

Relationship between Employee's Satisfaction, Engagement and Turnover Intention

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ABSTRACT

The aim of this paper was to study the relationship between employee satisfaction and engagement towards turnover intention. A total of 61 participants were non-randomly selected through convenience sampling and purposive sampling technique. The study was conducted using quantitative approach where the participants were asked to fill up the questionnaire using the google form link. Instruments used in this study was The Minnesota Satisfaction Questionnaire (MSQ) by [Weiss, Dawis, England, and Lofquist \(1967\)](#), Utrecht Work Engagement Scale (UWES) by [Schaufeli and Bakker \(2004\)](#) and Turnover Intention Scale (TIS-15) by [Roodt \(2004\)](#). The data collected were analysed using the SPSS software. Result of this study indicate that employee satisfaction has a positive effect towards employee's engagement. Result also indicated there is a negative relationship between employee satisfaction and engagement towards turnover intention of employee. The implication of this study was suitable for companies that are from various industry such as primary, secondary and tertiary industry. Limitation of the study are such as uneven number of participants from age group and different companies cultural background of all participants.

Contribution/Originality: This study aim to contribute towards the body of knowledge of importance of employee satisfaction and engagement towards their turnover intention with the hope to increase awareness on it's importance.

1.0 Introduction

The term employee or job satisfaction was proposed in a conferences as early as 1990s by Robert Hoppock of which he concludes that the concept of job satisfaction is the aspect of physiological, environmental and psychological circumstances that are related to a person's job that leads to the express of their work and rather often can affect their private life such as their relation with families and sex life ([Hoppock, 1935](#)). Employee satisfaction proposed by [Locke \(1969\)](#) in his handbook focusing on Locke Value theory also proposed that job satisfaction is influenced by various job factor which are such as

the work itself, pay, peers, promotion, leaders and etcetera. It was also stated that job satisfaction can indirectly impact the turnover rate of an organization along with other factors and can also contribute to life happiness and other outcomes (Locke, 1976).

Employee engagement based on (Shuck & Wollard, 2013) history study on employee satisfaction it was stated that employee engagement was first mentioned in a journal by Khan during 1990 and was defined as psychological conditions of personal engagement and disengagement at work and suggest that employee act out of momentary attachment and detachments towards their job and role performances (Shuck & Wollard, 2013).

Various study such as study conducted by Sundaray (2011) also states that employee's satisfaction and engagement are interrelated and can impact towards the job effectiveness and efficiency of the employee. An engaged employee will be more aware of the organization direction and context and is more willing to work as a team to improve job performance, engagement of employee can also help improve positive attitude among organization employees which can benefit organization in many aspects. Study conduct by Abraham (2012) towards 30 employees of a private insurance company at Cochin also further shows and indicates that there is 60.01 percent of relationship between employee's satisfaction and employee's engagement of which employee who are generally more satisfy with their work generally has a higher level of job engagement and that different employee has different ways to archive such job satisfactions which could include aspect such as a supportive leader and present of challenging task to maximized their potential can also improve on job satisfaction and lead to higher engagement level. A study that was conducted by Balakrishnan et al. (2013) too suggested that employ engagement focusing on non-financial driver which includes manager and supervisor relationship shows impact on employee retention with 5% confidence level for the degree of freedom 7. With that it can be see that employee engagement towards their work indeed has impact towards employee retention level. Another research that was conducted by Iqbal et al. (2017) with the sample size of 372 taken from 12000 population suggested that employees' engagement has significant positive association with employees' retention in corporate (FMCG) sector of Pakistan. Which once again showed that employee engagement is indeed related closely with employee retention in a company. With that prove that company with good employee engagement is more likely to have higher level of employee retention.

Emphasizing on employee satisfaction and engagement carries many benefits which includes contribution towards firm's growth, organizational culture and loyalty which in other word engagement towards company (Antoncic & Antoncic, 2011). A paper by Shmailan (2015) also further support this idea by mentioning that employee satisfaction level is directly linked to employee engagement and can contribute greatly towards the success of a company as satisfied employee generally perform better at their work and of which increase their engagement level; when employee are engaged in their work, work become more meaningful to them of which can lead to sense of motivation to perform better that can improve company performance in the long run. With that, it is clear on employee's satisfaction and employee's engagement are very much related and can be impactful towards one and another and if being focused on can bring benefits towards an organization but if does not will bring negative impact towards job performance and employee's private life.

