How work-related support alleviates turnover intentions in Islamic HRM contexts

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ABSTRACT

The study aims to determine whether Islamic Human Resources Management (IHRM) can influence employee turnover intention with the mediation effect of co-worker and supervisor support. Employee turnover intention impacts organisations in many areas, such as productivity, staff morale, replacement cost, etc. Finding the reasons for such behaviour is supreme based on these significant factors. This study adopts a positivist research design with a correlational study approach. Multinational corporations (MNCs) scattered in Malaysia are the main population, with a sample size of 277 respondents. Questionnaires are used as the research instrument. Findings disclosed a strong significant relationship between Islamic recruitment and Islamic performance and compensation and employee turnover intention. The co-worker and supervisor support had a strong relationship with employee turnover intention. The co-worker and supervisor support also had a strong, significant mediating relationship between Islamic recruitment, Islamic performance and compensation, and employee turnover intention.

1. Introduction

When an employee decides to terminate their employment or contract, that decision begins with an intention to leave. (Ahmad, 2008)Most of the time, the management or organisation relies on the exit interview information and disclosures to understand why each employee leaves the organisation. However, that is not always the case when the actual or honest reason for leaving is not disclosed for the management or organisation's purview.

Thankfully, such behaviour can be gauged or mitigated before action is done. Previous studies by Ahmad (2008), Cho and Lewis (2012), and Jeon and Yom (2014) found that behavioural intentions could significantly predict turnover. Cohen et al. (2016) shared that employee turnover intention is extensively

observed as a direct precursor to and proxy for actual voluntary turnover behaviour. Hence, it is a prudent proxy for actual turnover. Past researchers Lu and Gursoy (2016) and Oliveira and Rocha (2017) also recognised that leaving intention functions equally well as both a proxy and a predictor of employees' actual turnover intention and behaviour. Therefore, turnover intention has been acknowledged as the foremost predictor of actual turnover and is assumed to be the most significant factor that eventually leads to actual turnover.

Studies have found that employee turnover intention is linked to Human Resource Management (HRM) and its practices. (Ahmad, 2008; Cho & Lewis, 2012; Jeon & Yom, 2014; Oliveira & Rocha, 2017). Analysing employee turnover intention is vital and imperative as it impacts the organisation in a reduction in profit, affected productivity, unstable performance, replacement cost, and a decrease in employee morale levels (Guest, 1997; Winne et al., 2019).

As mentioned earlier, HRM practice was the most influential factor in employee turnover intention. This study would like to determine whether there is another alternative HRM practice that could potentially assist in the situation.

First, the most common practice of HRM is conventional human resource management (CHRM). Fundamentally, it is focused on quantifiable, material-based, measurable approaches and reward compensation, a thought process and practice derived from the West. CHRM also advocates fair recruitment opportunities, fair salary, equal gender employment terms, women's rights and opportunities, fair compensation, and fair performance review (Çelik, 2018; Hussain & See, 2019; Ivanovic & Ivancevic, 2018). Despite the beneficial practice of CHRM possessed towards the organisation, Azmi (2015) Found that employee turnover and the practice of CHRM are not that effective in alleviating employee turnover intention. Some of the found limitations from past students include unequal opportunities in the recruitment process and employment opportunities, inconsistent distribution of training and development opportunities, inequity in remuneration and compensation within the performance appraisal and reward system, the absence of women's rights, lack of trust in authority, and non-transparency in the disclosure of information, which still exist in CHRM practices. (Ahmad, 2008; Azmi, 2015; Sadeq, 2018).

Another practice that was recently studied and found to be equally effective is Islamic human resource management (IHRM). IHRM sees employees beyond the workforce but in a more spiritual means. It is instilled with high values of ethics, self-confidence, and motivation. IHRM is derived initially from the Al-Quran teaching, produced Hadith and practices by the Prophet Muhammad S.A.W called Sunnah. Islamic values started as early as 632 CE. (Azmi, 2015; Glasse, 1991; Hadjri et al., 2019). Among IHRM's significant effects is the reduction of employee turnover intention in ASEAN countries such as Indonesia and Malaysia (Azmi, 2015; Hadjri et al., 2019). The beauty is that non-Muslims were also found to benefit from the practice. (Khan et al., 2010). Nevertheless, it is not without limitations. Rokhman (2010), discovered that Islamic work ethics (IWE) do not influence employees' turnover intention from ten Indonesian microfinance organisations.

Besides the HRM practice, co-worker and supervisor support was essential to colleague and departmental affiliation. It was also found that a lack of co-worker and supervisor support contributed to staff quitting, disorientation, lack of focus, decreased morale, and burnout. (Mayo et al., 2012). Nonetheless, not all are influential when Salleh et al., (2012) found co-worker support in a retail company in Malaysia to be non-influential towards employee turnover intention.

Due to limitations in past research, the study investigated the significance of IHRM, which could potentially affect employee turnover intention in MNCs. In the next paragraph, we will discuss the influence of IHRM on employee turnover intention. It also analysed the theories and connections between these factors that serve as the basis of the research framework for this research.

2.   Literature review

2.1 Employee turnover intention

It is a behavioural indication that an employee intends to end their employability with the organisation. The distinct effect can be observed in their low commitment, which leads to the actual behaviour, resignation. (Ahmad, 2008)Employees leave the organisation with different logic, which can be classified as external or internal rationales. In some cases, they may have a blend of both. External motivation is linked to spirituality and financial factors, whereas emotional perception shapes internal motivation.

