

Investigating the Impact of Human Resource Management Practices on Turnover Intentions

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ABSTRACT: This research investigated the impact of Human Resource Management (HRM) practices on turnover intentions among ICT employees in Malaysia. With the rapid growth of the ICT sector driven by government initiatives such as the Multimedia Super Corridor (MSC), MSC2, and the Digital Economy Blueprint, the demand for skilled labor increased significantly. However, high turnover rates in this sector undermined organizational stability and productivity. The study examined key HRM practices including recruitment and selection, training and development, compensation, performance appraisal, and work-life balance and their influence on turnover intentions. A cross-sectional survey was conducted among ICT employees in Malaysia, and the data were analyzed to identify the relationships between HRM practices and turnover intentions. The findings showed that transparent recruitment processes, continuous training opportunities, competitive compensation packages, fair performance appraisals, and work-life balance initiatives significantly reduced turnover intentions. Employees who perceived their HRM practices as fair and supportive were more likely to remain with their organizations. The study highlighted the importance of HRM in fostering employee satisfaction, commitment, and retention, thereby contributing to a competitive workforce in the ICT sector. This research provided valuable insights for organizations in Malaysia's ICT sector to develop HRM strategies that enhance employee retention and organizational performance. The findings also informed policymakers about the need for supportive HRM frameworks to sustain the growth of the knowledge-based economy.

KEYWORDS: Recruitment and selection; training and development; compensation, performance appraisal; work-life balance; and turnover intention.

1. Introduction

Over the last two decades, Malaysia launched numerous initiatives to position itself as a regional leader in digital technology and innovation. These initiatives, such as the Multimedia Super Corridor (MSC), MSC2, and the Digital Economy Blueprint, significantly contributed to the development of the Information and Communication Technology (ICT) sector [1]. The government aimed to enhance the sector's contribution to the national GDP, which spanned various industries such as education, healthcare, and agriculture. While these efforts fueled

sector growth and attracted foreign investments, the rapid technological advancements also intensified the demand for skilled labor, particularly in areas such as cybersecurity, data analytics, and software development [2]. To meet these demands, companies needed to focus on developing and retaining a skilled workforce. The role of Human Resource Management (HRM) was crucial in this process, as effective HRM practices were key to attracting, developing, and retaining talent in an increasingly competitive ICT environment. High turnover rates in this sector, however, posed a significant challenge, and understanding the impact of HRM practices on turnover intentions became essential for the sustained growth and competitiveness of Malaysia's ICT industry.

Malaysia's strategic initiatives, including MSC, MSC2, and the Digital Economy Blueprint, played a pivotal role in shaping the ICT landscape, driving growth, and fostering innovation. The expansion of the ICT sector directly impacted the economy, creating a demand for skilled workers in various technological fields [3]. The government's emphasis on developing a knowledge-based economy underpinned the importance of a highly skilled workforce capable of supporting rapid advancements in technology and meeting global demands for digital innovation. However, despite these efforts, the ICT industry faced a significant challenge in retaining talent, with high turnover rates undermining the sector's potential. The turnover of skilled employees presented considerable costs for organizations in terms of recruitment, training, and knowledge loss [4]. Therefore, effective HRM practices were crucial in mitigating turnover and enhancing employee satisfaction. By focusing on areas such as recruitment, training, compensation, performance appraisal, and work-life balance, organizations could foster greater employee commitment and satisfaction, leading to lower turnover intentions. The Malaysian government's continued investment in the ICT sector further emphasized the importance of addressing this issue and adopting HRM strategies to retain skilled labor.

The ICT sector in Malaysia experienced rapid growth, supported by various government initiatives aimed at fostering innovation and digital technology. However, the sector faced a critical issue: high employee turnover rates. The loss of skilled talent not only increased recruitment and training costs but also disrupted organizational stability, undermining their ability to maintain a competitive edge [5]. Despite the sector's growth potential, organizations struggled to retain employees, particularly those with specialized skills in fields such as cybersecurity, software development, and data analysis. Human Resource Management (HRM) practices, including recruitment and selection, training and development, compensation strategies, performance appraisals, and work-life balance policies, played a crucial role in addressing turnover intentions. Existing research highlighted the significance of these HRM practices in improving employee satisfaction, commitment, and retention [6]. However, there was a lack of comprehensive studies exploring the specific impact of these practices on turnover intentions within the Malaysian ICT industry. This research sought to address this gap by investigating the relationships between HRM practices and turnover intentions among ICT employees in Malaysia, with the aim of providing insights into effective strategies for talent retention.

