

An integrated model for skilled labour retention for the
Botswana Police Service

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Thesis submitted for the Degree Philosophy Doctor in
Development and Management at the Potchefstroom
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November 2014

DECLARATION

I, Vincent Stompi Mothupi (Student Number 13212044), hereby declare that the thesis entitled:

**An integrated model for skilled labour retention for the Botswana Police
Service**

submitted in fulfilment of the requirements for the degree, Philosophy Doctor in Development and Management, at the North-West University, Potchefstroom Campus, is my own work and has never been submitted by me to any other university. I also declare that all the sources used have been acknowledged by means of complete referencing.

I understand that the copies of the thesis submitted for examination will remain the property of the North-West University.

Signed.....on this day.....of.....Month, 2014.

ACKNOWLEDGEMENTS

I am greatly indebted to OUR HEAVENLY FATHER, who has given me the strength and wisdom to embark on and complete this thesis. Without His will, blessings and grace all my efforts would have been in vain.

I would also wish to express my heartfelt appreciation to the following individuals who contributed immensely towards the completion of this thesis:

- To my wife Patricia Thapelo Mothupi, my two sons Peo and Katlo, and my daughter Letso, I thank you very much for understanding my long absence from home. Words cannot express my gratitude for your love, prayers, goodwill and invaluable support.
- To my mother and late dad without whose parental love and unwavering support, I would not have been able to complete this study.
- A special word of gratitude goes to my promoter Dr L. Vermeulen and joint promoter Dr W. Van Wyk for their guidance, unwavering support and belief in my ability to complete this thesis. Words would not be enough to express my heartfelt gratitude to these dedicated academics. They have demonstrated a deep-seated compulsion to their call of duty during my studies. Their self-sacrifice, welcoming persona, vast knowledge, academic brilliance, profound experience and vision have humbled me immensely. Thank you. Without your meticulous and positive guidance, this study would not have been a success.
- Mrs Farzanah Loonate. Thank you very much for the motivation, words of wisdom, inspiration and encouragement.
- To Ms Yvette Van Der Merwe, thank you very much for the artistic designs and layout of the pictorial model.
- To Mr Sibusiso Ndzukuma and Dr S. Ellis, thank you for assisting with the data analysis. Your professional advice and assistance with the statistical analysis is sincerely appreciated.
- To Professor Kishore Raga, thank you for editing the thesis at short notice.

- A big thank you to the Botswana Police Service for allowing me to conduct this research in their organisation. I am also grateful to all the respondents who participated in this study.

DEDICATION

This thesis is dedicated to:

- The Almighty God, who gave me the strength and the will to endure and accomplish the thesis despite all the trials and tribulations I simultaneously experienced in other areas of my life. Forever I shall remain indebted to Him for the Love and special Grace bestowed upon me.
- My loving and caring wife, for sacrificing family resources; motivating, encouraging and inspiring me to pursue this project against all odds.

ABSTRACT

Key words: skilled labour, labour turnover, skilled labour turnover, skilled labour retention, model, integrated, human resources strategies and planning.

Skilled labour retention continues to receive attention from researchers as a critical challenge faced by organisations globally. The loss of skilled labour in an organisation contributes to the high labour replacement costs, which may result in an organisation's failure to achieve its mandate since it is deprived of its high performance, experienced and knowledgeable labour. Organisations must, therefore, be able to diagnose the factors that contribute to the loss of skilled labour and implement strategies that could assist in the mitigation of such losses. Consequently, an integrated model for skilled labour retention in the Botswana Police Service was developed.

The literature study which explored the phenomenon of skilled labour retention, revealed a deficiency of a universal implementation strategy that guides organisations in managing skilled labour retention. However, human resources management literature unanimously concur that in order to implement an effective skilled labour retention strategy, it is necessary for organisations to devise a unique human resources management strategy aimed at addressing their individual causes of skilled labour turnover. This study utilised human resource management best practices, theories and frameworks to develop an integrated skilled labour retention model for the Botswana Police Service.

The study followed both the qualitative and quantitative research design. Skilled labour retention factors that should be included in a skilled labour retention model were identified through an analysis of a scholarly literature review, a closed-ended questionnaire and an analysis of official documentation. The identified skilled labour retention factors were included in the proposed retention model. The study also

proposed an implementation strategy that should be followed when implementing the proposed skilled labour retention model.

