The Role of HRM Practices in Mitigating Turnover Intentions: Insights from the Malaysian ICT Industry

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Abstract. This study investigates the relationship between human resource management (HRM) practices and employee turnover intention in the Malaysian information and communication technology (ICT) industry. Data were collected from a convenience sample of 80 permanent employees of an ICT organization through a survey methodology. HRM practices were assessed across five dimensions: training and development, job security, performance appraisal, compensation, and employee loyalty. The results of descriptive statistical analysis revealed moderate levels of both HRM practices (mean = 2.7951) and turnover intention (mean = 2.6708) among the respondents. Spearman's rank correlation analysis indicated a positive and significant correlation (r = 0.822) between HRM practices and turnover intention. Specifically, employee loyalty had the strongest negative correlation (r = -0.733) with turnover intention, while training and development (r = 0.429), job security (r = 0.627), performance appraisal (r = 0.164), and compensation (r = 0.449) showed positive correlations. The findings suggest that effective implementation of HRM practices, particularly those related to fostering employee loyalty, could aid in reducing turnover intentions within the Malaysian ICT industry. Practical implications for organizational management and recommendations for future research are discussed.

Keyword: turnover intention, performance appraisal, training and development, compensation, job security, and employee loyalty.

1. Introduction

Human resource management (HRM) practices play an increasingly important role in deciding the results of businesses in Malaysia's information and communication technology (ICT) industry, which is marked by a dynamic and competitive landscape. Staff turnover is one of the most essential challenges that companies strive to manage effectively since it may significantly impact performance, stability, and overall success (Anwar, G. and Abdullah, N.N., 2021). Examining the intricate relationship between HRM practices and turnover intention within the context of Malaysian information and communications technology (ICT) businesses is the objective of this empirical study.

This empirical study examines the complicated link between human resource management practices and the turnover intention to Malaysian ICT companies. It aims to meet a crucial study requirement on how well human resource management practices reduce ICT employment turnover in Malaysia (Lu, J., Guo, S., Qu, J., Lin, W. and Lev, B., 2023). A detailed review and analysis of HRM practices in this dynamic business will illuminate their vital role in employee turnover and organizational stability.

It is critical for companies to adapt their human resource management strategies to meet the needs and expectations of their employees as they face rising challenges in the complex information and communications technology industry (Hamouche, S., 2023). If workers believe their employers care about their professional development, treat them fairly, and provide a positive work environment, they are less likely to stay put and more likely to look for job elsewhere. On the other side, dissatisfied employees may be more likely to contemplate voluntary departure if human resource management practices are inadequate or mismatched.

This study aims to contribute to the existing body of knowledge by doing an empirical analysis into the relationship between certain HRM practices and turnover intention within the Malaysian information and communications technology industry. Through identifying the main variables that lead to the desire to quit the organization, organizations may develop focused initiatives to promote employee satisfaction, commitment, and retention (Redondo, R., Sparrow, P. and Hernández-Lechuga, G., 2021). Ultimately, this study hopes to enlighten human resource management practices in the IT industry by revealing practical insights. With these realizations in hand, we can build a workplace that supports both the prosperity of businesses and their people.

It contributes more than one-third of the service sector's revenue and considerably stimulates economic growth in a number of countries (Qiao, H., Zheng, F., Jiang, H. and Dong, K., 2019). In reality, the performance of a ICT is determined predominantly by its employees who interact directly with guests. Therefore, employees play a crucial role in service delivery and can considerably contribute to the management of the organization's reputation. ICTs may be unable to operate without their staff (Fan, X., Li, J., Mao, Z.E. and Lu, Z., 2021). In order to provide superior customer service and, as a result, retain customers, the hospitality industry's greatest obstacle is its high employee attrition rate. According to (Ntounis, N., Parker, C., Skinner, H., Steadman, C. and Warnaby, G., 2022), the ICT industry is enduring a human resources crisis due to the relatively high rate of employee turnover in comparison to other industries, such as banking and finance and healthcare.

