

The Impact of Generational Gaps on Turnover Intentions in Islamic HRM Settings

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Abstract

The study aims to determine whether Islamic HRM can influence employee turnover intention with the moderating effect of generational gaps. Employee turnover intention impacts organizations, such as decreased productivity, low staff morale, and increased re-hiring costs. Finding the reasons for employee turnover intention is essential based on the given factors. This study adopts a positivist research design with a correlational study approach. A total of 277 respondents from multinational corporations (MNCs) participated in the study. The study adopts questionnaires as the research instrument. Findings revealed that Islamic HRM practices, that is, Islamic recruitment, selection, retrenchment management, and Islamic performance management and compensation management, highly influence employee turnover intention. Generation Z/iGens also highly moderated Islamic performance management, compensation management, and employee turnover intention.

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INTRODUCTION

Employee turnover is divided into voluntary (attrition) or involuntarily (Shweta, 2024; Stratus, 2023). Employer turnover is costly to organizations as it impacts (1) recruiting and rehiring, (2) training and onboarding recruits, (3) loss of practical experience, (4) decrease in productivity, (5) decrease in morale and (6) affects the company's image, if the attrition is high (Stratus, 2023). Employee turnover happens due to (1) poor management exercise, (2) low employee engagement, (3) low job satisfaction, (4) insufficient compensation, and (5) toxic company culture (Stratus, 2023).

Organizations cannot escape the impact of employee turnover activities. The Great Resignation due to the COVID-19 pandemic has made organizations consider employee turnover intention a severe matter that needs to be addressed. Since April 2021, 19 million workers in the United States of America (USA), followed by the United Kingdom, Australia, New Zealand, Singapore, Malaysia, and many more Asian countries, have been affected by the phenomenon (De Smet, Dowling, Baldocchi & Schaninger, 2021; Hoy, 2022).

Generational gaps were also observed to be one of the high contributors to employee turnover in the workforce and industries. Close to 4.2 million employees voluntarily quit in 18 straight months in the USA, led by Generation Z/iGens followed by Generation Y/Millennials as compared to Generation X/Gen X and Baby Boomers/Boomers (Smith, 2023).

MNCs are often faced with challenges such as (1) cultural and political gaps, (2) obliging international laws, (3) supply chain issues, (4) economic and global risks, (5) exchange fluctuations, (6) hiring and onboarding people globally, (7) knowledge sharing barrier, and (8) integrating a cohesive company culture (Baroun, 2024; Li, Mohamed, Mahomed & Khan, 2022). Most challenges are linked to human resource management (HRM) practice. There are two HRM practices: conventional (CHRM) and Islamic HRM.

CHRM is widely practiced by most industries globally except for specific Islamic organizations, which was developed early in the 18th century with Westernized values and principles. It is worldly-driven, quantifiable, and monetary rewards. CHRM can sometimes overly concentrate on organizational objectives that lack the human touch (Bratton, Gold, Bratton & Steele, 2022).

Islamic HRM originates from the Islamic principles guided by the Al-Quran and Hadith. Islamic HRM was found to best adapt to the globalization era due to its universal root of righteousness, equality, and creativity. The teaching from the Al-Quran is a revelation by God to guide humans in life and the hereafter (Prasanti, Adila, Rosyadi & Muhyi, 2024). The universal belief of Islamic HRM is versatile and applicable without restrictions, and non-Muslims may also benefit from the practice in the organization (Amin, Putra & Aimi, 2023).

Employee turnover intention is critical for the MNCs in Malaysia, especially in the insurance, banking, tech, media, gaming, shared services and outsourcing, asset management, and oil and gas, as employee turnover intention impacts the base salary in the market by an increment of 5% on executives, management, professional employees and support staff (WTW, 2024). 81 % of Generation Z/iGens planned to change their jobs within a year, followed by 68% of Generation Y/Millennials in Malaysia (Business Today 2022). The effect on the younger cohorts in the industry is worrying, especially by 2025, when Generation Z/iGens will be part of more than 70% of the total workforce in Malaysia (Mancini, 2024; WTW, 2024).