The empirical study investigated the validity of the identified retention factors that should be included in the integrated skilled labour retention model for the Botswana Police Service. The retention factors entail: job satisfaction, organisational commitment, work-life balance, remuneration, career development, development opportunities (learning, training and development), work environment, decision-making and management style.

Before the retention factors could be included in the new retention model, the researcher determined the current arrangements in the organisation to establish the *status quo*. Interviews were held with senior management in the Botswana Police Service to ascertain the aforementioned. It was established that the current retention arrangements impeded the retention of skilled labour in the organisation, which contextualised the significance to develop the new skilled labour retention model.

TABLE OF CONTENTS	PAGE
DECLARATION	i
ACKNOWLEDGEMENTS	ii
DEDICATION	iii
ABSTRACT	V
LIST OF TABLES	Xiii
LIST OF FIGURES	Xiv
LIST OF ANNEXURES	Xiv
LIST OF ABBREVIATIONS AND ACRONYMS	Xv
 CHAPTER 1: INTRODUCTION TO THE STUDY	
1.1 INTRODUCTION AND ORIENTATION	1
1.2 BACKGROUND	3
1.3 PROBLEM STATEMENT	8
1.4 RESEARCH OBJECTIVES	11
1.5 RESEARCH QUESTIONS	11
1.6 CENTRAL THEORETICAL STATEMENTS	12
1.7 RESEARCH DESIGN	13
1.8 RESEARCH METHODOLOGY	16
1.8.1 Scholarly literature review	16
1.8.2 Empirical study	17
1.8.3 Data collection instruments	18
1.8.4 Semi-structured interviews	18
1.8.5 The questionnaire	19
1.8.6 Analysis of official documents	20
1.8.7 Population and sampling	20
1.8.8 Data analysis	22
1.9 RESEARCH PROCEDURE	23
1.10 CONTRIBUTION OF THE STUDY	24

1.11	ETHICAL CONSIDERATIONS	25
1.12	DEFINITION OF CONCEPTS	26
1.12.1	Skilled labour	26
1.12.2	Competence	27
1.12.3	Labour turnover	27
1.12.4	Skilled labour turnover	27
1.12.5	Skilled labour retention	28
1.12.6	Model	28
1.12.7	Integrated	29
1.12.8	Strategic human resources planning	29
1.12.9	Psychological contract	30
1.13	CONCLUSION	30

CHAPTER 2: SKILLED LABOUR RETENTION AS PHENOMENON

2.1	INTRODUCTION	32
2.2	SKILLED LABOUR AS A PHENOMENON	33
2.3	SKILLED LABOUR AND COMPETENCY	35
2.3.1	Benefits of skilled labour and competent employees for an organisation	37
2.4	APPROACHES TO SKILLED LABOUR RETENTION	39
2.4.1	Approaches to manage skilled labour retention	44
2.5	THE NEED TO RETAIN SKILLED LABOUR	46
2.6	IMPORTANT HUMAN RESOURCE MANAGEMENT ACTIVITIES TO CREATE A SKILLED LABOUR RETENTION ENVIRONMENT	48
2.6.1	Performance management and the retention of skilled labour	49
2.6.2	Motivation	53
2.6.3	Skilled labour learning and development	55
2.6.4	Succession planning	60
2.6.5	Career management	64
2.6.6	Organisational design	67
2.7	CONCLUSION	68

CHAPTER 3: SKILLED LABOUR RETENTION

3.1	INTRODUCTION	70
3.2	EMPLOYEES' INTENTION TO LEAVE AN ORGANISATION	71
3.3	SKILLED LABOUR TURNOVER AS A PHENOMENON	73
3.3.1	Psychological contract fall-out between skilled labour and organisations	75
3.3.2	Schools of thought on skilled labour turnover	76
3.3.3	The skilled labour turnover process	79
3.4	DIRECT AND INDIRECT COSTS OF SKILLED LABOUR TURNOVER	83
3.5	DEVELOPING A HUMAN RESOURCE MANAGEMENT STRATEGY TO ADDRESS SKILLED LABOUR TURNOVER	88
3.6	FACTORS THAT ADDRESS A HIGH SKILLED LABOUR TURNOVER	94
3.6.1	Remuneration	94
3.6.2	Career development	96
3.6.3	Job satisfaction	98
3.6.4	Organisational commitment	100
3.6.5	Participation in the decision-making processes	102
3.6.6	Work environment	104
3.6.7	Work-life balance	105
3.6.8	Learning, training and development	107
3.6.9	Management style	110
3.7	CONCLUSION	111

