Islamic Human Resource Management (IHRM) Influence on Employee Turnover Intention in Multi-National Corporations (MNCs) in Malaysia

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Abstract: This paper investigates the dynamics affecting employees' intentions to leave their jobs in multinational corporations (MNCs) in Malaysia, focusing on the influencing factors of Islamic human resource management (IHRM). The increasing trends of employee turnover intention have significant implications for businesses, as they can impact strategic objectives and plans. The consequences encompass higher expenses, elevated costs for hiring and replacing employees, the need for time-consuming training, disruptions in productivity and supply, and a decrease in morale. To investigate this phenomenon, a positivist research design with a correlational study approach was adopted. The study population consisted of diversified MNCs, with a sample of 277 MNC employees as the unit of analysis. Questionnaires were used as the research instrument. The findings revealed a strong relationship between Islamic recruitment and hiring and employee turnover intention, and between Islamic performance and compensation and employee turnover intention. This study highlights the importance of integrating Islamic human resource management into organizational practices, identifying specific management strategies that can help mitigate and address employee turnover intention.

Keywords: *Behavior, Employee Turnover Intention, Trends, Islamic Human Resources Management (IHRM), Multi-National Corporations*

1. Introduction

A voluntary termination from an employee in their employment contract typically starts with an intention to leave the organization (Ahmad, 2008). When an employee quits, the impact it poses to the organization includes high recruitment or replacement costs, reduction in profitability and productivity of the organization, drop in morale in the remaining employees and employee performance and stability are highly affected (Guest, 1997; Winne et al., 2019).

Customarily the human resource management (HRM) practice assists organizations in their business and people. Nevertheless, the practices of HRM also contribute to and affect employee's intention to leave the organization (Ahmad, 2008; Cho & Lewis, 2012; Jeon & Yom, 2014; Oliveira & Rocha, 2017). Ahmad (2008), Cho and Lewis (2012), Jeon and Yom (2014) and Oliveira and Rocha (2017) also linked the behavior of employee turnover intention with the practice of HRM in the organization.

Guest (1997) and Winne et al. (2019) confirmed and supported that studying employee turnover intention can also assist in predicting actual turnover. Due to the found literature, this research is deemed paramount.

Most organizations worldwide practice or exercise conventional human resource management (CHRM). CHRM generally focuses on quantitative, material-based, and mostly measurable approaches to reward compensation. CHRM also promotes equal recruiting opportunities, equitable pay, gender-neutral employment terms, women's rights and opportunities, and fair compensation on performance reviews (Çelik, 2018; Hussain & See, 2019; Ivanovic & Ivancevic, 2018). Despite these, CHRM is not without flaws. Some literature observed there are limitations in practice, such as insufficient compensation, lack of communication, corporate office politics, and difficulties in adapting to one organizational culture (Chakrabarti & Guha, 2016; Michaels & Spector, 1982).

Another HRM practice that is slowly emerging and accepted in the industries is known as Islamic human resource management (IHRM). IHRM regards employees as more than mere labor and is distinguished by its adherence to ethical values, self-confidence, and motivation. IHRM is an HRM practice that incorporates Islamic principles derived from the Al-Quran and the teachings and practices of the Prophet Muhammad S.A.W. called Sunnah. These Islamic values have been upheld since 632 CE (Azmi, 2015; Hadjri et al., 2019; Norton, 2011). IHRM was found to be significant as it is related to HRM practices. It was found that IHRM reduces behavioral

intentions, including employee turnover intention, in ASEAN countries such as Indonesia and Malaysia (Azmi, 2015; Hadjri et al., 2019). IHRM was also observed to benefit non-Muslims and is applicable and capable of being extended to any individual regardless of religion (Khan et al., 2010). Nevertheless, IHRM is not without limitations. Based on a study conducted by Rokhman (2010), Islamic work ethics (IWE) had no impact on the intention of 49 employees from 10 Islamic microfinance institutions in Java to leave their jobs.

The mixed findings in the existing literature highlight the need for further analysis to determine whether IHRM can effectively mitigate employee turnover intention in multinational corporations (MNCs) in Malaysia.

