

ENGAGE TO RETAIN: A DEEP DIVE INTO THE LINKS BETWEEN EMPLOYEE ENGAGEMENT, JOB SATISFACTION AND TURNOVER INTENTION

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Abstract

One among the most prominent topics in management is Employee engagement (EE). It became vital in conceptualizing and gauging the effect of human capital in organizations as well as in the combination of several diverse aspects of Human Resources (HR) – commitment, involvement, employee satisfaction, motivation, and the psychological contract. The evidence for EE (Considered as a distinct construct) has separated as of associated work attitudes such as Job Satisfaction (JS). Moreover, employee JS would be elevated by the fulfillment of employee economic and socio-emotional needs, which leads to a growingly positive attitude toward the company and result in the employee's willingness to improve his/her performance. Other evidence recommends that this engagement-Turnover Intention (TI) link hugely relies on how satisfactory employees identified their relationship with their supervisors to be. So, EE, the impact of EE on JS, the impact of EE on JS in different fields and locations, the impact of EE on TI of job employees, and the impact of EE on TI of job employees in different fields and locations had been explained in this paper.

Keywords: Employee engagement, Job satisfaction, Turn over intention, Human resources and Impact

1. INTRODUCTION

The challenge at present is not only to retain talented people but also fully engage them, thus capturing their minds as well as hearts at each level of their work lives. In today's competitive market place, EE has emerged as a crucial driver of success in business. The HR model that defines the level of enthusiasm as well as dedication a worker feels toward their job is named EE (Bailey et al., 2017). Engaged employees care about their work along with the company's performance, and feel that their efforts cause a difference (Azim et al., 2019). Moreover, in organizational success, EE is deemed as the deciding factor. EE results in JS. Employees are unlikely to be highly contented with their jobs if they are not engaged at work. When an employee is motivated by exterior factors like salary or benefits, JS could be attained (Dr.K. Sivagama Shunmuga Sundari & Ms.A. Antony Selva Priya, 2020).

The attributed compactness of physiological, psychological, as well as environmental states for executing the designated role is defined as JS. Diverse ideas were introduced by employers to retain employees to prevent turnover that could cause moral as well as financial loss to employers as well as employees (Monteiro et al., 2020). TI strongly predicted the actual employee turnover behavior and one factor that affects TI is Work Engagement (WE) (Kim, 2021). The process of an employee quitting the current job or his willingness to separate from the organization is named TI; every organization provides a concern for employee TI (Yasin et al., 2021). As huge attrition could largely impact companies directly and indirectly, causing elevated hiring as well as training costs, lost production, diminished profits, along with the whole low employee morale, Employee turnover is vital to tackle (Carnahan et al., 2015). An example of a model for explaining the importance of EE is explained in figure 1 and the figure 1 goes about here-

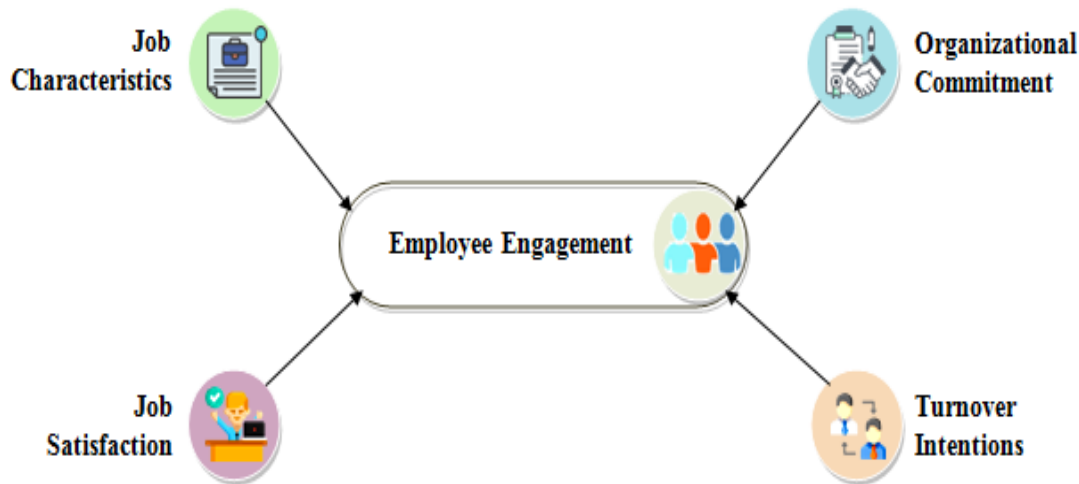


Figure 1: Example of a model to explain the importance of employee engagement
Source- author's creation

TI is also a significant issue for organizations associated with retaining human capital to stay competitive (de Oliveira et al., 2019). Because of variations in the cultures and economies, there were diverse work characteristics like JS, WE, Organizational Commitment (OC), and TIs that may change among countries (Nadeem et al., 2019). TIs have the following '3' dimensions (Juliantara et al., 2020):

- ❖ **Thinking of quitting:** Employees always think about quitting their job or continuing in their work environment
- ❖ **Intention to search:** Employees have the wish to discover work with other organizations
- ❖ **Intention to quit:** The employee has the assurance to quit the present job and will end with the employee's decision to stay or quit his job in the upcoming months.