CHAPTER 4: CURRENT SKILLED LABOUR RETENTION PRACTICES IN THE BOTSWANA POLICE SERVICE

4.1	INTRODUCTION	113
-----	--------------	-----

4.2	RESEARCH METHODOLOGY	114
4.2.1	Clarification of the objective of this chapter	117
4.2.2	Selection of instruments for data collection	117
4.2.3	Data collection	121
4.2.4	Target population and sample group	122
4.2.5	Analysis of the data	123
4.2.6	Presentation (Reporting) of findings from the interviews	125
4.3	RESULTS OBTAINED DURING THE INTERVIEWS	128
4.3.1	Internal employee assistance programme (IEAP) prevalent in the Botswana Police Service	128
4.3.1.1	The Botswana Police Service annual training plan	129
4.3.2	Employee remuneration improvement programmes (ERIP) prevalent in the Botswana Police Service	131
4.3.2.1	Professional and technical allowance	132
4.3.2.2	Overtime allowance	133
4.3.2.3	Subsidised water and electricity	135
4.3.2.4	Free accommodation	135
4.3.2.5	Promotions	136
4.3.2.6	Transfers	137
4.3.2.7	Merit increases	138
4.3.2.8	Leave concessions	139
4.3.2.9	Parallel progression	139
4.3.2.10	IEAP and ERIP programmes as retention factors for skilled labour	140
4.3.3	EMPLOYEE EXTERNAL BENEFITS PROGRAMMES (EEBP)	140
4.3.3.1	Housing	141
4.3.3.2	Motor scheme	142
4.3.3.3	The Botswana Police Service Funeral Scheme	143
4.3.3.4	Medical aid scheme	143
4.3.3.5	Pension Fund	144
4.3.3.6	Employee external benefits programme (EEBP) as retention factors of skilled labour in the Botswana Police Service	146
4.3.4	EFFECTIVENESS OF CURRENT HR PRACTICE TO	147

	ENHANCE SKILLED LABOUR RETENTION IN THE BOTSWANA POLICE SERVICE	
4.3.4.1	Recruitment activities in the Botswana Police Service	147
4.3.4.2	The performance management system in the Botswana Police Service	149
4.3.4.3	Poor motivation and skilled labour leaving the organisation	150
4.3.4.4	Succession planning in the Botswana Police Service	151
4.3.4.5	Career management in the Botswana Police Service	152
4.3.4.6	Learning as HR activity in the Botswana Police Service	153
4.3.4.7	Remuneration in the Botswana Police Service	155
4.3.4.8	Training and development as HR practices in the Botswana Police Service	156
4.4	CONCLUSION	157

CHAPTER 5: VALIDATION OF THE RETENTION FACTORS THROUGH A SPSS SOFTWARE PROGRAMME ANALYSIS

5.1	INTRODUCTON	160
5.2	RESEARCH METHODOLGY	160
5.2.1	Target population and sampling	161
5.2.2	Data collection methods	162
5.2.3	Procedure for data collection	162
5.2.4	Data analysis	163
5.3	DEVELOPMENT OF THE QUESTIONNAIRE	163
5.3.1	Confirmation of questions/factors in the questionnaire	164
5.3.2	Factor analysis to identify and validate the factors used in the questionnaire	166
5.3.3	Factor analysis of the data through a SPSS-programme	168
5.4	DATA ANALYSIS WITH SPECIFIC REFERENCE TO RETENTION FACTORS	169
5.5	PROFILE OF SAMPLE/RESPONDENTS	178
5.5.1	Rank of respondents	179
5.5.2	Gender of respondents	180

5.5.3	Age of respondents	181
5.5.4	Length of service of respondents	182
5.5.5	Qualifications of respondents	184
5.5.6	Influence of gender on the skilled labour retention factors	185
5.6	LINKING THE RETENTION FACTORS TO THE NEW INTEGRATED SKILLED LABOUR RETENTION MODEL	190
5.7	CONCLUSION	191