As a conclusion towards research background of this paper, employee satisfaction and employee engagement level are essential to be focused by each organization or company

as it can help to build positive working environment and working culture and if it not emphasized or taken account in a company it can leads to issues such as high turnover rate and employee who has low motivation level. It is also important to take note that both employee satisfaction level and employee engagement level are both equally important and can significantly impact one and another.

1.1. Research Objective

- i. The aim of this study is to study the impact of employee's satisfaction towards employee's engagement.
- ii. The objective of this study is to identify impact of employee satisfaction and engagement towards turnover intention.

1.2. Research Question

Based on research problem and objective, the researcher represents and address the following research questions:

1. Does employee's satisfaction bring impact towards employee's engagement?
2. Does employee's satisfaction and engagement bring impact towards turnover intention?

1.3. Hypothesis

HA1: There is relationship between employee satisfaction towards employee's engagement.

HA2: There is relationship between employee satisfaction and engagement towards turnover intention.

2. Literature Review

2.1. Relationship between employee satisfaction towards employee's engagement

Study conducted by [Vorina et al. \(2017\)](#) which aim to determine whether and how does employee engagement and job satisfaction influence each other. The data was collected using Utrecht Work Engagement Scale (UWES), Job satisfaction questionnaire and face to face interview towards 594 respondents who aged 16 above that is employed in an enterprise or an institution. Based on the result and discussion, the researcher proved that there is statically significant relationship between employee engagement and job satisfaction. The study states that if employee engagement would to increase, the regression value of job satisfaction would also increase. Among the than can affect the engagement level of employee are such as credible leadership and co-workers that are supportive. The outcome of the increase of engagement level from this study also shows improvement in other aspect such as lower accident rates, higher productivity, fewer conflicts among employees and reduced sickness rates. The researcher pointed out some shortcoming of this research of which is that the research is conducted towards employee from the same company and suggested that further study could be conducted with more independent variable such as education level and salary.

According to research by [Tepayakul dan Rinthaisong \(2018\)](#) with the main purpose to discover the relationship of job satisfaction and employee engagement among human

resources (HR) staff from private higher education institutions sector of Thailand. The subject used for this literature were 220 human resources staff taken from 58 private higher institutions from Thailand. The data was collected via questionnaire that was constructed based on literature review and academic database. According to the result and discussion of this literature shows that there is direct effect of job satisfaction towards employee engagement. It was also stated by this study that more than half of employee engagement variance can be explain and justify by job satisfaction level of the employee. This study also discussed that employee who has higher job satisfaction demonstrate fewer turnover intentions and is less likely to quit their job of which can contribute to organization citizenship and employee performance. Based on the discussion of this study it was stated that teamwork and collaboration is the highest influencing factor of employee engagement of which is stated that to contribute towards better relationship within and across work group that can improve how employee feels towards their work and organization. The researcher also stated that most sample of the research responded positively towards the aspect of everyone from the work group cooperating among each and another to get the task complete can also lead to higher level of employee's engagement level. On job satisfaction, the researcher identified both intrinsic and extrinsic factor that has contributed towards employee's satisfaction level. Based on the result, the researcher found out that intrinsic factors have a higher impact towards employee's satisfaction comparing to extrinsic factors, but however stated that both intrinsic and extrinsic factors play an important role on employee's satisfaction level. Based on the response of the subject of the study it was stated that being able to make full use of their potential is the most important aspect when considering on their respective satisfaction level towards their work role.

The study conducted by [Abraham \(2012\)](#) that has the main intention to examine the effect of job satisfaction on employee engagement was also reviewed. The subject of this literature consists of 30 employees of a private insurance company from Cochin. Job satisfaction subscale and Gallup 12 of employee engagement questionnaires were used to collect data for this study. The result of the literature showed that job satisfaction has a moderate impact on employee engagement in the Private Insurance company studied in the literature. Based on the result of the study, the researcher identified that the employee satisfaction level among the studied sample are high while employee engagement level is only average, which shows that respondents with high Job satisfaction may not be fully engaged towards their work role and towards the company. According to the response of the subject it was found out that benefits that are correspondent to their work and competitors has the greatest impact of employee engagement while team being the least impactful factors on employee's engagement level with the percentage lesser than half of what benefits obtained as it was justified that most subject involved mostly worked on individual task while rarely having to work in teams of which can be the reason on low score towards employee's engagement level. It was also stated that there are no differences on job satisfaction factors when looking at graduates and postgraduate's employees. The researcher concluded that there is relationship between employee engagement level and employee's satisfaction level.