EE has become a trending word in HR and a critical parameter of organizational success with employers proactively taking wide measures toward it (Antony, 2018). However that limitation was that poor communication, high turnover, micro-management, burnout, and stress are some factors that lead to a negative work environment (TarikaArun, 2021).

2. OBJECTIVE OF THE STUDY

- a. To examine the current state of knowledge on the relationship between employee engagement, job satisfaction and turnover intention.
- b. To identify the factors that influences the relationship between employee engagement, job satisfaction and turnover intention.
- c. To provide insights into the implications on the relationship between employee engagement, job satisfaction and turnover intention for organizations.
- d. To identify gaps in the existing literature and suggest directions for future research on the topic.
- e. To offer recommendations for organizations to promote employee engagement and job satisfaction, thereby reducing turnover intention.

3. RESEARCH GAPS

The relationship between employee engagement, job satisfaction, and turnover intention has been extensively studied in the literature. However, there are still research gaps that warrant further investigation. One research gap is the need for more longitudinal studies to understand the temporal nature of the relationships between these variables. Most existing studies are cross-sectional, providing a snapshot of the relationships at a specific point in time. Longitudinal studies would enable researchers to examine how changes in employee engagement and job satisfaction over time influence turnover intention, offering a more comprehensive understanding of the causal relation ship

Another research gap lies in the need for more studies that consider the mediating mechanisms or processes through which employee engagement and job satisfaction influence turnover intention. While it is established that higher levels of employee engagement and job satisfaction are associated with lower turnover intention,

the underlying mechanisms are not fully understood. Exploring potential mediating variables, such as organizational commitment, work-life balance, or job embeddedness, could provide valuable insights into the specific pathways through which engagement and satisfaction impact turnover intention

Furthermore, the majority of existing studies focus on individual-level factors, neglecting the potential influence of organizational factors. There is a need for research that considers the organizational context and its impact on the relationships between employee engagement, job satisfaction, and turnover intention. Factors such as leadership styles, organizational culture, and support systems may moderate or mediate the relationships between these variables. Investigating these contextual factors can provide a more comprehensive understanding of the complex dynamics between employee engagement, job satisfaction, and turnover intention.

Additionally, most existing studies have focused on traditional employment settings, such as organizations in the private sector. There is a research gap in understanding the relationship between employee engagement, job satisfaction, and turnover intention in non-traditional work arrangements, such as remote work or gig economy platforms. Exploring these non-traditional contexts can provide insights into how the relationships may vary in these unique work environments.

4. LITERATURE REVIEW-

The relationship between satisfaction with supervisor and TI together with satisfaction with promotion and TI were mediated partially by the EE. Data assists the moderating roles of position level between satisfaction with supervisor, co-workers, and TI. Here, section 4.1 defines the survey on EE; section 4.2 illustrates the survey on the impact of EE on JS, and section 4.3 explains the survey on the impact of EE on the TI of job employees.

4.1. Survey on the employee engagement

An HR framework that defines the level of enthusiasm along with dedication felt by a worker towards their job is named EE (Albrecht et al., 2018). A great deal of attentiveness among HR practitioners had been engendered (Budriene & Diskiene, 2020). Today, for the survival as well as the smooth functioning of the management, an organization should have an engaged workforce (Baran, 2020).

(Eldor & Vigoda-Gadot, 2017) explained the EE's nature considering the employee-organization relationship. In light of this relationship, strengthening the EE concept's theoretical foundation was the motive. The outcomes exhibited that EE has an accelerated value for work centrality over and above Psychological Empowerment (PE) and the Psychological Contract (PC). It also shows that it was diverse as of PE and the PC. The limitation was that the study was centered on the self-report.

(Carter et al., 2018) described the impact of self-efficacy as well as EE on Job Performance (JP) as a longitudinal field investigation. Here, all employees as of 20 mid-sized branches located in a chief metropolitan city were asked to take part. It has been identified that self-efficacy along with EE were independent and complimentary predictors of JP. There were relatively low numbers of respondents, which was the limitation here.

(Mackay et al., 2017) investigated the EE's incremental validity in the detection of employee effectiveness as a Meta-analytic path analysis. With a total of 22,090 individuals, the meta-analytic estimates were computed. '2' outcomes in EE were exhibited by a sequence of path model comparisons. It assisted lower to medium incremental validity over single job attributes (R^2 change of 0.02 to 0.06) as well as supported lower incremental validity. The limitation here was the conventional level of fit that was usually anticipated in scrutinizing individual samples was not achieved although the fit indices had encouraging fit for many of the models.

