

The Effect of Work Attitudes on Turnover Intentions in the Hotel Industry: The Case of Cape Coast and Elmina (Ghana)

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Abstract

Employee turnover is a problem for organizations and is one of the challenges facing human resource managers. Considering the risk factors that can influence healthy work practices, this paper sought to find out the relationship between work attitudes and intention to quit in the hotel industry in Cape Coast and Elmina. Chi square statistic was used to assess the relationship between work attitude variables, and intention to quit. The results revealed that satisfaction, motivation and alternative job opportunities were significant predictors of intention to quit. However, organisational commitment and job-hopping were not significant variables to explain one's intention to leave the present job. This finding has important implications with regard to motivational strategies. Thus, it is critical that hotel management put in place effective compensation policies and motivational strategies to obtain and retain the best talent.

Keywords: Employee turnover, Intention to quit, Satisfaction

1. Introduction

A major human resource problem faced by many organisations is that of understanding and managing labour turnover. It is a major issue for many companies in the world. Labour turnover is one of the unorganized forms of industrial conflict. It is a retreat by employees usually from unsatisfactory situations. Employee turnover in organizations has thus, received substantial attention from both academics and managers. Much of this attention has been focused on understanding its causes. Implicit in this approach is the assumption that turnover is driven by certain identifiable characteristics of workers, tasks, firms, and markets, and that, by developing policies to address these characteristics, managers might reduce the occurrence of turnover in their respective organizations. According to Mobley (1982), employee turnover rates have within the last several years, become a worldwide epidemic. Employees no longer feel the sense of company loyalty that once existed. Increasing numbers of corporate mergers and acquisitions have left employees feeling detached from the companies that they serve and haunted by concerns of overall job security. As a result, workers are now making strategic moves to ensure employment that meets their need for security. This fact is clearly represented by growing employee turnover rates.

Available evidence indicates that service sector workers quit their jobs usually as a result of unsatisfactory situations such as low motivation, low pay and poor conditions of service (Ologunde, Asaolu and Elumilade, 2006). The hotel business, an aspect of tourism, is a labour-intensive and quality-driven service industry and the most important ingredient is the worker, who provides the service. The quality of personnel determines the quality of the product served to the customer and therefore the success of the industry. Also, the competitiveness and productivity of the industry depends primarily on the availability, skill levels and professionalism of its employees. By maintaining and retaining a qualified number of employees who will provide quality services, hospitality organizations have the potential of tremendously influencing the efficient development of tourism. Consequently, investment in Ghana's hospitality sector has increased significantly over the years.

The Central region of Ghana is one of the regions in the country that has over the past years been developing into a centre of the tourism industry. According to Akyeampong (1996, p.195) "tourism has since the late 1980s emerged as a strong factor in socio-economic development of Ghana's Central region". This has become possible because it possesses significant tourism resources of natural, historic, cultural and educational attractions. These attractions serve as the basis for both general and special interest tourism including eco-tourism. The Central region is one of the few regions in Ghana with such vast diversity of tourism resources. Thus, governments have worked relentlessly to turn the Central region into a leading tourism destination. Consequently, several of the region's attractions have been developed.

Cape Coast and Elmina are two towns in the Central Region that are of significance to Ghana's tourism development. They both have resources that have allowed them to become the hub of tourism development in the region (Akyeampong, 1996). Added to this, major tourism resources are concentrated in these two towns and also, proximity-wise, are nearer to most of the tourism resources that are elsewhere in the region. As a result, the towns register a considerable number of visits from tourists who come to experience and enjoy the rich cultural

environments and other attractions. Owing to the large number of tourists, there have been an increasing number of hospitality (accommodation) facilities in the two towns but decreasing number of personnel (Ghana Tourist Board, n.d). The hospitality industry is a labour-intensive one. Thus, of all the resources available to hospitality managers, none are of greater value than human resources. However, the industry is known to experience high rates of employee turnover (BLS, 2004). Sullivan (1999) mentions that the hotel/restaurant industry has long been characterized by a high rate of turnover, low wages, primitive technology, and an unimpressive benefits package. The Employment Policy Foundation (2004) report cites this service sector as one with the highest turnover rate. The Bureau of Labour Statistics (2004) also reports that average Labour turnover increased from 19.2% in 2003 to 20.2% in 2004 in the USA. Similarly, the World Economic Forum (2005) also mentions the hotel and catering industry as having the highest turnover rate within the service sector. Serena (2013) asserts that the industry is continually losing employees at an alarming rate and indicates that the sector will face more pressure in the future as skills that businesses need to grow, are already in short supply. According to her, nearly half of the hospitality and tourism workforce is part-time leaving employers open to significant turnover and skill gaps.