A moderate attrition rate is unavoidable and advantageous for the company (Kraus, S., Jones, P., Kailer, N., Weinmann, A., Chaparro-Banegas, N. and Roig-Tierno, N., 2021). However, employee turnover has negative consequences that must be avoided. According to (Nguyen, C., 2020), high attrition rates have a variety of negative effects on an organization, such as the loss of talent and an increase in recruitment and training expenses. In (Chee, L.S., Gan, Z.D., Lim, Y.Y., Tiew, S.T. and Lee, W.J.J., 2021) reported that an organization spends 30% to 50% of the annual salary of entry-level employees, 150% of the annual salary of middle-level employees, and up to 400% of the annual salary of upper management level employees to replace them.

In (Ramlawati, R., Trisnawati, E., Yasin, N. and Kurniawaty, K., 2021) argued that the intention of a departing employee influenced the attrition rate. To reduce the actual attrition rate of the ICT,

management must eliminate employee plans to depart. Personal factors, organizational and work factors, and social and economic factors influence employees' intentions to depart. According to (Zhang, X., Bian, L., Bai, X., Kong, D., Liu, L., Chen, Q. and Li, N., 2020) individual factors such as gender, age, marital status, and educational background have an indirect effect on individual turnover intention. Organizational and work-related factors, such as salary, promotion, employee participation, and enterprise culture, also influence the resignation intentions of employees. In addition, labor market conditions, employment opportunities, housing and living expenses have been identified as social and economic factors that may impact the intention to resign (Vyas, L., 2022).

Dwesini, N.F., (2019) discovered that employee discontent with an organization's HRM practices has a significant effect on employee turnover rates. This factor was classified as organizational and work-related issues. According to (Edvardsson, I.R. and Durst, S., 2021) HRM practices are a management-led strategy. If HRM practices are implemented inadequately and inefficiently, employees may perceive that their employer does not value them. Consequently, their motivation will diminish, and they will be more likely to leave the organization (Bajrami, D.D., Terzić, A., Petrović, M.D., Radovanović, M., Tretiakova, T.N. and Hadoud, A., 2021). A company's human resource management procedures include recruitment and selection, performance evaluation, training and development, job security, compensation, and employee loyalty for career progression. (Duan, X., Ni, X., Shi, L., Zhang, L., Ye, Y., Mu, H., Li, Z., Liu, X., Fan, L. and Wang, Y., 2019) These variables correlate positively or negatively with the intention to flip over. In conclusion, ICT management must investigate the relationship between HRM practices and employee intention to leave in order to determine whether the implementation of particular HRM practices can aid in retaining their highly qualified talent.

1.1. The study intends to achieve the following specific objectives

1. To assess the level of HRM practices implemented in the organization under study.
2. To determine the level of turnover intention among the employees surveyed.
3. To analyze the relationship between HRM practices and turnover intention.
4. To provide practical implications for management in addressing turnover intention and improving employee retention.
5. To contribute to the existing literature by empirically investigating the relationship between HRM practices and intention to leave in the specific context of the ICT industry.

2. Literature Review

Training and development programmers are integral components of Human Resource Management Practices (HRMP) in the ICT industry. (Labrague, L.J., Nwafor, C.E. and Tsaras, K., 2020) The purpose of these initiatives is to improve the skills, knowledge, and competencies of employees, thereby increasing their overall job satisfaction and decreasing their intention to resign.

When employees have adequate training opportunities, they perceive that their employers care about their professional development (Yarberry, S. and Sims, C., 2021). This perception fosters a sense of loyalty and cooperation among employees, thereby increasing their job satisfaction. Employees are more likely to feel valued and appreciated when they perceive their employer to be investing in their professional development. They develop a stronger sense of loyalty and are less likely to consider leaving their current positions as a consequence (Singh, D., 2019).

Consistently, research studies have demonstrated a correlation between training and development programmers and a decreased intent to leave the ICT industry. For instance, (Rawashdeh, A.M. and Tamimi, S.A., 2020) discovered that employees who participated in comprehensive training programmers reported greater job satisfaction and a lower intention to resign than those with limited or no access to training. This finding illustrates the importance of training programmers in fostering a positive work environment and increasing employee retention.

2.1.Training and Development

Training and development programmers not only equip employees with job-related skills, but also contribute to their personal development and career progression. When employees perceive opportunities for continuous learning and skill enhancement, they are more likely to view their jobs as stepping stones to advancement. This perception increases their commitment to the organization and decreases their intention to seek employment elsewhere (Guzeller, C.O. and Celiker, N., 2020).