(Osborne & Hammoud, 2017) explained effective EE in the workplace. Via semi-structured interviews, the evaluation was executed. It had been identified from the findings that the participant responses exhibited that greater profits were contained in highly engaged employees than those that do not. The limitation here was the absence of other organizational members.

(Waheed & Malik, 2019) enhanced OC and Employee Performance (EP) via EE as an empirical check. Using the questionnaire method, the theorized relationships were tested by 600 employees from educational institutes. The outcomes assured that EP (H4: Path coefficient 0.38) and affective commitment (H5: Path coefficient 0.39) was positively influenced by the perceived Organizational Support (OS). It had a limitation that this study's scope was limited to the Delhi-NCR region.

(Taib et al., 2018) explained the impacts of Human Resources Management (HRM) practices on EP with EE's mediating role. The study evaluated the employees of the property industry with the questionnaire (400

method. It had been found from the findings that it could serve and prove as guidelines by managers to elevate the design of performance appraisal systems in organizations.

(Saks, 2022) described caring HRM and EE. For caring HRM and EE, a model was engendered centered on engagement, organizational climate, as well as strategic HRM literature. The outcomes detected that flexible work arrangements, learning opportunities, as well as career growth were offered by caring HRM practices that are unavailable as well as those that deserve attention. It was not evident what HRM practices or systems were most vital for EE.

4.2. Survey on the impact of employee engagement on job satisfaction

The emotional link with the company that influences a person's belonging as well as dedication is named EE (Jaiswal et al., 2016). Conversely, when an employee enjoys the work done by him, JS is experienced (BarashaMedhi, 2022). Therefore, a person's sense of pride does not drive JS (Farrington & Lillah, 2019). The work impact of EE on JS with its method used, findings, and limitations were explained in table 1.

Table 1: Work of impact of EE on job satisfaction with its method used, findings, and limitations

AUTHOR NAME	METHODS USED	FINDINGS	LIMITATIONS
(Vorina et al., 2017)	Accessories-description questionnaire	The analysis assured that on the basis of linear regression $F(1,583) = 296.14$, $R\text{-square} = 0.337$, $p\text{-value} = 0.000$, the combination of EE and JS seems positive with a 5 % significance level.	Reaching the employee's level of satisfaction was not contributed by physical contributions
(Arifin et al., 2019)	Quantitative assessment and determination technique	Analysis exhibited that the entire influence of workplace bullying on performance via EE was $0,129461 > 0.087$, offering a negative mediation; also, the final hypothesis was approved.	Still, bullying has a substantial negative effect on employees having low motivation and lack of respect
(Riyanto et al., 2021)	Convenience sampling technique	The analysis demonstrated that motivation for IT employees has a good effect on EE but their JS seems to be independent.	To provide JS, it was necessary to encourage active employee involvement
(Lynn Barden, 2018)	Quantitative correlational research	Levels of significance in all subscale variables were proved by Pearson Correlation outcomes; to confirm the hypotheses, only '4' were statistically correlated and significant	The entire data collection may be inhibited by the factors over which the researcher has little or no control
(Musadieq Mochammad Al, 2018)	Path Analysis	A beta coefficient value of 0.496 with t-statistics of 4.337 along with a probability of 0.000 ($p < 0,05$) was exhibited by the outcome of testing of JS on EE.	The service provided for job meditation could be still enhanced
(Childs et al., 2015)	Data descriptive and methods	The outcomes exhibited that the entire possibility of being fully contented at work was elevated by 9.4 % points by the employee involvement in quantitative terms	The data's cross-sectional nature was provided, which was not capable of incorporating individual fixed effects as well as control for the time-invariant personality
(Ocen et al., 2017)	Correlation, regression, and Med Graph	The outcomes exhibited that there was a positive relationship between training and JS as well as a positive relationship between training and Employee Commitment (EC) ($r = 0.507^{**}$, $p < 0.01$)	For other cultural contexts as well as occupations, the outcomes might limit the generalization of findings
(Dubbelt et al., 2019)	latent change score (LCS) approach	The empirical outcomes further exhibited that diminishing the job's scope was either unrelated or negatively associated with health, WE, as well as task performance	The final measurement was the longer-term effects of the unknown intervention.

(Tepayakul & Rinthaisong, 2018) explained the effect of the location of the Private Higher Education Institutions (PHEIs) on the relationship between JS and EE. The questionnaire technique was engendered with a sample of 220 human resource staff. A direct positive effect of JS on EE ($\beta = 0.89, p < .001$) was revealed by the analysis. 80% of the variance in EE ($R^2 = 0.80$) was explained by JS. The target populace was constrained to the HR staff of PHEIs in the location; hence, further was complicated here.

(Asbari et al., 2020) described the influence of EE, talent management, as well as authentic leadership on JS with evidence as of Southeast Asian industries. By utilizing a random sampling technique, data collection was executed for 391 employees in the automotive industry. Analysis exhibited that a positive effect on JS was signified by the mediating EE. However, it had an issue of scores less than 5, which indicates that the model doesn't have collinearity.