Although previous studies explored the relationship between HRM practices and turnover intentions, limited research specifically addressed this issue within the Malaysian ICT sector. Existing literature predominantly focused on general HRM practices, and few studies examined how these practices affected turnover intentions within specific industries,

particularly in the rapidly evolving ICT sector [7]. The unique challenges faced by the Malaysian ICT industry, such as the high demand for skilled labor, technological advancements, and the government's strategic initiatives, necessitated further exploration of the factors influencing turnover intentions. Additionally, while factors such as recruitment, training, compensation, and performance appraisal were widely studied, their combined impact on turnover intentions remained underexplored [8]. There was also a need for a more nuanced understanding of how work-life balance policies, which gained importance in modern work environments, influenced employee retention in the ICT sector. Furthermore, most studies in this area relied on cross-sectional data, which limited the ability to assess long-term trends and changes in turnover intentions [9]. A longitudinal approach, examining the impact of HRM practices over time, would have provided valuable insights into the long-term effectiveness of these practices in reducing turnover intentions. Therefore, this research aimed to fill these gaps by providing a comprehensive analysis of the role of HRM practices in shaping turnover intentions in the Malaysian ICT sector.

The objective of this study was to examine the impact of HRM practices including recruitment and selection, training and development, compensation, performance appraisal, and work-life balance on turnover intentions among ICT employees in Malaysia. This research aimed to investigate the relationships between these HRM practices and turnover intentions, providing a deeper understanding of how they contributed to employee retention in the rapidly evolving ICT sector. The study also sought to identify key HRM practices that could be strategically implemented to reduce turnover and enhance organizational performance. By exploring the role of HRM practices in mitigating turnover intentions, this study provided valuable insights for organizations in the ICT sector to enhance their talent retention strategies and foster greater employee satisfaction and commitment.

This research held significant implications for both practitioners and policymakers in Malaysia's ICT sector. By exploring the relationship between HRM practices and turnover intentions, the study provided a comprehensive understanding of the factors that contributed to employee retention [10]. The findings offered valuable insights for HR professionals to develop and implement effective HRM strategies that could mitigate turnover and foster employee satisfaction. Moreover, this study contributed to the growing body of literature on HRM practices in the context of the ICT sector, particularly in Malaysia, where rapid industry growth and high turnover rates presented unique challenges. The research also informed policymakers about the importance of supporting organizations in adopting HRM practices that enhanced talent retention and supported the growth of the knowledge-based economy. Ultimately, the findings assisted organizations in the ICT sector in maintaining a competitive edge by reducing turnover and building a skilled, committed workforce.

2. Literature Review

2.1. Recruitment and selection.

Recruitment and selection were vital processes in human resource management (HRM) and had been performed for a long time, especially in the ICT industry. The output of these processes directly affected the caliber of talent brought into the company, ultimately playing a vital role in its ability to remain competitive in an industry maturing at breakneck speed. Research suggested that a fair and transparent recruitment process was a top priority for

attracting qualified personnel [11]. Utilizing technology during recruitment, such as e-recruitment platforms, streamlined the selection process and enhanced the candidate experience, which was known to increase the effectiveness of HR departments [12].

2.2. Training and development.

Training and development were crucial for enhancing the performance and retention of ICT employees. A good training program provided employees with regular opportunities to learn new skills, helping them keep pace with modern developments and improving their job performance [13]. Sustained training programs were also vital in increasing employee satisfaction and retention because they made employees feel valued and supported in their professional development [14]. This supported the notion that organized training programs could mitigate turnover intentions by fostering employee engagement and commitment within the workplace [15].

2.3. Compensation.

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2.4. Performance appraisal.

