

Employee Turnover Intentions in the Fast-Moving Consumer Goods Companies from a Human Resource Management Perspectives in Malaysia

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Abstract

Employee turnover has been a prevalent topic of study, with numerous studies on employees' perceptions of Human Resource Management (HRM) practices and their intention to leave their jobs. However, there are still gaps in the literature; both domestically and globally about the fast-moving consumer goods (FMCG) industry. Malaysians' propensity for changing jobs frequently has contributed to the rising unemployment rate in the nation, particularly among Millennial workers. The aim of this study is to investigate the relationship between workers' opinions on HRM practices and their desire to quit the fast-moving consumer goods (FMCG) industry within the Klang Valley vicinity. Using SPSS Statistics version 26, a quantitative research methodology was used to analyze the data gathered from 131 respondents via an online survey. A quantitative research methodology was employed to examine the information obtained from 131 respondents through an online survey using SPSS Statistics version 26. The findings show a substantial negative association between turnover intention and views toward HRM practices among FMCG employees in Klang Valley. On the other hand, there is a strong positive correlation between turnover intention and perceived behavioral control over HRM practices as well as subjective norms for HRM practices.

Keywords: Turnover Intention, Subjective Norms, Perceived Behavioural Control, HRM Practices, Fast-moving consumer goods (FMCG).

Introduction

In the contemporary world, a person's career is no longer restricted to a single company for the duration of their working life. The practice of people switching jobs frequently in an attempt to further their careers has become the norm. According to Biswakarma (2016), unless an individual receives adequate room for professional advancement, they should not contemplate taking a lifelong job in an organization. According to Mysterjob (2015), the employee turnover rate in Malaysia rose by 1.1% to 13.2% in 2014 and by 1.3% more to 14.3% in 2015.

According to the Malaysian Department of Statistics (2019), the country's unemployment rate is 3.3%, which is lower than that of other Asian nations like Indonesia (5.01%), the Philippines (5.40%), and some even higher than 29% for Palestine (Tradingeconomics.com, 2019). According to reports, Malaysia's lower unemployment rate contributes to the country's citizens tendency of changing jobs frequently (Long et al., 2012). According to the Aon Hewitt TCM 2015 Survey, Malaysia had the third-highest voluntary turnover rate in South East Asia in 2015, with a rate of 9.5%. The 2016 Hays Asia Salary Guide states that candidates in Malaysia named pay or benefits as their primary reason for looking for work elsewhere, followed by a desire for new challenges at 35% and a lack of career advancement in their current position at 30%. The Hays Asia wage Guide (2016), also noted that wage or benefit package (42%), career advancement (34%), and work-life balance (34%), are the primary variables that contribute to employee retention in Malaysia. Furthermore, according to the Hays Asia Salary Guide (2018), 43% of Malaysian survey participants are currently interested to an offer, and over 50% of all respondents intend to shift employment within the next year.

The FMCG business is responsible for producing many of the world's most well-known brands. Items like toothpaste, carbonated drinks, and instant coffee, as well as well-known brands like Coca-Cola, Pepsi, Dove, Milo, and Colgate, are all examples of products in this category. FMCG products have a limited shelf life; they must be replaced or consumed after a few days, weeks, or months of use. Nestlé (Malaysia) Berhad is the biggest fast-moving consumer goods (FMCG) firm in Malaysia. In the food and beverage sector, it held a 15.5% market share in 2017 (Thestar.com.my, 2018), translating to RM5.3bil in sales. In 2018, they reported RM5.5bil in revenue (Nestle.com.my, 2019). According to a Nielsen Malaysia analysis, the market share of food and beverage products, excluding cigarettes, beer, and shandy, is 68.7% and 31.3%, respectively, of the non-food market (Market Pulse-Nielsen Malaysia, 2018). When one considers the profits made by the three largest producers of beer, shandy, and cigarettes; Heineken Malaysia (RM2bil), Carlsberg Malaysia (RM1.41bil), and British American Tobacco Malaysia (BAT) (RM2.823bil); the total FMCG market is estimated to be worth more than RM55bil annually. With Malaysia's Gross Domestic Product (GDP) estimated at RM1.353 trillion in 2017 (Treasury.gov.my, 2019), fast-moving consumer goods (FMCG) account for at least 4% of the country's GDP, can be seen as a significant contribution.

Given the significance of the FMCG sector to the national economy, it is crucial to comprehend the work attitudes and psychological behaviors of those employed in this sector, particularly the factors that lead to employees' intentions to leave. For this reason, the FMCG sector was chosen as the study's context. In addition, it was anticipated that, in 2018, if an employee chose to move jobs, the compensation rise for sales and marketing positions in FMCG would stay between 15 and 20%, according to Robert Walters in compensation (Survey Guide, 2018).