(Tkalac Verčič, 2021) investigated the impact of EE, OS, and employer branding on Internal Communication Satisfaction (ICS). The employees as of 12 large corporations were encompassed here. They explored the relationship between EE and ICS. Regression analysis recommended that 78% of the variation in ICS was predicted and explained by '3' independent variables.

4.2.1. Impact of Employee Engagement on Job Satisfaction in different fields and locations

Owing to the impact that EE has on particular fields like innovation, positivity, efficiency, and even overall business costs, it is found crucial for any organization (Birt, 2020). However, it assists to keep workers happy as well as sincerely concerned about the success of their work together with the company. It also keeps them entangled with the company's values, reputation, as well as mission. Positive and negative impacts were exhibited by the effects of EE on diverse domains like Finance, hotel, transportation, etc., with different locations (Quantum Workplace, 2020). The different fields and locations where EE has an impact on JS were explained in table 2.

Table 2: Different fields and locations where employee engagement has an impact on JS with its findings and limitations

AUTHOR NAME	FIELD OF RESEARCH	LOCATION	FINDINGS	LIMITATIONS
(Oluwafemi et al., 2020)	Food and Beverage	Nigeria	A positive substantial relationship between JS and employee WE ($r = .53; p < 0.01$) was exhibited by the analysis.	It was insufficient for the organization's leadership to be dedicated to total quality management programs
(Li et al., 2017)	Teaching	Mainland China	The outcomes showed that an indirect effect on teachers' JS of 95% confidence intervals was exerted by the proactive personality via the simple mediating effect of self-efficacy as well as WE	It didn't permit the making of causal-effect inferences owing to the cross-sectional design.
(Suhartanto et al., 2018)	Tourism	Bandung, Indonesia	The analysis exposed that service performance was directly affected by tourism involvement; it also confirmed that WE and JS partially mediated the linkage between tourism involvement and service performance	Only a single-administration cross-sectional model was utilized by the data collection
(Prasada et al., 2020)	Information technology	Hyderabad	Multiple regression analysis exhibited that the independent factors were influencing the psychological well-being of working employees	Flexible policies should be there to make suit the situation
(Jauhar et al., 2017)	Oil and Gas Industry	Malaysia	Results demonstrated that the effect of JS was moderate and it impacted the relationship between the intention and the	Yet, more variables should have been included

			reward to quit	
(Alias et al., 2018)	Oil and Gas Industry	Malaysia	It had been found from the findings that all independent variables, which considerably influenced JS, were positive; also, empowerment was identified to contain the JS's strongest predictor.	Most organizations were unaware of the significance of their employees' wellbeing
(Anukampa & Ranga, 2021)	Hotels	Haryana	Findings exhibited and proved that a significant role was played by major factors in affecting the JS of employees	The problem was mentioned primarily; however, the issue of multi collinearity has not been found
(Azmy, 2021)	Transportation	Jakarta	The outcomes elucidated that a determination effect of 42.5% and a balance of 57.5% was provided by the EE and JS outside the research variables	The utilization of research variables was constrained.

(Garg et al., 2018) explained the effect of EE on JS by the study using Private Sector (PS) bank managers. The data had been gathered as of 147 managers of several Indian PS banks. It has been shown from the findings that owing to the intrinsic factors, the managers were entirely satisfied with their work.

(Pongton & Suntrayuth, 2019) investigated Communication Satisfaction (CS), EE, JS, and JP in higher education institutions. From 400 faculty members, the data were collected. Analysis as of simple along with multiple regression analyses exhibited that CS had a positive impact on JS, and EE; JS also has a positive impact on EE and JP. However, for assisting a substantial relationship between them, there was no evidence.

(Ni et al., 2020) explained the affecting mechanism for the construction workers of the new generation centered on the Chinese context of JS. To test the model, 2 sorts of analysis were applied. It had been detected that a capacity to promote safe behavior via safety knowledge sharing and WE was provided by the JS. This data was only from a particular area in china; also, the samples could not be the entire representative.

(Mardiana Yusuf, 2018) described the impact of employee ability, leadership, along with hospital ethics on JS via EC in a study on an Indonesian sort of government hospital. It created the instrument with the construct of employee ability, leadership as well as a perceived ethic. Analysis exhibited that the survey instrument was exposed to be reliable as valid. It also demonstrated that there was a direct as well as indirect effect among variables.

4.3. Survey on the impact of employee engagement on turnover intention of job employees

A topic of interest was gained by employee turnover for organizational researchers (Xiong & Wen, 2020). As a substantial indicator of turnover behavior, TI is deeply researched to find employee attitudes and prevent employee as of voluntary turnover (Wan Zahari Wan Yusoff and Maziah Ismail, 2008). A predictor of higher turnover as well as lower performance is the lack of EE (Bonds, 2017).