CHAPTER 6: AN INTEGRATED SKILLED LABOUR RETENTION MODEL FOR THE BOTSWANA POLICE SERVICE

6.1	INTRODUCTION	194
6.2	EXPLANATION OF THE CONCEPT MODEL	194
6.2.1	Defining the concept model	195
6.2.2	Value of models	196
6.2.3	Use of models to retain skilled labour	198
6.2.4	Considerations when developing a model	200
6.2.5	The graphical presentation of models	201
6.3	SKILLED LABOUR RETENTION: MODEL BASED ON THE CURRENT SITUATION IN THE BOTSWANA POLICE SERVICE	204
6.3.1	Unsatisfactory organisational strategic plan	206
6.3.2	Inadequate strategic HR plan for the organisation	206
6.3.3	Inadequate budget allocations to the HR department	207
6.3.4	Recruitment and selection problems	207
6.3.5	Induction and orientation problems	208
6.3.6	Problems with the standard conditions of service	208
6.3.7	The current Botswana Police Service retention arrangements	209
6.3.8	High skilled labour turnover	209
6.4	THE PROPOSED INTEGRATED SKILLED LABOUR RETENTION MODEL FOR THE BOTSWANA POLICE SERVICE	210
6.4.1	The Botswana Police Service's strategic plan	212

6.4.2	The role an HR function play in an organisation	214
6.4.3	The human resources plan for the Botswana Police Service	218
6.4.4	The human resources planning process	220
6.4.5	The importance of conducting an environmental scan	222
6.4.6	Internal HR environmental scan	224
6.4.7	External HR environmental scan	225
6.4.8	Assessing the current human resources capacity and forecasting future HR requirements	226
6.4.9	Human resources workforce Gap analysis	229
6.5	RESEARCH ON SKILLED LABOUR RETENTION FACTORS AS A PHASE IN THE MODEL	231
6.6	AN ANALYSIS OF SCIENTIFICALLY DETERMINED RETENTION FACTORS	234
6.6.1	Job satisfaction as a skilled labour retention factor for the Botswana Police Service	235
6.6.2	Organisational commitment as a skilled labour retention factor for the Botswana Police Service	237
6.6.3	Work-life balance as a skilled labour retention factor for the Botswana Police Service	238
6.6.4	Remuneration as a skilled labour retention factor for the Botswana Police Service	240
6.6.5	Career opportunities as a skilled labour retention factor for the Botswana Police Service	241
6.6.6	Learning, training and development as a skilled labour retention factor for the Botswana Police Service	245
6.6.7	Work environment as a skilled labour retention factor for the Botswana Police Service	248
6.6.8	Decision-making as a skilled labour retention factor for the Botswana Police Service	250
6.6.9	Management style as a skilled labour retention factor for the Botswana Police Service	253
6.7	APPROVAL AND IMPLEMENTATION OF A SKILLED LABOUR RETENTION PLAN	254

6.8	MONITORING AND EVALUATION OF HUMAN RESOURCE STRATEGIES	258
6.9	CONCLUSION	261

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1	INTRODUCTION	263
7.2	CONTEXT OF THE STUDY	264
7.3	ACHIEVING THE PURPOSE OF THE RESEARCH	267
7.4	SUMMARY OF CHAPTERS	272
7.4.1	Chapter 1 – Orientation and background	272
7.4.2	Chapter 2 – Skilled labour retention as a phenomenon	273
7.4.3	Chapter 3 – Skilled labour turnover as a phenomenon	275
7.4.4	Chapter 4 – Research findings on the proficiency of current skilled labour retention practices in the Botswana Police Service	277
7.4.5	Chapter 5 – Validation of the retention factors through factor analysis: SPSS software programme	278
7.4.6	Chapter 6 – An integrated skilled labour retention model for the Botswana Police Service	279
7.4.7	Chapter 7 – conclusions, summaries and recommendations	280
7.5	RECOMMENDATIONS	280
7.5.1	Recommendations to conduct further research	281
7.5.2	Recommendations for the Botswana Police Service	283
7.6	CONCLUSION	285

BIBLIOGRAPHY	287
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LIST OF TABLES

Table 5.1:	Skilled labour retention factors validation through factor analysis	172
Table 5.2:	The perception of gender on the validity of the nine	186

	factors	
Table 5.3:	Correlation between personal data and skilled labour retention factors	187
Table 5.4:	Correlation coefficient values for skilled labour retention factors	189