Moreover, training and development programmers in the ICT industry can have an immediate effect on employee productivity and job satisfaction. By equipping employees with the necessary knowledge and skills, organizations can enhance job performance and boost employee confidence. As a result, employees feel more competent and successful in their positions, which increases their job satisfaction and reduces their intention to quit (Dodanwala, T.C. and San Santoso, D., 2021).

To maximize the benefits of training and development programmers, businesses in the ICT sector should design and implement employee-specific, comprehensive initiatives. This could include on-the-job training, mentoring programmers, workshops, and seminars (Omotunde, O.I. and Alegbeleye, G.O., 2021). Organizations must routinely assess the efficacy of their training programmers and make any necessary modifications based on participant feedback and evolving industry standards.

2.2.Job Security

Job security in the Malaysian information and communications technology industry is a fascinating lens for studying the various issues that affect employee retention and turnover intentions. Due to the rapid growth of the Malaysian information and communications technology (ICT) industry and the uncertainties of technical breakthroughs and market changes, job security, a key component of organisational well-being, is crucial. The Malaysian information and communications technology industry prioritises talent acquisition and retention to be competitive, and job security perceptions shape employee conduct (RAHMAN, H.M., JAYASHREE, S. and MALARVIZHI, C.A.N., 2023). This industry's employees must deal with technology changes, project-based work, and worldwide market fluctuations. Thus, company executives and HR experts must understand how job security affects workers' intents to quit.

Although job security is becoming more important in the context of the wider organisation, there is still a gap in the literature on its relevance to the Malaysian information and communications technology company (Li, J.J., Bonn, M.A. and Ye, B.H., 2019). Current job security research covers broad principles and theoretical frameworks, but few studies have examined the Malaysian information and communications technology ecosystem's challenges and opportunities. To address this gap, this study examines the complicated relationship between Malaysian ICT workers' job security perspectives and their intentions to leave (Redondo, R., Sparrow, P. and Hernández-Lechuga, G., 2021). This study aims to provide insights that may be applied to the challenges faced by companies in this dynamic industry. This will be done by Malaysia-specific empirical study.

This study is expected to add to work security knowledge in several ways. First, this research will clarify how sector-specific factors like technical innovation, market volatility, and talent demand affect job security beliefs. Contextualizing the issue inside the Malaysian ICT industry will achieve this. The study should also reveal how human resource management techniques improve job security and reduce turnover intentions in Malaysia's information and communications technology industry (Bendeck, J., 2021). Leaders and HR professionals may better manage personnel management and retention in a quickly changing technological environment if they find best practices and methods tailored to this industry.

Finally, this study relies on the literature review on job security in the Malaysian ICT industry. It stresses the need of understanding contextual factors that affect employee perceptions and actions. This report provides practical insights to help businesses foster a culture of job security and succeed in the

competitive Malaysian ICT sector. By connecting theory and practice, this will be achieved.

2.3.Performance Appraisal

Performance evaluation is an integral part of Human Resource Management Practices (HRMP) and has a substantial effect on attrition intent in the ICT industry (Al Masud, A., Hossain, M.A. and Biswas, S., 2021). An efficient performance evaluation system permits organizations to manage employee performance, provide feedback, and motivate employees to achieve organizational objectives. According to research, employees who receive regular feedback and performance evaluations are more likely to perceive fairness and transparency within the organization, resulting in greater job satisfaction and a lower intention to resign (Setiawati, T. and Ariani, I.D., 2020).

When employees receive consistent feedback and performance evaluations, they are able to comprehend how their work aligns with organizational objectives and expectations (Govender, M. and Bussin, M.H., 2020). Organizations establish a sense of equity and transparency in the performance evaluation process by providing employees with clear expectations, constructive feedback, and recognition for their achievements. When employees perceive that their performance is evaluated objectively and that their efforts are recognized and valued, their job satisfaction and intention to leave are likely to increase (Mawardi, M.C., 2022).