(Kim, 2017) examined the mediation impacts of WE among job resources, JP, and TI. Full-time employees employed in PS organizations were the target samples. No potential issue with multicollinearity, where all bivariate correlations were less than 0.85, was indicated by the Pearson correlation. Via the self-administered survey approach, the data were collected; this may conclude in response bias utilizing the single-factor examination.

(Gupta & Shaheen, 2017) investigated the impact of EE on TI. To scrutinize a sample of 228 employees, Hierarchical regression was utilized. The outcomes signified the assistance for the positive impact of the entire psychological capital on WE along with suggested that a modification in the level of psychological capital significantly affected this relationship.

(Lee et al., 2019) explained the supervisory coaching as well as performance feedback as mediators of the relationships between leadership styles, EE, and TI. Nested in 65 workgroups as of PS organizations in Malaysia, a multilevel approach with 500 employees was utilized. The outcomes exposed that some aspects of HR development, which act as job resources to enhance EE as well as diminish TI, were facilitated by Asian leaders via development-focused behaviors.

(Guzeller & Celiker, 2020) examined the impact shown between EE, OC, and TI via the analysis of Meta. The analysis demonstrated that in the tourism and hospitality industry, there was a medium as well as moderate negative relationship between those factors. More time was taken for the research commitment between EE and TI.

(Duan et al., 2019) explained the effect of workplace violence on JS, Job Burnout (JB), as well as TI. Grounded on the geographical locations in the central, western, as well as eastern regions of China, a sum of 9 tertiary hospitals in 4 provinces, which offered medical healthcare as of specialists in a large hospital, were chosen as research sites. The outcomes exhibited that workplace violence was associated negatively with JS ($r = -0.228$, $P < 0.01$) as well as positively associated with TI ($r = 0.238$, $P < 0.01$) and JB ($r = 0.150$, $P < 0.01$).

(Ramalho Luz et al., 2018) investigated the possible effects of intent to turnover with the OC to EE. An open questionnaire model was employed with the data collection methods. The outcomes indicated that normative commitments and satisfaction were completely correlated to the intention for negative turnover. Limitations were that only a single case study of variables was considered.

(Shaukat et al., 2017) examined the associations between Relationship Conflict (RC), performance, and TIs. From 306 telecom engineers as well as their supervisors, the data were gathered. Analysis exhibited that the RC was associated positively with TIs and the 3 dimensions of JB and also negatively associated with task performance as well as contextual performance. Only the JB's mediation in the correlation between RC and work behaviors was tested in this study.

4.3.1. Impact of Employee Engagement on turn over the intention of job employees in different fields and locations

EE is one among the factors that affect TI. Lower EE could also have an effect on diminishing organizational productivity; this is owing to the reason that employees don't feel attached to the organization therefore they never provide the best performance they have. The diverse fields and locations where EE has an effect on JS were explained in table 3.

Table 3: Different fields and locations where employee engagement has an impact on JS

AUTHOR NAME	FIELD OF RESEARCH	LOCATION	FINDINGS	LIMITATIONS
(Wang et al., 2020)	Hotel	China	Analysis exhibited that the applied identity signified a positive influence on both EE as well as TI.	The cultural differences affected the employees' views on work as well as work behaviors.
(Islam et al., 2020)	Tourism	Malaysia	Analysis indicated there was no direct effect on the TIs from the HRM practices.	The capacity for casual interferences was limited by the assessment method.
(Zhang et al., 2018)	Healthcare	China	Outcomes exhibited that a high TI and medium TI were contained in 11.3% and 34.0% of participants respectively.	Instead of a face-to-face investigation, the data was gathered via the participants' self-report as well as returned questionnaires
(Alferaih, 2017)	Tourism	Saudi Arabia	Outcomes indicated that the apparent management concern for employees along with customers had a substantial effect on employees' TI.	For finding the cumulative importance of the interrelationships among the constructs, there was a lack of meta-analysis.
(Naidoo, 2018)	Information technology	South Africa	Analysis indicated that the relationship between EE and TI was entirely mediated by JS.	In most voluntary survey-centered research, the study suffered from biases.
(Soelton et al., 2021)	Transportation	Indonesia	Analysis showed that variable job insecurity as well as work conflicts contain a positive along	All variables and issues were not incorporated

			with the substantial effect on TI	
(Santhanam & Srinivas, 2020)	Manufacturing	Not available	Results indicated that a disengaged worker was at elevated burnout risk and was probable to quit the organization in the future	The findings' generalizability had been restricted
(Anasori et al., 2021)	Hospitality	North Cyprus	Results suggested that lesser resilient employees were more prone to the stress toll since they experienced more ostracism	In the study, the conceptual approach as well as the level of workplace ostracism's analysis were at the individual level, regardless of job type

(Vermooten et al., 2019) explained proactive personality, Job Crafting (JC), as well as meaningful work for EE and TI. To collect data across the South African nation, a quantitative cross-sectional structure was employed. The outcomes illustrated that variance in EE and TI was predicted by the proactive personality, JC, and meaningful work. It was a cross-sectional survey design, which was the limitation.