The paragraph below further introduces the factors IHRM contributes to employee turnover intention. It also examines the theories and connections between these factors, which serves as the basis for creating a framework for this research.

2. Literature Review

Employee Turnover Intention: refers to the behavioural indication that an employee intends to leave a company. This is evident through a decrease in their commitment, which eventually leads to resignation, indicating the actual intention to turnover (Ahmad, 2008).

Employees have different reasons for quitting their jobs, which can be categorized as either external or internal motivations. In some cases, it may be a combination of both. External motivation is often associated with factors related to spirituality and financial aspects, while internal motivation is influenced by emotional perception.

The literature offers various explanations for this behavior, including factors such as inadequate compensation packages, the desire for a prestigious company title, career milestone goals, communication issues within the organization, corporate politics, and difficulties in adapting to the company's culture (Chakrabarti & Guha, 2016; Michaels & Spector, 1982). In the next section, relevant theories of turnover intention will be discussed to provide further clarity on the phenomenon and identify potential triggers for this behavior.

Underpinning Theories: The Guest Model, proposed by Guest (1997), suggests implementing the right type of HRM practice towards excellent outcomes for the organization. The Guest Model consists of six dimensions, there are HRM strategy, HRM practices, HRM results, behavior results, performance results, and financial results. These dimensions are used to analyze the impact of HRM practices on performance outcomes, which are significant factors in the organization's objective. One of the dimensions is the performance result dimension which explains how poor performance affects the organization, often, it always affects the labor or employee turnover.

Islamic Human Resource Management (IHRM) Practice and Employee Turnover Intention: Azmi (2015), Balla et al. (2016), Dhar et al. (2017) and Hashim (2009) were used to derive the independent variables in the study framework. The literature shared focused on the influential factors that IHRM had on improving employees' knowledge, performance, trust, commitment, and loyalty which in turn put a halt on employee turnover intention.

To enhance organizational commitment and reduce turnover intention, Balla et al. (2016) proposed a simplified model that emphasizes the importance of HRM practices. Dhar et al. (2017) also recognized the significance of HRM practices, which impact organizational performance, employee commitment, loyalty, and turnover intention. The connection between being attentive and comprehending Islamic principles and practices in recruitment and selection, training and development, and rewards systems and trust is noteworthy. However, no significant relationship was found between trust and Islamic performance appraisal (Rahman et al., 2013). On the other hand, Rokhman (2010) revealed that Islamic work ethics have positive effects on job satisfaction and organizational commitment, but no significant relationship was found between Islamic work ethics and turnover intention.

A study on 128 employees at Resalat Qard Al-Hasan Bank in Tehran, found the practices of Islamic Human Resources Management (IHRM) such as recruitment, selection, training and development, and remuneration

and compensation have a direct correlation with organizational justice. However, no significant relationship was found in the IHRM practice of performance appraisal due to employees' negative attitudes toward their regular job functions (Fesharaki & Sehhat, 2018).

Considering the contradictory results and some insignificant relationships found in previous studies, further analysis is needed to verify and support the influencing factors of IHRM practices. Hence, these practices have been selected as the independent variables in this study. The IHRM practices identified in this study are based on the research conducted by Azmi (2015), Hashim (2009), Rahman et al. (2013), Sadeq (2018), and Alkahtani (2014). Three human resource elements have been identified as having a significant impact on reducing employee turnover intention. These elements have been chosen to represent the independent variables in the framework.

In this paper, the independent variables are based on Islamic principles. These variables include recruitment and selection, which comprise Ifa Al-Aqd (fulfilling the contract) and Huquq Al-Ibad (people's rights), as well as Al-Adl (justice and fairness) which upholds the respect for employees' rights. Within training and development, Itqan (quality and perfection) encourages continuous improvement and knowledge retention (Hossin et al., 2020). In performance, Al-Adl (justice and fairness) and Huquq Al-Ibad (people's rights) are crucial for impartial treatment and respecting employees' rights across the organization, leading to organizational commitment (Sadeq, 2018). Lastly, in compensation, Al-Ukhuwwah and Al-Ihsan (brotherhood and benevolence), Al-Adl (justice and fairness), Huquq Al-Ibad (people's rights), and Al-Ujrah (compensation) promote fair remuneration and empathy based on employees' contribution and hard work, resulting in increased job satisfaction (Sadeq, 2018).