LIST OF FIGURES

Figure 2.1	New approach on performance management	52
Figure 3.1:	Direct and Indirect costs of skilled labour turnover	84
Figure 3.2:	Calculation of skilled labour turnover	86
Figure 3.3:	Skilled labour turnover percentage in the Botswana Police Service in 2013	87
Figure 3.4:	A strategic framework for an HR department to manage skilled labour turnover	90
Figure 5.1:	Adequacy of volume of information obtained through the questionnaire	170
Figure 5.2:	Results of the reliability test of the nine factors	176
Figure 5.3:	Participants' response to the nine factors	178
Figure 5.4:	Rank of respondents	180
Figure 5.5:	Gender of respondents	181
Figure 5.6:	Age group of respondents	182
Figure 5.7:	Length of service of respondents	183
Figure 5.8:	Qualification of respondents	184
Figure 6.1:	Basic model for retention of employees	203
Figure 6.2:	Current skilled labour retention in the Botswana Police Service	205
Figure 6.3:	An integrated model for skilled labour retention in the Botswana Police Service	211
Figure 7.1	An integrated model for skilled labour retention in the Botswana Police Service	268

ANNEXURES

ANNEXURE A:	Research participant interview: Consent Form	339
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ANNEXURE B:	Semi-structured interview questionnaire	341
ANNEXURE C:	Research participant: Consent Form	344
ANNEXURE D:	Questionnaire	346

LIST OF ABBREVIATIONS AND ACRONYMS

BEA	Botswana Employment Act
BPCDS	Botswana Police Corporate Development strategy
BPCI	Botswana Police College Inauguration
BPS	Botswana Police Service
BPSA	Botswana Public Service Act
DPSA	Department of Public Service and Administration
DPSM	Directorate of Public Service Management
EEBP	Employee External Benefits Programme
ERIP	Employee Remuneration Improvement Programme
HCM	Human Capital Management
HR	Human Resources
HRC	Human Resource Council
HRM	Human Resources Management
IEAP	Employee External Benefits Programme
SDA	Skills Development Act
SHRM	Strategic Human Resources Management
SPSS	Statistical Package for Social Sciences

CHAPTER 1: INTRODUCTION TO THE STUDY

1.1 INTRODUCTION AND ORIENTATION

With the fast changing environment (political, social and economic), and the constant increase of societal needs, public organisations throughout the world continuously seek new and improved approaches to enhance public service delivery (ANAO, 2009:3). Therefore, it is necessary that public organisations are flexible, adaptable and innovative in terms of service delivery (Price Waterhouse Coopers, 2007:58; Cf. ANAO, 2009:13). Furthermore, it can be argued that citizens globally do not only demand services but excellence in terms of service delivery. Consequently, one can also argue that, in order to provide services of quality, public organisations need to secure that its skilled labour is retained in the organisation, as an organisation relies on its human resources to deliver both its strategic objectives (Armstrong, 2006a:1) and services to the public (Cf. Price Waterhouse Coopers, 2007:19; 20; 36; Cf. LGA, 2011:3). Thus, losing its skilled labour, an organisation may find itself in a position where it fails to keep abreast with the demands of the public (Van der Walddt, 2004:2; Aggarwal & Bhargava, 2009:4). Within this context, the study focuses on the retention of skilled labour in the Botswana Police Service as a public organisation, and proposes an integrated¹ skilled labour retention model² for the Botswana Police Service (Service).

Amidst increasing crime in Botswana, together with the continuous loss of skilled labour, such as police officers, the Botswana Police Service finds itself in a precarious situation to provide quality law enforcement services to the people of Botswana (Headman, 2010). The public of Botswana expects the Botswana Police Service to meet their safety and security expectations. Moreover, the citizens of Botswana expect the police service to successfully combat crime and thereby ensuring the communities a safer place to live in (Headman, 2010). However, failure to achieve the latter objective, the citizens of Botswana would probably perceive the Botswana Police Service as a failed organisation. Therefore, it is of the utmost

¹ The meaning of integrated is clarified in section 1.2 and in section 1.12.7.

² The meaning of a model is clarified in section 1.12.6.

importance that the Botswana Police Service maintains an effective law enforcement service and retains its skilled labour. If an organisation has a high turnover of skilled labour, it will usually affect organisational performance negatively (Buchen, 2007:5).

