

# Preliminary Study on Islamic Human Resource Management (IHRM) Practices in Multi-National Corporations (MNCs): Identification of Turnover Intention

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**Abstract.** Reducing staff turnover has been observed to be an increasing trend in most businesses. It is also one of the elements that affects and aids in the strategic objectives and plans of the organisation. As a result of the behaviour, expenses are incurred including a rise in hiring and replacement costs, time-consuming training needs, productivity halts, morale dips, and supply disruptions. The current study's goals are to provide the early results of a pilot study with 30 respondents and to propose a novel model of turnover intention that includes co-worker and supervisor support as a mediating factor in the relationship between turnover intention and Islamic Human Resources Management (IHRM). The strategy considers one dependent variable, employee turnover intention, together with four independent variables.

**Keywords:** Employee Turnover Intention, Islamic Human Resources Management (IHRM), Co-Worker and Supervisor Support .

## 1 Introduction

Intentional employee turnover happens when a decision to quit or leave a job is made [1]. Numerous studies show that this type of behaviour stems from the application of human resource management (HRM) and has an impact on all enterprises [2] [4] [1] [5] [6] have conceded that behavioural intentions could extensively envisage turnover, hence, it is presumed that turnover intention could be the most crucial element towards predicting actual turnover.

Employee turnover has a significant negative impact on the business because it is expensive and limits profitability, [7], influences the organization's productivity and volatility of performance [8] and decreases employee morale level.

The widely used approach Conventional Human Resource Management, or HRM, is a practise that is adopted by the majority of firms worldwide. In terms of reward compensation, CHRMs are quantitative, material-based, and mostly quantifiable. CHRMs permit equal

recruiting opportunities, equitable pay, gender-neutral employment terms, women's rights and opportunities, and suitable compensation for performance reviews. [9] [11].

Islamic Human Resource Management looks to be a unique HRM approach applied in the industry (IHRM). The practitioner considered employees as more than just labour, and it is characterised by upright values, self-assurance, and motivation. The practise is infused with Islamic principles drawn from the renowned Al-Quran (the written word of Allah) and from the teachings and practises of the Prophet Muhammad S.A.W. (Hadith). Islamic values have been upheld since 632 CE [12].

After being found to be significant and connected to HRM practises, IHRM was chosen as one of the methods and solutions to lower behavioural intention, such as employee turnover intention, in ASEAN countries like Indonesia and Malaysia [13] [15]. Non-Muslims were also found to profit greatly from it, and it is applicable everywhere without regard to any religion [16].

Conversely, [17] Islamic Work Ethics (IWE) had no influence on the intention of 49 employees from 10 Islamic Micro Finance institutions in Java to leave their jobs.

According [18], Employees who receive more support from their co-worker's and managers are less likely to leave the company. A significant Multi-National Corporation (MNC) restaurant chain in the USA provided 564 of its employees as the basis for the outcome. The ties between co-worker's and supervisors that exist among Taiwan's hotel staff enhance their degree of work environment and job satisfaction. It was determined that the co-worker and supervisor were crucial to advancing the HRM's practises and policies. However, it was shown that salaries from compensation benefits and incentives management had an impact on job satisfaction and helped to lower the likelihood of employee turnover [19].

Another study in the service and manufacturing sectors of Pakistan discovered that absent coworker and supervisor support of vicious practice had a negative and significant relationship with knowledge sharing but a positive and significant relationship with Islamic Work Ethics (IWE) and learning goal orientation [20].

Based on these sparse findings in co-worker and supervisor support studies, a thorough investigation of the variable is extremely likely to explain the behavioural pattern that causes employee turnover intention, and it is therefore deemed the mediating variable for this study. Due to the extremely contradictory results and influencing factors for employee turnover intention, it is possible to further research these variables to understand the influencing factors that they had on employee turnover intention in MNCs in Malaysia.

The following are the research objectives of the study:

- 1) To study the influence of IHRM practices on employee turnover intention among employees in the MNCs.
- 2) To gauge the mediating effect of co-worker and supervisor support and employee turnover intention in the MNCs.

## **2 Background Study**

In this part, the independent variables that make up the IHRM dimensions are discussed along with the phenomenon of employee turnover intention. The theories and the connections between the variables are also addressed before a conceptual framework for the study is developed.

## **2.1 Employee Turnover Intention**

Employee behaviour typically reflects intent to depart a company. It manifests in their decreased commitment, which will eventually transform into an act of resignation that is offered, which is the behaviour of actual turnover intention [1].