2.2. Relationship between employee's engagement and turnover intention

Based on study conducted by [Kanengoni and Bobat \(2014\)](#) with the main purpose to prediction turnover intention by employee engagement and demographic variables in a large South African information and communication technology (ICT) organization. The sample size used in this literature is 2276 subject from South African information and

communication technology (ICT) organization. The researcher used questionnaire as the method of collecting data. Utrecht Work Engagement Scale (UWES) was used to measure employee engagement, while turnover intention was measured using the Intention to Stay Questionnaire (ISQ).

Based on the result of the literature, there is statically and practically medium effect of negative correlation relationship between level of engagement of employee's and their turnover intention. This shows that the more engaged the employee is, the lower the turnover intention will be. The literature also states that employee engagement with challenging task and meaningful task content and peaceful working environment can also lead to increase of employee engagement level and thus lead to lower turnover intention. Factors as such can also lead to higher productivity and higher individual job satisfaction that leads to better individual performance and can bring profits to overall organization performance. Apart from employee engagement this study also identified that age of employee and tenure period can also contribute towards predictive value towards turnover intention. The researcher also found out that employee who are activate are more prone towards higher level of engagement and can lead to lower intention of leaving the organization. To achieve higher activated level, organization can provide employee with challenging task time to time to increase mental stimulation which create higher activate and better engagement and lower turnover intention. As closing, this literature supports that employee engagement is statistically correlated towards employee turnover intention.

According to study conducted by [Caesens et al. \(2016\)](#) with the main purpose to identify whether the relationship between work engagement and employees' turnover intentions might be non-linear. Subject that was involved in this study were 692 employees from a Belgian public organization that practice exclusively in employment and training services and 148 employees from a Belgian hospital center. The data used in this study was collected via questionnaire of which is the short French version of the UWES questionnaire for employee engagement level and three item turnover intention questionnaire that was developed by [Roodt \(2004\)](#) and translated in French were used to study the turnover intention of both samples of the study.

According to the result of this literature work engagement of employee is negatively correlated towards employee turnover intention in both research samples. However, researcher found out that when inflection take place the correlation between employee engagement and turnover intention in both sample group shifted from significant negative correlation to non-significant positive correlation. The literature also found out that moderate level of work engagement lead to low level of work intention but however when there is excessive level of work engagement there is little to no benefit to both employee or organization and can lead to negative effect of which can be cause by the fact that employee feels like the company does not reciprocate equally with their effort thus lead to dissatisfaction. The literature also states that education level of the employee has a positive impact on employee turnover intention and concluded with that manager should suit the engagement level of employee moderately to obtain maximum effect and should always provide equal rewards for employee's performance to provide better engagement and lower turnover intention.

2.3. Relationship between employee's satisfaction and turnover intention

According to study conducted by [Gebregziabher et al. \(2020\)](#) with the purpose to assess the relationship between job satisfaction and turnover intention among nurses in Axus Comprehensive and Specialized Hospital Tigray, Ethiopia. The subject involved in this study were 148 nurses. The method of data collection used in this study were semi-structured self-administered questionnaires of which job satisfaction of subject were measured using job satisfaction survey, developed by Spector.

According to the result of this research, it was concluded that there is indeed relationship between job satisfaction towards turnover intention among nurses. The study found out that nurses who are unsatisfied is more likely to intent to leave their current workplace or the nursing profession as whole. Based on the finding of the researcher, it was found out that the top factors that cause dissatisfaction among nurses are such as scheduling and limited professional development, one third of nurses also reported to be unsatisfied with their pay and support received at their workplace which lead to low level of job satisfaction. This was also stated by the researcher that previous study that was conducted towards other research group in other country found out that pay and support received were the main source that lead to low job satisfaction of which the researcher mentioned that different in medical culture can lead to variation of the result of which should be take note for farther studies. The discussion of the literature also mentioned that workload, work experiences, environment and infrastructure of respective health institution can also bring impact towards overall prevalence of turnover intention among the nurses. As a conclusion the researcher emphasized that there is indeed relationship between job satisfaction and turnover intention of employee of which should be taken seriously to retain workers and to reduce turnover rate in workplace.