Since the Service is experiencing a high rate of skilled labour loss, which will be elaborated upon in section 1.2, strategies must be implemented to mitigate this loss. The effects of skilled labour turnover can be disruptive and costly for an organisation if the ramifications are not identified, analysed and addressed (Clifford & Thorpe, 2007:1). It can, therefore, be argued that if the loss of skilled labour is not addressed aptly, it can disrupt the effective operations of an organisation. Furthermore, the public could perceive the organisation irrelevant over a period of time. In such an instance, the organisation will not achieve its objectives (Lesabe & Nkosi, 2007:35). In order to ensure that the organisation achieves its objectives, it has to combine and utilise all its available resources in the most effective and efficient manner. Moreover, skilled labour must be considered as central to achieve this objective (Aggarwal & Bhargava, 2009:4).

Skilled labour has emerged as the single most important factor of an organisation's ability to deliver the necessary public services (Clifford & Thorpe, 2007:1). Organisations may set the best objectives, determine the best strategies to achieve the objectives and even purchase the latest equipment, but ultimately skilled labour determines the outcomes of the affectivity of services delivered (Buchen, 2007:5). However, the lack of skilled labour in the Botswana Police Service could result in the Botswana Police Service failing to achieve its mandatory objectives, that is, to protect the Botswana society from crime (Headman, 2010).

Skilled labour leverages the enabling resources (such as human resources) of the organisation to achieve the organisation's strategic intent (Reilly & Williams, 2006:13; Scullion & Collings, 2010:106). Organisations always require skilled labour that can perform their professions effectively in order to realise the needs of society (Clifford & Thorpe, 2007:1). This realisation has led to the recognition of the strategic importance of human resource management (HRM), a function that should, amongst others, help to retain skilled labour in an organisation (Clifford & Thorpe, 2007:1).

1.2 BACKGROUND

It is increasingly acknowledged by researchers that effective skilled labour management is of strategic importance to the success of an organisation (Husselid, Becker & Beatty, 2005:10; Caldwell, 2008:275; Scullion & Collings, 2010:106). This acknowledgement has encouraged researchers to demonstrate the role of HRM as a means of meeting strategic objectives and positively affect organisational performance (Den Hartog & Verburg, 2004:59; Francis & Keegan, 2006:231; Shipton, West, Dawson, Birdi & Patterson, 2006:3). As a result, HRM has undergone significant changes in recent years (Bamberger & Meshoulam, 2000:1; Chan, Shaffer & Snape, 2004:17; Paauwe, 2004:214; Paauwe & Boselie, 2005:567; Rothwell, Prescott, Robert & Taylor, 2008:9). The changes HRM has undergone focuses mainly on the development of the capacity of human resources to secure “high performance and best fit” HRM practices (Boxall & Purcell, 2000:183; Marchington & Wilkinson, 2005:216; Chuai, Preece & Iles, 2008:901). It is argued in this thesis that these practices lead to improved employee and organisational performance; liberating HRM practitioners from routine administrative tasks and enabling them to focus on HRM strategic issues (Storey, 2001:3; Den Hartog & Verburg, 2004:59; Francis & Keegan, 2006:231; Robinson & Robinson, 2009:5).

Prior to the 1960s, Human Resource (HR) departments, formerly known as personnel departments in organisations, were often perceived as the “health and happiness” teams of organisations (Robinson & Robinson, 2009:2). Their primary functions were to maintain employee records, plan organisational social functions, schedule vacations, enrol employees for healthcare coverage, and plan retirement events (DeCenzo & Robbins, 2005:35; Swanepoel, Erasmus, Van Wyk & Schenk, 2007:25). An effective personnel department in those years primarily responded to transactional and administrative requests, and the department worked with a “respond to what is urgent” mentality (Paauwe & Boselie, 2005:987; Chuai *et al.*, 2008:901). Knowledge of the organisation’s strategy was not a requirement (Swanepoel *et al.*, 2007:7; Robinson & Robinson, 2009:2). The traditional function of the personnel department has changed. Since the 1970’s, a new focus and functions have been assigned to the personnel function. This change also had an influence on the functions terminology that it is now referred to as Human Resources

Management (Reilly & Williams, 2006:5). As explained previously in this paragraph, the function of the personnel department was basic, routine and administrative, whilst currently, HR is viewed as a strategic organisational partner expected to add value to the organisation as a whole (Paauwe & Boselie, 2005:987; Chuai *et al.*, 2008:901).

