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IMPACT OF QUALITY OF WORK-LIFE OF EMPLOYEES ON ORGANIZATIONAL PERFORMANCE

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Abstract

The Nigerian economy has continued to witness renewed and sustained recession, characterized by inflation, unemployment and declining businesses, and have caused industrial relation actors to think differently about their goals. Employees are regarded as the central fulcrums of all socio-economic activities. Therefore, this study is centered on examining the impact of Quality of work-life of employees on Organizational performance. This paper adopted survey research method. Primary data was sourced using questionnaires. Multi stage sampling technique was employed for the research work given the population of 2364 with the sample size of 236. The techniques employed for the data analysis were Linear Regression Analysis and Pearson Correlation Analysis. The study concluded that Quality of Work life of Employees has a significant impact on organizational performance. Based on the findings, the study recommended that organizations should give more attention to giving employees- satisfactory compensation scheme which includes salary, bonuses, incentive schemes etc, give immediate opportunity for use and development of human capacities and encourage work & total life space for their employees in order to ensure higher organizational performance.

Keywords: ***Quality of work-life, Employees, Organizational performance, compensation, human capacities***

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Introduction

Globalization and dynamism in work environment have affected job and life satisfaction which have emerged as the prominent issues in the field of organizational behavior. Considering that the goal of every organization is to prosper and maintain its competitiveness, businesses are forced to pay attention to employees who attain high levels of job performance, which is positively related to the quality of work-life (Eskildsen and Dahglaard 2000). This could be attributed to the fact that employees who attain high levels of job and life satisfaction tend to be highly motivated and work more efficiently, which leads to the overall improvement of the organizational performance in the unpredictable global business environment of today (Ghiselli, Lopa and Bai 2001).Work has been an important part in the life of human beings. It has been accepted that work influences individuals' affective state and well-being. Today, quality of work-life (QWL) is viewed as an essential dimension of the quality of life, as a high QWL is crucial for organizations to attract and retain workers (Boonrod, 2009). When organization offers quality of work-life to their employees, it is a good indicator to boost its image in attracting and retaining employees. This is important as it indicates that firms are able to offer appropriate working environment to employees (Noor and Abdullah, 2012).

Many factors contribute to QWL. These include adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities (Gupta and Sharma, 2011). Quality of Work-life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contributions and they should be treated with dignity and respect (Tabassum, Rahman & Jahan, 2011) Rose, Beh, Uli and Idris, 2006). QWL is a multidimensional construct that includes concepts such as job satisfaction and security, compensation and reward systems, training and career development opportunities, work environment, organizational culture and climate, relation and cooperation, autonomy of work, adequacy of resources and facilities.

The way and manner in which business organizations design task and responsibility, working conditions, employee security, health and safety packages of employees, pay and benefit(s), supervising schedule will facilitate attainment of organizational objectives such as profitability, productivity i.e. effectiveness and efficiency etc. Most businesses have adopted these operational measures and strategies that will guarantee QWL in Organization but still the same; there are ugly trends of non-performance, low market share revealing non-profitability among other things. It is as a result of this that, this study seeks to investigate the impact of quality of work-life of employees on organizational performance specifically on indicators which include effectiveness and efficiency in terms of productivity, organizational commitment and employee turnover.

Research Questions

The general objective of this study is to examine the impact of quality of work-life of employees on organizational performance. The specific objectives are to:

i. ascertain the impact of quality of work-life of employees on

organizational effectiveness and efficiency;

ii. examine the influence of quality of work-life of employees on organizational commitment; and

iii. investigate if a relationship exists between QWL dimensions and employee turnover in PZ Cussons Nigeria plc.

Literature Review

The term 'Quality of work-life' (QWL) has different meanings to different people, it is consider as industrial democracy or codetermination with increased employee participation in the decision making process. For others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security and healthy and humane working conditions. Others view it as improving social relationships at workplace through autonomous workgroups. Some others take a broader view of changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems (Reddy and Reddy, 2010).

Although studies on the Quality of work Life (QWL) have been conducted since the early 20th century, there is no consensus about the real meaning of this term. There is, however, an agreement among researchers in this specific field that refers to it as a subjective and dynamic construct (Aketch, Oderta, Chepkuto 2012).