In Ghana, the case does not seem to be different. According to Teye (1988), the absence of skilled labour as a result of turnover in the tourism industry has been identified as responsible for the dismal performance of the industry in sub-Saharan Africa. Although no official statistics on the level of labour turnover is readily available, officials from the Ghana Tourist Board (GTB) complain of a perceived high labour turnover. There seems to be a general perception that though, the hotel industry in Cape Coast and Elmina employs a considerable number of workers, it is not able to retain a considerable number of them for a lengthy period of time. Though many studies (Arnold & Feldman, 1982; Khatri, 1998; Tett & Meyer, 1993; Verquer, Beehr, & Wagner, 2003; Cheng, 2006; to Khatri, Fern and Budhwar, 2001) have been conducted to identify the possible causes of turnover with work attitudes being consistently identified as a prominent factor it has not been widely explored in Ghana and as such not clear as to the effect work attitudes have of employee's intention to quit their present jobs. The paper, thus sought to examine whether any relationship exists between work attitude variables and intention to leave present job in the context of the hospitality industry in both Cape Coast and Elmina.

2. Literature Review

2.1 Turnover Intentions

Turnover intentions is one of the most widely studied predictors of actual turnover behaviour (Hom and Griffeth, 1995) and literature review (Siong, Mellor, Moore, and Firth, 2006; Kumar, Ramendran and Yacob, 2000; Firth, Mellor, Moore, and Loquet, 2004) shows that the main factor that affects employees to quit their current jobs is the intention itself. Thus, there is considerable body of research that has reported a positive relationship between turnover intentions and actual turnover. For example, Griffeth et. al. (2000) in their meta-analysis found turnover intentions to be the best predictor of actual turnover. Most turnover models suggest that a turnover process is prompted by a number of factors prior to actual turnover. Thus, has been deemed an appropriate dependent variable as it is linked with actual turnover. Consequently, Price and Mueller (1981) and Bluedom (1982) recommended the use of turnover intention over actual turnover because actual turnover is more difficult to predict than intentions as there are many factors that affect turnover behaviour.

McShane and Glinow (2000) define turnover as the process in which employees leave the organization and have to be replaced. Mathis and Jackson (2004) classified turnover into two general types: involuntary and voluntary. Voluntary turnover means voluntary movement of an employee out of an organisation. It reflects an employee's decision to terminate the employment relationship (that is, voluntary leavers leave on their own volition to further their career or to seek greener job satisfaction elsewhere) while the involuntary type of turnover reflects an employer's decision to terminate the employee's employment. McShane and Glinow (2000) state that since employees leaving voluntarily are those not dismissed by the employer, they are probably the ones that an employer would like to retain most. Involuntary turnover may occur for reasons which are independent of the affected employee(s) – that is, involuntary leavers are literally forced out by the organisations by one means or another - such as the real or perceived need to cut costs, restructure or downsize. Furthermore, voluntary turnover is often categorised into two namely; functional and dysfunctional (Mathis & Jackson, 2004). Functional turnover is where the employees' departure becomes beneficial to the organisation, while the dysfunctional type is where the organisation would like to retain the departing employee. Dysfunctional turnovers usually involve high performers who are difficult to replace in the organisation. Carsten and Spector (1987, p.379) say that "typically, only workers who have alternative employment opportunities consider leaving and it is the best employees who have the most opportunities. That is, the best employees moving on, with the worst staying on and engaging in other forms of withdrawal behaviour". Noe, Hollenbeck, Gerhardt and Wright (1996, p.239) paint a grimmer picture that, 'in the worst scenario, the better employees go to work for the company's competitors and the disgruntled employees may take sensitive information with them to the new jobs'.