MNCs in Malaysia consist of a workforce that is both Muslim and non-Muslim. The application of Islamic HRM could potentially bring some challenges or resistance. Nevertheless, a study done in the Bangsamoro Region in Mindanao found Islamic HRM increases organizational performance and engagement and is well accepted by non-Muslims (Dimaro, 2023). A systematic

review of Islamic HRM practices based on ethical and moral guidelines was found to align with the universal HRM practice of Islamic HRM in a study by Asfahani (2022). Another study by Rana and Malik (2016), Islamic HRM has principles such as justice, fairness (Adl), and respect that can be integrated into diverse agencies such as MNCs. Due to these findings, these studies were found to be feasible, especially on the acceptance level that is possibly positive from non-Muslim employees.

MNCs play a vital role in the economic development of Malaysia as they contribute to economic growth and development, create employment, shared technology advancement and innovation, create global supply chain integration, economic resilience diversification, and stability (World Bank, 2024; Department of Statistics Malaysia (DOSM), 2022; PWC, 2024; MIDA, 2023)

Based on the eight employee turnover intention theories, this study is best linked with the Social Exchange Theory (SET) by Emerson (1976). The theory has a universal value that aligns with the Islamic HRM practice and principles. The universal values of Islamic HRM offer ideologies that echo across diverse cultural and religious backgrounds, such as the MNCs (Aburumman, Salleh, Omar & Abadi, 2020; Afridi, Irfan, & Sittar, 2021; Mahmutcehajic, 2023). SET focuses on universal values, a theory based on reciprocity, where the relationship between employer and employee is built on mutual exchange. This can be in the forms of fair treatment, trust, mutual respect, rewards, and support (Ngo, 2017).

The Islamic HRM independent variables were selected based on the frequency of studies done in the past and the impact they had on employee turnover intention. There are (1) Islamic recruitment, selection, and retrenchment management, (2) Islamic training and development management, and (3) Islamic performance management and compensation management guided by Ahmad, Ahmad and Ashfaq (2021), Omar, Jamhari and Yusoff (2021), Rozikan (2022) and Soleman, Armanu, Aisjah and Sudjatno (2020).

The generational gaps moderating variables were observed to find uniqueness in the different generations cohorts and the importance of identifying their differences and gaps to curb employee turnover intention (Climek, Henry & Jeong, 2024; Kyeong & Kim, 2022).

Research objectives: To examine the influence of Islamic HRM practices on employee turnover intention among MNC employees; To examine the moderating effect of generational gaps on the relationship between Islamic HRM practices and employee turnover intentions in the MNCs.

Research questions: Do Islamic HRM practices influence employee turnover intention among MNC employees?; Do generational gaps moderate the relationship between Islamic HRM and employee turnover intention in the MNCs?

The highest MNC sector in Malaysia comes from the services (RM154 billion), manufacturing (RM84.3 billion), mining, quarrying, and others, and the top foreign investment comes from (1) Singapore, (2) Thailand and USA, (3) China and (4) Hong Kong, MNCs and the foreign investments provide 140,370 employment opportunities for the people in Malaysia in 2022. The foreign investment from China is RM55.4 billion, USA RM29.2 billion, Netherlands RM20.4 billion, Singapore RM13.5 billion, and Japan RM11.4 billion. The high-flying states where MNCs are located are Penang (RM13 billion), Selangor (RM12.2 billion), Johor (RM14.6 billion), and Sabah (RM8.4 billion) (MIDA, 2023).

At the time this study was conducted, Malaysia had a population of 32,447,685, of which 68.3% were in the workforce. The ethnicity percentage is 69.4% Bumiputera, 23.2% Chinese, 6.7% Indian, and 0.7% others. The religion percentage is 63.5% Muslim, 18.7% Buddhist, 9.1% Christian, 6.1% Hindu, 1.8% Atheist, and 0.9% others. Statistically, there are 6.5% Muslims and 36.6% non-Muslims, and Muslims were found to dominate the workforce market in Malaysia.

Employee turnover implicates the world economy, as the replacement cost of an employee based on an employee's annual salary is between 100% and 213% (BLS, 2022). It also implicates

organizations as based on a study by EY Global (2021), 54% of employees globally were considering quitting post-COVID-19. Employee turnover intention also affects the employees as studies found employees were unhappy with their working environment, manager, or salary, felt undervalued, had negative physical and mental health impacts, and were unmotivated (Yadav, Srivastava, Rai & Gambhir, 2024). In the context of Malaysia, Tan Juan Jim, the Head of Work and Rewards for Southeast Asia and Malaysia, confirmed voluntary turnover has been increasing since 2022 from 16.5% to 17.5% in 2023 (WTW, 2024)

