

RARE

**Organizational Rewards and Employee Intention to Leave:
A Moderating Impact of Employee Engagement in the context of
Sri Lankan Apparel Industry**

By A.D.E.Wijegunawardane

FGS/02/10/02/2003/31

ප්‍රවේශ අංකය:	1264
වර්ග අංකය:	

Master of Commerce Degree

Faculty of Commerce and Management Studies

University of Kelaniya

2016

ABSTRACT

The turnover of core employees is one of the acute issues faced by many industrial companies, which is why research evolving around Turnover Intention is critical. The main objective of this study was to assess the predicting role of organizational rewards on employee intention to leave. Four dimensions of rewards namely fair pay /remuneration, career development opportunities, recognition and work-life balance was examined in this study. A survey was conducted among managerial employees in the Apparel manufacturing industry in the Colombo District out of a sample of 100 respondents, a total of 83 questionnaires were returned and used for data analysis. In this study, along with descriptive statistics, the researcher used correlation and hierarchical regression analysis to build the model with job satisfaction as the mediator variable and employee engagement as the moderator variable. Results showed that the four elements of rewards; fair pay/remuneration, career development opportunities, recognition and work-life balance have a negative impact on employees' turnover intention. Further, results also revealed that employee engagement moderates the relationship between job satisfaction and intention to leave although job satisfaction does not mediate the relationship between rewards and intention to leave significantly.

Key Words: Employee Intention to Leave, Fair Pay /Remuneration, Career Development, Recognition, Work –Life Balance, Job Satisfaction and Employee Engagement.