Based on study conducted by [Olusegun \(2013\)](#) which has the purpose to examines the influence of job satisfaction on turnover intentions of library personnel in some public Universities in South West Nigeria. The subject that was involved in this study were 233 respondents that were working in ten selected public Federal and State Universities in South West Nigeria. The data for this study were collected via Demographic information, job satisfaction and Turnover Intentions questionnaire (DIJSTI) scale.

Based on the result of the study that was conducted it was found out that there is significant relationship between job satisfaction of employee and turnover intention. It was also found out that there is a significant linear combination between job satisfaction and turnover intention. However, the researcher found out that there were no significant differences when it comes to location of employment let it be state or federal universities. The study found out that most participants will change to another organization if they were presented a similar position with higher pay, it was also found out that majority of participant will change job soon if they were given the opportunity. The study also identified that the factors that contributes the most towards job satisfaction are the present additional training and education, benefits such as heath and housing and job security also contributes greatly towards employee's job satisfaction. While the least influenced factor towards job satisfaction that was found from this study was stated to be relationship among work colleagues. This literature also emphasis on the idea that state that money is not the sole motivation factor when it comes to motivating employees to boost job satisfaction. In this discussion of this literature, the author emphasized that most employee prefers balance rather than imbalanced when it comes to job motivation and satisfaction which fulfil the balance theory. The author also stresses on cognitive

dissonance of social attitude that mentioned that employee value consistency when it comes to attitude and behavior to eliminate the pressure of inconsistency of which employers should take note on.

2.4. Relationship between employee's satisfaction, engagement and turnover intention

Based on study conducted by [Park and Johnson \(2019\)](#) with the main intention to examine the relationships between job satisfaction, work engagement, and turnover intention of health science teachers in the US. Which focuses on 249 responses from CTE health science teachers in the State of Texas in the US and data collected via computer-based questionnaire using the web-based software, Qualtrics. Questionnaire that were used in this literature were Minnesota Satisfaction Questionnaire (MSQ), Utrecht Work Engagement Scale (UWES) and The Michigan Organizational Assessment Questionnaire (MAOQ).

Based on the result of this study it was stated that work engagement is significant and positively related when it comes to job satisfaction of employee. However, the study found out that there is a stronger relationship when it comes to intrinsic job satisfaction and work engagement while compares to extrinsic job satisfaction although both are significantly related to work engagement. This shows that participants of this study are motivated intrinsically when it comes to their work which includes recognition of good work, and individual responsibility. The author also states found out in this research that job satisfaction and employee engagement are negatively correlated to employee's turnover intention. Turnover intention of employees is also negatively correlated towards extrinsic job satisfaction. With that when the job satisfaction and employee engagement of employee increases there was a decrease towards turnover intention. Apart from that, the author also found out that work engagement does not moderate the relationship between job satisfaction and turnover intention. However, the researcher does mention that there is no in-depth study towards work engagement as a moderator role and mentioned that farther study could be conducting to provide better understanding towards work engagement as moderator variable.

According to literature by [Alarcon and Edwards \(2010\)](#) which has the aim to explored engagement as a predictor of job satisfaction and turnover intentions controlling for burnout. The research used 227 students employed at least part-time as the subject of the study. The data was collected via MBI General Survey, UWES, Turnover Cognitions Scale and Michigan Organizational Assessment Questionnaire.

According to the result of this studs it was found out that engagement level of employee significantly provides additional variance towards turnover intention which controls burn out of employees. It was also found out that employee engagement contributes to additional of variance when it comes to job satisfaction. This literature also pointed out that emotional exhaustion has no significant prediction or is not a significant predictor when it comes to employee turnover intention of which differs from previous studies that was being conducted. The result also found out that burn out scale can be used to predict potential turnover intention of employee. Absorption of employee engagement level can also significantly predict the turnover intention of employee that was being studied in this research. The author also emphasized that employee engagement can be used to effectively predict the turnover intention and job satisfaction of the employee. However, the author stated that there is shortcoming of the research of which is that majority of the

participants who are involved in the research were students whom are taking part time positions in a company, with that they are less likely to experience professional efficacy and can lead to lower level of engagement level.