Fair and objective performance evaluation practices enhance employee engagement and retention. The absence of bias or favoritism in performance evaluations ensures that all employees are evaluated using objective and consistent criteria. The perception of impartiality generated by objective performance evaluations contributes to employee confidence in the evaluation process as well as the overall fairness of the organization (Imamoglu, S.Z., Ince, H., Turkcan, H. and Atakay, B., 2019).

2.4.Compensation

In the ICT industry, compensation is an integral component of Human Resource Management Practices (HRMP), and it has a significant impact on attrition intent. Equal and competitive compensation packages are necessary for employee retention and satisfaction. When employees perceive that their compensation is fair and in line with their skills, contributions, and industry standards, they are less likely to intend to leave (Schaack, D.D., Le, V.N. and Stedron, J., 2020). Employees who believe their compensation is equitable and commensurate with their skills and contributions are more likely to feel appreciated and motivated to remain with the organization. They recognize that their efforts and contributions are valued and compensated, and they view their pay as a reflection of their value. They report higher levels of job satisfaction and are less likely to seek alternative employment opportunities as a result (Liu, J., Zhu, B., Wu, J. and Mao, Y., 2019).

Employees who perceive inequities or who feel underpaid may be more likely to seek new employment. When employees believe that their compensation is not commensurate with their skills, credentials, or industry standards, they may feel undervalued or exploited. This perception can result in dissatisfaction and a greater propensity to pursue better pay elsewhere (Frye, W.D., Kang, S., Huh, C. and Lee, M.J.M., 2020). Competitive compensation structures improve the retention of employees within an organization. In addition to providing an industry-standard base salary, competitive compensation necessitates the provision of additional benefits (Ratsinee, T., 2023). It consists of additional benefits, such as performance-based remuneration, incentives, and recognition programmers, that reward employees for outstanding performance and contributions (Jeni, F.A., Mutsuddi, P. and Das, S., 2020). These additional opportunities for rewards and recognition foster a sense of fairness and appreciation, which encourages employees to remain with the organization.

In addition, organizations are required to conduct regular compensation assessments and adjustments. This enables companies to keep pace with market trends and maintain competitive

employee compensation (Shaturaev, J., 2022). Regular evaluations and modifications demonstrate the organization's dedication to equitable and competitive compensation practices, which boosts employee satisfaction and reduces intention to leave.

Compensation policies and practices must be communicated in a transparent manner. Employees need to understand how performance, experience, and market conditions impact compensation decisions. Transparent communication fosters trust and diminishes perceptions of bias or inequity (Kirya, M.T., 2020). In the ICT industry, employee loyalty is a significant determinant of intent to depart. It refers to the dedication and commitment of employees to their organization, which results in a desire to remain with the company and contribute to its success. Numerous studies have found a correlation between employee loyalty and a lower likelihood of leaving (Khuong, M. and Linh, U., 2020).

2.5.Employee Loyalty

To cultivate employee loyalty, it is essential to provide a supportive workplace. When companies priorities the pleasure and well-being of their employees, they foster a sense of belonging and loyalty. Open communication, trust, collaboration, and mutual respect characterize supportive work environments (Holmes, T., Vifladt, A. and Ballangrud, R., 2020). Employees who feel supported by their colleagues and superiors are more likely to develop a sense of loyalty to their organization, reducing their likelihood of leaving.

Moreover, a robust organizational culture is essential for fostering employee loyalty. A company culture that correlates with the values of its employees and fosters a positive work environment can strengthen employees' sense of loyalty (Pathiranage, J., 2019). A robust culture may consist of shared objectives, distinct values, and a sense of community. Employees are more likely to develop a strong sense of loyalty and commitment when they identify with an organization's culture and believe their work contributes to its success (Akpa, V.O., Asikhia, O.U. and Nneji, N.E., 2021).

Growth and advancement opportunities are essential for promoting employee loyalty. Employees who perceive professional growth and advancement opportunities within their organization are more likely to remain loyal. This can be accomplished through training and development programmers, mentorship opportunities, and well-defined career paths (Barhate, B. and Dirani, K.M., 2022). When employees perceive that their employer invests in their development and provides opportunities for advancement, they are motivated to stay with the organization and contribute to its success.