This will make it more difficult and complex for FMCG companies to retain talent unless they can lower employee turnover intentions.

In 2016, Sheikh et al. revealed through their research that employee performance is impacted by HRM practices. From these findings, it was determined that more focus should be placed on efficient HRM procedures like performance reviews, career planning, employee involvement, job definition, and remuneration if organizations hope to attain greater levels of employee performance. According to Kadiresan et al. (2018), HRM practices not only improve workers' performance and productivity, but they may also help employees become more committed to their jobs and have a favorable impact on their attitudes and behavior there. It also provided empirical evidence for the strong correlation between employees' perceptions of HRM practices and their propensity to leave.

Therefore, the goal of this study is to close the gap in the literature by examining the relationship between employees' perceptions of HRM practices and their desire to leave their jobs. The study will specifically focus on employees in the FMCG sector located in Klang Valley. High employee turnover intentions continue to be a problem for HR managers in businesses (Biswakarma, 2016). A notable 35% of Malaysian workers intend to switch employers within six months, and 48% are already actively looking for a new position, as highlighted in 2018 Hays Asia Salary Guide. Furthermore, the guide noted that 43% of Malaysian survey participants are currently interested to an offer, and over 50% of all respondents intend to shift employment within the next year. Reducing the intention of employee turnover in the FMCG industry in the Klang Valley is imperative. According to Mystarjob (2015), the employee turnover rate in Malaysia rose by 1.1% to 13.2% in 2014 and by 1.3% more to 14.3% in 2015.

Large sums of money are spent annually by businesses to replace workers who leave on their own choice (Olubiyi, 2015). It is well known that a high staff turnover rate drives up costs for the company; the cost of a high employee turnover rate often ranges from 30% to 250%, depending on the person's most recent pay (Akhir et al., 2018). According to Akhir et al. (2018), controlling staff turnover is essential to their company's success. According to Abbas (2015), turnover also entails a few costs for the company, such as opportunity, selection, and training costs. It also erodes the morale of the remaining employees, which has a direct impact on how well the business performs in terms of customer satisfaction and service (Miller & Henderson, 2006). The impact of a company losing valuable people would be even greater, as the costs involved would be severe and tragic. Consequently, excessive staff turnover will result in both direct and indirect costs for the remaining employees, such as increased workloads and overtime fees. According to the Missouri Small Business & Technology Development Centers (2002), an organization's financial success can be greatly impacted by these factors. Below are factors that can affect Turnover Intention:

- Satisfaction towards HRM Practices (Bhuyan et al., 2015; Gadi & Kee, 2018; Kilonzo, 2018)
- Organizational Career Growth (Biswakarma, 2016)
- Job Satisfaction (Alam, 2019; Ong & Yee, 2019; Kilonzo, 2018)
- Authentic Leadership (Arici, 2018)
- Perceived Organisational Support (Ashard & Puteh, 2015; Kilonzo, 2018)
- Perceived Supervisor Support (Arici, 2018)

In the absence of these factors, there will be high turnover intention of employees. This research will study the relationship between employee's viewpoints on HRM practices and turnover intention. There is a lack of understanding on how employees' perception on HRM practices influence the turnover intention of employees of FMCG industry. By examining the relationship between employee's viewpoint on HRM practices, better HRM practices can be put in place by companies and subsequently reducing the turnover intention of employees of FMCG industry. Hence, the objectives of the present study are:

1. To examine the relationship between attitude towards HRM practices and turnover intention of employees of FMCG industry in Klang Valley.
2. To investigate the relationship between subjective norm about HRM practices and turnover intention of employees of FMCG industry in Klang Valley.
3. To examine the relationship between perceived behavioural control over HRM practices and turnover intention of employees of FMCG industry in Klang Valley.

This study is going to increase the depth of the understanding from the employees' perception on HRM practices and their influence on the turnover intention of employees within the Malaysia's FMCG industry. To reflect on these points, the following questions will be asked:

1. Does attitude towards HRM practices has any relationship with turnover intention of employees of FMCG industry in Klang Valley?
2. Is there any relationship between subjective norm about HRM practices and turnover intention of employees of FMCG industry in Klang Valley?
3. What is the relationship between perceived behavioural control over HRM practices and turnover intention of employees of FMCG industry in Klang Valley?

The outcome of the study adds to the body of knowledge relating to studying the turnover intention, providing more knowledge for those who wish to study turnover intention in the future. The study will also extend the application of the Theory of Planned Behaviour (TPB) on predicting the turnover intention of employees within the FMCG industry. Operational significance wise, the outcome of the study allows HR managers and top managements of the FMCG companies to better understand the relationship between HRM practices and turnover intention from their employee's viewpoint, allowing HR Managers and top managements to lay out better HRM practices, strategies, guidelines and policies in order to reduce the turnover intention of their employees. Ultimately reducing the actual turnover and retain their employees.