According to the literature, several factors can explain this behaviour. These include inadequate compensation packages, the aspiration for a prestigious company title, career milestone goals, organisational communication issues, corporate politics, and challenges adapting to the company's culture. (Chakrabarti & Guha, 2016; Michaels & Spector, 1982)In the upcoming section, we will delve into relevant turnover intention theories. This discussion aims to illuminate the phenomenon and uncover potential triggers for this behaviour.

2.2 Underpinning theories

A few theories were used as a basis to support the framework of the study. Guest Model, by Guest (1997) with six dimensions analysed employee turnover. The dimensions in the Guest Model are HRM strategy, HRM practices, HRM results, behaviour results, performance results, and financial results. These dimensions are used to analyse the impact of HRM practices on performance outcomes. Poor performance in the Guest Model resulted in labour or employee turnover. Hence, this theory supports the dependent variable of employee turnover intention in the poor performance outcome of the Guest Model.

The second theory is the Harvard Model by Beer et al. (1984). The Havard Model, according to Jeon and Yom (2014) Highlight the significance of HRM in bridging situational factors and stakeholder interests. It is crucial in shaping HRM policies, HR outcomes, and long-term consequences. Stakeholder interests encompass shareholders, management, employee groups, government, community, and unions. At the same time, situational factors include workforce characteristics, business strategy and conditions, management philosophy, labour market, unions, task technology, laws, and societal values. The model identifies these factors as key contributors to achieving positive organisational outcomes. One of the elements is the HRM policies. Hence, this theory supports the independent variable, identifying the right choice of HRM policies and, in this study, the IHRM policies.

The third theory by Herzberg (Herzberg, 1966) A two-factor theory linked to job satisfaction is hygiene and motivation factors. Hygiene factors include working conditions, co-worker relations, policies and rules, supervisor quality, base wage and salary, and status. Motivation is based on achievement, recognition, responsibility, work, advancement, and personal growth. Lack of hygiene factors leads to job dissatisfaction. One of the elements in the theory is co-worker relations, which works as the motivation factor; hence, this theory supports the mediating variable of co-worker and supervisor support.

2.2.1 IHRM practice and employee turnover intention

This study's framework is inspired by several academic papers, notably from Azmi (2015), Balla et al. (2016), Dhar et al. (2017), and Hashim's (2009) works. These studies examine how Islamic Human Resources Management (IHRM) practices influence and improve employees' knowledge, performance, trust, commitment, and loyalty, deterring turnover intention.

To increase organisational commitment and reduce turnover intention, Balla et al. (2016) Initiated a streamlined model that emphasises the importance of HRM practices. Dhar et al. (2017) Also, acknowledge

the significance of HRM practices, which impact organisational performance, employee commitment, loyalty, and turnover intention.

The connection between being observant and understanding Islamic principles and practices in recruitment, training, and compensation systems and trust is noteworthy. However, Rahman et al. (2013) found no significant relationship between trust and Islamic performance appraisal. Rothman (2010), however, found that Islamic work ethics positively affect job satisfaction and organisational commitment, but no significant relationship was realised between Islamic work ethics and turnover intention.

An analysis of 128 employees at Resalat Qard Al-Hasan Bank, Tehran, discovered that IHRM practices, such as recruitment, training, remuneration, and compensation, positively correlate with organisational justice. However, no significant relationship was found in the IHRM performance appraisal practice due to employees' negative attitudes toward their regular job functions (Fesharaki & Sehhat, 2018).

Given the contradictory findings and insignificant associations discovered in prior research, it is imperative to conduct further analysis to comprehend the factors that influence IHRM practices. Consequently, these practices have been chosen 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). For this research, four HR elements have been identified as having a notable effect on decreasing employee turnover intention. These specific elements have been selected to serve as representatives in this study.

The independent variables are based on Islamic principles. These variables include recruitment, which encompasses 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, 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 organisation, leading to organisational commitment. (Sadeq, 2018). Lastly, within compensation benefits, 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 shared studies above are in-depth, well developed and used as a point of reference for recent researchers. However, Islamic studies are still very scarce in the literature, especially linking Islamic principles, employee turnover intention and co-worker and supervisor support. Nevertheless, Gunawan (2016) In the extension of his study in 2016, he shared that IHRM's objective is worldly and spiritual satisfaction. CHRM measures salary and incentives, but IHRM is not only spiritual but also concentrates on internal happiness. Ghayas et al. (2023) Their 234 respondents in the Islamic banking sector in Karachi found that high adoption of moral perspective, transparency in work ethics and fair practice highly influence decreased turnover intentions. It commensurates the Islamic value and the originality of an Islamic and authentic leadership style. Research on the practice of Islamic management in Arab countries and the impact of globalisation on the MNCs operating in Islamic Gulf countries found it is crucial to strike a balance between being an MNC in a host country that is Islamic as, more often than not, global integration and location obligation is incompatible. (Khaled et al., 2023). Islamic work ethics mediated by Islamic job satisfaction were found to have an inverse and significant relationship with the intention to leave 77 employees in Islamic banks in Maluku. (Jabid et al., 2023).