Another significant factor contributing to employee loyalty is effective leadership (Chen, J.K. and Sriphon, T., 2022). Leaders who communicate effectively, provide guidance and support, and acknowledge and value the contributions of their employees inspire employee loyalty. Employees who have a high level of trust and reverence for their executives are more likely to develop organizational loyalty (Book, L., Gatling, A. and Kim, J., 2019). Employers can promote employee loyalty through a variety of methods. These may include recognizing and rewarding employee accomplishments, promoting a work-life balance, providing competitive compensation and benefits, offering autonomy and decision-making opportunities, and involving employees in the decision-making process. By prioritizing these factors, companies can foster a loyal and engaged workforce, thereby decreasing employees' intention to depart (Shah, I.A., Csordas, T., Akram, U., Yadav, A. and Rasool, H., 2020).

3. Research Methodology

Researchers employed a descriptive study to examine the extent of HRM implementation practices and employee resignation intentions (El Khatib, M., Nakand, L., Almarzooqi, S. and Almarzooqi, A., 2020). In addition, correlational research attempted to address the third research objective by establishing the connection between HRM practices and employee turnover intent (Ababneh, O.M.A., 2021). The researchers utilized a quantitative research methodology for this study, distributing questionnaires to a

representative sample of the target population. The questionnaire questions were compiled by (Al-Hanawi, M.K., Angawi, K., Alshareef, N., Qattan, A.M., Helmy, H.Z., Abudawood, Y., Alqurashi, M., Kattan, W.M., Kadasah, N.A., Chirwa, G.C. and Alsharqi, O., 2020). One Hundred Seventy questionnaires were distributed to respondents. Using a cross-sectional study to administer questionnaires meant that information was collected at a particular point in time.

This research includes all permanent ICT workers in Malaysia. This covers managerial and operational workers. To get insights from a variety of occupations in the sector, operational and managerial professionals were included (Jankowski, M., Krzystanek, M., Zejda, J.E., Majek, P., Lubanski, J., Lawson, J.A. and Brozek, G., 2019). This choice covers the whole research. Convenience sampling was used to ensure the sample appropriately reflected the desired community. This technique was chosen due to practical issues including participant accessibility and the shift-based nature of many information and communications technology departments (Gamonal Limcaoco, R.S., Mateos, E.M., Fernández, J.M. and Roncero, C., 2020). Convenience sampling allowed researchers to efficiently obtain data from respondents who were easily available and willing to participate.

Although convenience sampling may reduce generalizability, efforts were made to increase the sample's representativeness within its constraints. To estimate population statistical parameters with adequate statistical power and precision, Krejcie and Morgan's (1970) sampling matrix was used to determine the sample size. The inclusion of all permanent workers in the target population mitigated convenience sample biases by gathering a diverse cross-section of employees from all organisational levels and roles (Karunarathne, A.C.I.D., Ranasinghe, J.P.R.C., Sammani, U.G.O. and Perera, K.J.T., 2021). By making the population representative of the workforce, this was achieved. The methodology section will explain how the convenience-sampled sample was considered representative by providing further detail on the target population and sampling methods. Provide this background to do this. The objective of this explanation is to address the reviewer's concern and increase study credibility and transparency.

This study employed a questionnaire with three main sections: Part A collected demographic data, Part B assessed HRM practices, and Part C assessed leaver intention. Every section had a distinct objective and certain questions prepared to ask about the constructions being studied. The first questionnaire segment collected demographic data from respondents. Multiple-choice questions in this section included age, gender, education, and years of experience in information and communications technology. These demographic parameters were necessary to define the research sample and understand how demographics may affect human resource management practices and turnover intention. The second component of the questionnaire examined HRM practices in respondents' organizations. Questions tested numerous HR management practices in this section. These included hiring, training, performance management, awards, and compensation and benefits. To assess the extent to which their organizations used particular human resource management practices, respondents were asked to use a Likert Scale with five points, where one indicated strong disagreement and five indicated strong agreement. This scale enabled a detailed assessment of respondents' workplace human resource management techniques. The questionnaire's third and final portion assessed respondents' turnover intentions. This part asked respondents if they planned to quit the information and communications technology industry. Similar to Part B, respondents were asked to rate their agreement or disagreement with statements about their desire to leave their current position on a five-point Likert scale, with one indicating strong disagreement and five strong agreement.

