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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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.
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