Islamic recruitment, selection, and retrenchment management principles are based on fulfilling the contract (*Ifa Al-Aqd*), people's rights (*Huquq Al-Ibad*), being fair (*Adl*) in all dealings and practice (Khaled, Mahmood & Belhaj, 2023). Islamic training and development management principles are based on being fair (*Adl*), quality and perfection (*Itqan*) Ahmad, Hilal, Masri, Isa, Ani & Hussin, 2023). Islamic performance management and compensation management are based on fairness (*Adl*), people's rights (*Huquq Al-Ibad*), brotherhood and compassion (*Al-Ukhuwwah* and *Ihsan*), fulfilling the contract (*Ifa Al-Aqd*) and compensation (*Ujrah*) (Alrifae & Wahab, 2023; Jamil, Abbas, Al-Salami, Al-Khafaji, Saenko & Coronel, 2023; Jumiaty & Rohmah, 2022; Khaled et al., 2023).

Baby Boomers/Boomers born between 1946 and 1964 tend to exhibit stronger organizational loyalty than younger cohorts. They often attribute to a greater emphasis on job stability and traditional career paths and are less practicing job-hopping behavior (Law & Chan 2024). Generation X/Gen X born between 1965 and 1980 is often characterized by their independence, resourcefulness, and adaptability (University, 2023). They are known for a strong preference for work-life balance and are considered the "latchkey" generation that faced both parents working is very self-reliant. They value autonomy, opportunities to grow, and independence in managing their schedules (Palai, 2020). Generation Y/Millennials born between 1981 and 2000 are known for being tech-savvy and socially conscious, with a high desire for meaningful work (University, 2023). They value connection, communication, and collaboration in the workplace and are often seen as optimistic and ambitious and very strong emphasis on achieving a sense of purpose in their work (Rohamah, Fauzi & Firdaus, 2023). Generation Z/iGens, born between 2001 and 2020, is the first cohort to grow up with smartphones and social media. All these are essential in their daily lives (University, 2023). They are digitally fluent, have a high entrepreneurial spirit, have strong individualism preference, and value authenticity, diversity, and transparency in their personal and professional lives. They can be pragmatic, seek stability and security, and are known for very strong work ethics. They preferred a flexible workplace and value opportunities given for them to be innovative and creative (Whitehead, 2022).

Social Exchange Theory (SET) posits relationships in the workplace. Individuals who contribute to the relationship will expect something in return. Positive outcomes will be achieved when the exchange is perceived as fair and balanced. However, any inequality or negative returns in the exchange of relationship will have negative consequences such as low commitment level and low job satisfaction that lead to employee turnover (Emerson, 1976). SET underscores the importance of HRM practice and directly addresses the relationship by considering employee recognition programs, fair compensation structures, professional development opportunities, and organizational behavior in the HRM practice (Sam et al., 2023). SET can also be used to address generational gaps by understanding the different cohorts that might have different perceptions around fair compensation, work-life balance, and career growth opportunities (Sam et al., 2023). SET is also a secular theory, with the principles of fairness, reciprocity, and mutual benefits that align with universal Islamic values. In Islamic HRM practice, ethical treatment, fair compensation, and a supportive work environment are of utmost importance to the employees. The Islamic HRM

resonates with SET principles and contributes towards a balanced and beneficial relationship (Basalamah, 2024). Listed are the hypotheses of the study.

H¹. Islamic recruitment, selection, and retrenchment significantly impact employee turnover intention.

This hypothesis examines the relationship between Islamic recruitment, selection, and retrenchment practices and employee turnover intention. It proposes that recruitment processes emphasize values such as fulfilling the contract, people's rights, and fairness to support positive interpersonal relationships and networks within the organization.

H². Islamic training significantly impacts employee turnover intention.

This hypothesis suggests that training programs based on Islamic principles can influence employees' decisions to stay or leave their jobs. Emphasizing values such as fairness, quality, and perfection in the continuous development of searching for knowledge enhances employees' sense of belonging and purpose, thereby reducing turnover intention.

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

This hypothesis posits that performance evaluation systems and compensation structures aligned with Islamic values can affect employees' decisions to remain in or leave their positions. Fairness, people's rights, brotherhood, compassion, contract fulfillment, and compensation are expected to influence employees' satisfaction and commitment to the organization and defer employee turnover intention.