(Sandhya & Sulphay, 2019) described the evaluation of the contribution of EE, PC, as well as PE towards TIs of IT employees. Among the Indian IT sector professionals, the study was assessed. Analysis indicated that TI was diminished by 0.608 units by a unit elevation in dedication. TI diminishes by 0.015 for an elevation in absorption.

(Ennis et al., 2018) examined the relationship as well as the impact between transformational leadership practices and the TI of government employees for EE. From the east region of a mid-Atlantic state in the US, 201 participants participated here. Analyses indicated that employee who was effective and with normative commitment were fostered by transformational leadership; however, it lowered their TIs of them. It didn't mention the variable utilized in the time sequence; hence, it was complicated to infer causality.

5. RESULTS AND DISCUSSION-

The EE annual averages in the country USA and Reported levels of TIs, engagement, and strain for hazed as well as a comparison of new employees were explained in this section. Grounded on the social cognitive theory that looks at people as their environment's active agents, there were diverse roles of particular dimensions like JS and other less studied constructs concerning this subject like self-efficacy, agentic capacities, and WE (De Simone et al., 2018). The graphical representation of the annual average of EE in the US was explained in figure 2 and the figure 2 goes about here-

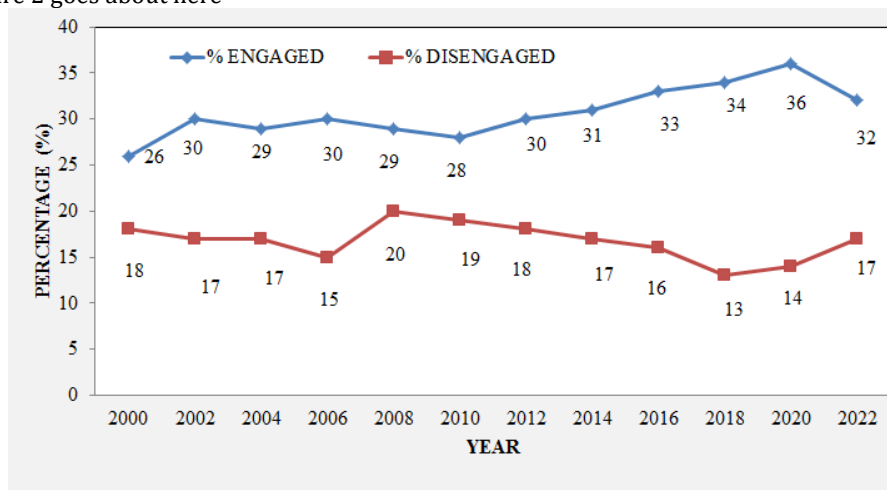


Figure 2: Graphical representation of the annual average of employee engagement in the US

Source- Author's creation

There were 2 categories, namely engaged people and disengaged people (not engaged) when computing the annual average of EE in the US. Generally, engaged employees are more involved as well as enthusiastic about their work and workplace. Since most of the disengaged employee's workplace needs are failed, they are dissatisfied and not loyal. It is clear as of figure 2 that when analogized with disengaged employees, a more

percentage of employees were engaged highly in the US. As actively disengaged employees' workplace needs are unmet, they are dissatisfied and disloyal; in early 2022, 32% of engaged employees is equal to the % in the second half of 2021 (Harter, 2022).

Moreover, for hazed employees and a comparison group of new employees, the reported levels of TIs, engagement, and strain had been analyzed. It is identified that workplace environment factors influence employee turnover rates and TIs (Malek et al., 2018). The graphical representation of reported levels of TIs, engagement, and strain for hazed employees as well as a comparison group of new employees is explained in figure 3 and the figure 3 goes about here-