Literature Review

The Theory of Planned Behaviour (TPB) was first proposed by Icek Ajzen in 1985 through his article "From Intentions to Actions: A Theory of Planned Behaviour". The Theory of Reasoned Action (TRA), which served as the foundation for the TPB and is seen as its extension, was established in 1975 by Martin Fishbein and Icek Ajzen. The TPB claims that in order to predict intention, which in turn causes behavior, it uses attitude, subjective norms, and perceived behavioral control. It implies that individuals are far more likely to plan to engage in or carry out specific behaviors when they believe they can do so successfully, regardless of their attitude toward the behavior and how important others perceive them (Ajzen, 1985). A

person is very confident in their ability to carry out the particular behavior successfully if they have a strong perceived behavioral control (Ajzen, 1985). According to the TPB, a stronger intention to carry out the behavior is produced by a more positive attitude toward behavior, a subjective norm, and a higher perceived behavioral control (Ajzen, 1985).

The theory predicts intention, which in turn causes behavior, using three factors: attitude, subjective norms, and perceived behavioral control. The Theory of Planned Behavior (TPB) is a psychological theory that connects an individual's ideas and actions. It is composed of three primary constructs: the attitude toward behavior, subjective norms, and perceived behavioral control. Together, these three constructs influence an individual's behavioral intentions and behaviors; in this study, the behavioral intentions of FMCG industry employees will be the primary focus. According to Salehudin and Mukhlis (2008), the Theory of Planned Behavior (TPB) has been widely utilized to simulate behavior in a number of social science domains, including psychology and marketing. To date, the TPB has been applied to studies of the relationships between beliefs, attitudes, behavioral intentions, and behaviors in a wide range of fields and industries, including public relations, advertising campaigns, healthcare, sport management, and sustainability. The TPB is created by including perceived behavioral control, the most recent third element. The extent to which an individual feels they have control over a certain behavior is known as perceived behavioral control (Ajzen, 1985). Bandura's 1977 proposal of Self-Efficacy Theory (SET) is the source of the third component of TPB.

According to the TPB, people are far more likely to plan to engage in or carry out specific behaviors when they believe they can do so successfully (Ajzen, 1985). This is in addition to their attitude toward the behavior and how important others perceive it (Ajzen, 1985; Amjad & Wood, 2009). Ajzen (1985), goes on to discuss the third TPB factor, self-efficacy, which is defined as the degree of difficulty needed to carry out the behavior, and controllability (control), which is defined as external factors and the belief that one has personal control over the behavior's performance or whether it is determined by uncontrollable external factors. A person is very confident in their ability to carry out the particular behavior successfully if they have a strong perceived behavioral control (Ajzen, 1985). According to the TPB, a stronger intention to carry out the behavior is produced by a more positive attitude toward behavior, a subjective norm, and a higher perceived behavioral control (Ajzen, 1985). People are ultimately expected to act on their intentions when given the chance, provided they have a sufficient level of actual control over their behavior (Ajzen, 2002). This results in actual behaviour.

Attitude

Refers to the way people feel towards a particular behaviour (Fishbein & Ajzen, 1975). Attitudes are believed to be influenced by two factors: the strength of behavioural beliefs regarding the outcomes of the performed behaviour and the evaluation of the potential outcomes which basically means whether the outcome is favourable and positive or unfavourable and negative. Attitudes regarding a certain behaviour can either be good or positive, bad or negative or indifferent or neutral. If a person considers that a specific behaviour will lead to a desirable or favourable outcome, then one is more likely to have a positive attitude towards the behaviour. Otherwise, if a person believes that a certain behaviour will lead to an undesirable or unfavourable outcome, then one is more likely to have a negative attitude towards the behaviour.

Subjective Norm

According to Ajzen (1985), subjective norms is defined as the "perceived social pressure to perform or not perform the behaviour". Refers to an individual's perception about the particular behaviour, which is influenced by the judgment of significant others (e.g., parents, spouse, friends, coworkers, etc) (Fishbein, 1967; Amjad & Wood, 2009). TRA concept describes that people tend to develop certain beliefs or normative beliefs as to whether or not certain behaviours are acceptable. These beliefs form one's perception of the behaviour and determine one's intention to perform or not perform the behaviour. Nevertheless, subjective norms also take into account people's motivation to fit-in with their social circle's views and perceptions, which differ depending on the situation and the individual's motivations.