Study that was conducted by [Ofei-Dodoo et al. \(2020\)](#) with the aim of examined the associations between work engagement, job satisfaction, and turnover intentions among family medicine residency (FMR) managers. The subject used in the research were 511 FMR manager members of the Association of Family Medicine Administration. Method of collecting data that were used in this study were Utrecht Work Engagement Scale (UWES-9), Job Satisfaction Scale, and Boshoff and Allen's 3-item scale.

Study result of this research showed that work engagement is positively correlated with employee job satisfaction but is negatively correlated with turnover intention of employees. It was also found out that turnover intention is also negatively correlated when it comes to job satisfaction. It was also found out that nature of work and fringe benefits that are being offered to the employees are the main impactful domain among the nine domain of job satisfaction that are more favorable by the participants; such domain was also found to be significant predictor when it comes to work engagement of employees. The researcher also found out that individual differences of employee can also lead to differences of turnover intention, the researcher identified that education of employee has the highest impact compared to other individual differences such as age when it comes to impact towards turnover intention. Moving on, the researcher also found out that employees whom are given supports such as practical and psychological meaningful support in their workplace and environment are more engaged towards their work and can lead to better job satisfaction and lower turnover intention among employees in the organization.

2.5. Theory

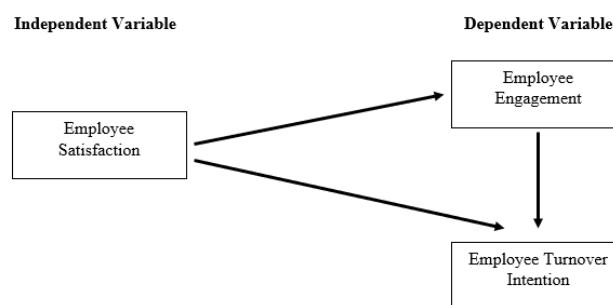
Theory that will be focuses on in this research will be Kahn's engagement theory ([Kahn, 1990](#)). According to this theory every person to some extend or degree is involved in their respective role at their workplace they occupy and is to some degree committed to their organization that is alienated with their own self-engagement ([Kahn, 1990](#)). Based on this theory it was mentioned and explained that [Kahn \(1990\)](#) describe engagement as employment and expression of the preferred self in task behavior that create connection to work and to others which involved different level of personal presence such as physical, cognitive and emotional presence and is always active and take on the full role performance at their work that creates positive affectivity such as energetic, enthusiasm and can create a sense of satisfaction based on the positive affectivity. Other positive affectivity is also used to describe engagement such as dedication and cognitive vigilance that define the construct of engagement, and to differentiate it from other similar constructs such as job satisfaction and organizational commitment ([Kahn,1990](#) cited in [Lacy, 2009](#)). In Kahn's engagement theory it was also mentioned that there is 3 different dimension of employee engagement which are physical, cognitive and psychological engagement. While an employee can be engaged in either one of those aspect and not all three, while some can relate to all three of those aspect. In order to explore more towards Kahn theory and employee satisfaction, [Kahn \(1990\)](#) also introduced a framework which is Needs- Satisfaction Framework in his study in 1990 which describe that the presence of psychological resources can influence employee engagement and the first of is it meaningfulness of which can be seen as how employee feel that he or she is receiving in return on their current physical and cognitive or emotional energy. Of which this sense of

meaningfulness can help employee to feel valued and worthwhile while faces with challenged and autonomous task characteristics. Kahn theory also stated that by focusing on this framework employee can gain positive return from their current job and will encourage them to work better at their current workplace and job role (Kahn, 1990 cited in Anthony-McMann et al., 2017). With that Kahn (1990) employee engagement theory is very much suited for this research study as it focuses on how employee satisfaction, engagement and turnover intention all are interrelated to each other and mentioned that only by satisfy most aspect a company will be able to convince and keep their employee for a longer extent of time.

2.6. Theoretical Framework

Based on Figure 1 the theoretical framework, the independent variable for this research will be employee satisfaction and of which the dependent variable for the framework are employee engagement and employee turnover intention. Based on this framework, the employee turnover retention is the dependent variable of the employee satisfaction and the employee engagement level.