The preceding discussion forms the foundation for developing the framework in the following section.

The Framework: is developed by translating assumptions, expectations, beliefs, theories, and concepts into a comprehensive framework that supports the research (Maxwell, 2012). Based on the literature review, a framework is presented in Figure 1. The hypothesis is that IHRM practices have a predictive role in employee turnover intention. The following hypotheses are emphasized, building on the earlier discussions.

H1: Islamic recruitment and selection have a significant influence on employee turnover intention.
H2: Islamic training and development has a significant influence on employee turnover intention.
H3: Islamic performance and compensation have a significant influence on employee turnover intention.

Figure 1: Study Framework
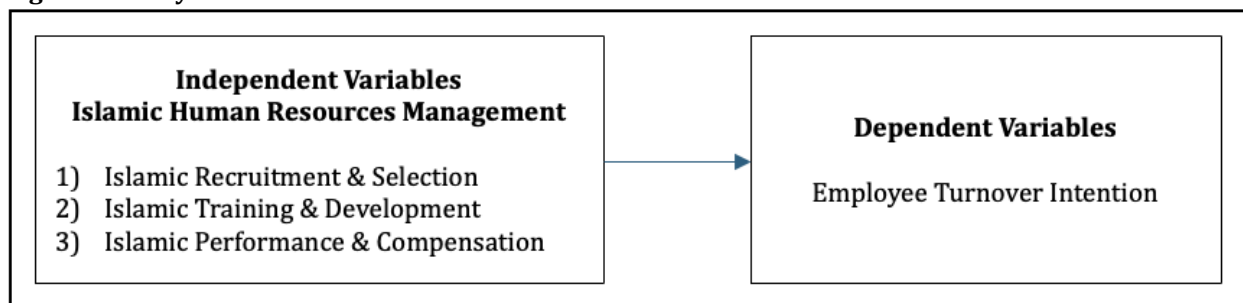
3. Research Methodology

A lack of research was observed on the IHRM practices in MNCs in Malaysia. This study aims to investigate the implementation of IHRM practices in MNCs as a strategy to decrease the probability of employee turnover. The article specifically examines the employee' intentions and whether they have any intentions to leave their current jobs if IHRM practices are implemented in the organization. The study utilizes a quantitative research methodology, employing the positivist research paradigm and correlational analysis. Questionnaires are used as the data collection tool, and the data is analyzed using SPSS 26.0 to identify patterns.

4. Results

MNCs have garnered considerable attention from researchers and have been a preferred sampling frame for previous studies conducted by Salahudin et al. (2016) and Turnbull et al. (2016), and others with similar objectives. Therefore, the selected MNCs form the population for this study.

MNCs have been acknowledged as a crucial organizational type to study when examining staff turnover. These organizations offer numerous advantages to both the industry and Malaysia. These benefits include: (1) making a substantial contribution to Malaysia's principal tax revenue, (2) serving as a platform to put Malaysia on the world map for foreign investors worldwide, and (3) generating work opportunities.

Profile of Respondents: Table 1 displays a summary of the characteristics of the total sample of respondents or employees of MNCs who participated in the study

Table 1: Demographic and Geographic Information on the respondents of the study

VARIABLE	DESCRIPTION	FREQUENCY	%
Gender	Female	164	59.0
	Male	113	41.0
Generations/Year Born	Baby Boomer	4	1.0
	Gen X	101	37.0
	Gen Y (Millennials)	151	54.0
	Gen Z (iGeneration)	21	8.0
Ethnicity	Malay	160	57.0
	Chinese	72	26.0
	Indian	28	10.0
	Indigenous	1	1.0
	Caucasian	7	3.0
	Others	9	3.0
Religion	Islam	162	58.0
	Buddhist	54	20.0
	Hindu	26	9.0
	Christian	31	11.0
	Atheist	3	1.0
	Others	1	1.0
Highest Qualification	High School	15	5.0
	Tech/Certificate	28	10.0
	Associates/College/Degree	160	58.0
	Masters	67	24.0
	Doctorate	7	3.0
Position Ranks	Non-Executive	0	0
	Executive	110	40.0
	Manager	160	58.0
	Director	7	2.0
Department	Human Resource	72	26.0
	Account & Finance	27	10.0
	Purchasing/Procurement	10	4.0
	Sales & Marketing	29	11.0
	Production	12	4.0
	Customer Service	15	5.0
	Logistic & Warehouse	12	4.0
	Research & Development	15	4.0
	Technical & Engineering	43	16.0
	Board of Directors	5	2.0
	General Administration	29	11.0