Perceived Behavioural Control

Refers to an individual's perceived ease or difficulty of performing the particular behaviour (Ajzen, 1985). Increased perceived behavioural control is a mix of two dimensions: self-efficacy and controllability (Ajzen, 1985). According to Cotton & Turtle (1986), turnover intentions denote the behavioural intentions to leave the current organisation, which is an individual's perceived probability of staying or leaving an employing organisation. Tett and Meyer (1993), defined turnover intention as "the conscious and deliberate wilfulness to leave the organisation." Turnover intention is the final step in the cognitive process of decision making of whether to stay in the job or leave (Mobley, 1977).

Relationship between Attitude and Turnover Intention

HRM practices have been proposed as solid predictors of turnover (Huselid, 1995), and by having HRM practices, it will decrease turnover intentions of employees, by increasing positive perception of feeling being valued and nurtured by the company (Huselid, 1995). As having of being valued and nurtured by the organisation will lead employees to have lower turnover intentions (Duarte et. al, 2015). According to a study by Duarte, Gomes & Neves (2015), presence of HRM practices (i.e. career progression opportunities, compensation & benefits, training and performance appraisal) enable employees evaluates the organisation's commitment towards them and it helped to predict the employees' intention to quit the organisation. It seems that presence of supportive HRM practices is crucial for employees' overall well-being at work, leading to the reduction the intention of looking for another job (Duarte et. al, 2015). Reaction of employees could vary whether in a positive or negative way depending on their perception with HRM practices. When employees perceived that they are valued by their employers via the presence of relevant HRM practices, they tend to have stronger job satisfaction, organisational commitment, organisational identification and well-being at work (Duarte, Gomez & Neave, 2015; Gonçalves and Neves, 2012), reducing the turnover intention of employees. On the other hand, poor HRM practices can lead to poor motivation, stress, absenteeism, and high labour turnover (Duarte, Gomez & Neave, 2015). H1. There is a relationship between attitude towards HRM practices and turnover intention among employees in FMCG industry.

Relationship between Subjective Norms and Turnover Intention

In the TPB, subjective norm is one of the most important variables as this variable defines the perception of others such as friends and family, the belief that a person should or should not take certain actions. Brouwer et al (2009), asserts that individuals tend to act and perform

suggested behaviours as expected by family, friends and direct superiors. For example, a sick employee will take a longer time off from work because his family wants him to have to rest at home while employees who feel pressured by the employer will have the intention to quit because his family wants him to get a better job. Tan & Teo (2000), allude to when an individual is affected by people around him into doing it or he believes that the environment or the people around him supports what he does, he will then have a desire for an object or behaviour. Jehanzeb et al. (2013), stated the views and thoughts of significant others such as family, friends, colleagues and direct superiors towards a suggested behaviour will put pressure on individuals, e.g. quitting from the current job, retire early, take a long leave from work etc. In a research findings by Sasmita & Piartrini (2019), it showed that the subjective norm variable had a positive and significant effect on the intention to quit. Judge & Mueller (2012), suggested that the social environment such as the support of superiors or colleagues and the support of social networks institutes an effect on the satisfaction at work.

H2: There is a relationship between subjective norm about HRM practices and turnover intention among employees in FMCG industry.

Relationship between Perceived Behavioural Control and Turnover Intention

Sasmita & Piartrini (2019), believes that perceived behaviour control variable had a positive and significant effect on the intention to quit. Wu & Chen (2014), and Verplanken et al., (2002) supported this finding and further suggest that behavioural intention is significantly affected by individual's behavioural control. Yakasai (2015), in his study reiterates that a person's behavioural intentions are strongly affected by their level of confidence in carrying out actual behaviour. In many studies (Loi et al., 2010; Pertl et al., 2010), perceived behaviour control significantly affects leave work intention the higher the confidence & ability of individuals have on performing the behaviour, the individuals then tend to have higher intention to quit. In a study by Foltz et al. (2016), perceived behavioural control positively affects behavioural intention where employees that are confident in their abilities and resources will believe that they have the opportunity to work elsewhere. The ability of employees to work in certain fields so that employees have the confidence to leave work and find better jobs and employees have the opportunity to work in other companies.

H3: There is a relationship between perceived behavioural control over HRM practices and turnover intention among employees in FMCG industry.