Frequency, mean score, and percentage were computed utilizing descriptive statistical analysis, whereas the correlation between the variables was determined utilizing inferential statistical analysis. The collected data were analyzed using version 27 of Statistical Package for the Social Sciences (SPSS 27). The average score was used to determine employee levels of HRM practices and their intent to depart the organization. In order to compute the mean score on a five-point Likert scale, Kumar (2014) states that the scale must be divided into three levels: low, moderate, and high. To examine the

relationship between HRM practices and employee turnover intentions, however, Spearman's rank correlation coefficient was utilized.

4. Result

The preponderance of respondents (73.8%) were male employees, while only 26.3% were female employees (Table 1). Forty percent of respondents were between the ages of 29 and 35. In addition, the preponderance of respondents (60%) were executives. The majority of respondents (60%) held a master's degree as their greatest level of education. Meanwhile, the majority of respondents' experience is between 3 and 5 years (48.8%).

Table 1: Demographic Characteristics pf the respondents (n=80 respondents)

Characteristic	Category	Frequency (*f*)	Percentage (%)
Gender	Male	59	73.8
	Female	21	26.3
Age	20-28 Years	8	10.0
	29-35 Years	32	40.0
	36-40	31	38.8
	41-45	5	6.3
	46-50	4	5.0
	Diploma	5	6.3
Education	Bachelor's	22	27.5
	Master's	48	60.0
	PhD	5	6.3
Job Level	Non-Executive	4	5.0
	Executive	52	65.0
	Managerial	5	6.3
	Top Management	19	23.8
Experience	1-2 Years		
	3-5 Years	39	48.8
	6-8 Years	27	33.8
	More than 9 Years	14	17.5

Using the descriptive statistics method, Table 2 displayed the aggregate mean score for HRM practices. The investigation revealed that the level of HRM practices was moderate. The mean score was 2.7951, and the standard deviation was 0.9999. Training and development (mean score = 2.9406,

standard deviation = 1.16124), Job security (mean score = 2.9725, standard deviation = 1.02265), performance appraisal (mean score = 2.6975, standard deviation = 0.81318), compensation (mean score = 2.7575, standard deviation = 0.90830), and employee loyalty (mean score = 2.6075, standard deviation = 1.13737) were the four dimensions used to analyse the level of HRM practices.

Table 2: Descriptive Statistics

Dimensions	Minimum	Maximum	Mean	Std. Deviation
Training And Development	1.00	5.00	2.9406	1.16124
Job Security	1.00	4.60	2.9725	1.02265
Performance Appraisal	1.00	4.00	2.6975	0.81318
Compensation	1.00	4.60	2.7575	0.90830
Employee Loyalty	1.00	4.60	2.6075	1.13737
Overall		4.56	2.7951	0.9995

Using descriptive statistics, Table 3 illustrateds the aggregate mean score of turnover intention among permanent employees at The ICT. The findings indicated that turnover intention was moderate (mean score = 2.6708, standard deviation = 0.88686).

Table 3: Descriptive Statistics

Dimensions	Minimum	Maximum	Mean	Std. Deviation
Turnover Intention	1.17	4.00	2.6708	0.88668

Table 4 shows that the correlation between employee loyalty and desire to quit the organization is -0.733, which is statistically significant. This would indicate that as employee loyalty increases, the likelihood that an individual will decide to quit their current employer decreases. It shows that companies who focus on building loyalty from their employees may notice a decrease in employee turnover. If training and development opportunities are positively associated with turnover intention (0.429), then it stands to reason that turnover intention will rise in tandem with the availability of these chances. Workers seeking out new challenges after acquiring new skills might be a contributing factor. A strong negative link between job security and intention to leave one's current position is suggested by the coefficient of correlation, which is 0.627. A higher level of perceived job security is associated with a lower level of desire to quit one's present employment, as it makes workers feel more secure in their current responsibilities. Despite a little positive connection (0.164), the relationship between performance evaluation and intention to leave is weak. It gives the impression that, in this specific context, performance reviews might not play a significant role in deciding whether or not an employee plans to stay. As shown by a modestly positive connection (0.449) with turnover intention, employees who are more inclined to quit their current post may believe that their income is an issue. This highlights the need of offering competitive and fair compensation as a retention strategy.