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

3.   Hypothesis development

It is developed by translating assumptions, expectations, beliefs, theories, and concepts into a comprehensive framework that supports the research (Maxwell, 2012). According to the literature review, Figure 1 presents a framework that suggests that IHRM practices play a predictive role in employee turnover intention mediated by co-worker and supervisor support. The subsequent hypotheses, which build upon the earlier discussions, emphasise this relationship.

This hypothesis is based on the premise that the recruitment process within organisations, when aligned with Islamic principles, may notably impact employees' intentions to leave their jobs. Factors such as the perceived fairness, transparency, and ethical considerations in the recruitment process are expected to influence employees' commitment to their roles and the organisation.

H1. Islamic recruitment has a significant influence on employee turnover intention.

This hypothesis posits that training programs rooted in Islamic principles can affect employees' intentions to stay or leave their jobs. Training emphasising values such as personal development, ethical conduct, and spiritual growth may foster employees' sense of belonging and purpose, thereby reducing turnover intention.

H2. Islamic training has a significant influence on employee turnover intention.

This hypothesis suggests that performance evaluation systems and compensation structures that adhere to Islamic values may impact employees' decisions to stay or leave their positions. Fairness, equity, and alignment with Islamic principles in performance appraisal and compensation practices are expected to influence employees' satisfaction and commitment to the organisation.

H3. Islamic performance and compensation significantly influence employee turnover intention.

This hypothesis explores the relationship between Islamic recruitment practices and the support employees receive from their co-workers and supervisors. It proposes that recruitment processes prioritising values such as inclusivity, fairness, and mutual respect may contribute to positive interpersonal relationships and support networks within the organisation.

H4. Islamic recruitment has a significant influence on co-worker and supervisor support.

This hypothesis examines how Islamic training initiatives impact the relationships between employees and their co-workers and supervisors. It suggests that training programs focusing on teamwork, collaboration, and empathy may enhance the quality of interactions and support among colleagues and between employees and their supervisors.

H5. Islamic training has a significant influence on co-worker and supervisor support.

This hypothesis investigates the link between Islamic performance management and compensation practices and the level of support co-workers and supervisors provide. It suggests that fair and transparent performance evaluation and compensation systems may foster trust, cooperation, and support among employees and their supervisors.

H6. Islamic performance and compensation significantly influence co-worker and supervisor support.

This hypothesis explores the impact of the support employees receive from their co-workers and supervisors on their intentions to leave their jobs. It suggests that positive relationships, encouragement, and assistance from colleagues and supervisors may reduce employees' turnover intentions by enhancing job satisfaction and commitment.

H7. Co-worker and supervisor support significantly influence employee turnover intention.

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This hypothesis examines how the support provided by co-workers and supervisors affects the relationship between Islamic recruitment practices and employees' turnover intentions. It suggests that strong support networks within the organisation may mitigate the adverse effects of turnover intention associated with recruitment practices.

H8. Co-worker and supervisor support significantly influence Islamic recruitment and employee turnover intention.

This hypothesis investigates the interaction between co-worker and supervisor support, Islamic training initiatives, and employee turnover intentions. It suggests that supportive work environments may amplify the positive effects of Islamic training on employees' commitment and retention.

H9. Co-worker and supervisor support significantly influence Islamic training and employee turnover intention.

This hypothesis explores how co-workers' and supervisors' support moderates the relationship between Islamic performance management and compensation practices and employees' turnover intentions. It suggests that strong support networks may strengthen the positive impact of Islamic performance and compensation practices on retention.

H10. Co-worker and supervisor support significantly influence Islamic performance, compensation, and employee turnover intention.
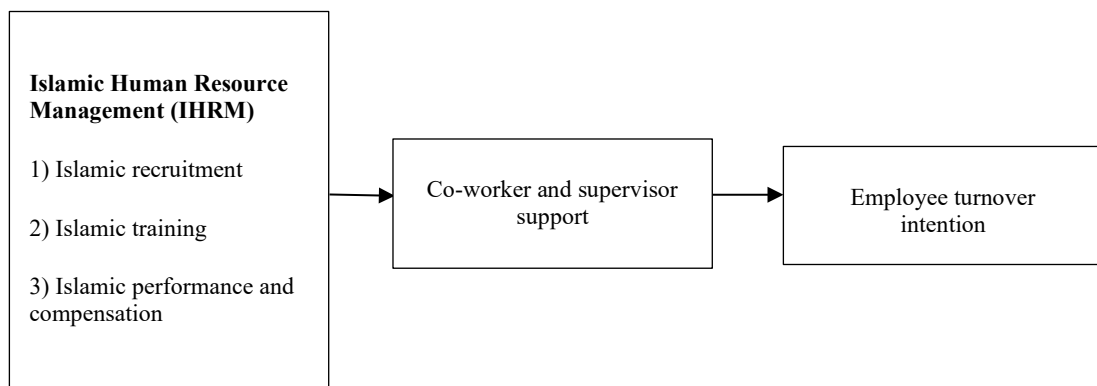

Figure 1. Framework of the study

4. Research methodology

This study addresses the lack of research on the practices of IHRM in multinational corporations (MNCs) in Malaysia. The researchers seek to investigate the implementation of IHRM practices in MNCs as a strategy to reduce employee turnover. Specifically, the study examines employees' intentions and whether they intend to leave their current jobs when IHRM practices are implemented in the organisation. A quantitative research methodology is employed, utilising the positivist research paradigm and correlational analysis. The primary data collection tool used is questionnaires, and the collected data is analysed using SPSS 26.0 to identify patterns and relationships.