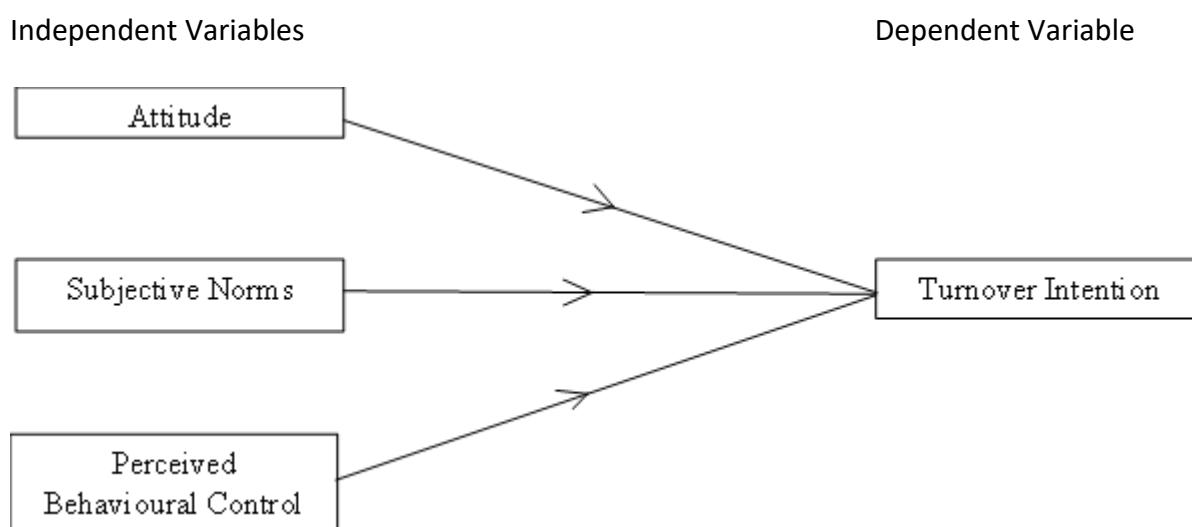


Figure 2.1. Research Framework

Methodology

The research design is implementing a quantitative approach. The primary data collection was done using a Google Form survey. Secondary data were collected from multiple sources such as the Department of Statistics Malaysia, internet searches, and financial reports of major FMCG companies. The instruments used in this research were developed using the adapt and adopt method where 8 questions were set to test each hypothesis based on the literature review done. Each of the questionnaires was set based on a 5-point Likert scale where 1 means "Strongly disagree" to 5 means "Strongly agree". To measure the IVs in this research, instruments used by Kilonzo (2018), Ibrahim et al. (2014), Weng & Hu (2009); Biswakarma (2016), Smith, (2015), Cameron et al. (2011), and E.B. Aghenta (2014) were adopted and adapted to fit the needs of this research. To measure the DV which is Turnover Intention, instruments used for this research were adopted and adapted from Cameron et al. (2011) and Dwivedi (2015). The Cronbach's Alpha of the instruments used ranged from 0.78 to 0.927 which was deemed fit for the research. The survey is administered to employees of publicly listed FMCG Companies with a market capitalization below RM100 million in the Food & Beverages Industry, working in the sales and marketing departments in Klang Valley. This study aims to examine the relationship between HRM practices and, the turnover intention of employees within the FMCG industry in Klang Valley.

The population consists of Klang Valley-based sales and marketing staff of publicly traded FMCG companies in the food and beverage industry with a market value of less than RM 100 million. According to the Krejcie & Morgan (1970), Table for determining sample size of a known population, since the population is 190 employees, the sample size will be 127 respondents. Smaller businesses typically cannot offer as appealing HR policies and compensation packages as multinational corporations like Nestlé Malaysia, Unilever, and Carlsberg Malaysia, among others. As a result, employees are more likely to have high turnover intentions and look for jobs elsewhere with superior HRM practices. The study is interested to investigate the individual employees of a public listed FMCG companies in the food and beverage industry with a market capitalization of less than RM100 million, who work in the sales and marketing departments in the Klang Valley. The unit of analysis is individual because the study focuses on the intention of employees to leave their jobs.

Table 3.2

Table for Determining Sample Size of a Known Population.

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Sampling Technique and Procedure

A survey method is appropriate when the variable measurements can be obtained through participants' self-reports (Creswell, 2014). Hence, the sampling tool used in this study was a survey form developed using Google Forms and the survey link was distributed via email and WhatsApp to respondents. The data collection procedures consisted of the administration of an online survey. Based on the literature review, the majority of the researchers have chosen the convenience sampling method. Convenience sampling is a non-probability sampling method where researchers prefer participants at their convenience. The closest live persons are selected by the researcher as respondents. Hence, the Convenience Sampling Technique was employed in this study where a Google Form link was emailed or WhatsApp to colleagues and friends who are currently working within the selected companies. To ensure sufficient respondents are required for this research, the snowball sampling method is also applied concurrently, where the employees who responded to the survey will then provide contact details of potential respondents. The total collection of data took approximately 1 month.

Findings

A brief demographic analysis of the 131 respondents was performed on the data from the questionnaires. A summary of demographic data is illustrated in Table 4.1.