Quality of work life is a concept of behavioral science, and the term was first introduced by Davis in 1972 (Mathur, 1989,Hian and Einstein, 1990). According to Robins (1990) QWL is "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work" Quality of Work-Life also refers to the favorableness or unfavorableness of a job environment for people. It is the quality of relationship between employees and the total working environment (Davis 198) The American Society of Training and Development also refers to it as "a process of work organization which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcomes"

According to Mullins (1997), the concept quality of work life (QWL) will best be understood if it is seen as a goal, as a process for achieving that goal and as a philosophy setting out the ways people should be managed.

(a) **QWL as a goal:** - Improving organizational performance through the creation of more challenging, satisfying and effective jobs and work environments for people at all levels of the organization.

(b) **QWL as a process:** - Calling for efforts to realize this goal through the active involvement and participation of people throughout the organization. Through their involvement people can make more meaningful contributions to the business and experience greater feelings of satisfaction, pride in accomplishment and personal growth.

(c) **QWL as a Philosophy:** - Viewing people as "assets" to be "released" and developed, and capable of contributing knowledge, skills, experience and commitment, rather than as "Costs" that are merely extensions of the production and to be controlled.

Dimensions of QWL

Quality of work-life as a contemporary field in Human Resources Management made organizations realize their potential for enhancing their employees' commitment and organizational performance. Therefore, a comprehensive model for employers who want to ensure QWL for their employees was derived from Walton's preposition (Reddy and Reddy 2015). Walton (1973) proposed that an ideal quality of work-life program will include practices in eight major areas as discussed below:

i) Adequate and fair compensation

This is fundamental to QWL. Human beings work for livelihood. Therefore, success of rest of the initiatives depends upon fulfillment of this. However, important here is that compensation offered must be adequate implying it must be proportionate to labor, and there should be internal consistency among salaries of employees.

ii) Safe and healthy working conditions

Unsafe and hazardous working conditions cause problems to both employers and employees. There may be little advantage to the employer in short-term but in medium and long-term, it adversely affects the productivity. Therefore, adequate investment must be made to ensure safe and healthy working conditions.

iii) Immediate opportunity of use and develop human capacities

The works have become routine, meaningless and too specialized, depriving the employees of fulfilment satisfaction. Therefore, efforts should be made to increase the autonomy, perspective and exposure to multiple skills.

iv) Future opportunity for continued growth and security

This is related to career aspects of employees. Meaningful career paths must be laid down and career mapping of employees is to be followed. The provisions of advancement opportunities play a central role in QWL.

v) Social integration in the work organization

Relationships between and among the employees is an indicator of healthy work organization. Therefore, opportunities must be provided for formal and informal interactions. All kind of classes, religions, races, crafts, and designations must be treated equally on a social platform. In other words, it creates an egalitarian environment.

vi)Constitutionalism in the work organization

This is related to organizational norms that affect the freedom of an individual employee. Efforts must be made to see right norms are formed in the organization. It means norms that accommodate the privacy of an individual employee, freedom of speech, equity and freedom to dissent on some aspects.

vii) Work and the total life space

Employees should not be all owed to continuously exert themselves. The continuous hard work causes psychological and physical strains. Therefore, there has to be a balance between personal and professional life. Organizations must create proper work offs to enrich the life of employees.

viii) The social relevance of work life

Employeesmust be given the perspective of how his/her work in the organization helps the society. This is essential to build relevance of the employee's existence to the society he/she lives in.

Objectives of QWL

According to Reddy & Reddy (2010) the main objectives of the QWL programmes are:

1. To improve employee satisfaction;
2. To improve physical and psychological health of employees which create positive feelings;
3. To enhance productivity, accountability, commitment of employees;
4. To reinforce workplace learning;
5. For better teamwork and communication;
6. To improve safe working conditions;
7. To provide Human Resources Development Programmes;
8. To improvethe management of the on-going change and transition;
9. To build the image of the company as best in recruitment, retention, and in general motivation of employees; and
10. To participate in management at all levels in shaping the organization.