Within the public sector, which has historically been dominated by images of poor working conditions and underdeveloped HR practices, there has been a diffusion of new approaches to human resources and HRM (Lucas, 2002:207; Marchington & Wilkinson, 2005:216; Pichault, 2007:265). A number of new functions in HRM have also been introduced (Scullion & Collings, 2010:106). The retention of skilled labour is one such new function established in the HR departments in organisations (DeCenzo & Robbins, 2005:35; Scullion & Collings, 2010:106). Skilled labour is the biggest asset of any organisation and it is requisite to manage this phenomenon effectively (Scullion & Collings, 2010:106). How an organisation addresses the retention of skilled labour is of paramount importance to an organisation and there should be clear guidelines or policy for an organisation to motivate skilled labour to remain in the organisation (Lawler iii, 2003:3; Netswera, Rankhumise & Mavundla, 2006:36).

Human resource management literature has revealed extensive evidence that organisations, whether they are public or private and regardless of their size and technological advancement, are facing problems with losing their skilled labour and there is a lack of strategies to retain them (Ramlall, 2006:26; Cook, 2008:14). In organisations where skilled labour retention practices are in place, they are seldom developed from sound theories, and are usually customised for specific individual organisations (Sutherland & Jordaan, 2004:57; Martin & Schmidt, 2010:56). These tailor-made retention practices for one organisation can in general not be adapted for implementation in other organisations, such as the Botswana Police Service. A skilled labour retention strategy should, therefore, be developed from a theory that is both scholarly in itself, validated in practice and which can be successfully implemented to secure skilled labour retention in a specific organisation (Ramlall, 2006:32; Caldwell, 2008:275).

There is no universal skilled labour retention strategy available which organisations can utilise to secure the retention of skilled labour. In light hereof, organisations will have to develop their own retention strategies that will have to be presented in a skilled labour retention model (Sutherland & Jordaan, 2004:57; Melian-Gonzalez & Verano-Tacorante, 2004:56; Matshego, 2008:1). The Service should, therefore, as part of its HRM function, develop a skilled labour retention strategy and model that will address the high skilled labour turnover in the organisation. This model will be developed from an in-depth literature study and knowledge acquired from a scientific empirical study. Since the model is based on theory and an empirical study, it is expected that it will serve as a guideline to the Botswana Police Service on how to retain its skilled labour amidst the ever-changing internal and external environments that influence the Botswana Police Service (Headman, 2010).

The organisations inability to retain skilled labour is largely as a result of the change in the psychological contract³ between skilled labour and organisations (De Vos, Meganck & Buyens, 2005:4; Zhao, Wayne, Glibkowski & Bravo, 2007:647). Skilled labour and the organisation have expectations of each other and both are expected to contribute to secure a fruitful working environment (Wocke & Sutherland, 2008:528). The change in the psychological contract implies that skilled labour's loyalty to the organisation is for various reasons on the decline. Retention of skilled labour is, therefore, more than addressing everyday problems of employees, but it is becoming an increasingly psychological phenomenon that must be understood by an organisation and its management (De Vos *et al.*, 2005:4; Zhao *et al.*, 2007:647), as well as by the HR department and its HR officials in an organisation (Radloff, 2005:1; Guthridge, Komm & Lawson, 2008:49). As organisations become increasingly dependent on skilled labour for effective service delivery, paradoxically skilled labour's psychological commitment in organisations appears to be declining (De Vos *et al.*, 2005:4; Netswera *et al.*, 2006:36; Chuai *et al.*, 2008:901). Consequently, the retention of skilled labour is becoming increasingly important for organisations globally. However, despite widespread understanding of the significance and negative effects of skilled labour turnover in organisations, there is a distinct lack of HRM literature and scientific empirical research on factors that may influence the

³ The meaning of a psychological contract is explained in section 1.12.9.

retention of skilled labour (Morrell, Loan-Clarke & Wilkinson, 2001:219; Birt, Wallis & Winternitz, 2004:25; Matshego, 2008:1).