Performance appraisal was one of the integral elements of HRM, as it served as a basis for assessing employees' performance and supporting their career progression. Various appraisal methods such as traditional performance reviews, 360-degree feedback, and self-assessments [18], were used effectively to measure employee contributions over time. Since employees were naturally more appreciative of systems deemed fair and developmental [19], the manner in which performance was appraised had far-reaching consequences for employee motivation and satisfaction. In addition, effective performance review discussions facilitated communication between employees and managers, creating an environment of feedback and continual development [20].

2.5. Work-life balance.

Work-life balance was one of the most essential and promising factors affecting job satisfaction and employees' intention to stay in the ICT industry. Flexible work increased employee retention because organizations that implemented flexible policies supported a good work-life balance, making it easier to retain employees amid rising demand for flexibility in the modern workplace [21]. Work-life balance initiatives were associated with higher job satisfaction and lower stress levels and negatively correlated with turnover intentions [22]. Companies that prioritized work-life balance also enhanced employee well-being, resulting in a more engaged

and efficient workforce [23]. Hence, incorporating work-life balance initiatives into HRM policies was indispensable for firms aspiring to reduce turnover and increase retention among ICT professionals. Overall, the literature review aimed to determine how HRM practices affected employee performance and turnover intention in the Malaysian ICT industry.

2.6. Turnover intention.

Turnover intention referred to the likelihood that employees would leave their current positions [24]. This construct was essential in the ICT sector due to the high demand for skilled labor and strong competition among firms to attract young talent [25]. Organizations needed to monitor and address the root causes of turnover, especially for high-potential employees who represented significant investments in recruitment, training, and organizational culture [26]. A large body of research indicated that turnover intention was a precursor to actual turnover, highlighting the need for proactive HRM responses [27]. In addition, the rapid technological evolution of the ICT industry and the emergence of new job roles could aggravate turnover intentions if employees did not feel adequately supported or engaged [28]. Because the ICT industry required a highly skilled workforce, practical strategies to reduce turnover intentions were pivotal for decreasing churn and improving organizational effectiveness.

Job satisfaction was one of the key factors influencing turnover intention. It represented employees' perceptions of how well their current employment aligned with their ideal job [29, 30]. Job satisfaction was inversely proportional to turnover intention, where higher job satisfaction was associated with fewer turnover intentions [31]. Regarding satisfaction with rewards and recognition, [32] also found that this construct significantly predicted turnover intention, with overall job satisfaction emerging as the strongest predictor. Similar findings echoed the importance of understanding how job satisfaction impacted turnover intention, emphasizing the need for retention strategies that addressed these processes [33].

Furthermore, job satisfaction played a crucial role in mitigating turnover intention in high-stress occupations, such as healthcare and ICT [34]. Employees who felt positively about their work environment were less likely to consider resigning because they felt recognized and supported [35]. Conversely, decreased job satisfaction was associated with increased turnover intention, as employees sought workplaces offering better conditions and greater appreciation [36]. By contrast, organizational commitment, career development, and workplace incivility also influenced turnover intention. For example, employees with high organizational commitment were less likely to express turnover intentions, as they demonstrated loyalty and attachment to their organizations [37]. Furthermore, workplace incivility and relational negativity could exacerbate turnover intentions by undermining job satisfaction. The conceptual framework is shown in Figure 1.



Figure 1. Conceptual framework.

3. Methodology

This research adopted a quantitative approach to examine the relationship between Human Resource Management (HRM) practices and turnover intentions within the Malaysian ICT sector. The study was grounded in two theoretical frameworks: Social Exchange Theory (SET) and Organizational Support Theory (OST). SET suggests that employees form relationships based on cost–benefit considerations, where positive and fair HRM practices reduce turnover intentions. OST emphasizes the importance of perceived organizational support (POS), proposing that employees who feel valued and supported by their organizations are more committed and less likely to leave [38]. To test these theoretical assumptions, a cross-sectional survey was conducted among ICT employees in Malaysia. The survey included items related to five key HRM practices recruitment and selection, training and development, compensation, performance appraisal, and work-life balance, which served as the independent variables. Turnover intention was measured as the dependent variable. Data were collected using a structured questionnaire distributed to a diverse group of ICT employees across various job functions within the sector..