4.1 Measures

Section A gathers demographic information of the respondents. Demographic information of the study was obtained to seek out the respondents' gender, birth year, highest qualification, current position, departments belonging to, employment tenure, current organisation industry, and organisation headquarters

or origins. There are ten items in this section. According to Sekaran and Bougie (2013), the nominal scale is often used to measure groups of categories. It is assigned and categorised individually into the mutually and collectively exhausted group. Section B measures the respondent's agreement level on Islamic human resources management (IHRM) practices. The factors are derived from the IHRM practices, including Islamic recruitment, training, performance, and compensation.

Section C measures the mediating variable to help explain the relationship between the influencing factors or the independent variables that form IHRM factors and the dependent variable, employee turnover intention. This section aims to identify whether the IHRM factors directly influence employee turnover intention or whether co-worker and supervisor support mediate it as the mediator variable. This section consists of one factor with four questions, as illustrated in Table 1.

Table 1. Structure of questionnaires

Variable name	Sections and dimensions	Cronbach alpha	Source(s) and year(s)
	Section A: Demographics		
Q1	Gender	-	Salleh et al. (2012)
Q2	Born between which year	-	Igbaria and Greenhaus (1992)
Q3	Race	-	Cho and Lewis (2012)
Q4	Religion	-	Alfalih (2016)
Q5	Highest qualification	-	Igbaria and Greenhaus (1992)
Q6	Current position	-	Salleh et al. (2012)
Q7	Departments belong to	-	Alfalih (2016)
Q8	Employment Tenure	-	Igbaria and Greenhaus (1992)
Q9	Organisation industry	-	Mba (2015)
Q10	Organisations headquarter/origins	-	Zekeri (2016)
	Section B: Independent Variables		
	Islamic recruitment		
Q11	Inform the candidate about the job requirements and details.	0.777	
Q12	Assesses the candidate's competency and interest.	0.811	Hashim (2009)
Q13	Informs the candidates about the salary they will receive.	0.736	
Q14	Reveals the necessary information about the job and organisation to the candidates.	0.950	Hashim (2009); Jouda et al. (2016)
Q15	It gives everyone an equal opportunity to apply for a vacant post in the organisation.	0.704	Hashim (2009)
Q16	Recruits candidates who are competent and honest.	0.827	

Variable name	Sections and dimensions	Cronbach alpha	Source(s) and year(s)
	Islamic training		
Q17	Emphasises improving one's performance.	0.600	
Q18	Encourages employees to seek knowledge.	0.825	
Q19	Conduct training regularly.	0.926	Hashim (2009)
Q20	Promotes training seriously.	0.850	
	Islamic performance and compensation		
Q21	Do not practice any favouritism in evaluating employees' performance.	0.615	
Q22	Rewards employees based on their performance.	0.688	Hashim (2009)
Q23	Conducts appraisal process by involving superiors and clients.	0.832	
Q24	Gives enough compensation for additional work.	0.861	
Q25	Practices rational compensation policies for employees.	0.819	Rahman et al. (2013)
Q26	It gives enough compensation to the employees upon retirement.	0.634	
	Section C: Mediator variable		
	<u>Co-worker and supervisor support</u>		
Q27	Are you willing to listen to my job-related problems	0.870	
Q28	Can be relied upon when things get tough at work	0.870	Caplan et al. (1975) Mayo et al. (2012)
Q29	Help through difficulties I have at work	0.820	
	Section E: Dependent variable		
	<u>Employee turnover intention</u>		
Q30	I am frequently thinking of quitting this job.	0.761	
Q31	I plan to look outside my company for a new job within the next year.	0.761	Cammann et al. (1979); Cheng and Waldenberger (2013)
Q32	I do not intend to quit my present job for the next year.	0.761	

4.2 Data collection procedure

The survey questionnaire for this research includes independent, mediating, and dependent variables identified based on previous literature, as outlined in the Literature Review.

Data collection procedures in research encompass various methods, with questionnaires being a common approach due to their time and cost efficiency and ease of administration compared to one-to-one

interviews. (Sekaran & Bougie, 2013). Anonymity disclosure is also essential, as it encourages respondents to provide honest responses without fear of their information being disclosed. (Salkind, 2007).

Questionnaires were chosen over interviews to streamline the data collection process and ensure ease of obtaining responses. (Wilkinson & Birmingham, 2003). Therefore, for this study, questionnaires serve as the primary medium for data gathering.

Ahmed et al. (2011) and Loi et al. (2006) Mentioned that a study should have a mix of industries, professions, and organisational settings to generalise the results better. Based on previous literature, the sample size determination, conditions, and locations are supported by the Department of Statistics of Malaysia (2023) and Malaysian Investment Development Authority (2022) In their report, they stated that the research target population of MNCs included 22 industries from various organisations of MNCs across the country, including the states of Kedah, Kuala Lumpur, Pulau Pinang, and Selangor.