Theoretical Framework

There are a number of theories postulated by authors in relation to Quality of Work life of employees. They include:

a) Socio-technical Systems Theory.
b) Social exchange Theory.

Socio-technical Systems theory

Socio-technical systems theory is based on two underlying assumptions: (a) organizational performance can be improved by allowing employees at lower levels to assume more responsibility for their efforts, and (b) employees will become more responsible and self-directed as their work offers opportunities to fulfil important psychological needs, such as learning, growth, self-esteem and significance in their working lives. The major objective of the STS theory approach to organizational change is to optimize jointly the organizational goals and the needs of the employees (Cherns & Davis, 1975). The Socio-Technical Systems theory posits that organizations fully engaging employees in work design promote employee fulfilment while simultaneously achieving organizational goals.

STS theory recommends simultaneous modification of technical and social systems to create work designs that can lead both to greater task productivity and to increased fulfilment of organization members (Hackman, 1980). Socio-technical systems (STS) theory promotes a parallel approach to addressing social aspects of the work environment, such as recruitment, socialization, and retention, while addressing technical aspects of work, such as the policies, systems, and tools supporting work, as a means to achieve maximum organizational efficiency and workforce stability. It also predicts an increase in satisfaction and productivity through designing work that optimized person-technology interactions.

Social Exchange Theory

Social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. Social exchange theory posits that human relationships are formed by the use of subjective cost-benefit analysis and the comparison of alternative (Liang, Krause &

Bennet,2001) The theory has roots in economics, psychology and sociology. Social exchange theory features many of the main assumptions found in rational choice theory and structuralism. It is also used frequently in the business world to imply a two sided, mutually contingent and rewarding process involving transactions or simply exchange (Liang, Krause & Bennet, 2001)

Social exchange theory provides a lens for understanding how employees achieve task performance and commit to their organizations through the relationship between employees and their organization. Social exchange occurs when both parties value the exchange relation based on mutual trust and reciprocity (Blau,1964). When employees perceive their organization's efforts for their own well-being and perceive their organization as contributing more than it promised to provide, they are willing to strengthen their social exchange relationship. Indeed, employees have a strong intention to repay their organization by increasing their efforts to the organization (Wayne, Shore & Liden, 1997). High quality of employees work-life in the workplace is viewed as the result of organizational efforts for the employees' wellbeing and this experience leads employees to feel an obligation to contribute to organizational success. The higher the quality of work-life of employees, the greater amounts of cognitive, emotional, and physical resources they will devote to perform their job duties. When the organization fails to provide economic or emotional resources, the employees are more likely to withdraw and disengage themselves from their roles.

For the purpose of this study, the socio-technical systems theory will be adopted in explaining the relationship between Quality of Work life of Employees and Organizational performance; though it is not in any way to say that it is more superior to the other theory.

Review of Empirical Literature

Table 1: The review of related studies

S/N	Author(s) and Year	Country	Sample & Analytical Techniques	Findings
1.	Sev, Avanenge & Emakwu (2016)	Nigeria	Primary data was obtained through the use of Questionnaires administered to 342 employees of Nigerian Breweries Plc. ANOVA was used as the analytical tool.	The study reveals that several strategies such as self managed teams, rewards, work force awareness, work life balance strategy etc. should be adopted by the firm to improve quality of work life in enhancing managerial effectiveness.
2.	Subashin and Ramani (2013)	India	A sample of 100 employees from various departments in the Garment factories was gotten through the purposive sampling technique. The tools of analysis were simple percentage analysis, chi square analysis, and weighted average.	The study revealed that an attractive pay scale can be offered and permissible leave limits can be extended and all workers could be included in critical decision making to affect their productivity.
3.	Daud (2010)	Malaysia		The study revealed that quality of work life of employees is an important consideration for employers interested in improving employees' job satisfaction and commitment.
4.	Shiney (2012)	India	Questionnaires were administered to 150 middle and lower level managers. Correlation analysis was used as the analytical tool.	The study revealed that Quality of work life has a positive and significant relationship with organizational performance.
5.	Shirkovand (2007)	Iran	Questionnaires were administered to 85 managers of insurance companies. Correlation analysis was used as the analytical tool.	The study revealed a significant correlation between QWL and managers' performance.
6.	Lau (2000)	USA	Secondary data of the 5-year performance in terms of sales growth trend, capital growth, growth of capital efficiency and the profit margin for 500 companies were obtained.	The result of the study indicated that the quality of work life of employees was an important factor to determine the performance of the organizations under study.

