level (OCB-O). The findings further revealed that job analysis, training and development, performance appraisal, and compensation practices increased distributive justice perceptions, while training and development, performance appraisal, and compensation practices enhanced procedural and interactional justice perceptions. Higher perceptions of distributive, procedural, and interactional justice were linked to lower turnover intentions, and procedural and interactional justice also positively influenced OCB. Moreover, altruism, sportsmanship, conscientiousness, and civic virtue behaviors significantly reduced turnover intention. This study contributes to the HRM literature by offering practical insights for ICT companies to improve employee retention through strategic HRM and justice-oriented practices, supporting long-term organizational success in Kosovo's fast-evolving ICT sector.

Biography:

Artan Veseli is a professor of Management in the Faculty of Management at the University of Applied Sciences in Ferizaj, Kosovo. He earned his bachelor's degree in Management and Informatics from the University of Prishtina and his MBA from Staffordshire University. He holds a Ph.D. in Business Administration from Nigde Omer Halisdemir University. His research interests focus on operations management, strategic management, human resource management, and organizational behavior. Professor Veseli is actively involved in teaching and mentoring undergraduate and graduate students. He has developed and taught courses in operations management, strategic management, and research methods and supervised several student research projects.