Tett and Meyer (1993) defined turnover intentions as conscious wilfulness to seek other alternative job opportunities in other organisations. This definition of turnover relates to voluntary turnover behaviour of employees. Reviews on the antecedents of turnover intentions have highlighted intent to leave rather than actual turnover as the outcome variable. This is because the decision of employees to leave their organisations is often taken in advance before the actual eventual exit. Thus, employees' turnover is a gradual process. According to Mobley (1977), it starts by evaluating ones existing job and the environment in which the work is being done. An employee's turnover intention is thus fuelled when there is dissatisfaction with the job and the working environment, suggesting that certain organisational factors are responsible for employee's turnover.

2.2 Causes of Employee Turnover

There are many potential causes for employee turnover. Mobley (1986) states that a high level of employee turnover may be related to factors such as low wages or unattractive working conditions; or to a high concentration of casual or seasonal workers. Conversely high turnover may be related to a high level of demand for skills where workers are induced to change employers in a wages 'merry go round'. Ulshak and Snowantle (1992) identified two main factors – job-related and non-job related – as causes of employee turnover. Lawler (1986) suggests poor job feedback, job dissatisfaction, unmet job expectations, performance problems, situational constraints, socialization difficulties, greater degrees of job stress, and a lack of career advancement opportunities among others as causes of employee turnover. Though many of such factors can be identified, the study classified them into work attitudes and environmental factors.

2.2.1 Work attitudes

Work attitudes are used here to mean those emotional characteristics of employees that are brought to bear on their daily activities at the workplace (Verquer, Beehr, & Wagner, 2003). In this study, they include motivation, job satisfaction, and organizational commitment. Job satisfaction, organisational commitment and motivation among various antecedents appear to be good predictors of turnover rates (Cheng, 2006)

Motivation. Motivation has been found to occupy a highly significant position in attracting and retaining employees. Motivation is defined as the psychological process that gives behaviour purpose and direction (Kreitner, 1995); the will to achieve (Bedeian, 1993); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, and Lindner, 1995) and an internal drive to satisfy an unsatisfied need (Higgins, 1994). It reinforces the notion of exchange that is entailed in the work; in that the extent to which the employee will continue to identify with the goals and objectives of an organization and therefore continue to be part of the process of goal accomplishment depends highly on the level of his or her motivation.

Motivation tends to play a significant role in influencing a worker's decision to stay or quit a particular employment. According to Mobley (1979), motivation and job satisfaction are the two personnel management concepts often employed in addressing the problem of labour turnover. As stated by Mobley, the factors that motivate people to stay on a job, contribute effectively to dissimulate the thoughts of quitting to that individual. Rutherford (1990) argued that motivation makes an organization more effective because motivated employees are always looking for better ways to do a job, generally are more quality-oriented and are more productive, so it is important for management to understand how organizations influence the motivation of their individual employees. Even a simple acknowledgement of an employee's good work can be quite a motivator (Clarke, 2001). Clarke highlights that "a pat on the back or a word of praise after they have worked hard to deliver for the company goes a long way toward building individual and group morale" (p. 1). It is very essential therefore for managers of personnel to understand these factors and address them effectively. Integrated motivation theory has several components, one of which relates to job. The work of Porter and Miles (1974) as cited in Izedonmi (1999) has been identified as one of several components of this theory. Porter and Miles maintain that three major variables in organizations affect motivation and that the type of relationship existing among these variables determines the degree of motivation an employee experiences. The variables are (a) individual's characteristics(i.e. attitudes, interests, needs, values) which he or she brings to the work environment; (b) job characteristics(i.e. attributes of the task) such as the amount of responsibility the individual is given; (c) work environment. The implication of this theory is that the individual has certain interests, needs, values and expectations before joining the organization. As such, if these are blended with the job characteristics and the work environment, the individual will experience high degree of motivation and will stay on the job. The opposite of this will result if the individual's characteristics are not congruent with the job characteristics and the work environment. The end result will be the employee leaving the organization.

Job satisfaction. Job satisfaction level has been extensively studied by various parties including academicians, researchers, and government agencies both at the national and international levels. Related studies have also been conducted on manufacturing, public and service sectors. This indicates that the importance of job satisfaction is widely recognised and its significance in enhancing productivity is very high. Previous findings reveal that job satisfaction is an important element in influencing a firm's performance. This, as stated by

Hackett and Guinon (1985), is because high level of job satisfaction will produce a positive attitude towards job commitment, which in turn can reduce the level of absenteeism, termination of service, negligence at work, and can increase efforts towards work excellence.