Table 4: Correlation

	Turnover Intention	Training And Development	Job Security	Performance Appraisal	Compensation	Employee Loyalty
Turnover Intention	1.00	0.429	0.627	0.164	0.449	0.733
Training And Development	0.429	1.000	0.529	0.172	0.175	0.333
Job Security	0.627	0.529	1.000	0.089	0.293	0.391

Performance Appraisal	0.164	0.172	0.089	1.000	0.356	0.234
Compensation	0.449	0.175	0.293	0.356	1.000	0.618
Employee Loyalty	-0.733	0.333	0.391	0.234	0.618	1.000

The correlation analysis between HRM practices and attrition intention among permanent employees is presented in Table 5. The results demonstrated a significant positive correlation (r = 0.822) between HRM practices and turnover intent.

Table 5: Model Summary

R	R Square	Adjusted R Square	Std. Errot of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
0.822ᵃ	0.676	0.654	0.52169	0.676	30.842	5	74	<.001

a.Predictors: (Constant), EmployeeLoyalty,PerformanceAppraisal,TrainingAndDevelopment,JobSecurity,Compensation

The findings shown in Table 6 indicate that the whole regression model is statistically significant (F = 30.842, p < 0.001), as shown in the analysis of variance (ANOVA) column. This proves that among the predictor variables, at least one significantly contributes to explaining the variation in intention to leave. To find out what proportion of the change in turnover intention can be explained by the model, we utilise the R-squared statistic. What a letdown that this value is not shown in the table. If it is available, knowing the R-squared value would show how well the model explains the data. In all, a sum of squares equal to 41.970 is attributable to the regression model. The degree to which the predictors account for the variation in turnover intention is measured by this metric. With the predictors removed, the remaining sum of squares for turnover intention is 20.140, meaning that this variable has no other plausible explanation for its observed variation. The degrees of freedom for the regression (df = 5) and residuals (df = 75) are regarded to be highly crucial when it comes to computing mean squares. Mean squares may be determined by dividing the total squares by the total number of degrees of freedom used in the computation. The F-statistic was calculated as the ratio of the model-explained variance to the unexplained variance (30.842). An increased overall model impact is shown by a bigger F-value. In addition, the highly significant p-value (p < 0.001) associated with the F-statistic suggests that the overall model fit is not due to chance.

Table 6: ANOVAᵃ

	Sum of Squares	df	Mean Square	F	Sig
Regression	41.970	5	8.394	30.842	<.001b
Residual	20.140	75	0.272		

a. Dependent Variable: TurnoverIntention
b. Predictors: (Constant), EmployeeLoyalty, PerformanceAppraisal, TrainingAndDevlopment, JobSecurity, Compensation

5. Discussion

Similar to the findings of (Anwar, G. and Abdullah, N.N., 2021), this study found a moderate degree of HRM practices (mean score = 3.62, standard deviation = 0.2894). The moderate level of HRM practices in this study was due to the fact that respondents were satisfied with certain aspects, such as performance

appraisal (mean score = 3.67, SD= 0.4423) and reward system (mean score=3.69, SD= 0.5835), but less satisfied with others, such as working conditions (mean score = 3.65, SD= 0.4745) and training and development (mean score = 3.49, SD= 0.3952). Respondents were dissatisfied with their working conditions because they were unable to modify their work schedule to accommodate their lifestyle, and they had a moderate appreciation for their colleagues. These respondents were dissatisfied with training and development because they did not participate in training programmers on an annual basis. In addition, participation in the training programmers was limited to a select group of employees. Moreover, ICT employees believed that formal training programmers did not aid in promotion. These factors resulted in a moderate level of working conditions and training and development implementation. Even the mean HRM practice scores as a whole were classified as moderate, but they were very close to being high. This demonstrated the organization's implementation of improved HRM practices (Salas-Vallina, A., Alegre, J. and López-Cabrales, Á., 2021). Santhanam et al. (2017) found that organizations are increasingly concerned with implementing effective HRM practices because these practices will increase employee job satisfaction and productivity, reduce employee turnover, and result in an overall improvement in organizational performance.