	Apparel & Fashion	5	2.0
	Others	3	1.0
Length of Service	1 to 2 Years	29	11.0
	2 to 4 Years	38	14.0
	4 to 6 Years	54	20.0
	6 to 8 Years	41	14.0
	8 to 10 Years	38	14.0
	10 Years and Above	77	27.0
Organization's Industry	Real Estate	2	1.0
	Architecture	4	1.0
	Automotive	15	5.0
	Consultancy	23	8.0
	Data Analytics	7	3.0
	Energy	2	1.0
	Financial Institutions	32	12.0
	Food & Beverages	12	4.0
	Insurance	9	3.0
	IT Services	16	6.0
	IT Solutions	5	2.0
	Jewellery	4	1.0
	Oil & Gas	23	8.0
	Pharmaceutical	17	6.0
	Manufacturing	26	9.0
	Subsea	2	1.0
	Aerospace	13	5.0
	Telecommunication	2	2.0
	Hospitality	6	2.0
	Healthcare	4	1.0
	Constructions	31	11.0
	Others	22	8.0
Origins/Headquarter	North America	55	20.0
	Europe	77	28.0
	The Middle East	8	3.0
	Asia Pacific	137	49.0

In this study, the survey includes both dependent and independent factors. These factors were derived from previous research. To assess reliability, a Cronbach's Alpha coefficient test was conducted. Ensuring the validity and reliability of the items is essential to confirm that the surveys are clear and accurately measure the intended topics.

Questionnaires were used as opposed to conducting in-person interviews. Anonymity disclosures were also practiced as advised on data collection procedures by Salkind (Salkind, 2007).

The data collection process involved MNCs from various industries, such as aerospace and drones, consulting, data analytics, food and beverage, IT services, IT solutions, manufacturing and semiconductor, oil, gas, and energy, among others. A total of 22 diverse industries participated in the survey, with a sample size of 277. The demographic details of the respondents can be found in Table 1.

Reliability of Data: Reliability analysis was conducted by computing Cronbach's Alpha for each measure. Table 2 presented the Cronbach Alphas for independent variables Islamic recruitment and selection, Islamic training, and development, and Islamic performance and compensation in the range of 0.883, 0.887, and 0.861 respectively. The lowest Alpha was 0.861 (Islamic performance and compensation) and the highest Alpha was 0.887 (Islamic training and development). Table 2 showcased the findings in the factor analysis that reported the Cronbach Alpha coefficient being close to 1.0 displaying an internal consistency of the items in the scale.

Table 2: Cronbach's Alpha scores for influencing factors and employee turnover intention

SCALES	NO. OF SCALE ITEMS	RELIABILITY COEFFICIENT (ALPHA) (N=277)
INFLUENCING FACTORS	16	0.913
Islamic recruitment and	6	0.883
Islamic training and development	4	0.887
Islamic performance and compensation	6	0.861
DEPENDENT VARIABLE		
Employee turnover intention	2	0.941

Correlational and Reliability Analysis: The results of correlation analysis are shown in Table 3, indicating that all variables are highly correlated with each other. To explain the influencing factors, the highly correlated variables with an indication of significant relationships among them are considered.

All influencing factors are significantly correlated with each other with the lowest correlation between Islamic performance and compensation (r=0.473, ρ<0.01) and the highest correlation between Islamic performance and compensation and Islamic recruitment and selection (r=0.567, ρ<0.01). These significant values indicate the convergent validity of the measures.