The respondent selection of this study is based on quota sampling from a few diversified MNCs industries as listed such as (1) Aerospace and Drone (2) Architecture, (3) Automotive/Tyres, (4) Consultancy, (5) Consumer Goods and Services, (6) Data Analytics, (7) Energy and Maritime (8) Financial Institution, (9) Food and Beverages, (10) Healthcare, (11) Hospitality, (12) Insurance, (13) IT Services, (14) IT Solutions, (15) Jewellery, (16) Manufacturing and Semiconductor, (17) Oil, Gas and Energy, (18) Others, (19) Pharmaceutical, Health and Beauty, (20) Real Estate and Property (21) Subsea and Energy, and (22) Telecommunications.

These 22 diversified industries from various MNCs across the most developed states in Malaysia are assumed to represent the total number of MNCs in Malaysia as they are located primarily in urban areas and states. The industries chosen were also assumed to represent the prominent sectors of foreign investment in Malaysia, which are the MNCs. The research has managed to collect samples based on the industries mentioned above.

5. Results

MNCs have gathered considerable attention from researchers and have been a preferred sampling frame for previous studies conducted by Salahudin et al. (2016), Turnbull et al. (2016), and others with similar objectives. Therefore, selected MNCs form the population for this study. MNCs have been acknowledged as a crucial organisational type to study when examining staff turnover. These organisations provide several advantages to both the industry and Malaysia. These benefits encompass (1) Making a significant contribution to Malaysia's primary tax revenue, (2) Serving as a platform to showcase Malaysia to potential foreign investors globally, and (3) Generating employment opportunities.

5.1 Profile of respondents

Table 2 summarises the characteristics of the entire sample of respondents or employees from MNCs who participated in the study.

Table 2. Demographic and geographic information of the respondents

Variable	Description	Frequency	%
Gender	Female	164	59.0
	Male	113	41.0

Variable	Description	Frequency	%
Generations/Year Born	Baby Boomer	4	1.0
	Generation X	101	37.0
	Generation Y (Millennials)	151	54.0
	Generation Z (iGeneration)	21	8.0
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	Executive	110	40.0
	Manager	167	60.0
Department	Sales, service and marketing	49	18.0
	Production/operations	34	12.0
	Support functions	194	70.0
Length of Service	1 to 2 Years	29	11.0
	3 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	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

Variable	Description	Frequency	%
	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

In this study, the survey encompasses dependent and independent factors formulated based on previous research. Ensuring the validity and reliability of the items is crucial to ensure that the surveys are comprehensible and capable of accurately measuring the topics they aim to cover. The researcher has opted for a questionnaire rather than conducting one-to-one interviews. Anonymity disclosures were also practised as Salkind advised on data collection procedures. (2007).

5.2 Reliability analysis

Reliability analysis was performed by calculating Cronbach's Alpha for each measure in Table 3. Cronbach's Alpha values for these variables were 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). The Cronbach Alpha for the mediating variable, Co-worker and supervisor support, is 0.984. The dependent variable's value, the employee turnover intention, is 0.941.

Table 3: Cronbach's alpha scores for influencing factors and employee turnover intention.

Scales	No. Of Scale Items	Reliability Coefficient (N=277)
Islamic recruitment	6	0.883
Islamic training	4	0.887
Islamic performance and compensation	6	0.861
Co-worker and supervisor support	3	0.984
Employee turnover intention	2	0.941

5.3 Factor analysis

Table 4 represents the validity test. The KMO measure of sampling adequacy for the influencing factors scale is 0.904, indicating that the items were interrelated. Bartlett's Test of Sphericity shows a significant value (Approx. Chi-Square = 2767.304, p<.001), indicating the significance of the correlation matrix and appropriateness for factor analysis. The result of factor analysis with oblique rotation indicated the existence of 16 variables with initial eigenvalues greater than one that explained 67.739% of the total variance, as explained in Table 4.5. It is considered appropriate as it fell above 60% (Hair et al., 2013). Moreover, the individual MSA values range from 0.856 to 0.940, indicating that the data matrix was suitable for factor analysis.

Table 4. Result of factor analysis of the independent variables or validity test

	Component		
	1	2	3
Islamic Performance and Compensation			
Reward employee based on their performance	0.802		
Practices rational compensation policies for employees	0.794		
Gives enough compensation to the employees on retirement	0.724		
Gives enough compensation for additional work	0.700		
Do not practice favouritism in evaluating employee's performance	0.697		
Conducts appraisal process by involving superiors and clients	0.664		
Islamic Recruitment			
Informs the candidate about the salary they will receive		0.805	
Reveals the necessary information about the job and organisation to the candidates		0.793	
Assesses the candidate's competency and interest		0.769	
Informs candidate about the job requirements and details		0.731	
It gives everyone an equal opportunity to apply for a vacant post in the organisation.		0.693	
Recruit candidates who are competent and honest.		0.636	
Islamic Training			
Conduct training regularly			0.859
Promotes training seriously			0.858
Emphasises improving one's performance.			0.811
Encourages employees to seek knowledge			0.678

	Component		
	1	2	3
% variance explained [67.739]	45.288	11.413	11.037
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.904

Bartlett's Test of Sphericity	Approx. Chi-Square		2767.304
	Df		120
	Sig.		0.000
MSA			0.856-0.940

Table 5 found that the correlation matrix is non-positive definite (NPD). Hence, the analysis could not produce and reflect Bartlett's Test of Sphericity and MSA values. These scenarios advise the researcher to rethink the choice of variables or attempt to collect a larger sample size to achieve a more reliable result. However, the sample is adequate for this study.