H⁴. Generational gaps significantly moderate the relationship between Islamic selection, recruitment, and retrenchment management and employee turnover intention.

This hypothesis suggests that the influence of Islamic principles in selection, recruitment, and retrenchment processes on employees' decisions to stay or leave may vary across different generations.

H⁵. Generational gaps significantly moderate the relationship between Islamic training and development management and employee turnover intention.

This hypothesis posits that the impact of Islamic principles in training and development programs on employees' turnover intentions may differ among various generational cohorts.

H⁶. Generational gaps significantly moderate the relationship between Islamic performance management, and compensation management, and employee turnover intention.

This hypothesis posits that the impact of Islamic performance management and appraisal management on employees' turnover intentions may differ among various generational cohorts.

Using the concept of employee turnover intention from the SET, this study deploys several different variables to determine employee turnover intention among Malaysian MNC employees in Figure 1.

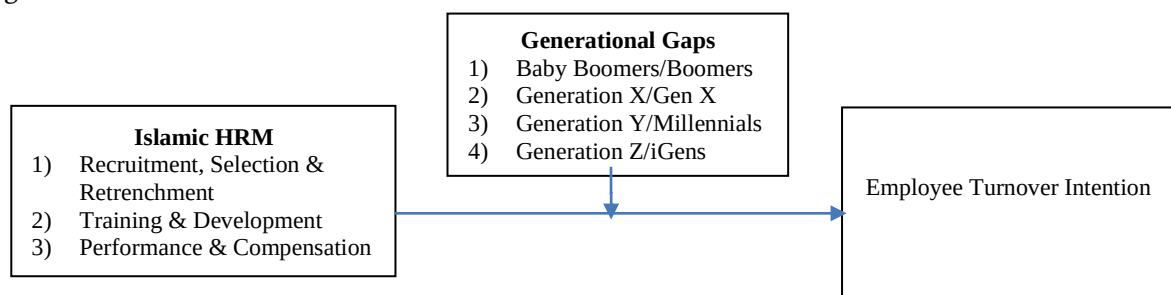


Figure 1. Framework of the Study

METHOD

The study explores the application of Islamic HRM in MNCs as an approach to reducing employee turnover intention. It analyses employees' intentions and whether they are adamant about leaving their current jobs if Islamic HRM is being practiced in the organization. A quantitative research method is used with a positivist research paradigm and correlational analysis. The primary data collection tool used is the questionnaire, and the gathered data is analyzed using SPSS 29.0 to identify the relationships.

Section A collects demographic details from the respondents. This includes information such as gender, birth year (generation identification for the moderating variable), highest qualification, current job position, department, length of employment, industry of the current organization, and the location of the organization's headquarters. There are ten questions in this section. As noted by Sekaran and Bougie (2013), a nominal scale is often used to categorize groups. Each category is assigned and classified into mutually exclusive and collectively exhaustive groups.

Section B assesses respondents' agreement with various Islamic HRM practices. These practices cover areas like Islamic recruitment selection and retrenchment management, Islamic training and development management, and Islamic performance and compensation management.

Section C examines the dependent variable that helps explain the relationship between the influencing factors (independent variables/Islamic HRM) and moderating variables (generational gaps from the demographic profile). This section includes one factor with four questions, as shown 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, Nair and Harun (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, Nair, and Harun (2012)
Q7	Departments belong to	-	Alfalih (2016)
Q8	Employment Tenure	-	Igbaria and Greenhaus (1992)
Q9	Organisation industry	-	Mba (2015)
Q10	Organizations headquarter/origins	-	Zekeri (2016)
Section B: Independent Variables			
Islamic recruitment, selection, and retrenchment management			
Q11	Informs the candidate about the job requirements and details.	0.777	Hashim (2009)
Q12	Assesses the candidate's competency and interest.	0.811	