High job satisfaction level has enormous impact not only on the sense of loyalty, absenteeism, efficiency, productivity, termination of work, but also on mental and physical health (Scott & Taylor, 1985). From the findings on job satisfaction, the following statements may be made. To begin with, employees with a low job satisfaction level have a high likelihood to quit their job (Price, 1977, Mobley, Griffeth, Hand & Meglino, 1979). This is supported by McShane (1984), who concludes that employees in such a situation are likely to be absent from work. Additionally, Shaw (1999) in a study which examined the relationships between job satisfaction and the inclination to quit found that there is a high inclination for an individual to quit job if his or her level of job satisfaction is low. Rad and Yarmohammadian (2006) also confirmed that job satisfaction is an immediate antecedent of intention to leave the workplace and turnover. A study based on a survey of 300 physicists in England by Williams, Pathman, Linzer, McMurray and Gerrity (2001) to find out whether the turnover rates in that sector were due to dissatisfaction with pay and nature of supervision using a 15- item job satisfaction index concluded that job satisfaction is the main contributing factor for employees' inclination to quit their jobs. A person with a high level of job satisfaction holds positive attitude towards the job, while a person who is dissatisfied with his or her job holds a negative attitude towards the job (Kreitner & Kinicki 2001).

Organizational commitment. Various definitions have been given for employees' commitment. It is seen as a global attitude which can influence an individual's reaction towards his or her organisation (McCaul, Hinsz, & Mc Kaul, 1995). It also includes an effective response by an employee towards the whole organisation (Martin & Bennett, 1996). Organisational commitment has further been defined as the employee's psychological attachment and affiliation to the organisation (Wong et al., 1996). Meyer and Allen (1997), submit that there are three mind sets which can depict an employee's commitment to the organisation. They are affective commitment, continuance commitment and normative commitment. Affective commitment is defined as an employee's positive emotional attachment to an organisation. Continuance commitment refers to a situation where an individual is committed to an organisation because he or she perceives high costs of losing organisational membership. Normative commitment occurs when an individual is committed to, and remains with an organisation because of feelings of obligation.

In a study by Mowday, Porter and Steers (1982), the concept of organisational commitment was divided into three important aspects: (a) belief in and acceptance of an organisation's goals and values (b) willingness to strive harder to develop an organisation by being part of the organisation, (c) willingness to continue working and be loyal to the organisation. Aryee (1991) showed a negative relationship between organisational commitment and turnover intention of professional accountants in Singapore. In the same way, Wong et al., (1996) in their longitudinal study of 485 graduate students in Hong Kong, found organisational commitment to be a strong predictor of turnover. Several other scholars (Arnold & Feldman, 1982; Khatri, 1998; Tett & Meyer, 1993) also found organisational commitment as an important predictor of turnover. However, Van Breukelen, VanDer Vlist, and Steensma (2004) indicate that job satisfaction and organisational commitment are negatively associated with turnover intentions. The need for high organisational commitment is an important issue in any organisation. This is because an employee who is highly committed towards his or her organisation can be said to be productive, stable, and always strives towards fulfilling the organisation's needs as opposed to the less committed (Larkey & Morrill, 1995). Studies on job commitment have used various variables such as individual's background, organisation, employer, work, and job satisfaction (Testa, 2001).

2.3 Environmental Factors

According to Harbinson (1973), an employee's decision to continue with his or her present firm or to seek opportunities elsewhere depends on factors such as working conditions, personal fulfilment, and travel requirements. Cole (2002) further states that the reasons for leaving are multifold, but in general, the environment in which these organisations perform forces them into these employee patterns. Mathis and Jackson (2004) see environmental factors as uncontrollable factors which include job-hopping and alternative employment opportunities. These factors are related to labour market school of thought (Morrel et al., 2004).

2.3.1 Job-hopping

Job-hopping means frequent movement from one job to another job without any specific reason. Ghiselli (1974) defines job-hopping, as 'hobo syndrome' which means and includes the periodic itch to move from a job in one place to some other job in some other place. It also means employees searching for alternative jobs even when they have secured jobs (Chew, 1993). Job hopping is one of the most important factors of employee turnover. Some employees leave due to social influences from peers or colleagues and some employees leave the organisation for fun and for no apparent reason. According to Khatri, Fern and Budhwar (2001), Job hopping is positively associated with turnover intention.