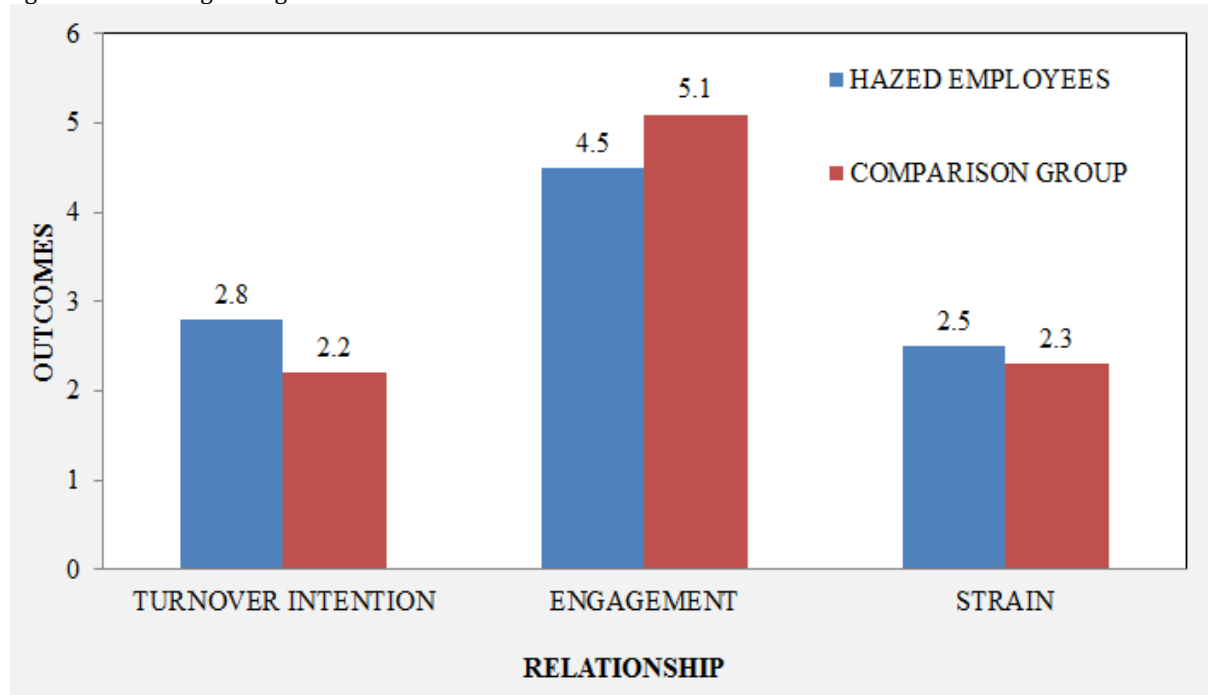


Figure 3: Graphical representation of reported levels of turnover intentions, engagement, and strain for hazed and comparison new employees

Source- Author's creation

Hazed employees are nothing but people involved in the humiliation of an individual or group and hazing in the workplace frequently involves a new employee, which could be a great advantage for seasoned employees. The comparison group is that the new employees other than hazed employees were compared with parameters like TIs, engagement, and strain. It was exhibited in figure 3 that strong relationships with TIs, engagement, or strain were not yielded by the entire workplace hazing. When analogized with an identical group of new employees who didn't report of being hazed in their present job, higher levels of TIs were significantly reported by hazed employees. The outcomes received for hazed as well as a comparison of new employees were significantly indicated by the numbers in each reported level. Generally, hazing was associated with negative outcomes (TIs and strain) as well as obtained little relationship with positive outcomes (engagement) (Meglich & Thomas, 2021).

5. CONCLUSION-

Most studies illustrate that the top drivers of EE are management's interest in employees' well-being, two-way communication between management and employees, feeling valued by management, and offering more opportunities for the growth of employees. In some of the related works, the relationship between EE and JS was confirmed as positive. In developing programs, the knowledge could be beneficial to human resource development by analyzing the EE - JS -turnover intent relationship. It concentrates on engaging the employee entirely to elevate satisfaction and augment the retention of highly productive workers more significantly. EE annual averages in the country US and Reported levels of TIs, engagement, and strain for hazed as well as comparison new employees had been analyzed in the findings. There was a common limitation that only fewer variables were utilized and most of the studies utilized a cross-sectional design. Hence, future researchers should consider this limitation and the research should be conducted with a new approach as well as more variables. To determine the causal relationship among the research variables, a future suggestion is thus required to replicate the current findings utilizing longitudinal or experimental designs.

6. RECOMMENDATIONS-

This paper explores the relationship between employee engagements, job satisfaction and turnover intention, aiming to provide recommendations for organizations to enhance employee engagement improve job satisfaction and reduce turnover intention. By synthesizing existing research and understanding the factors influencing these variables, organizations can develop effective strategies to create a positive work environment and retain talented employees. Here are some recommendations-