Q13	Inform the candidates about the salary they will receive.	0.736	
Q14	Reveals the necessary information about the job and organization to the candidates.	0.950	Hashim (2009) and Jouda, Ahmad and Dahleez (2016)
Q15	It gives everyone an equal opportunity to apply for a vacant post in the organization.	0.704	Hashim (2009)
Q16	Recruits candidates who are competent and honest.	0.827	
Islamic training and development management			
Q17	Emphasizes improving one's performance.	0.600	
Q18	Encourages employees to seek knowledge.	0.825	Hashim (2009)
Q19	Conducts training regularly.	0.926	
Q20	Promotes training seriously.	0.850	
Islamic performance management and compensation management			
Q21	Does not practice any favoritism 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, Alias, Shahid, Hamid and Alam (2013)
Q26	It gives enough compensation to the employees upon retirement.	0.634	
Section C: Dependent variable			
Employee turnover intention			
Q27	I am frequently thinking of quitting this job.	0.761	
Q28	I plan to look outside my company for a new job within the following year.	0.761	Cheng and Waldenberger (2013) and Lawler, Cammann, Nadler, and Jenkins (1979)
Q29	I do not intend to quit my present job for the next year.	0.761	

The survey questionnaire for this research incorporates independent, mediating, and dependent variables identified from previous literature.

The unit of analysis is the questionnaires used as the primary tool for data gathering and being the popular choice due to their time and cost efficiency, ease of administration compared to one-on-one interviews (Sekaran & Bougie, 2013; Wilkinson & Birmingham, 2003). The researcher also

applies anonymity as it is crucial to encourage respondents to provide honest answers without fear of their information being disclosed (Salkind, 2007).

Ahmed, Ramzan, Mohammad and Islam (2011) and Loi, Ngo and Foley (2006) emphasized that a study should include a variety of industries, professions, and organizational settings to enhance the generalizability of the results. The sample size determination, conditions, and locations are supported by the Department of Statistics Malaysia (DOSM) (2022) and MIDA (2023). Their report indicated that the research target population of MNCs encompassed 22 industries from various organizations nationwide, including Kedah, Kuala Lumpur, Pulau Pinang, and Selangor.

The respondent selection for this study is based on convenience sampling from several diversified MNC industries, including (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 Institutions, (9) Food and Beverages, (10) Healthcare, (11) Hospitality, (12) Insurance, (13) IT Services, (14) IT Solutions, (15) Jewelry, (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 in the most developed states of Malaysia best represent the total number of MNCs in the country, as they are primarily located in urban areas. The chosen industries are also assumed to represent the key sectors of foreign investment in Malaysia: the MNCs.

RESULT AND DISCUSSION

To study the impact of employee turnover intention in MNCs in Malaysia, ensuring the sample size is accurate would be meaningful in representing the entire country. As the study adopted convenience sampling and snowballing techniques, respondents from high achiever MNCs located in Johor and Sabah could not be obtained due to the lack of response from the samples. However, the inclusion of MNCs from Kedah, Kuala Lumpur, Penang, and Selangor provides a robust representation. This is supported due to (1) A concentration of MNCs in critical regions such as Kedah, Kuala Lumpur, Penang, and Selangor, housing a population of 10 million Wong (2024). (2) Economic significance of selected regions based on MIDA (2023) reported that these areas attract the most foreign investments. (3) The diverse industrial representation that had various industries, including manufacturing, technology, and services Manulife (2024). (4) The strategic importance and infrastructure with advanced skilled workforce and business environment. A report by the World Bank (2024) shared that Kuala Lumpur and its surrounding areas are attractive to MNCs, and (5) The population and workforce in the sampled states ensure diversity in the demographic to enhance the generalizability of the findings Department of Statistics Malaysia (DOSM) (2022).

Table 2 summarizes the descriptions of the entire sample of respondents from the MNC's employees who participated in this study.

Table 2. Structure of questionnaires

Variable	Description	Frequency	%
Gender	Female	164	59.0
	Male	113	41.0
Generations/Year Born	Baby Boomers/Boomers	4	1.0
	Generation X/Gen X	101	37.0
	Generation Y/Millennials	151	54.0
	Generation Z/iGeneration/iGens	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
Length of Service	Others	3	1.0
	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
Organisation'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

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 management and compensation management), and the highest was 0.887 (Islamic training and development management). 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

Section	Scales	No. of Scale Items	Reliability Coefficient (Alpha) (n=277)
B	Islamic recruitment, selection, and retrenchment management	6	0.883
	Islamic training and development management	4	0.887
	Islamic performance management and compensation management	6	0.861

C	DEPENDENT VARIABLE		
	Employee turnover intention	2	0.941

Table 4 illustrates the validity test. The KMO measure of sampling adequacy for the influencing factors scale is 0.904, suggesting that the items were interrelated. Bartlett's Test of Sphericity yields a significant value (Approx. Chi-Square = 2767.304, $p < .001$), confirming the significance of the correlation matrix and its suitability for factor analysis. The factor analysis with oblique rotation revealed 16 variables with initial eigenvalues greater than one, accounting for 67.739% of the total variance, as detailed in Table 4. This is deemed appropriate as it exceeds the 60% threshold Hair, Black, Babin and Anderson (2013). Additionally, the individual MSA values range from 0.856 to 0.940, indicating that the data matrix was appropriate for factor analysis.