Demographic Profile

Table 4.1

Summary of Basic Information on the Background of Respondents for the Study

Items	Description	Frequency	%
Gender	Female	67	51.1
	Male	63	48.9
Age Range	Aged 23-38	71	54.2
	Aged 39-58	60	45.8
Number of Years in FMCG Industry	Less than 1 year	2	1.5
	More than 1 year, Less than 3 years	2	1.5
	More than 3 years	127	97.0

A total of 131 respondents answered the survey and the data collected are tabulated in the table above. Table 4.1 shows the summary of basic information on the background of respondents for this study. More than half, which are 54.2% (n= 71) of the respondents age ranging 23-38 years old, whereas the rest of the respondents with ages ranging from 39-58 years old are 45.8% (n=60). 51.1% (n=67) of the respondents are female and 48.9% (n=63) are males. Table 4.1 also shows that most of the respondents, which are 97% (n=127) have more than 3 years of experience working in the FMCG industry. Whereas only 2 respondents each (1.5%) have less than 1 year of FMCG work experience or more than 1 year but less than 3 years of FMCG work experience.

Normality Analysis

To determine whether the data set is well-modelled by a normal distribution represented by a bell curve or otherwise, a normality test is carried out. For this analysis, only the Q-Q plot (quantile-quantile plot) and Boxplot will be used to check whether the data represents a statistically normal distribution (Akrm & Alwahab, 2015). A Q-Q plot was adopted to check the normality of the data. Data needs to fit a standard normal distribution as only the Dependent Variable will be observed through the use of a Q-Q plot. Q-Q plot is a graphical tool to assess if a set of data came from some theoretical distribution such as a Normal or exponential. For normal data, the plotted points in the QQ plot should fall on an approximated straight line as this shows a high positive correlation. Any possible outliers will be pointed out at the ends of the line and away from the bulk of the observation. The SPSS output for this test is as shown in Figure 4.1 below:

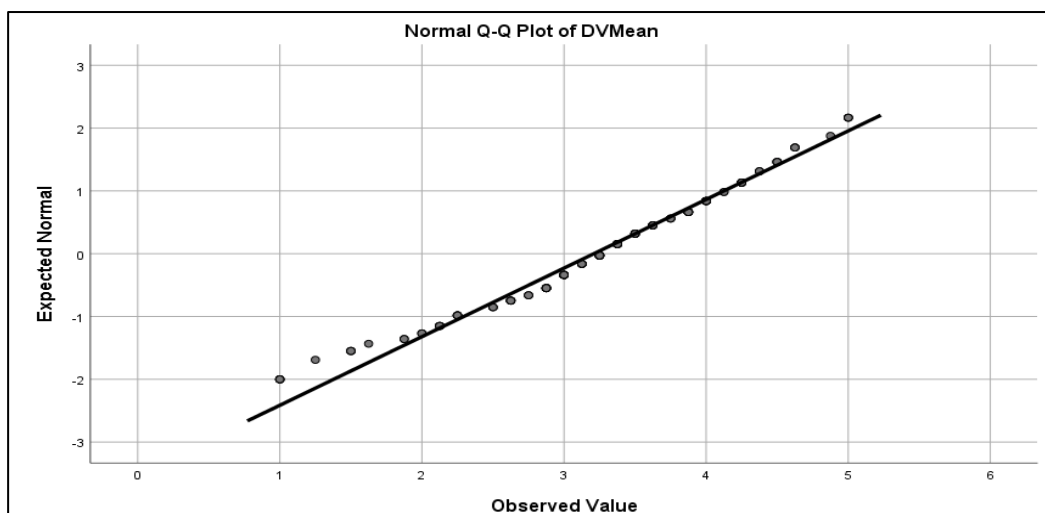


Figure 4.1. quantile-quantile plot (Q-Q Plot)

Based on the Q-Q plot above, which was generated using SPSS, the plotted points in the Q-Q plot fall on an approximated straight line showing a high positive correlation. The cases fall closer to the diagonal line hence the data is considered normal. The absence of outliers makes the data accurate and reliable (Tabatabaee et al., 2016). The box plot summarises certain information about the distribution of the data set from the respondents. From the illustrated boxplot below, the left axis represents scores and the right axis represents the Dependent Variable. The values are presented from lower quartile (Q1), median Value (Q2), and upper quartile (Q3). Based on the test done on normality, the result produced a boxplot diagram as per below:

