

The relationship between employee recognition, employee  
engagement and organizational commitment on turnover intention  
in Malaysia: The mediating role of job satisfaction

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Submitted to the Graduate School of Business  
Faculty of Business and Accountancy  
University of Malaya, in partial fulfillment of the  
requirements for the Degree of Master of Business  
Administration

28 July 2011

## **ABSTRACT**

As the challenges regarding employee turnover continue to increase in organizations, so does the need to invest in training and retention strategies and emphasis on creating a work environment that promotes knowledge sharing, growth and opportunities. This study explores issues facing organizations in regards to turnover intention. Specifically, this research was conducted to examine the relationship between employee recognition, employee engagement and organizational commitment on turnover intention in organizations in Malaysia together with the mediating role of job satisfaction.

The study found that employee engagement and organizational commitment have a significant relationship on turnover intention therefore the level of engagement and commitment in an organization is a significant predictor of turnover intention.

This research also found that job satisfaction does not have a direct relationship on turnover intention and is not a mediator for the relationship between employee recognition, employee engagement and organizational commitment on turnover intention, adding information that was not available from previous studies on turnover intention. Based on the findings from this study, various strategies were suggested which have managerial and policy implications to the Human Resource practitioners and managers to reduce turnover in organizations.

## **ACKNOWLEDGEMENTS**

I would like to sincerely thank my supervisor, Dr Sharmila Jayasingam, for all her support and guidance throughout my study. She has indeed taken personal interests in helping me complete my study which I'm very grateful.

I would like to extend my gratitude to my parents, Mr and Mrs Rama Jayam, my siblings and my husband, Mr Vignendra for their support and trust in me which has helped me complete this research project.

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