Source: Author's Compilations, 2018

Methodology

The study employed the descriptive survey design and thus made use of Primary Data. A sample of 236 respondents was drawn using the multi-stage sampling technique where the stratified sampling technique was adopted initially stratify the total population into two strata i.e. the top management level and other staffs in the organization. The Kumar Technique (1976) as used for the stratum allocation giving a total sample of 15 & 221 respondents from the top management level and other staffs in the organization respectively. Then, the simple random sampling technique was used to ensure that every member of the population have an equal chance of being selected into the sample.

Questionnaire was used as the instrument to collect data from the respondents. The Questionnaire was divided into two (2) sections: Section A and Section B. Section A consists of questions on the Socio-Demographic characteristics of the respondents such as sex, age, working category, employment duration of the respondents as well as the level of educational qualification. Section B consists of questions on the specific research variables that were used to elicit responses to examine the impact of Quality of work-life of employees on Organizational performance. The questions were closed-ended questions and the variables in the Section B are measured on a 5 point Likert's Scale: Strongly Agree-5, Agree-4, Undecided-3, Disagree-2, and Strongly Disagree-1.

Descriptive statistics such as frequency counts and percentages were used for the analysis and interpretation of data gotten on the research questions while hypotheses testing and analysis were carried out with linear regressions analysis and Pearson Correlation analysis.

Hypotheses

$H0_1$: There is no significant impact of Quality of work-life of employees on organizational effectiveness and efficiency.

$H0_2$There is no significant influence of Quality of Work life of Employees on Organizational commitment.

$H0_3$: There is no significant relationship between QWL dimensions and turnover in PZ Cussons Nigeria PLC.

Data Presentation and Analysis

In order to obtain an objective result on the study, 236 questionnaires were administered to the staffs of PZ Cussons Nigeria, PLC of which 225 questionnaires were duly completed and returned.

Test of Hypotheses

$H0_1$: There is no significant impact of quality of work-life of employees on Organizational effectiveness and efficiency.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475[a]	.226	.215	.677

a. Predictors: (Constant), QWL of Employees.

Source: SPSS Print out (2018)

The Model summary of Table 1 as shown above depicts a R^2Value of 0.226. This implies that 22.6% variation in organizational efficiency is explained by quality of work life. Other 77.4% consists of Variables that will affect Organizational effectiveness and efficiency asides Quality of work life of employees' variables. This implies that the regression model is useful for making predictions since the value of $R^2$is close to 1

Table 2: ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.527	3	9.842	21.482	.000[a]
	Residual	101.255	221	.458		
	Total	130.782	224			

a. Predictors: (Constant), Quality of Work life of Employees

b. Dependent Variable: Org. Effectiveness and Efficiency.

Source: SPSS Print out (2018)

The ANOVA table is analyzed to see if any of the variables are significant. If the P-value is greater than 0.05 then we accept the null hypothesis. From the ANOVA table, the P-Value = 0.000 which is less than 0.05 that is the level of significance, then we reject the null hypothesis and accept the alternative hypothesis i.e. there is a significant impact of Quality of work life of employees on Organizational Effectiveness and Efficiency. This Implies that Highly Satisfactory Compensation Scheme alone may not have a significant impact on Organizational Effectiveness and efficiency but when combined with Safety and health conditions will jointly impact Organizational Effectiveness and efficiency.

Table 3: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.045	.162		6.462	.000
	Highly Satisfactory Compensation Scheme	.119	.053	.136	2.219	.028
	High priority for the safety of workers	-.086	.105	-.061	-.823	.412
	Good Safety and Health Conditions	.519	.085	.456	6.076	.000

a. Dependent Variable: Organizational Effectivenes

Source: SPSS Print out (2018)

The table 3 depicts a positive relationship between Quality of work life of employees on Organization Effectiveness and Efficiency. This means a unit increase in Quality of Work life Variables (if measurable in units) will give an increase in the Organizational effectiveness and efficiency. According to the results, the high priority for the safety of workers could be paid less attention to because it does not have a positive impact on Organizational effectiveness and efficiency but the other Variables could be paid attention to i.e. Highly Satisfactory Compensation Scheme as well as good safety and health conditions in the Organization since the have positive impact on Organizational effectiveness and efficiency.