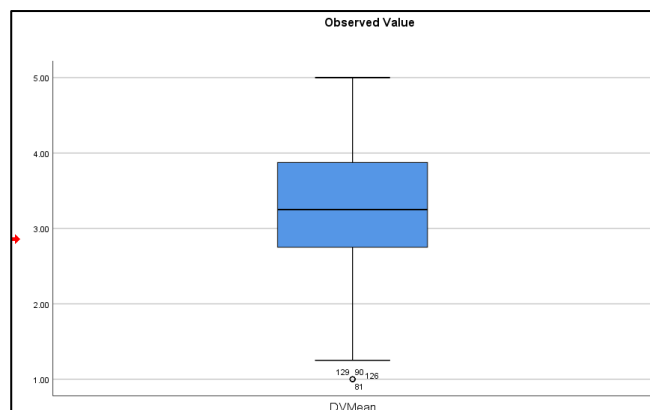


Figure 4.2 Box Plot

Based on the boxplot generated by SPSS, it indicates that the normality results presented is normal as it sits on the centre with no outliers or unreliable respondents.

Reliability Analysis

The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale.

Table 4.2

Summary of Cronbach Alpha of Variables

Variable	N of Items	Cronbach Alpha
Turnover Intention (DV)	8	.929
Attitude towards HRM Practices (IV1)	8	.918
Subjective Norms about HRM Practices (IV2)	8	.836
Perceived Behavioural Control over HRM Practices (IV3)	8	.927

Based on Nunnally (1978) for measuring consistency, all variables tested in this study surpassed the Cronbach's alpha of 0.70 mark, indicating that all variables are highly reliable and acceptable.

Pearson Correlation Analysis

Pearson correlation analysis is used to assess the strength of a linear relationship between two continuous numeric variables. Coefficients with negative sign indicates that both variables are in a negative relationship. This means that when one variable increases, the other variable will decrease. On the other hand, a positive coefficient indicates both variables are in a positive relationship, when one variable increases, the other variable will also increase accordingly (Min, 2015). The rules of thumb proposed by Hair et al. (2011) about the coefficient range and the strength of association as shown in Table 4.3.

Table 4.3

Rule of Thumb for Coefficient Range

Coefficient range	Strength of association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight. Almost negligible

Table 4.4
Results of Correlation

Correlations					
		Attitude towards HRM Practices	Subjective Norms about HRM Practices	Perceived Behavioural Control over HRM Practices	Turnover Intention
Attitude towards HRM Practices	Pearson Correlation	1	.240**	.270**	-.231**
	Sig. (2-tailed)		.006	.002	.008
	N	131	131	131	131
Subjective Norms about HRM Practices	Pearson Correlation	.240**	1	.469**	.330**
	Sig. (2-tailed)	.006		.000	.000
	N	131	131	131	131
Perceived Behavioural Control over HRM Practices	Pearson Correlation	.270**	.469**	1	.203*
	Sig. (2-tailed)	.002	.000		.020
	N	131	131	131	131
Turnover Intention	Pearson Correlation	-.231**	.330**	.203*	1
	Sig. (2-tailed)	.008	.000	.020	
	N	131	131	131	131
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Pearson correlation analysis was carried out using SPSS to determine whether there is a relationship between all Independent Variables to the Dependent Variable which is the turnover intention. Based on Table 4.3 above, it is found that all values of P relating Dependent Variable to each Independent Variables indicated values of $p=0.008$ (Attitude towards HRM Practices), $p=0.000$ (Subjective Norms about HRM Practices) and $p=0.020$ (Perceived Behavioural Control over HRM Practices) respectively, meaning that all the IVs have significant relationship with Dependent Variable which is turnover intention (p = less than 0.05). Similarly, Pearson Correlation Coefficient relating Dependent Variable to each Independent Variables indicated values below 0.40. Thus, this indicates that there is small but definite relationship between Subjective Norms about HRM Practices and Perceived Behavioural Control over HRM Practices towards Turnover Intention. However, the Pearson Correlation Coefficient relating turnover intention to Attitude towards HRM Practices indicated value is -0.231, indicating that there is a small negative relationship between attitude towards HRM Practices with turnover intention.

Regression Analysis

Simple linear regression is a technique in parametric statistic that is commonly used for analysing mean response of dependent variable that changes according to the magnitude of an intervention of another Independent Variable (Rebecca, 2020). In statistical modelling, regression analysis is a set of statistical processes for estimating the relationships between a dependent variable and one or more independent variables.

Table 4.5

Model Summary for Attitude towards HRM Practices

Attitude towards HRM Practices towards Turnover Intention

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.231 ^a	.053	.046	.89421
a. Predictors: (Constant), Attitude towards HRM Practices				
b. Dependent Variable: Turnover Intention				

The regression on relationship for this model between Dependent Variable (Turnover Intention) is 0.231 and the value of R square is 0.053 which means the model explains 5.3% of variance in Dependent Variable (Turnover Intention). This is supported by Beta value of 23.1% by referring to Table 4.6 :

Table 4.6

Coefficients of Attitude towards HRM Practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Attitude towards HRM Practices	-.253	.094	-.231	-2.692	.008

From the Coefficients table above, the relationship between the Attitude towards HRM Practices and Turnover Intention show significant relationship, which value is less than 0.05 (value = 0.008). Significant variables contribute uniquely to the prediction of the Dependent Variable (Turnover Intention).