4. Results and Discussion

The analysis of the collected data from ICT employees in Malaysia revealed significant findings regarding the impact of Human Resource Management (HRM) practices on turnover intentions. This section discusses the relationships between key HRM practices recruitment and selection, training and development, compensation, performance appraisal, and work-life balance and employees' intentions to leave their organizations. A significant negative relationship was identified between the transparency and fairness of recruitment and selection processes and turnover intentions. Employees who perceived their recruitment process as transparent, unbiased, and well-structured reported substantially lower turnover intentions. This suggests that when organizations attract suitable candidates through fair and organized recruitment practices, employees experience higher satisfaction with their roles, ultimately reducing their likelihood of resigning.

Training and development also demonstrated a strong negative correlation with turnover intentions. Employees who had access to regular, relevant, and high-quality training opportunities were more inclined to remain with their organizations. The findings indicate that investment in employee development fosters a sense of appreciation and loyalty, thereby lowering the probability of turnover. Compensation emerged as another critical determinant of turnover intention. Employees who believed their compensation packages were fair and competitive relative to industry standards exhibited lower turnover intentions. The analysis confirmed that employees' perceptions of fair pay and appropriate benefits enhance job satisfaction, which subsequently reduces the desire to leave.

The results further showed that fair and constructive performance appraisals were significantly associated with lower turnover intentions. Employees who felt they were evaluated transparently and received meaningful feedback that supported their career growth were less likely to consider leaving. Developmental and equitable appraisal systems were found to increase job satisfaction and strengthen organizational commitment. Work-life balance was identified as one of the strongest predictors of turnover intention. Employees who were able to balance work responsibilities with personal life reported higher job satisfaction and reduced

intentions to leave their jobs. These findings underscore the importance of flexible working arrangements and supportive workplace policies in fostering employee retention. Figure 2 shows a bar chart illustrating the positive impact of transparent recruitment processes on reducing turnover intentions. Employees who reported higher satisfaction with the recruitment process demonstrated notably lower turnover intentions. Figure 3 shows a scatter plot illustrating a negative correlation between training opportunities and turnover intentions. The more training employees received, the lower their turnover intentions. Figure 4 shows a line graph indicating that as compensation satisfaction increases, turnover intentions decrease. Employees with competitive compensation packages demonstrated significantly lower turnover intentions. Figure 5 shows a pie chart illustrating the proportion of employees who expressed satisfaction with performance appraisals and their corresponding lower turnover intentions.

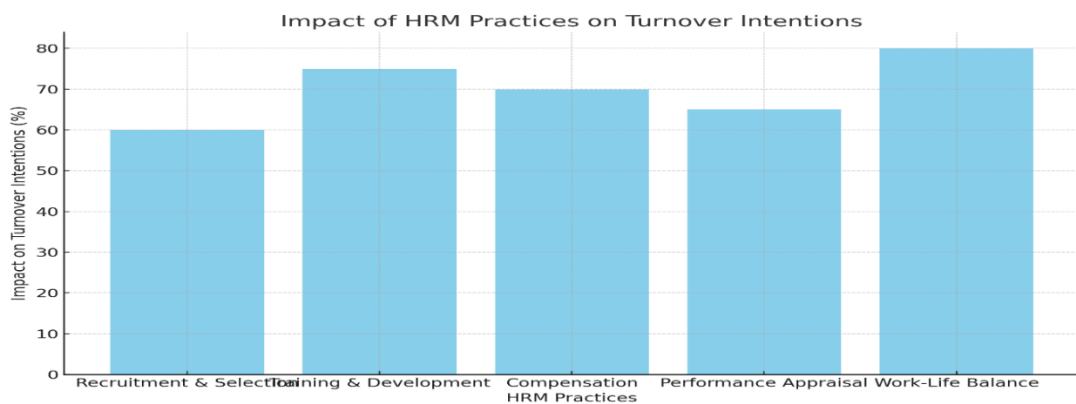


Figure 2. Recruitment and selection vs. turnover intentions.