2.3.2 Alternative employment opportunity.

Alternative employment opportunity is another uncontrollable and labour market variable. Opportunity means availability of alternative jobs in the environment. Employees would generally like to work in prosperous and flourishing economies and as a result, employees usually move out of poor and deprived economies to seek greener pastures in more developed ones. According to Price (2001), the larger alternative employment opportunities exist in the environment, the more chances of awareness among the employees, which lead them to analyse cost and benefit and have intentions to switch jobs. Literature suggests that there is a positive relationship between alternative employment opportunities and employee turnover intention (Heller, Clay & Perkins, 1992; Khatri et al., 2001). A study carried out on 352 National Health Service (of England) nurse quitters by Morrel et al. (2004) found out what triggers the decision of NHS nurses to quit. Using both qualitative and quantitative methods, it was concluded that many NHS system nurses left their position because of alternative opportunities elsewhere as well as a strong labour market for nurses within the system. In addition to the alternative bargaining power and the strong labour market for nurses, the study also indicated that most nurses left their position because of job stress and dissatisfaction.

3. Hypotheses

H1: There is no significant relationship between intentions to quit and work attitudes (Job satisfaction, Motivation, organisational Commitment)

H2: There is no significant relationship between intentions to quit and environmental factors (Alternative employment opportunities, Job Hopping)

4. Data and Methodology

The target population for the study consisted of all workers in the hotel industry in both Cape Coast and Elmina in the Central region of Ghana. But the accessible population was estimated to consist of 519 workers in the 40 hotels and guest houses in Cape Coast and Elmina (GTB, 2008) at the time of the study. The estimation was made based on the figures given by the various heads of department since most of these hotels did not keep records of staff list. It was from these figures that a list was compiled by the researcher to ascertain the number of workers in each of the hotels. Thus, the estimated figures of the number of workers obtained after the compilation of the list were 128, 87, 104 and 220 in the Budget, one-star, two-star and three star hotels respectively.

In order to get a sample size of the population of staff of hotels in the study area, the Fisher, Laing, Stoeckel and Townsend (1998) formula for determining sample size for populations less than 10 000 was employed. The stratified random sampling technique was used to collect the data. This sampling technique was chosen relative to the others because it is easily understood, the sample results may be projected to the target population and there is no (human) interference in the selection of the sample. However, using this sampling technique, it is often difficult to construct a sampling frame that will permit a simple random sample to be drawn. The main instrument for data collection was the questionnaire. The questionnaire was developed based on the stated hypotheses. Both open-ended and closed-ended questions were used. The questions were on a 4-point Likert scale. In using the four-point Likert scale, the researcher used the reverse order of numbering for the weightings that were put on each response. The following responses were used: Strongly Agree (SA), Agree (A), Strongly Disagree (SD) and Disagree (D). The weightings for the responses were as follows: SA – 4, A – 3, SD – 2, D – 1. However, this scale was converted to a two-point scale for the purpose of analysis and to enable the researcher draw clear-cut distinctions in the response item by item. As such the responses SA and A were put together as positive responses while the responses of SD and D were also put together as negative responses.

Means and standard deviation were run. A mean of greater than two, interpreted as a positive score, signified the extensive presence of a particular variable. A low mean demonstrated the under-representation of the variable.

Frequencies and percentages were also generated to describe the data.

3.1 Measurement of Variables

Five items were used for measuring satisfaction with pay; four items for satisfaction with nature of work and six items for supervision. These were adapted and modified from the Minnesota Satisfaction Questionnaire (Weiss, Dawis, England & Lofquist, 1967) and the Index of Organisational Reaction Questionnaire (Smith, 1976). The index has been proven and widely used as a standard measurement for job satisfaction. An adapted and modified Organisational Commitment Questionnaire (OCQ) was used to measure employee commitment level, developed by Khatri and his colleagues (Khatri et al., 2001). Six items were used for the measurement of organisational commitment. The job hopping was measured on three item scale which was also developed by Khatri and his colleagues. The scale showed reliability measure of Cronbach alpha 0.71. The perceived alternative employment opportunities scale contained six items and was adopted by Michaels and Spector (1982), Arnold and Feldman (1982), Billing and Wemmerus (1983) and Mowday, Koberg and McArthur (1984). The scale showed good

reliability (i.e. 0.76). Turnover intention was the dependent variable and was represented by a binary variable with ‘Yes’ and ‘No’ responses. Two hundred and sixty (260) questionnaires were administered in the hotels and guest houses. Eighty-six percent were returned and duly completed.