Depending on the incentive, an employee may leave their job for extrinsic or intrinsic reasons. Sometimes it might be a mix of the two. Extrinsic motivation is also referred to be spiritual and money-oriented motivation, whereas intrinsic motivation is discernment that is connected to emotions.

Literature has provided numerous justifications for this behaviour. Lacking the finest compensation package available, the stratum title of working for a respected company, career milestone goals, open communication in organisational procedures, corporate politics, and the inability to adapt to the culture of the company [21] [22].

The pertinent theories of turnover intention will be covered in the next part to clarify the phenomenon and pinpoint the potential initiators of the phenomenon.

## **2.2 Underpinning Theories**

The Guest Model by [7] consists of six dimensions of analysis of employee turnover. It consists of HRM strategy, HRM practises, HRM results, behaviour results, performance results, and financial results. This theory will be utilised to analyse HRM practises and the performance outcome, which is the purpose of employee turnover, as it also proposes that low performance will result in labour or employee turnover.

The Harvard model by [23] elucidate that HRM is one of the most important parts between situational factors and stakeholder interests that highly influence and assist in shaping the HRM policy of choice, HR outcomes, and long-term consequences. The stakeholder interest consists of shareholders, management, employee groups, government, community, and unions and situational factors consist of workforce characteristics, business strategy and conditions, management philosophy, labour market, unions, task technology, laws, and societal values. The model identified these factors as the few contributing factors in the process of obtaining positive organizational outcomes.

The two-factor theory by [24] discovered two groups of factors related to job satisfaction known as the hygiene and motivation factors. It depends on the working environment, the relationships between co-workers, the policies and rules, the calibre of the boss, the base pay or compensation, and status. The second aspect is the motivational factors that result from success, acclaim, accountability, work, job promotion, and greater spiritual personal development.

According to this idea, a mediating variable co-worker and supervisor support that affects how dissatisfied an employee is with their employment and may increase that person's intention to quit should be included.

The following sub-section is regarding the relationship between IHRM and employee turnover intention.

## **2.3 Islamic Human Resource Management (IHRM) Practice and Employee Turnover Intention**

Based on [13] [14] [25] [26] the independent variables are derived for the conceptual framework of this study. Their studies are based on the influence of IHRM practice in increasing employees' knowledge, performance, trust, commitment, and loyalty.

To strengthen organizational commitment and reduce turnover intention [25] proposed a simplified model. HRM practice was discovered to be important and crucial by [26] and has affected the performance of an organization, employee commitment, and loyalty and hinders employee turnover intention.

Alertness and understanding of Islamic principles and practice on recruitment and selection, training and development, and rewards system had a significant relationship with trust. Nonetheless, no significant relationship was found between trust and Islamic performance appraisal [27]. However, in the study by [17], it was revealed that Islamic work ethics had positive effects on both job satisfaction and organizational commitment. Nevertheless, no significant relationship was found between Islamic work ethics and turnover intention.

The IHRM practises of recruitment, selection, training and development, and remuneration and compensation are all positively associated with organisational justice, according to research on 128 employees at Resalat Qard Al-Hasan Bank in Tehran; however, no significant relationship was found in the IHRM practise of performance appraisal due to the employees' negative attitudes toward their regular job function [28].

All these contradictory results of IHRM practises' ability to boost commitment and prevent employee turnover, along with some insignificant relationships, indicate the need for further analysis by the researcher of the influencing factors that IHRM practises had, which is why they were chosen as the independent variables in this study.

The IHRM practices identified in this study were based by [13] [14] [27] [29] and [30], Four HR elements were discovered to be influential in mitigating employee turnover intention and are chosen to represent this research.

The Islamic principles elements were chosen as the independent variables in this conceptual paper. They are (i) recruitment, selection, and retrenchment management, Ifa Al-Aqd (fulfilling the contract) and Huquq Al-Ibad (people's rights) [29] and Al-Adl (justice and fairness) where respecting employees' rights are upheld (ii) within the training and development, Itqan (quality and perfection) where continuous improvement and knowledge retention is encouraged [31], (iii) within the performance management and appraisals, Al-Adl (justice and fairness) and Huquq Al-Ibad (people's rights) where impartial treatment and respecting the employees' rights across the organization is key to organizational commitment [29] and (iv), within compensation benefits and rewards management, Al-Ukhuwwah and Al-Ihsan (brotherhood and benevolence), Al-Adl (justice and fairness), Huquq Al-Ibad (people's right), and Al-Ujrah (compensation), where fair remuneration and empathy between employees based on their contribution and hard work increased job satisfaction [29].