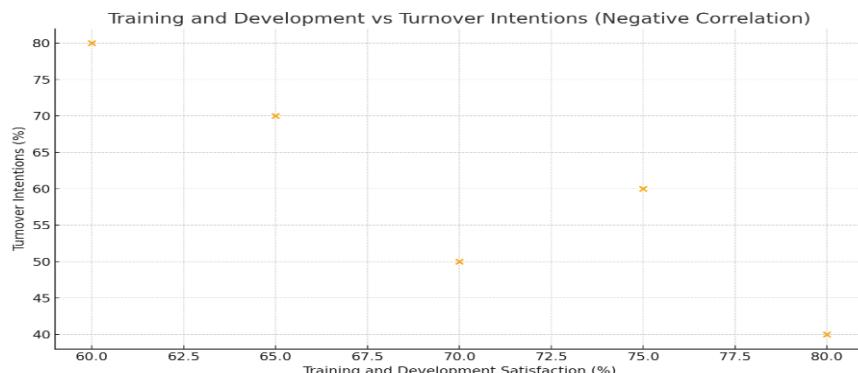


Figure 3. Training and development vs. turnover intentions.

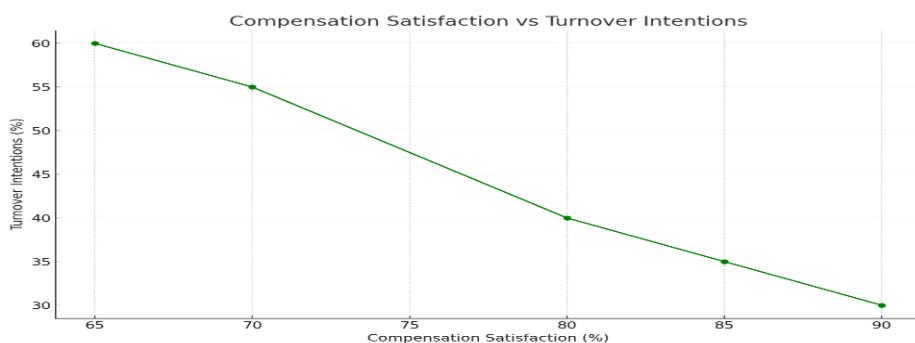


Figure 4. Compensation vs. turnover intentions.

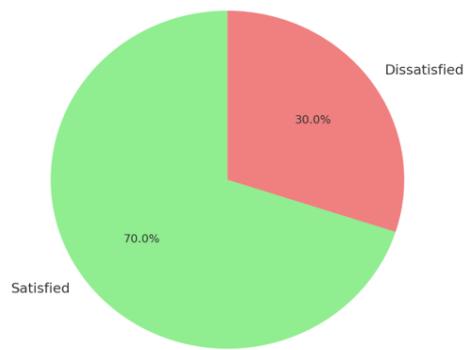


Figure 5. Performance appraisal vs. turnover intentions.