- a- Measure employee engagement, job satisfaction and turnover intention:
 - Utilize validates measurement tools to assess employee engagement, job satisfaction, and turnover intention within the organization.
 - Implement regular surveys or feedback mechanisms to gather employee perception and identify areas for improvement.
- b- Foster a positive organizational culture:
 - Promote a supportive and inclusive work culture that values and appreciates employee.
 - Encourage open communication, collaboration, and mutual respect among team members and across organizational levels.
- c- Provide opportunities for growth and development-
 - Offer training programs, workshops and professional development opportunities to enhance employees' skills and knowledge.
 - Create clear career paths and provide growth opportunities within the organization to increase job satisfaction and engagement.
- d- Enhance employee recognition and rewards-
 - Establish effective recognition programs to acknowledge employees' achievements and contributions.
 - Provide competitive compensation and benefits packages to ensure employees feel valued and rewarded for their work.
- e- Improve work- life balance-
 - Encourage work-life balance by implementing flexible work arrangements, such as remote work options, flexible schedules, or family-friendly policies.
 - Promote employee well-being by providing access to wellness programs, mental health support and stress management resources.
- f- Enhance leadership and management practices-
 - Develop effective leadership among managers to create a positive work environment and inspire employee engagement.
 - Encourage managers to provide regular feedback, coaching and support to their team members.
- g- Enhance employee involvement and empowerment-
 - Involve employees in decision making processes and seek their input on matters that affect their work.
 - Empower employees by delegating responsibility and granting autonomy, allowing them to take ownership of their work.
- h- Foster social connections and team collaborations-
 - Encourage social interactions and team building activities to foster positive relationships among employees.
 - Promote cross-functional collaborations and teamwork to enhance job satisfaction and engagement.
- i- Conduct exit interviews and retention analysis-
 - Conduct exit interviews to gain insights into the reasons behind employee turnover and identify areas for improvement.
 - Analyze retention data to identify patterns and trends, allowing organizations to address specific issues contributing to turnover intention.
- j- Continuously monitor and evaluate progress-
 - Regularly assess employee engagement, job satisfaction, and turnover intention to track progress and identify areas requiring attention.
 - Adjust strategies and interventions based on feedback and data analysis to ensure continuous improvement.

By implementing these recommendations, organizations can foster employee engagement, improve job satisfaction, and reduce turnover intention. Creating a positive work environment that prioritizes employee well-being and growth will contribute to a more satisfied and committed workforce, ultimately leading to improved organizational performance and success.

7. FUTURE SCOPE OF THE STUDY-

The paper titled "The Relationship between Employee Engagement, Job Satisfaction, and Turnover Intention: A Literature Review" explores the existing literature on the interplay between employee engagement, job satisfaction, and turnover intention. While the specific future scope of study would depend on the objectives and focus of your research, here are some potential directions for further investigation and research:

- 1- **Longitudinal Studies:** Conduct longitudinal studies to examine how the relationship between employee engagement, job satisfaction, and turnover intention evolves over time. This approach can provide insights into the causal relationships between these variables and shed light on the dynamic nature of these constructs.
 - 2- **Mediating and Moderating Factors:** Investigate the mediating and moderating factors that influence the relationship between employee engagement, job satisfaction, and turnover intention. For example, explore the role of organizational culture, leadership styles, work-life balance, career development opportunities, and other factors that may impact these relationships.
 - 3- **Industry and Context-Specific Analysis:** Conduct industry-specific or context-specific studies to examine how the relationship between employee engagement, job satisfaction, and turnover intention varies across different sectors, organizations, or cultural settings. This can help identify unique factors that influence these relationships in specific contexts.
 - 4- **Employee Engagement Initiatives:** Explore the effectiveness of various employee engagement initiatives and interventions in improving job satisfaction and reducing turnover intention. Conduct empirical studies to evaluate the impact of specific strategies such as training and development programs, performance management systems, flexible work arrangements, and employee recognition programs.
 - 5- **Comparative Studies:** Comparative studies could be performed to identify the relationship between employee engagement, job satisfaction, and turnover intention across different countries or regions. Investigate the cultural, economic, and societal factors that influence these relationships and examine the generalizability of existing findings across diverse populations.
 - 6- **Methodological Advancements:** Develop innovative methodologies and measurement tools to assess employee engagement, job satisfaction, and turnover intention. Incorporate qualitative research methods, such as in-depth interviews or focus groups, to gain a deeper understanding of the underlying mechanisms and subjective experiences related to these constructs.
 - 7- **Organizational Interventions:** Investigate the impact of organizational interventions aimed at enhancing employee engagement and job satisfaction on turnover intention. Evaluate the effectiveness of strategies such as talent management practices, leadership development programs, employee well-being initiatives, and organizational policies on reducing turnover intention.
 - 8- **The Role of Technology:** Examine the influence of technology on employee engagement, job satisfaction, and turnover intention. Investigate the effects of remote work, digital communication tools, automation, and artificial intelligence on employee well-being and turnover intention.
- Future studies might review the existing literature comprehensively to identify gaps and areas for further exploration within the field. Additionally, consider the practical implications of your findings to provide actionable recommendations for organizations aiming to improve employee engagement, job satisfaction, and reduce turnover.

DECLARATION OF INTEREST STATEMENT-

There is no conflict of interest among the authors.

FUNDING-

There is no funding provided to conduct the research.

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ABBREVIATIONS-

The abbreviations used in the study are-

- EE- Employee Engagement
- TI- Turnover Intention
- JS- Job Satisfaction
- JC- Job Crafting
- IT- Information Technology
- WE- Work Engagement
- US- United States
- RC- Relationship Conflict
- JB- Job Burnout
- CS- Communication Satisfaction
- PS- Private Sectors
- EC- Employee Commitment
- HRM- Human Resource Management
- EP- Employee Performance
- OS- Organizational Support
- JP- Job Performance
- PE- Psychological Empowerment
- PC- Psychological Contract
- OC- Organizational Commitment