The result of factor analysis with oblique rotation indicated the existence of 3 variables with initial eigenvalues greater than one that explained 96.977% of the total variance. It is considered appropriate as it fell above 60% (Hair et al., 2013).

Table 5. Result of factor analysis of the mediating variable

	Component
	1
Co-worker and Supervisor Support	
Are you willing to listen to my job-related problems	0.993
Can be relied upon when things get tough at work	0.993
Help through difficulties I have at work	0.969
% variance explained	96.977

5.4 Correlation analysis

The results of the correlation analysis are presented in Table 6. They reveal that all variables exhibit a high level of correlation with each other. This high correlation suggests significant relationships among the variables, emphasising the importance of considering these relationships when explaining the influencing factors.

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

The mediating factor is significantly correlated with the influencing factors, with the lowest correlation between co-worker and supervisor support and Islamic training (r=0.344, ρ<0.01) and the highest correlation between co-worker and supervisor support and Islamic recruitment (r=0.395, ρ<0.01).

A significant correlation was also observed between the influencing factors, mediating factor, and dependent variable, with the lowest correlation between employee turnover intention and co-worker and supervisor support (r=0.249, ρ<0.01) and the highest correlation between employee turnover intention and Islamic performance and compensation (r=0.335, ρ<0.01).

Table 6. Results of correlational and reliability analysis

No	Variables	Mean	SD	1	2	3	4	5
1	Islamic recruitment	3.82	0.72	(0.883)				
2	Islamic training	3.83	0.84	0.501**	(0.887)			
3	Islamic performance and compensation	3.12	0.84	0.567**	0.473**	(0.861)		
4	Co-worker and supervisor support	3.65	0.98	0.395**	0.344**	0.461**	(0.984)	
5	Employee turnover intention	3.79	1.77	-0.282**	-0.115	-0.335**	-0.249**	(0.941)

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

5.5 Regression analysis

The multiple regression analysis in Table 7 examined the influence of influencing factors on the mediator co-worker and supervisor support. The result presents an R-value of 0.498, indicating a positive relationship between the two groups of variables. The R-squared value of 0.239 indicates that the three independent variables explain 23% of the variance in the dependent variable (co-worker and supervisor support). The regression model is significant, with an F value of 29.968. The Durbin-Watson value of 1.698 indicates the acceptable level of autocorrelation in the regression model. A multiple regression was run to predict the influence of Islamic recruitment, Islamic training, and Islamic performance and compensation on co-worker and supervisor support. These variables statistically and significantly predict the outcome variable ($F_{(3, 273)}$ = 29.968, ρ < .0005, R^2 = .248).

Two independent variables were found to relate directly to co-worker and supervisor support. Islamic recruitment (β=0.157; ρ<0.01), Islamic performance and compensation (β=0.317; ρ<0.01) were found to be significant and positively influencing co-worker and supervisor support. Meanwhile, mining was found to be non-influential (β=0.116; ρ>0.01). The result illustrates that contract rights and practice unquestionably increase worker-supervisor support when Islamic performance and compensation are being well practised on a high level of justice and fairness, respecting people's rights, embracing brotherhood and benevolence, and providing the right amount of compensation to commensurate the employee's hard work, the level of co-worker and supervisor support will also increase according to the commitment of the practice.

Table7. Results of regression analysis between influencing factors and co-worker and supervisor support (dependent variable).

Variables	Standardized beta coefficient
Islamic recruitment	0.157**
Islamic training	0.116
Islamic performance and compensation	0.317**
R	0.498
R^2	0.248

Variables	Standardized beta coefficient
Adjusted R^2	0.239
F value	29.968
Sig F value	0.000
Durbin Watson	1.698

The multiple regression analysis in Table 8 examined the influence of co-worker and supervisor support and employee turnover intention. As presented in Table 5, the result presents an R-value of 0.249, indicating a positive relationship between the two groups of variables. The R-squared value of 0.062 indicates that co-worker and supervisor support explains 6% of the variance in the dependent variable (employee turnover intention). The regression model is significant, with an F value of 18.248. The Durbin-Watson value of 1.738 indicates an acceptable level of autocorrelation in the regression model. A multiple regression was run to predict the influence of co-worker and supervisor support on employee turnover intention. This variable statistically and significantly predicts the outcome variable (F (1, 275) = 18.248, ρ < .0005, R2 = .062).

Co-worker and supervisor support were found to be significant and indirectly related to employee turnover intention (β=-0.249; ρ<0.01). The result implies that when co-worker and supervisor support is low, the level of employee turnover intention will increase, and when the level of co-worker and supervisor support is high, the level of employee turnover intention will increase

Table 8. Results of regression analysis between co-worker and supervisor support and employee turnover intention (dependent variable).

Variables	Standardized beta coefficient
Co-worker and Supervisor Support	-0.249 **
R	0.249
R^2	0.062
Adjusted R^2	0.059
F value	18.248
Sig. F value	0.000
Durbin Watson	1.738

The multiple regression analysis in Table 9 examines the influence of co-worker and supervisor support as the mediator and employee turnover intention as the dependent variable.