Table 4. Result of factor analysis of the independent variables

	Component		
	1	2	3
Islamic Performance Management and Appraisals			
Management/Islamic Compensation Benefits and Rewards			
Management			
Rewards employee based on their performance.	0.802		
Practices rational compensation policies for employees.	0.794		
Gives enough compensation to the employees upon retirement.	0.724		
Gives enough compensation for additional work.	0.700		
Does not practice favoritism in evaluating employee performance.	0.697		
Conducts appraisal process by involving superiors and clients.	0.664		
Islamic Recruitment, Selection, and Retrenchment Management			
Inform the candidate about the salary they will receive.		0.805	
Reveals the necessary information about the job and organization to the candidates.		0.793	
Assesses the candidate's competency and interest.		0.769	
Inform candidates about the job requirements and details.		0.731	
Gives equal opportunity to everyone to apply for a vacant post in the organization.		0.693	
Recruit candidates who are competent and honest.		0.636	
Islamic Training and Development Management			
Conducts training regularly.			0.859
Promotes training seriously.			0.858
Emphasizes improving one's performance.			0.811
Encourages employees to seek knowledge.			0.678
% 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-	

Table 5 presents the results of the correlation analysis, showing that all variables are highly correlated with each other. This high correlation indicates significant relationships among the variables, highlighting the importance of considering these relationships when explaining the influencing factors.

All influencing factors are significantly correlated, 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 demonstrate the convergent validity of the measures.

Additionally, a significant correlation was observed between the influencing factors and dependent variable, and the highest correlation between employee turnover intention and Islamic performance and compensation ($r=0.335$, $\rho<0.01$).

Table 5. Results of correlational and reliability analysis

Variables	Mean	SD	1	2	3	4
Islamic recruitment selection and retrenchment management	3.82	0.72	(0.883)			
Islamic training and development management	3.83	0.84	0.501**	(0.887)		
Islamic performance management and compensation management	3.12	0.84	0.567**	0.473**	(0.861)	
Employee turnover intention	3.79	1.77	0.282**	-0.115	0.335**	(0.941)

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

Table 6 shows how generational gaps (Baby Boomers/Boomers, Generation X/Gen X, Generation Y/Millennials, and Generation Z/iGens) affect the relationship between Islamic HR practices and employee turnover intention. (1) Model 1: Direct relationship between HR practices and turnover intention. (2) Model 2: Additional variance explained when a generational gap is included. (3) Model 3: Interaction between generational gaps and HR practices on turnover intention.

Examining Model 1 with the moderating effect of Baby Boomers, the results show that Islamic recruitment, selection, retrenchment management, performance management, and compensation management significantly predict turnover intention ($\beta=-0.173$, $\rho<0.01$; $\beta=-0.288$, $\rho<0.01$). Islamic training does not. Model 2 includes Boomers as a moderator, which shows no significant effect. Model 3 shows no significant interaction between Boomers and Islamic HRM. The model explains 13% of the variance in turnover intention ($R\text{-squared} = 0.138$, $F = 6.162$, Durbin-Watson = 1.551). Baby Boomers do not moderate the relationship between the independent variables and turnover intention.

Examining Model 1 with the moderating effect of Gen X, the results show that Islamic recruitment, selection, retrenchment management, Islamic performance management, and compensation management significantly predict employee turnover intention ($\beta=-0.173$, $\rho<0.01$; $\beta=-0.288$, $\rho<0.01$). Islamic training and development management does not. Model 2 shows that including Gen X as a moderator significantly explains additional variance ($\beta=-0.343$, $\rho<0.01$).

Model 3, which includes interaction terms between Gen X and the influencing factors, found no significant predictors. The model explains 25% of the variance in turnover intention (R-squared = 0.255, F = 13.125, Durbin-Watson = 1.767). Gen X does not moderate the relationship between the influencing factors and employee turnover intention.