Figure 1: Theoretical Framework for employee satisfaction, engagement and turnover intention



3. Method

3.1. Research Design

Research design that were used in this study is the quantitative design. Quantitative design is defined as deductive approach towards the research process that aim to which involves measuring variables and relationship between variable that results in statistical data (Leavy, 2017).

For this study, the quantitative method that was chosen will be correlation study. Correlation study is defined as a type of non-experimental research that is conducted with the aim to measure the statistical relationship between variable that is often conduct when is not possible to manipulate the independent variable. This design was chosen as the researcher is not able to manipulate the independent variable as the independent variable are based on the individual responses of the subjects. With that correlation study will be used to study the relationship between employee satisfaction towards employee engagement level and towards turnover intention of employee.

3.2. Research Subject

The main targeted participant of this study is working adults. Total of 61 working adult from different industry such as primary, secondary and tertiary industry participated in this study. A copy of inform consent is attached and given to the participants at the beginning of the questionnaires.

3.3. Sampling Procedure

Non- probability sampling procedure were being used in this study. Non- probability sampling procedure is defined as selection of sample that are non- randomized and is usually used in research that emphasis on small samples which intended to identify real life phenomenon, not to make statistical inferences in relation to the general population (Taherdoost, 2016).

Convenient sampling was used in this study. Convenient sampling is defined as selection of participant that are readily available (Taherdoost, 2016). Convenient sampling was chosen for this study as it is more time and cost effective to use readily available subjects that are made up of people that the researcher might know or friend of friend that fulfil the general criteria of the research of which is a working adult. For this study, researcher shared the respective questionnaire to people around them to obtain response, the questionnaire was also shared to family and friends to obtain response for this research which falls under the convenient sampling method of non- probability sampling procedure.

3.4. Instrumentation & Reliability

The data collection for this study was conducted using online survey, Google Form. Of which the researcher has administrated the question based on three questionnaire that were used in this study.

The first questionnaire that were used was The Minnesota Satisfaction Questionnaire (MSQ) by Weiss, Dawis, England, and Lofquist (1967). The objective of this questionnaire is to measure an employee's satisfaction with their current job. The short version of MSQ questionnaire that consist of 20 items were used for this study. An example of item taken from The Minnesota Satisfaction Questionnaire is such as "The chance to do something that makes use of my abilities". This questionnaire uses a 5-point Likert scale for scoring of which range from "Very Dissatisfied" to "Very Satisfied". The median reliability score for this questionnaire were .86 for intrinsic satisfaction, .80 for extrinsic motivation and .90 for general satisfaction.

The second questionnaire that were used was Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker (2004). The purpose of this questionnaire is to learn how physical activity, anxiety, resilience and engagement can influence optimism in working employees. UWES questionnaire consist of 17 items with example of time such as "I find the work that I do full of meaning and purpose". The scoring method that were used in this questionnaire were 7-point Likert scale with 0 stands for never and 6 stands for always. The reliability score for this questionnaire is Cronbach's alpha .90.

The last questionnaire that were used in this study is the Turnover Intention Scale (TIS-15) that was developed by [Roodt \(2004\)](#). The purpose of this questionnaire is to measure the intent of employee leaving their current job. This questionnaire consists of 15 items with example of item such as "To what extent do the benefits associated with your current job prevent you from quitting your job?". Scoring method used by this questionnaire were 5-point Likert scale of which 1 represent "To no extent" and 5 represent "To a very large extent". The reliability score of this questionnaire is Cronbach alpha reliability coefficient ($\alpha = 0.80$).

3.4.1. Reliability

The Minnesota Satisfaction Questionnaire (MSQ) has a good internal consistency with a reported Alpha Cronbach coefficient of 0.961 for the current study. The Utrecht Work Engagement Scale (UWES) has a good internal consistency with a reported Alpha Cronbach coefficient of 0.949 for the current study. The Turnover Intention Scale (TIS-15) has a good internal consistency with a reported Alpha Cronbach coefficient of 0.832 for the current study.