However, when the independent variables are combined they have a positive impact on Organizational effectiveness and efficiency since the P-Value is 0.000 which is less than the 0.05 level of significance. This means that these are significant at 5% significance level.

Decision Rule: As a result of the outcome, the null hypothesis is rejected on the basis that the P-Value is less than 0.05. Then, the alternative hypothesis is accepted i.e. there is a significant impact of Quality of Work life of employees on Organizational effectiveness and efficiency. This agrees with Lau (2000), Shyrkv and (2007) and Sev. et al (2016) Quality of work life is an important factor to determine the effectiveness of organizations.

Test of Hypothesis II

$H0_2$: There is no significant influence of Quality of Work life of Employees on Organizational commitment.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.262[a]	.068	.056	1.100

a. Predictors: (Constant), QWL of Employees.

Source: SPSS Print out (2018)

The Model summary of Table 4 as shown above depicts a R^2Value of 0.068. This implies that 6.8% variation of Organizational commitment is explained by Quality of work-life. Other 93.2% consists of Variables that will affect Organizational commitment asides Quality of work life of employees' variables. This is a very weak model in making predictions since the $R^2$is far from 1.

Table 5: ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.639	3	6.546	5.410	.001[a]
	Residual	267.401	221	1.210		
	Total	287.040	224			

a. Predictors: (Constant), QWL of Employees.
b. Dependent Variable: Org.Com.

Source: SPSS Print out (2018)

The ANOVA table is analyzed to see if any of the variables are significant. If the P-value is greater than 0.05 then we accept the null hypothesis. From the ANOVA table, the P-Value = 0.001 which is less than 0.05 that is the level of significance, and then we reject the null hypothesis and accept the alternative hypothesis i.e. there is a significant influence of Quality of work life of employees on Organizational commitment. This implies that employees' full participation in technical planning as a single element of Quality of work life may not significantly influence Organizational commitment but when combined with periodic training and development programmes for staff and fair attitude of supervisors as well as equitable treatment for employees will influence Organizational commitment positively.

Table 6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.894	.313		9.237	.000
	Periodic training and development programs for self improvement.	.441	.119	.258	3.691	.000
	Employees' full participation in technical planning.	-.316	.119	-.187	-2.653	.009
	Fair attitude of Supervisors and Equitable treatment.	-.063	.091	-.046	-.698	.486

a. Dependent Variable: Org.com.

Source: SPSS Print out (2018)

The table 6 depicts a positive relationship between quality of work life of employees on Organization Commitment. This means an increase in Quality of Work life Variables will give a proportionate increase in the Organizational Commitment. According to the results, Full participation of employees in technical planning, and fair attitude of supervisors as well as equitable treatment for employees do not have a positive influence on Organizational commitment but Periodic training and development programmes for staff should be paid close attention to since it has a positive influence on Organizational commitment.

However, when the independent variables are combined they have a positive impact on Organizational effectiveness and efficiency since the t-test coefficient is 9.2.37 and the P-Value is 0.000 which is less than the 0.05 level of significance. This means that these are significant at 5% significance level.

Decision Rule: As a result of the outcome, the null hypothesis is rejected on the basis that the P-Value is less than 0.05. Then, the alternative hypothesis is accepted i.e. there is a significant influence of Quality of Work life of employees on Organizational commitment. This is supported by the findings of Sirgy et al. (2001) that the higher an employee's quality of work life, the more positive his feelings about the organization he works for i.e. his organizational commitment.

Comment on R^2: The low R^2 values of 0.226 and 0.068 of the above respective regression tables are expected since it is a cross sectional data analysis. This is supported by the findings of Arosanyin, Olowoyeye, & Oyeyemi (2011). More so, R^2 is most important when we are dealing with predictions but since the formulated hypotheses are based on examining the **IMPACT** of independent variable on the dependent variable, the significance levels of the independent variables are enough to make the decision.