Table 6. Results of Regression Analysis between Influencing Factors and Generational Gaps as Moderator and Employee Turnover Intention as the Dependent Variable

Variables	Standardized Beta Coefficient											
	Baby Boomers/Boomers			Generation X/Gen X			Generation Y/Millennials			Generation Z/iGens		
	M1	M2	M3	M1	M2	M3	M1	M2	M3	M1	M2	M3
Islamic recruitm ent, selection & retrench ment	-	-	-	-	-	-	-	-	0.183	0.173**	-	-
	0.173**	0.170**	0.172**	0.173**	0.208**	0.252**	0.173**	0.184**			0.181**	0.131
Islamic training & develop ment	0.108	0.106	0.115	0.108	0.144**	0.171**	0.108	0.131**	0.083	0.108	0.110	0.091
Islamic performa nce manage ment & compens ation	-	-	-	-	-	0.243**	-	-	-	-	0.298**	-
	0.288**	0.286**	0.289**	0.288**	0.280**		0.288**	0.271**	0.180	0.288**		0.360**
Moderat or	-	-0.038	0.184	-	0.343**	0.291	-	0.259**	0.392		0.149**	-
												0.029
Interaction Terms												
Recruitm ent* Moderat or	-	-	0.505	-	-	0.458	-	-	-	0.047	-	0.608
Training * Moderat or	-	-	0.408	-	-	0.242	-	-	0.207	-	-	0.119
Performa nce* Moderat or	-	-	0.042	-	-	0.279	-	-	0.304	-	-	0.687**

R	0.36 4	0.36 6	0.37 2	0.36 4	0.49 9	0.50 5	0.36 4	0.44 6	0.4 52	0.36 4	0.39 3	0.42 7
R ²	0.13 3	0.13 4	0.13 8	0.13 3	0.24 9	0.25 5	0.13 3	0.19 9	0.2 04	0.13 3	0.15 5	0.18 2
Adjusted R ²	0.12 3	0.12 1	0.11 6	0.12 3	0.23 8	0.23 5	0.12 3	0.18 7	0.1 83	0.12 3	0.14 2	0.16 1
F values	13.9 24	10.5 37	6.16 2	13.9 24	22.5 40	13.1 25	13.9 24	16.9 10	9.8 57	13.9 24	12.4 45	8.55 7
Sig F values	0.00 0	0.49 9	0.74 0	0.00 0	0.00 0	0.56 7	0.00 0	0.00 0	0.6 41	0.00 0	0.00 8	0.03 1
Durbin Watson	-	-	1.55 1	-	-	1.76 7	-	-	1.6 83	-	-	1.58 7

Examining Model 1 with the moderating effect of Millennials, the results show that Islamic recruitment, selection, retrenchment management, and Islamic performance management and compensation management significantly predict employee turnover intention ($\beta=-0.173$, $\rho<0.01$; $\beta=-0.288$, $\rho<0.01$). Islamic training and development management does not. Model 2 shows that including Generation Y/Millennials as a moderator significantly explains additional variance ($\beta=-0.259$, $\rho<0.01$). Model 3, which includes interaction terms between Millennials and the influencing factors, found no significant predictors. The model explains 20% of the variance in turnover intention (R-squared = 0.204, F = 9.857, Durbin-Watson = 1.683). Millennials do not moderate the relationship between the influencing factors and employee turnover intention.

Examining Model 1 with the moderating effect of Generation Z, the results show that Islamic recruitment, selection, retrenchment management, Islamic performance management, and compensation management significantly predict employee turnover intention ($\beta=-0.173$, $\rho<0.01$; $\beta=-0.288$, $\rho<0.01$). Islamic training and development management does not. Model 2 shows that including Generation Z as a moderator significantly explains additional variance ($\beta=-0.149$, $\rho<0.01$). Model 3, which includes interaction terms between Generation Z and the influencing factors, found that Generation Z significantly moderates the relationship between performance management and turnover intention ($\beta=0.687$, $\rho<0.01$). The model explains 18% of the variance in turnover intention (R-squared = 0.182, F = 8.557, Durbin-Watson = 1.587). Overall, Generation Z significantly moderates the relationship between the influencing factors and turnover intention.

This study shows that integrating Islamic HRM practices into existing frameworks offers a more comprehensive approach. It suggests that these practices can significantly reduce turnover intention and enhance support, aligning with recent research.