The above discussion leads to the development of the conceptual framework in the next section.

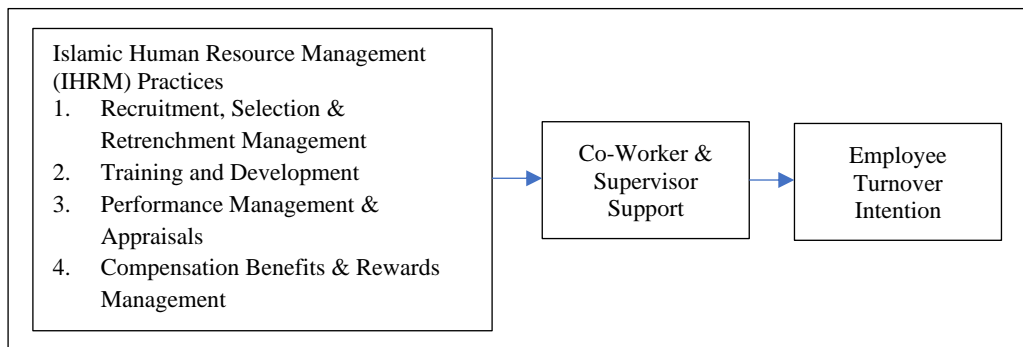
### **3 Conceptual Framework**

Reproduction of assumptions, expectations, beliefs, theories, and concepts is translated into the most conceptual framework to support its research [32]. Based on the literature

review, a conceptual framework is proposed, as shown in Figure 1. The IHRM practices are assumed to assist in predicting employee turnover intention.

Based on the discussion in the earlier sections, the following hypotheses are highlighted:

- 1) IHRM practices are expected to influence employee turnover intention.
- 2) IHRM practices mediated by Co-Worker and Supervisors are expected to influence employee turnover intention.



**Figure 1.** Conceptual Framework of the Study

The hypothesised relationships still need to be confirmed by subsequent research, even though the study model was carefully designed. This model should be tested by collecting primary data from the suitable individuals, accurately analysing the data, and carefully considering the outcomes..

## 4. Research Methodology

Studies on Islamic Human Resources Management (IHRM) practises in Multi-National Corporations (MNCs) in Malaysia are rare, according to researchers. Implementing IHRM practises in MNCs is the study's goal to lessen the likelihood of employee turnover. If IHRM methods are used within the organisation, this article investigates each employee's intention and whether they had any plans to leave their jobs. This study's methodology is quantitative research using the positivist research paradigm using correlational analysis. In this approach, we employ questionnaires as a tool to check data and identify goals using SPSS 26.0.

## 5. Result

### 5.1 Population

MNCs have received much attention from researchers and have been a favourite sampling frame either for prior studies of a similar nature by [33] and [34] or others. Hence the population for this study are the selected MNCs.

It was determined that MNCs are a profound type of organisation to investigate in this context when there is a purpose to examine the staff turnover issue. MNCs provide the industry and Malaysia with several significant advantages, including: (1) a significant portion

of Malaysia's primary tax revenue; (2) a means of promoting Malaysia to other potential foreign investors globally; and (3) assistance for employment.

## **5.2 Pilot Study Response Rate**

Dependent, independent, and mediating factors are all present in the survey for this study. Based on previous research, we created a set of factors. The Cronbach's Alpha coefficient test and reliability were looked at using a pilot test of the items. The surveys' understandability and ability to reliably measure the topics they cover depend heavily on the validity and reliability of the items.

The researcher has chosen a questionnaire as compared to a one-to-one interview. Anonymity disclosures were also practised as advised on data collection procedures by Salkind [35].

MNCs from the aerospace and drones, consulting, data analytics, food and beverage, IT services, IT solution, manufacturing and semiconductor, oil, gas, and energy, other, plantation, and real estate and property industries all took part in the pilot test. For the pilot study, only 30 samples of respondents were gathered. An overview of the respondents' demographics is shown in Table 1 below.

## **5.3 Reliability of Data**

The reliability analysis was conducted by computing the Cronbach Alpha for each measure. Based on Table 2, Cronbach's Alpha for the independent variable, which is the influencing factor, ranges between .830 to .934. The dimension for the influencing factors comprises of Islamic Human Resources Management Practices ranges between .830 to .920. The value for the dependent variable which is employee turnover intention is at .862. [36] explained that the closer Cronbach's Alpha coefficient to 1.0 the larger will the internal consistency of the items in the scale.