Table 4.7

Model Summary for Subjective Norms about HRM Practices

Subjective Norms about HRM Practices towards Turnover Intention

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330 ^a	.109	.102	.86743
a. Predictors: (Constant), Subjective Norms about HRM Practices				
b. Dependent Variable: Turnover Intention				

The regression for relationship for this model between Dependent Variable (Turnover Intention) is 0.330 and the value of R square is 0.109 which means the model explains 10.9% of variance in Dependent Variable (Turnover Intention). This is supported by Beta value of 33% by referring to the Table below:

Table 4.8
Coefficients of Subjective Norms about HRM Practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Subjective Norms about HRM Practices	.450	.113	.330	3.974	.000

From the Coefficients table above, the relationship between the Subjective Norms about HRM Practices and Turnover Intention show significant relationship, which value is less than 0.05 (value = 0.000). Significant variables contribute uniquely to the prediction of the Dependent Variable (Turnover Intention).

Table 4.9
Model Summary for Perceived Behavioural Control over HRM Practices
Perceived Behavioural Control over HRM Practices Towards Turnover Intention

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203 ^a	.041	.034	.89983
a. Predictors: (Constant), Perceived Behavioural Control over HRM Practices				
b. Dependent Variable: Turnover Intention				

The regression for relationship for this model between Dependent Variable (Turnover Intention) is 0.203 and the value of R square is 0.041 which means the model explains 4.1% of variance in Dependent Variable (Turnover Intention). This is supported by Beta value of 20.3% by referring to the Table 4.10 below:

Table 4.10
Coefficients of Perceived Behavioural Control over HRM Practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Perceived Behavioural Control over HRM Practices	.255	.108	.203	2.356	.020

From the Coefficients table above, the relationship between the Subjective Norms about HRM Practices and Turnover Intention show significant relationship, which value is less than 0.05 (value = 0.020). Significant variables contribute uniquely to the prediction of the Dependent Variable (Turnover Intention).

Table 4.11

Relationship between Dependent Variable and Independent Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.606	.411		3.909	.000
Attitude towards HRM Practices	-.253	.094	-.231	-2.692	.008
Subjective Norms about HRM Practices	.450	.113	.330	3.974	.000
Perceived Behavioural Control over HRM Practices	.255	.108	.203	2.356	.020

The result from Table 4.11. above shows that there is a positive significant influence between Turnover Intention and two out of the three independent variables namely Subjective Norms about HRM Practices ($p=0.000$, $\beta=0.450$) and Perceived Behavioural Control over HRM Practices ($p=0.020$, $\beta=0.255$), while there is a negative significant influence between Attitude towards HRM Practices ($p=0.008$, $\beta=-0.253$).

Conclusion and Recommendations

The results of the Linear Regression analysis indicate that Turnover Intention has a significant positive relationship with two of the three independent variables, namely Subjective Norms on HRM Practices ($p=0.000$, $\beta=0.450$) and Perceived Behavioural Control over HRM Practices ($p=0.020$, $\beta=0.255$), while Attitude towards HRM Practices has a significant negative relationship ($p=0.008$, $\beta=-0.253$). This study is limited to 10 medium-sized publicly traded FMCG companies, which may not be a representative sample of Malaysia's FMCG industry as a whole. Additionally, because the study's respondent population was limited to workers in the FMCG sector, its conclusions might not apply to workers in other sectors including banking, the public sector, the retail sector, the hotel sector, and others. The research findings are nevertheless significant despite these limitations, and they provide a foundation for further investigation. One suggestion to enhance the understanding and conclusions on the intention of employee turnover in the FMCG sector is to incorporate workers from more organizations of different sizes in the study. If feasible, more research should incorporate workers from other industries and backgrounds to provide a more accurate representation of the workforce.

As discussed above on the study's analysis, there is a significant, although varying degrees of relationships between turnover intention and attitudes toward HRM practices, subjective norms on HRM practices, and perceived behavioral control over HRM practices. This study's hypotheses are all accepted. Therefore, a company must apply the proper HRM Practices if it hopes to increase staff retention or decrease employee turnover intentions. In order to reduce employee turnover, it is imperative that the company ensures that departing employees undergo a structured exit interview conducted by the HR Manager. This allows the HR Manager to gain a deeper understanding of the reason(s) behind the employee's departure and inform future HRM Practice improvements.

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