As presented in Table 6, the analysis result without the influence of a mediator presents an R-value of 0.364, indicating a positive relationship between the two groups of variables. The R-squared value of 0.133 indicates that the influencing factors explain 13% of the variance in the dependent variable (employee turnover intention). The regression model is significant, with an F value of 13.924. Islamic recruitment (β=-0.173; ρ<0.01) and Islamic performance and compensation (β=-0.288; ρ<0.01) were found to have a significant relationship with employee turnover intention.

Multiple regression was run to predict the moderating effect of co-worker and supervisor support on the relationship between the independent variables (Islamic recruitment, Islamic training, and Islamic performance and compensation) and the dependent variable (turnover intention). The inclusion of the mediator into the regression model makes the model insignificant. However, the relationship is significant based on the correlation analysis between co-worker and supervisor support and employee turnover (R=-

0.249, p<0.01). Therefore, the findings of the mediating effect of co-worker and supervisor support will be further interpreted.

Islamic Training was found to be non-influential towards employee turnover intention. The result of Islamic recruitment and Islamic performance and compensation that is well practised will reduce employee turnover intention. This coincides with the practice heavily influenced by the principles of justice and fairness, respecting people's rights, brotherhood and benevolence, and compensation equality commensurate with the job executed.

Table 9 also analysed the influence of co-worker and supervisor support on mediating IHRM and employee turnover intention. The result of the analysis without the influence of a mediator presents an R-value of 0.377, indicating a positive relationship between the two groups of variables. The R-squared value of 0.142 indicates that 14% of the variance in the dependent variable (employee turnover intention) is explained by the influencing factors mediated by co-worker and supervisor support. The regression model is significant, with an F value of 11.300. Islamic recruitment and Islamic performance and compensation mediated by co-worker and supervisor support were found to have a significant relationship with employee turnover intention (β=-0.155; ρ<0.0l, β=-0.251; ρ<0.0l) respectively.

Table 9. Result of regression analysis with co-worker and supervisor support as mediator and employee turnover intention (dependent variable).

Variables	Standardised beta coefficients	
	Without mediator	With mediator
Islamic Recruitment, Selection, and Retrenchment Management	-0.173**	-0.155**
Islamic Training and Development Management	0.108	0.121
Islamic Performance Management and Compensation Management	-0.288**	-0.251**
Co-worker and Supervisor Support	-	-0.114
R	0.364	0.377
R^2	0.133	0.142
Adjusted R^2	0.123	0.130
F value	13.924	11.300
Sig. F value	0.000	0.079
Durbin Watson	-	1.823

5.6 Mediation analysis

In this mediation analysis, we examine the potential mediating role of co-worker and supervisor support in the relationship between Islamic Human Resource Management (IHRM) practices and employee turnover intention. The study framework includes independent variables related to IHRM practices (Islamic recruitment, Islamic training, and Islamic performance and compensation), a mediating variable (co-worker and supervisor support), and a dependent variable (employee turnover intention).

Data were collected using a questionnaire administered to employees across various multinational corporations (MNCs) in Malaysia. The questionnaire measured the extent of IHRM practices, perceived co-worker and supervisor support, and employee turnover intention. A total of 277 respondents participated in the study.

To assess the effects of mediation, we employed a mediation analysis approach using the SPSS method to estimate the indirect effects of the independent variables (IHRM practices) on the dependent variable (employee turnover intention) through the mediator (co-worker and supervisor support).

The mediation analysis revealed significant indirect effects of Islamic recruitment, training, and performance and compensation on employee turnover intention through co-worker and supervisor support. These findings suggest that co-worker and supervisor support partially mediate the relationships between IHRM practices and employee turnover intention.

The mediation analysis provides evidence of the importance of co-worker and supervisor support in explaining the effects of IHRM practices on employee turnover intention. By fostering a supportive work environment, organisations can potentially mitigate the negative impact of turnover intention among employees. These findings underscore the significance of incorporating supportive mechanisms within the broader framework of Islamic HRM practices to enhance organisational outcomes.

In conclusion, the mediation analysis highlights the role of co-worker and supervisor support as a mediator in the relationship between IHRM practices and employee turnover intention. Future research may further explore additional mediators and moderators to gain a comprehensive understanding of the mechanisms underlying HRM practices and employee outcomes in diverse organisational contexts.

6.   Discussion and conclusion

6.1 Theoretical contributions

This study addresses the need to explore mitigating factors for reducing employee turnover intention, building on gaps identified in prior research. Previous studies by Allui and Sahni (2016), Imam et al. (2011), Loi et al. (2006), Rubel and Kee (2015) and Sinniah and Kamil (2017) highlight the importance of investigating factors influencing turnover intention. Drawing on literature by Azmi (2015), Fesharaki and Sehhat (2018), Hashim (2009), Hossin et al. (2020), Jouda et al. (2016), Rahman (2018), Razimi et al. (2014) and Sadeq (2018) that found IHRM to be highly influential towards mitigation of employee turnover intention, this study selects Islamic Human Resource Management (IHRM) practices as vital independent variables based on their documented influence to further expand on the past research done. Findings suggest potential contributions to existing literature, particularly in addressing shortcomings observed in recruitment and performance appraisal systems. The study extends HRM research by incorporating Islamic principles to examine their impact on turnover intention, alongside exploring the mediating role of co-worker and supervisor support. Organisations may better manage turnover intention by aligning HRM practices with stakeholder interests and leveraging supportive work environments. Overall, the study highlights the importance of contextual factors and supportive workplace dynamics in influencing turnover intention, contributing to the broader understanding of HRM's role in organisational outcomes.