5. Results and Discussions

As far as intention to quit is concerned, the findings revealed that 76.6% (who are the majority) of respondents had the intention to do so. In order to achieve the objective of the study, that is, to identify which of the major sub-themes of the study (satisfaction, motivation, organisational commitment, job-hopping and alternative employment opportunities) that significantly explain an employee’s intention to quit the present employer, the Pearson Chi-square statistic was used to identify the most influential variables. The results show that three of the variables studied, which are satisfaction ($\rho=0.046$), motivation ($\rho=0.000$) and alternative job opportunities ($\rho=0.006$) were significant at 0.05. The most significant of them all was motivation. However, organisational commitment ($\rho=0.187$) and job-hopping ($\rho=0.238$) were not significant variables to explain one’s intention to leave the present job.

Table 1. Respondents’ view on intention to leave

Item	Frequency	Percentage (%)
Yes	115	76.6
No	35	23.3
Total	150	100

Source: Field work, 2010

Table 2. Chi-square Test results of six independent variables with intentions to quit

Independent variable	Pearson Chi-Square	Asymp. Sig. (2-sided)
Job satisfaction	7.978	0.046*
Motivation	28.482	0.000*
Organizational commitment	4.794	0.187 n.s.
Job-Hopping	4.229	0.238 n.s.
Alternative opportunities	12.313	0.006*

Source: Computed from fieldwork, 2010; *= Significant at 0.05 (CI: 95%); n.s. =Not significant; Criterion variable: Intentions to leave

Given that motivation was the most significant seems understandable when these findings are evaluated in the framework of other studies (e.g. Clarke, 2001) which confirms that it improves workers' performance and satisfaction as well as reduces intention to quit jobs. This finding further agrees with the results of Walker Information’s (2005) study, which found that motivated employees would become loyal when they perceive their organization as offering the opportunities to learn, grow and at the same time provide a clear established career path that they can pursue in the organization. Moreover the significance of perceived employment opportunities with intention to leave suggests that when employees are less satisfied, less motivated and has a perceived available alternative employment opportunity then they have more intention to switch jobs. This suggests how serious turnover in the industry could be if measures are not put in place to curb the situation. The results imply that employees would leave their current jobs the moment they saw other job opportunities elsewhere be it in the hotel industry or any other industry. This is to say that when options that are more attractive beckon from outside the industry, employees will make no hesitation but would leave.

This confirms a study by Morrell, et al (2004) on turnover among nurses in the National Health Service (NHS) system of England and Wales. Using a sample of 352 nurse quitters in the NHS system, and employing both quantitative and qualitative methods, the researchers concluded that many NHS system nurses left their positions because of alternative opportunities elsewhere as well as a strong labour market for nurses within the system. It can thus, be said that, in Cape Coast and Elmina, a hotel employee has intention to change jobs when he is dissatisfied with, for example, his pay, is less motivated and perceives alternative job opportunities. Though job-hopping as an antecedent of turnover finds support in literature (Khatri, et al, 2001), the results of this study suggested that job-hopping was not the problem in the hotel industry in Cape Coast and Elmina. Thus, the hypothesis that job hopping has a significant relationship with intention to turnover was not supported.

6. Conclusions and Recommendations

The results from the study revealed that factors such as low motivation, poor wages and perception of alternative employment opportunities influenced an employee’s decision to quit. However, contrary to previous research findings, organisational commitment and job-hopping were found not to influence employee intentions to quit. It can thus be concluded that the satisfaction of employees, their perception of alternative job opportunities and motivation have an effect on turnover intentions. Therefore, it behaves on organisations- especially, in the

hospitality industry- to adopt strategies that would improve these factors in order to boost the performance and efficiency of employees and to curb the turnover intentions if not to eradicate them completely.

Among these strategies include Motivating employees in the form of non-monetary compensations, like – on-the-job training, health needs, job-security, in the form of ranking (upgrading); congenial environment for job satisfaction and self-actualization. Also, finding out about what employees think about their jobs, their attitudes towards their jobs, what peeps them up in giving off their best and what kinds of organizational practices demoralize and eventually push them out (especially high performers) is important. This knowledge would help employers come up with feasible strategies to curb the problem before it gets out of hand.

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