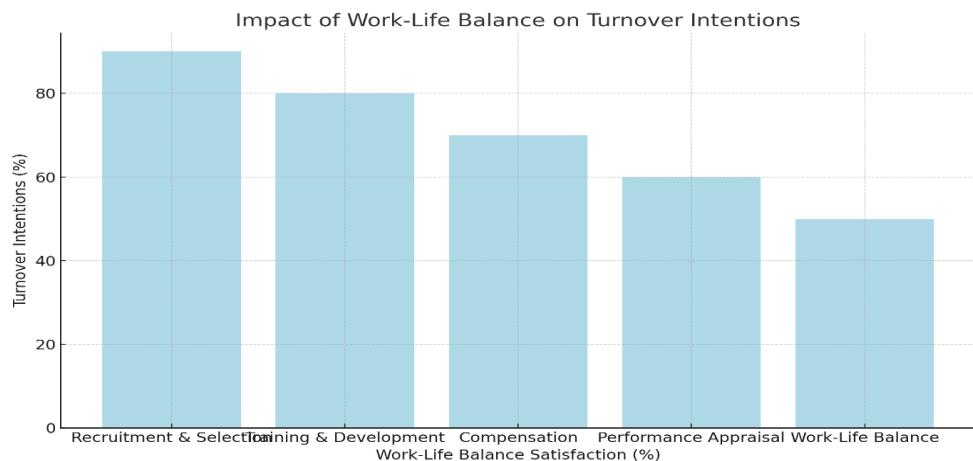


Figure 6. Work-Life balance vs. turnover intentions

Figure 6 shows a stacked bar graph demonstrating the strong influence of work-life balance policies on turnover intentions. Employees who reported high satisfaction with work-life balance had the lowest turnover intentions. The findings of this study provide valuable insights into the role of Human Resource Management (HRM) practices in mitigating turnover intentions within the Malaysian ICT sector. The positive impact of recruitment and selection practices on turnover intentions aligns with previous research, which indicates that transparent and fair recruitment processes help attract suitable candidates and foster job satisfaction. Employees who believe they were selected through a fair and transparent process are more likely to remain committed to their organizations, thereby reducing turnover risks. Training and development emerged as one of the most significant predictors of lower turnover intentions. This outcome supports existing literature showing that employees who receive continuous learning opportunities feel valued, leading to higher job satisfaction and greater retention. In the fast-evolving ICT industry, where upskilling is crucial, organizations that invest in comprehensive training programs cultivate a loyal workforce capable of adapting to technological advancements.

The study also confirmed the critical influence of compensation on turnover intentions. Competitive pay packages significantly reduced turnover, reinforcing the importance of fair and attractive compensation in retaining skilled workers within the ICT sector [39]. In addition, performance appraisals and work-life balance policies were found to have substantial effects on turnover intentions. Employees who perceived performance evaluations as fair and

developmental, and those who experienced a healthy work-life balance, were less likely to consider leaving their organizations [40]. These findings underscore the importance of holistic HRM strategies that not only address compensation but also prioritize employee well-being, development, and engagement. Overall, the study highlights the necessity for organizations in the Malaysian ICT sector to adopt effective and comprehensive HRM practices to enhance employee retention and sustain competitiveness in a rapidly evolving industry.

4. Conclusion

This research provided a comprehensive analysis of the impact of Human Resource Management (HRM) practices on turnover intentions among ICT employees in Malaysia. The findings demonstrated that key HRM practices recruitment and selection, training and development, compensation, performance appraisal, and work-life balance played a crucial role in reducing turnover intentions in the ICT sector. Transparent and fair recruitment processes, together with continuous training and development opportunities, were found to significantly enhance employees' job satisfaction and organizational commitment. Competitive compensation packages also emerged as essential for attracting and retaining skilled talent, particularly in a sector characterized by rapid technological advancements and high demand for expertise. Likewise, fair and constructive performance appraisals contributed to higher employee morale, strengthened organizational commitment, and lowered turnover intentions. Furthermore, the study confirmed the critical importance of work-life balance policies. Employees who experienced supportive and flexible work arrangements reported greater job satisfaction and were less inclined to leave their organizations. These findings underscored the value of HRM strategies that extend beyond financial incentives to include career development, performance management, and overall employee well-being. By adopting comprehensive and effective HRM practices, organizations in the Malaysian ICT sector can build a committed, satisfied, and productive workforce an essential factor for maintaining competitiveness in an increasingly dynamic technological environment. Overall, this research contributed to a deeper understanding of HRM practices and their influence on turnover intentions within the Malaysian ICT industry, offering valuable insights for practitioners and policymakers seeking to enhance talent retention and organizational performance.

Author Contribution

H. M. Mahfuzur Rahman was responsible for the conceptualization and methodology of the study, as well as leading the writing process. The discussion section was developed by H. M. Mahfuzur Rahman together with Chinnasamy Agamudai Nambi Malarvizhi. The conclusions were prepared jointly by H. M. Mahfuzur Rahman, Nasreen Khan, and Anusuyah Subbarao. Supervision of the research was provided by Chinnasamy Agamudai Nambi Malarvizhi, Nasreen Khan, and Anusuyah Subbarao.

Competing Interest

The authors declare no conflicts of interest.

Data Availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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