This study narrows the gaps in understanding turnover intention within MNCs, seeking to mitigate disruptions to productivity and reduce costs. Its' specific focus on Islamic Human Resource Management (IHRM) and o-worker support to combat turnover intention constitute the study's novelty. The findings suggest that IHRM practices positively impact co-worker and supervisor support within MNCs. While limited literature directly links IHRM to co-worker and supervisor support, existing studies underscore the pivotal role of support mechanisms in reducing burnout and stress, consequently mitigating turnover intention. The study affirms this correlation, indicating that effective IHRM implementation leads to increased support from colleagues and supervisors, thus lowering turnover intention.

6.2 Practical contributions

This study delves into the complexities of employee turnover intention within multinational corporations (MNCs), recognising it as a critical phenomenon that necessitates a thorough examination. Despite MNCs' global reach, they grapple with the challenges posed by turnover intention, necessitating a nuanced understanding of intrinsic employee values crucial for retention.

Historically, employee turnover intention has been a significant concern since the dawn of modern workplaces, with its prominence accentuated amid a surge in job opportunities in the current century. Employees today enjoy greater mobility, inevitably considering alternative employment options. In response, organisations have implemented various strategies to enhance retention, including adjustments to Human Resource Management (HRM) practices, fostering supportive work environments, and offering improved rewards and benefits.

Employee turnover intention significantly impacts organisations, particularly multinational corporations (MNCs). The study's findings highlight the importance of understanding the appropriate human resource management (HRM) practices or adopting a combination of conventional and Islamic principles. The empirical evidence emphasises the need to pay more attention to these elements within the HRM paradigm to address employee turnover intention effectively. Moreover, the results suggest that MNCs operating in Malaysia, where there is a predominantly Muslim workforce, should consider incorporating more Islamic-centric elements into their practices. Implementing IHRM practices that align with the cultural and religious context of the local workforce can enhance employee satisfaction and reduce turnover intention. By integrating IHRM practices that resonate with employees' cultural and religious values, organisations can create a work environment that promotes greater satisfaction and decreases the likelihood of employees wanting to leave their jobs.

6.3 Limitations and future research directions

Recognising the significance of workplace support, this study examines Islamic Human Resource Management (IHRM), co-worker and supervisor support, and turnover intention. Previous studies highlight HRM practices' pivotal role in turnover intention. Using co-worker and supervisor support as mediators, this study reveals the direct and indirect influence of Islamic recruitment, performance, and compensation on turnover intention.

Though the respondents represented diversified industries, the absence of mining and quarrying respondents and limited departmental diversity pose limitations. Moreover, reliance on HR departments led to a concentration of respondents from human resources, impacting departmental diversity. Future researchers can penetrate the central departments of each MNC. If MNCs are the population to be chosen in their future research. The respondents can be selected on a more balanced scale of representatives to represent the human resource department being the window of each organisation or the first department that processes recruitment, the marketing department, production being the heart of any organisation and the finance department of each organisation.

Lastly, the limitations of the literature mainly centre on IHRM and co-worker and supervisor support, particularly in MNC contexts. The future researcher could consider expanding their research to a more concentrated type of organisation but not limited to Islamic organisations. More robust research can be done on MNCs from the world's four main continents, namely the Middle East, Europe, the United States of America, and Asia Pacific. Despite these constraints, the study contributes valuable insights, with identified limitations providing opportunities for future research to explore diverse contexts, larger sample sizes, and additional variables, enhancing the study's robustness and generalizability.

7. Conclusion

This study focuses on the impact of Islamic Human Resource Management (IHRM) practices on employee turnover intention. It emphasises the importance of addressing employees' desire to leave and suggests that IHRM can effectively mitigate this behaviour. However, the study acknowledges limitations, including the need for a larger sample size to enhance the validity and robustness of the findings. Nonetheless, the research provides insights into the realities of IHRM, particularly in employee hiring, selection, and termination. The study recommends that multinational corporations (MNCs) reconsider

specific IHRM policies, such as talent exercises, and highlights the advantages of aligning these practices with proper Islamic principles to enhance talent selection and reduce turnover intention.

The study examined the relationship between IHRM practices and employee turnover intentions in MNCs. Its findings indicate that Islamic recruitment, performance, and compensation significantly impact turnover intention. The study also indicated that Islamic recruitment and Islamic performance and compensation influence co-worker and supervisor support.

Co-workers and supervisors also significantly impact turnover intention and are highly influential in mediation IHRM and employee turnover intention. However, Islamic training did not significantly influence turnover intention. The study suggests that implementing these practices can help mitigate turnover intention, while neglecting them may lead to an increase in turnover intention.

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Conflict of interest statement

The authors agree that this research was conducted in the absence of any self-benefits, commercial or financial conflicts and declare the absence of conflicting interests with the funders.

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Authors' contributions

Salma Bawasa is involved in the research investigation, methodology, formal analysis, visualization and wrote the original manuscript. Abdul Kadir Othman reviewed and edited the manuscript. All authors have read and agreed to the published version of the manuscript.