The findings agree with previous studies, such as (1) Hossin, Ali and Sentosa (2020), who discovered that Islamic HRM practices in the Islamic banking sector in Bangladesh significantly impact employee turnover intention. (2) Salsabilah, Ibrahim, Irawan, Akbar and Lina (2024) suggested that aligning HRM practices with Islamic values fosters an ethical and inclusive environment that is beneficial in diverse cultural settings like MNCs in Malaysia. (3) Asfahani (2022) discovered that Islamic HRM practices benefit Muslim and non-Muslim firms, increasing employee satisfaction. (4) Omar, Aris, Alias, Mu'min and Arokiasamy (2023) found that Islamic recruitment, selection, retrenchment, performance, and compensation management significantly influence employee turnover intention in the Islamic Religious Council in Malaysia. (5) Soleman et al. (2020) discovered that Islamic job satisfaction and organizational commitment highly influence

employee intention to leave Islamic banks in Indonesia. (6) Attahiru (2022) found that recruitment significantly influences organizational performance, though this study was not on Islamic HRM.

Overall, integrating Islamic HRM practices into existing frameworks provides a holistic approach to mitigating employee turnover intention in MNCs. This integration can reduce employee turnover intention and enhance support, aligning with recent research on the positive impact of Islamic HRM practices on organizational commitment and performance. The study also found Generation Z to be highly affected by Islamic HRM practices and turnover intention, emphasizing the need to consider generational differences. It highlights Generation Z's distinct expectations regarding performance management and compensation.

Generation Z/ typically expects: (1) Work-life balance and Flexibility: They value flexible work arrangements, preferring a mix of remote and in-office work (Febriana & Mujib, 2024). (2) Purpose and Values Alignment: Most consider alignment with personal values crucial for job satisfaction and may reject employers that don't match their ethical beliefs (Deloitte 2024). (3) Career Progression and Development: They seek clear career paths and constructive feedback to feel valued and motivated (Fernandez, Landis & Kee, 2023). (4) Technological Integration: They prefer workplaces that use the latest technologies and offer opportunities to work with cutting-edge tools (Febriana & Mujib, 2024). (5) Mental Health and Well-being: They prioritize wellness and mental health, valuing employers who support these aspects (Fernandez, Landis, & Lee, 2023) These preferences underscore the need to create a supportive, flexible, and value-driven work environment to attract and retain Generation Z employees.

The research shows that Generation Z, the youngest workforce cohort, brings unique mindsets shaped by a different era, often seen as impulsive with a "YOLO" mentality. Despite limited literature, understanding their values is crucial for addressing employee turnover and significantly moderates the relationship between Islamic performance management, compensation management, and turnover intention. This indicates that generational differences should be considered when designing HRM practices, as they can influence turnover intentions (Jayathilake, Daud, Eaw & Annuar, 2021; Johnsen, Skogvoll & Normann, 2021).

Employee turnover intention is a critical issue for organizations, especially MNCs, which face unique challenges in managing it. This study highlights the importance of understanding and addressing the intrinsic and extrinsic values influencing employees, such as career growth, job satisfaction, fair appraisals, training opportunities, team support, and a positive work environment. By adopting the best HRM practices and offering better rewards, organizations aim to reduce turnover, enhance productivity, and achieve profit maximization (Broeck & Parker, 2017)

The study's limitation is that it focused on 22 industries with 277 participants, using a convenient sampling method. It did not include multinational companies (MNCs) from Sabah and Johor, which may affect how widely the findings can be applied.

It is recommended for future studies to investigate how non-Muslim employees in MNCs accept Islamic HRM practices. It would also be helpful to explore the challenges of applying these practices in Muslim-majority countries, even in non-Muslim companies. Additionally, the research could examine how Islamic HRM practices affect other aspects of organizations, like employee engagement and performance (Lu & Gursoy, 2016; Márquez et al., 2022)

CONCLUSION

The study highlights the importance of implementing Islamic HRM practices to lower employee turnover intentions in multinational companies (MNCs). By incorporating these practices into traditional HRM (CHRM) at the departmental or regional level, organizations can foster a

supportive and cohesive work environment. Addressing the unique needs of various generational groups, especially Generation Z/iGens, to improve employee retention is also crucial. These insights offer a valuable guide for MNCs to create HRM strategies that are culturally and ethically aligned, promoting organizational stability and performance.

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