3.5. Procedure

The question from three questionnaire which measure employee's satisfaction, engagement and turnover intention were first gathered and transferred into a google form, in the beginning of the google form, the author has also included a copy on informed consent and demographic variables questions. The link of the of the google form with the questionnaire question were then sent to the supervisor for feedback and affirmation. The link of the google form that has been approved were then shared online among the social circle of the author, participants is also encouraged to share the link among their social circle. The google form takes about 10 to 15 minutes to complete. The data collected from the google form is then transformed into the form of excel for easier data analysis using SPSS software.

3.6. Data Analysis

Descriptive data analysis and inferential statistic was used for this study. Descriptive data analysis is defined as a representation of entire population or a sample that are used to describe the basic of the data ([Sharma, 2019](#)). Descriptive analysis that was used in this study were mean, frequency and percentage. Inferential analysis is defined as prediction of data that allows generalization of prediction towards a population; type of inferential statistic is such as T- test, ANOVA and correlation study ([Zhang et al., 2018a](#)). For this study, researcher has decided to use only correlation study to examine the relationships between employee's engagement, satisfaction and turnover intention. Correlation were chosen as it allows the study of relationship of independent variable and dependent variable which suits the hypothesis of this study.

4. Result

4.1. Descriptive statistics

For this research descriptive statistic is used to study make sensible sense of the data of the demographic variable related to this study of which in this study, mean, frequency and percentage will be used to analyses the demographic data of the study.

4.1.1. Age

There is a total of 61 participant that participated in this study of which 36 (59%) participants were from the age group 20 to 30 years old, 15 (25%) participants were made up of age group 31 to 40 years old, 7 (11%) of participants were from the age group 41 to 50 years old, while 3 (5%) of participants are from age group 51 to 60 years old.

4.1.2. Sex

A total of 61 participants who have participated in this study. 28 (46%) of the participants are male, 32 (52%) of the participants are female, while 1 (2%) of the participant choose to not disclose their sex.

4.1.3. Industry

3 (5%) participants were from the primary industry, 8 (13%) participants were from the secondary industry, 44 (72%) participants were from the tertiary industry, while 6 (10%) of the participants were from other industries.

4.2. Inferential statistics

The results show that there is a positive effect in the relationship between employee satisfaction towards employee's engagement in which $r = 0.467$, $p < 0.01$ (Table 1). The hypothesis (HA1) is accepted. The results display that there is a negative effect in the relationship between employee satisfaction and employee's engagement towards turnover intention in which $r = 0.494$ and 0.339 , $p < 0.01$. The hypothesis (HA2) is accepted.

Table 1: Relationship between employee satisfaction and engagement towards turnover intention

		<i>Satisfaction</i>	<i>Engagement</i>	<i>Turnover Intention</i>
<i>Satisfaction</i>	Pearson Correlation	1	.467**	-.494**
	Sig. (2-tailed)		0.000	0.000
	N	61	61	61
<i>Engagement</i>	Pearson Correlation	.467**	1	-.339**
	Sig. (2-tailed)	0.000		0.008
	N	61	61	61
<i>Turnover Intention</i>	Pearson Correlation	-.494**	-.339**	1
	Sig. (2-tailed)	0.000	0.008	
	N	61	61	61

**. Correlation is significant at the 0.01 level (2-tailed).

5. Discussion

5.1. There is relationship between employee satisfaction and engagement

Based on [Table 1](#), there is a positive relationship between employee's satisfaction and employee's engagement. The result is supported by study conducted by [Djoemadi et al. \(2019\)](#) of which the researcher found out that employee engagement among the participant is mainly driven by employee satisfaction towards their work which includes aspect such as working condition, relationship, and promotion opportunity.

Study conducted by [Barden \(2017\)](#) with the main purpose to examine the relationship between job satisfaction and employee engagement among Social Security Administration (SSA) employees. Based on the result of this study, it was found out that the correlation results showed that job satisfaction and employee engagement are positively related. The study also found out that employee engagement is important as retention strategy as employees who are motivated and devoted experiences better connection to their organization.

Study result obtained in study conducted by [Shmailan \(2016\)](#) has also agreed towards the result obtained. According to this study employee satisfaction is directly linked to employee engagement of which the author believes that improving both employee satisfaction and engagement can bring better job performance and profit the company. Study result obtained in study conducted by [Soon and Manikayasagam \(2015\)](#) has also supported towards the result obtained. Based on this study, there is indeed a positive relationship between employee engagement and extrinsic job satisfaction, it was also stated that there is a significant relationship between employee engagement and employee intrinsic job satisfaction.