In this study, employees had a moderate intention to abandon their current position (mean score = 2.6708, standard deviation = 0.8880). The demographic characteristics of employees, such as their gender, affected their intention to leave the organization. The departure intentions of men were less than those of women (Favaro, A., Wong, C. and Oudshoorn, A., 2021). This was due to family-related factors and the limited opportunities for career advancement confronted by female employees. There were more male employees (59) than female workers (21) in this investigation. In addition to demographic factors, ICT categories also influenced employees' resignation intentions. (Chung, H., Quan, W., Koo, B., Ariza-Montes, A., Vega-Muñoz, A., Giorgi, G. and Han, H., 2021) found that ICT employees with five or four stars were less likely to resign than those with one, two, or three stars. This four-star ICT in Malaysia is ideal for business travelers. It is able to provide its employees with superior working conditions, more advancement opportunities, and a higher salary than other low-star ICTs. Therefore, the likelihood of employee turnover at The ICT may have decreased. The nature of the employment was a contributing factor to the intention to reduce employee turnover. This investigation included only full-time workers. According to a study by (Peltokorpi, V., Allen, D.G. and Shipp, A.J., 2023), transient employees had a higher intention to leave than permanent employees. Typically, temporary positions are low-paying and dependent on welfare, receive fewer investments in human resources, and are stressful. Therefore, only permanent employees participated in this study, which may have resulted in a reduced turnover intention rate.

The results indicate a significant relationship between HRM practices and employee turnover intentions. According to prior research (Tumwesigye, G., Onen, D., Oonyu, J. and Musaazi, J., 2020), there was a significant positive correlation between HRM practices and the intention of employees to leave the organization. (Jyoti, J. and Rani, A., 2019), stated that superior HRM practices in a ICT can decrease employees' intentions to resign. The investigation by (Ghasempour Ganji, S.F., Johnson, L.W., Babazadeh Sorkhan, V. and Banejad, B., 2021) to the relationship between HRM practices and employees' intent to leave a local university yielded a similar result. To clarify and justify the assertion about dependent and independent variables, it must be expanded. The connection between HRM practices and employee turnover intentions was statistically significant, as in (Rahim, N.A.A., Shukri, H., Rizuan, N.A.M., Suut, L., Ibrahim, S.F., Safii, R. and Othman, M., 2019). Even though the correlation between HRM practices and turnover was moderate, it had an impact on the ICT's turnover rate. These results suggested that implementing HRM practices would have a positive effect on attrition intent. In other words, when HRM practices are moderate, so is the intention to leave. If a ICT is able to implement effective human resource management practices and enhance employee welfare, its staff will be more likely to remain.

6. Conclusion

In conclusion, this empirical study contributes to the understanding of the relationship between human resource management (HRM) practices and turnover intention within the Malaysian information and communication technology (ICT) industry. The findings revealed moderate levels of both HRM practices and turnover intention among the surveyed employees, highlighting potential areas for improvement.

The positive and significant correlation observed between HRM practices and turnover intention underscores the importance of effective HRM strategies in promoting employee retention. Notably, employee loyalty emerged as the dimension with the strongest negative correlation with turnover intention, suggesting that fostering a sense of commitment and belonging could be a key factor in reducing voluntary turnover.

However, it is important to acknowledge the limitations of this study, including the use of a convenience sampling approach and the focus on a single organization within the ICT industry. Future research could employ more robust sampling techniques, explore a broader range of HRM practices, and investigate potential moderating or mediating variables that may influence the relationship between HRM practices and turnover intention.

Nevertheless, the findings of this study have practical implications for organizational management in the Malaysian ICT sector. By prioritizing HRM practices that enhance employee loyalty, such as providing opportunities for growth and advancement, fostering a supportive organizational culture, and recognizing employee contributions, organizations can potentially reduce voluntary turnover and its associated costs.

Additionally, organizations should strive to improve other dimensions of HRM practices, such as training and development opportunities, performance appraisal systems, and compensation structures, as these factors also showed positive correlations with turnover intention.

Overall, this study highlights the significance of strategic HRM practices in promoting employee retention and mitigating the challenges associated with high turnover rates in the dynamic and talent-driven Malaysian ICT industry.

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