Following the suggestion of one item, "I do not intend to quit my present job for the next year" deletion, a new Cronbach's Alpha of 0.862 was reported. Regardless of the presence of certain problems during the analysis, these few changes led to a new Cronbach's Alpha value for the overall social relationship variable to increase from -0.073 to 0.862, and the number of items to decrease by one item from three to two items.

## **5.4 Descriptive Statistics**

Descriptive statistics for this study were computed for all variables. The interpretation of the scores was based on [36]. As stated in Table 2, compensation benefits and rewards management and performance management and appraisals have the average mean score and standard deviation at (M=2.8667, SD=.73030), (M=3.1556, SD=1.16373), and (M=3.4833, SD=.89282).

**Table 1.** Demographics Characteristics of the Sample

| Characteristics                 | N         | Percentage |
|---------------------------------|-----------|------------|
| <b>Gender</b>                   |           |            |
| • Female                        | 9         | 30         |
| • Male                          | 21        | 70         |
| <b>Total</b>                    | <b>30</b> | <b>100</b> |
| <b>Generations</b>              |           |            |
| • Generation Y                  | 5         | 17         |
| • Millennials                   | 23        | 77         |
| • iGenerations                  | 2         | 6          |
| <b>Total</b>                    | <b>30</b> | <b>100</b> |
| <b>Race</b>                     |           |            |
| • Chinese                       | 1         | 3          |
| • Indian                        | 5         | 17         |
| • Indigenous                    | 1         | 3          |
| • Malay                         | 22        | 73         |
| • Others                        | 1         | 4          |
| <b>Total</b>                    | <b>30</b> | <b>100</b> |
| <b>Religion</b>                 |           |            |
| • Christianity                  | 3         | 10         |
| • Hinduism                      | 5         | 17         |
| • Islam                         | 22        | 73         |
| <b>Total</b>                    | <b>30</b> | <b>100</b> |
| <b>Education Level</b>          |           |            |
| • Degree                        | 19        | 64         |
| • High School                   | 1         | 3          |
| • Master's Degree               | 6         | 20         |
| • Diploma                       | 4         | 13         |
| <b>Total</b>                    | <b>30</b> | <b>100</b> |
| <b>Rank or Position Level</b>   |           |            |
| • Directorship                  | 1         | 3          |
| • Managerial                    | 13        | 44         |
| • Non-Managerial                | 16        | 53         |
| <b>Total</b>                    | <b>30</b> | <b>100</b> |
| <b>Department</b>               |           |            |
| • Accounting and Finance        | 1         | 3          |
| • Customer Service/Front Office | 1         | 3          |
| • General Administration        | 1         | 3          |
| • Human Resource Management     | 2         | 7          |
| • Logistics and Warehousing     | 1         | 4          |
| • Others                        | 6         | 20         |
| • Purchasing and Procurement    | 2         | 7          |
| • Research and Development      | 1         | 3          |
| • Sales and Marketing           | 6         | 20         |
| • Technical and Engineering     | 9         | 30         |
| •                               |           |            |
| <b>Total</b>                    | <b>30</b> | <b>100</b> |

|                                   |           |            |
|-----------------------------------|-----------|------------|
| <b>Length of Service</b>          |           |            |
| • 1 to 2 Years                    | 5         | 16         |
| • 10 Years and above              | 9         | 30         |
| • 2 to 4 Years                    | 6         | 20         |
| • 4 to 6 Years                    | 6         | 20         |
| • 6 to 8 Years                    | 2         | 7          |
| • 8 to 10 Years                   | 2         | 7          |
| <b>Total</b>                      | <b>30</b> | <b>100</b> |
| <b>Organization's Industry</b>    |           |            |
| • Aerospace and Drones            | 8         | 27         |
| • Consultancy                     | 2         | 7          |
| • Data Analytics                  | 1         | 3          |
| • Food and Beverages              | 3         | 10         |
| • IT Services                     | 3         | 10         |
| • IT Solution                     | 1         | 3          |
| • Manufacturing and Semiconductor | 2         | 7          |
| • Oil, Gas and Energy             | 3         | 10         |
| • Others                          | 3         | 10         |
| • Plantations                     | 1         | 3          |
| • Real Estate and Property        | 3         | 10         |
| <b>Total</b>                      | <b>30</b> | <b>100</b> |
| <b>MNC's Origin</b>               |           |            |
| • Asia Pacific                    | 18        | 60         |
| • Europe                          | 5         | 16         |
| • North America                   | 6         | 20         |
| • The Middle East                 | 1         | 4          |
| <b>Total</b>                      | <b>30</b> | <b>100</b> |

## 5.5 Reliability Analysis

The objective of this pilot study is to find out whether there is a relationship between the influencing factors and outcomes of IHRM. Generally, in social sciences, an alpha level of 0.05 or 0.01 is used as the level to represent 95% and 99% confidence levels respectively [36].