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Test of Hypothesis III

$H0_3$: There is no significant relationship between QWL dimensions/constructs and employee turnover in PZ Cussons Nigeria PLC. Table 7 : Correlations

		Work life affects disposition to home life	Job enables sufficient time with family.	Organization contributes towards the improvement of the society.	High premium job satisfacti on.	Staying with the organizati on as a matter of necessity	One of the few serious conseque nces of of the organizat ion is the scarcity of available alternativ es.
Work life affects disposition to home life	Pearson Correlation	1	.433**	.356**	.074	.047	-.082
	Sig. (2-tailed)		.000	.000	.267	.487	.219
	N	225	225	225	225	225	225
Job enables sufficient time with family.	Pearson Correlation	.433**	1	.428**	.119	-.092	-.061
	Sig. (2-tailed)	.000		.000	.075	.170	.365
	N	225	225	225	225	225	225
Organization contributes towards the improvement of the society.	Pearson Correlation	.356**	.428**	1	.285**	-.039	-.119
	Sig. (2-tailed)	.000	.000		.000	.560	.075
	N	225	225	225	225	225	225
High premium job satisfaction.	Pearson Correlation	.074	.119	.285**	1	.401**	.288**
	Sig. (2-tailed)	.267	.075	.000		.000	.000
	N	225	225	225	225	225	225
Staying with the organization as a matter of necessity	Pearson Correlation	.047	-.092	-.039	.401**	1	.545**
	Sig. (2-tailed)	.487	.170	.560	.000		.000
	N	225	225	225	225	225	225
One of the few serious consequences of leaving the organization is the scarcity of available alternatives.	Pearson Correlation	-.082	-.061	-.119	.288**	.545**	1
	Sig. (2-tailed)	.219	.365	.075	.000	.000	
	N	225	225	225	225	225	225

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

Source: SPSS Print out (2018)

From table 7 above, 3 variables of Quality of work life of employees i.e. (Work life affects disposition to home life, job enables sufficient time with family, Organization contributes towards the improvement of the society) were correlated against each other and a significant relationship can be seen to exist between the QWL dimensions. Also, three (3) variables of employee turnover were correlated and it can be seen that a significant relationship exists between them. It can also be seen there is a significant relationship between QWL Dimensions and Employee turnover only when the Organization contributes towards the

improvement of the society and when employees have high premium job satisfaction since it is significant at 0.000 which is less than 0.01 that is the Significance level. The relationship between them is given as 28.5% which implies a weak relationship between both Quality of work life dimensions and the Employee turnover.

Decision Rule: Since QWL Dimensions and Employee turnover are significant at 0.000 less than 0.01, the null hypothesis is rejected and the alternative hypothesis is accepted. This implies that there is a significant relationship between QWL dimensions and Employee Turnover. This agrees with the findings of Anderson, Coffey & Byerly (2005) that Quality of work-life has a positive relationship with employees' intention to stay on their job, the higher the quality of work life, the lesser the intention to leave the organization.

Conclusions and Recommendations

Based on the findings of this study, the study concluded that Quality of work life of employees has a significant impact on Organizational performance. Based on the findings, the study recommended that:

i. Organizations should pay more attention to giving employees' satisfactory compensation scheme which includes salary, bonuses, incentive schemes etc, give immediate opportunity for use and development of human capacities and encourage work & total life space for their employees in order to ensure higher organizational performance.
ii. Managers should sponsor training and retraining programmes, seminars, workshops and conferences for employees' self-improvement, and also give room for quality circles, participatory management in the organization and participation in technical planning, this shows to employees that the organization views them as Intellectual assets without which it will be impossible to achieve Organizational goals and objectives. With these, employees will attach and commit themselves more to an organization and its higher performance.
iii. For organizations to increase employees' satisfaction with is paramount to retaining them, they should ensure job redesigning and enrichment that provides an interesting, stimulating and more challenging work environment, also there should be flexible work schedules for employees, job security for employees on their job, employees' work life balance etc.

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