Lastly, study that was conducted by [Tejpal \(2015\)](#) also found out that job satisfaction of employee is positively and significantly related towards employee's engagement level. The relationship can also be observed via different dimension of employee engagement which includes Vigour, Dedication and Absorption, of which the relation is statistically significant too. This shows that this study result support the result obtained in this study.

5.2. There is relationship between employee satisfaction and engagement towards turnover intention

Based on [Table 1](#) there is a negative effect in the relationship between employee satisfaction and employee's engagement towards turnover intention. This result is supported by various such as study conducted by [Singh et al. \(2019\)](#). Based on this literature it was found out that higher job satisfaction contributes towards reduced turnover intentions as outcomes of engagement of employee. It was also found out that there is a negative correlation between employee engagement and voluntary turnover intention which also supports the result obtained in this study.

Study conducted by [Simone et al. \(2018\)](#) further supports the result obtained by researcher in this study. It was found out that that job satisfaction, engagement is positively interrelated with one and another but is negatively correlated with turnover intention. It was also found out that Job satisfaction and engagement are directly or indirectly impactful towards turnover intention with job satisfaction having a stronger negative correlation with turnover intention.

The negative relationship between the variables from the result obtained were also supported by study conducted by [Zhang et al. \(2018b\)](#). In this previous study, the study found out that Job satisfaction and work engagement both had a direct negative effect on turnover intention and that both factors can be used as a strong predictor of turnover intention among employees.

Moving on, study conducted by [Zhang et al. \(2020\)](#) has also showed supporting result towards result obtained by author of which based on their study that has the aim to evaluate the influence of job satisfaction, resilience, and work engagement on turnover intention, and explored the mediating role of work engagement and resilience between job satisfaction and the turnover intention of village doctors in China. It was found out that both job satisfaction and work engagement have a direct negative effect towards turnover intention of which are in line with result obtained by the author. It was also mentioned that job satisfaction and engagement are an effective predictor for turnover intention that should be paid attention.

Lastly, a study that was conducted by [Brunetto et al. \(2012\)](#) has also showed support towards result obtained from this research of which based on this research study, it was stated that there is a negative coefficient between job satisfaction and turnover intention of the participants, the coefficient between employee engagement towards turnover intention were also found to be negative and significant.

6. Implication

This study supports the argument on the importance of employee satisfaction towards employee's engagement level and the relationship of both towards the turnover and retention of employee.

Based on the result obtained from this study it is clear to see that job satisfaction can very well impact employee engagement towards their work. Therefore, company should focus more on ways to improve employee satisfaction in aspect such as working environment and relationship between employees to increase employee's engagement level towards their work. It is also essential for individual company to find out which aspect would lead to better increasement of respective employee and create changes based on that.

Moving on towards the aspect of turnover intention, retention of talent in a company has also been a challenge for many companies as they fail to understand the talent retention can be affected by many other factors and not just monetary aspect. Therefore, the take away for companies from this study will be that in order to reduce turnover intention companies has to focus on employee satisfaction of various aspect and also improve employee engagement that can eb done based on having activities and many more, with the increase of employee satisfaction and engagement, employee are less likely to have turnover intention and thus improve on the aspect of talent retention of the company.

7. Conclusion

To conclude on this research, the aim of this stud is to study the impact of employee's satisfaction towards employee's engagement and to identify impact of employee satisfaction and engagement towards turnover intention. Two hypotheses were created to aid the process of the research study of which are HA 1: There is relationship between

employee satisfaction towards employee's engagement and HA 2: There is relationship between employee satisfaction and engagement towards turnover intention. 61 participants were involved in this study of which made up from age group ranging from 20 to 60 years old and are from different industry background. The result of the study indicates that there is a positive relationship between employee satisfaction and engagement. Whereby, a negative relationship is observed for relationship between employee satisfaction, engagement and turnover intention. With that both hypotheses proposed is accepted as there is indeed relationship in both. Limitation of this study includes young age group of participants and versatile company background of participants. The result of the study can be implemented on most company that wishes to improve on employee engagement and turnover rate of their employee.

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Conflict of Interests

The authors declare no conflict of interest in this study.

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