**Table 2.** Correlation between Influencing Factors and Outcomes of IHRM (n=30)

| No | Variables | Mean | SD   | 1      | 2      | 3      | 4      | 5      | 6      |
|----|-----------|------|------|--------|--------|--------|--------|--------|--------|
| 1  | IRSR      | 4.11 | .71  | (.902) |        |        |        |        |        |
| 2  | ITD       | 3.69 | 1.05 | .658** | (.920) |        |        |        |        |
| 3  | IPM       | 3.48 | .89  | .680** | .790** | (.830) |        |        |        |
| 4  | ICB       | 3.16 | 1.16 | .589** | .812** | .741** | (.934) |        |        |
| 5  | CWS       | 4.17 | .93  | .724** | .575** | .615** | .426** | (.922) |        |
| 6  | ETI       | 2.87 | .73  | -.228  | -.156  | -.259  | -.205  | -.203  | (.862) |

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

The three dimensions of Islamic recruitment, selection, and retrenchment (IRSR), Islamic training and development (ITD), Islamic performance management (IPM), Islamic compensation benefits and rewards management (ICB), co-worker and supervisor support (CWS), and employee turnover intention are presented in Table 2 along with their respective means, standard deviations, and correlations (ETI).

For independent variables, the Cronbach's Alphas vary from .426 to .812. According to the statistics, the measure showed a good level of internal consistency and stability. All the dependent variables' high-reliability coefficients and Cronbach Alpha values exceeded .60 because of the analysis. Co-worker and supervisor support had the lowest Alpha (.426) and the greatest Alpha (.812) (Compensation Benefits and Rewards Management). As a result, the reliability analysis revealed that the study's metrics were very dependable, indicating that more research is warranted.

Findings indicated that IRSR have significant, strong and positive relationship with ITD ( $r = .66, p < .001$ ); IRSR and ITD also have significant, strong and positive relationship with IPM ( $r = .68, p < .001$ ;  $r = .79, p < .001$ ); IRSR, ITD, IPM also have significant, strong and positive relationship with ICB ( $r = .59, p < .001$ ;  $r = .81, p < .001$ ;  $r = .74, p < .001$ ), IRSR, IPM had significant, strong, and positive relationship with CWS ( $r = .72, p < .001$ ;  $r = .62, p < .001$ ) but ITD and ICB had significant, moderate and positive relationship with CWS. However, both independent and mediation variables had no relationship with employee turnover intention.

## 6. Discussion

The study's goals were to investigate the connection between IHRM practises, and the influence co-worker and supervisor support has on employee turnover intentions inside MNCs. The highest percentage of respondents, 70%, are male. Only 7% of the lowest responders are members of the i-generation, whereas 77% of the highest respondents are millennials. The responders with the highest level of education (64%) were degree holders.

The values of the residuals are independent. The Durbin-Watson statistics showed that this assumption has been met, as the obtained value is above 2 (Durbin-Watson = 2.397).

The simple correlation is represented by the R-value, which is .300 and denotes a high degree of correlation. Employee Turnover Intention is a dependent variable, and the R Square shows how much of the overall variation in this variable can be attributed to the independent variables. With a larger sample size, just 9% of the results in this example can be improved. The outcome demonstrated that, as compared to other independent variables, only Islamic recruitment, selection, and retrenchment have a significant impact on turnover intention. The



IHRM and Co-Worker and Supervisor Support with Employee Turnover Intention were not significantly correlated. This concurs with the findings by [20] that found an inverse relationship between Co-Worker and Supervisor Support with Islamic Work Ethics. The result also concurs with [27] findings that found a significant relationship between IHRM practices and trust.

## 7. Conclusion

This study has explored the occurrence of non-influencing factors in various IHRM practises relating employee turnover intention. In conclusion, we believe that the exploratory research was successful in bringing out the best in IHRM, particularly addressing the desire to leave behaviour of employees.

Like all previous studies, this one has some restrictions. For better tests, model validity, and robustness, more participants were necessary. Despite its limits, this study sheds some light on IHRM realities, particularly about the procedures involved in hiring, choosing, and terminating employees.

It indicates that the MNCs may need to reconsider several IHRM policies, including the practise of first talent exercises. The benefits of practising the correct and righteous exercise in accordance with proper Islamic principles will enable better selection of talented workers, lowering intention of turnover.

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