Table 3: Results of correlational and reliability analysis

NO	VARIABLES	MEAN	SD	1	2	3
1	Islamic recruitment & selection	3.82	0.72	(0.883)		
2	Islamic training & development	3.83	0.84	0.501**	(0.887)	
3	Islamic performance & compensation	3.12	0.84	0.567**	0.473**	(0.861)
4	Employee turnover intention	3.79	1.77	-0.282**	-0.115	-0.335**

Notes: *significant at 0.05 level; ** significant at 0.01 level; Cronbach's Alpha values are shown in the parentheses

Analysis of Variance ANOVA: Standardized Coefficient Beta shows which of the independent variables contributed to the prediction of the dependent variable. Table 4 displays regression model is significant with an F value of 13.924.

Table 4: ANOVA test results on Independent Variables and Employee Turnover Intention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.377	3	38.126	13.924	.000[b]
	Residual	747.518	273	2.738		
	Total	861.895	276			

a. Dependent Variable: Employee Turnover Intention
b. Predictors: (Constant), Islamic Performance & Compensation, Islamic Training & Development, Islamic Recruitment & Selection

Coefficient of Dependent Variables: Table 5 shares the coefficient of dependent variables and the influencing factors. Islamic performance and compensation (β=-0.288; ρ<0.01) with the largest Beta in the model and its t-value is confirmed significant with an inverse relationship with employee turnover intention. Islamic recruitment and selection are second at (β=-0.173; ρ<0.01) and are significant with an inverse relationship with turnover intention as well.

Table 5: Coefficient of dependent variable: Employee Turnover Intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6.428	.582		11.040	.000		
Islamic Recruitment & Selection	-.426	.178	-.173	-2.398	.017	.609	1.643
Islamic Training & Development	.228	.143	.108	1.597	.112	.696	1.437
Islamic Performance & Compensation	-.604	.149	-.288	-4.051	.000	.631	1.586

a. Dependent Variable: Employee Turnover Intention

Discussion
The study aimed to examine the relationship between IHRM practices and employee turnover intentions in MNCs. The findings reveal that Islamic recruitment and selection as well as Islamic performance and compensation, significantly impact turnover intentions. However, Islamic training and development did not show a significant influence on turnover intentions. The study suggests that implementing these practices can help reduce turnover intentions, while neglecting them may increase turnover intentions. In other words, it would be beneficial for the MNCs to focus on the way the recruitment and selection process is being processed and the way the contract is being laid out. Employees should be given a fair amount of work according to the contract and the remuneration should also coincide with the amount of work rendered to the employer. Subsequently, the performance and compensation rewards should also be fair, filled with humanity, and empathy, and according to human rights.

5. Managerial Implications and Recommendations

Employee turnover intention significantly impacts organizations, particularly MNCs. This study's findings offer valuable insights for MNCs, emphasizing the importance of identifying effective HRM practices or adopting a hybrid approach that integrates conventional and Islamic principles. The empirical evidence underscores the need for heightened focus on these elements within the HRM framework to effectively address employee turnover intentions. Moreover, the results suggest that MNCs operating in Malaysia, where the workforce is predominantly Muslim, should consider incorporating more Islamic-centric elements into their practices. Aligning IHRM practices with the cultural and religious context of the local workforce can enhance employee satisfaction and ultimately reduce turnover intentions. By integrating IHRM practices that resonate with employees' cultural and religious values, organizations can foster a supportive working environment, increasing employee satisfaction and reducing the likelihood of turnover. Additionally, the incorporation of Islamic principles, which emphasize fairness, people's rights, righteousness, and empathy, can build trust among non-Muslim employees toward their employer.

Conclusion
This study investigates the impact of various IHRM practices on employee turnover intentions. The research emphasizes the importance of addressing employees' desire to leave and suggests that IHRM can effectively mitigate this behavior. However, the study notes certain limitations, such as the need for a larger sample size to enhance the validity and robustness of the findings. Despite these limitations, the research provides valuable insights into the realities of IHRM, especially in the areas of employee recruitment, selection, performance, and compensation. The study recommends that MNCs reconsider certain IHRM policies, such as talent exercises, and highlights the benefits of aligning these practices with Islamic principles to improve talent selection and reduce turnover intentions.

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