In an effort to provide answers to this perplexing problem, researchers (Naidoo, 2004:37; Lee, Gerhart, Weller & Trevor, 2008:651) undertook studies to explain the phenomenon of skilled labour retention. Researchers found that effective, skilled labour retention strategies point to a wide occurrence, and there are certain factors that will assist in the retention of skilled labour. These factors will, however, differ from one organisation to another, identified scientifically and then implemented (Brown & Yoshioka, 2003:7; Gaylard, Sutherland & Viedge, 2005:87). These factors should be included in a retention model and serve as a crux in retention actions of an organisation. Ruyter and Wetzels (2001:23); Witt, Andrews and Carlson (2004:149), and McKay, Avery, Tonidandel, Morris, Hernandez and Hebl, (2007:36), state that, if the retention factors are determined in one format or another through scientific research, the retention of skilled labour is no longer a sophisticated juggling act. However, identified retention factors will indeed help an organisation to retain its personnel (Price, 2001:600; Birbir, 2002:2; Boxall, Macky & Rasmussen, 2003:196; McKay *et al.*, 2007:36; Lee *et al.*, 2008:65).

According to Boxall *et al.*, (2003:196); Naidoo, (2004:37), and McKay *et al.*, (2007:36), there is agreement amongst most HRM researchers that, in order to implement an effective skilled labour retention strategy, it is necessary for organisations to develop their own unique HR strategy aimed at addressing their individual HR needs, such as how to retain its skilled labour. The manner in which organisations and their HR departments manage the retention of skilled labour, is usually guided by a skilled labour retention model (Lesabe & Nkosi, 2007:35). This study will endeavour to develop an integrated skilled labour retention model to guide the Botswana Police Service and its HR department to retain its skilled labour.

In order to implement the integrated skilled labour retention model for the Service through its HR department, the organisation's human resources should be managed strategically and be presented as a model. In this regard a model is a reflection of a strategy (Boxall & Purcell, 2003:vii; Husselid *et al.*, 2005:10; Rothwell *et al.*, 2008:11). Human resource management should be recognised as a deliberate

partner of the organisation with a strategic role to retain skilled labour. Retention of skilled labour can, therefore, be regarded as one of several HR functions that need to be integrated with other HR functions for optimal HRM in an organisation (Francis & Keegan, 2006:237; Swanepoel Erasmus, Van Wyk, Schenk, 2007:7; Rothwell *et al.*, 2008:11). The study will focus on the development of an integrated skilled labour retention model, wherein the retention of skilled labour is integrated with other HR functions that also contribute to employee retention.

In order for HRM to have a strategic value in the organisation, HRM practices or functions should be aligned to the HR strategy as well as the organisation's strategy (Gerhart, 2005:174; Nel, Van Dyk, Haasbroek, Sono & Werner, 2006:523; Maroudas, Kyriakidou & Vacharis, 2008:259). This approach is integrated and is referred to as Strategic Human Resource Management (SHRM), which expands the HRM scope beyond the primary functions of recruitment, selection, placement, training, development, reward and retention (Brewster, Carey, Dowling, Grobler, Holland & Warnich, 2003:7; Scullion, Collings & Gunnigle, 2007:309; Schuler & Tarique, 2007:717).

Strategic human resource management theory posits that an organisation's skilled labour is potentially the sole source of its capability to deliver on its set mandate (Gooderham, Parry & Ringdal, 2008:241). Hence, skilled labour should be retained for as long as possible by the organisation (Scullion & Collings 2007:309). Strategic human resources management must, as mentioned, be actively involved in synchronising and integrating the HRM function (including the retention of skilled labour). A strategically designed model would be beneficial (Boxall & Purcell, 2000:183; Brewster *et al.*, 2003:77). In order to develop and implement a systematic and integrated skilled labour retention model it is necessary for the HR department in the Service to manage human resources effectively and according to strategic plans which would address the retention of skilled labour (Mothupi, 2010:25).

An integrated HR strategy and plan will ensure that the HR department of an organisation plays an active and value-adding role as far as the achievement of organisational success is concerned (DPSA, 2008:21). The organisation's HRM plan must be aimed at the achievement of the organisation's strategic objectives (Kruger,

2007:3). It is only through the alignment and integration of an HR strategy and plan can an organisation's skilled labour retention strategy be developed and presented as part of a model (Rucci, 2004:13). Therefore, the proposed skilled labour retention model developed for the Service is an integrated one, where employee retention is integrated to other HR practices and the HRM function of the organisation is integrated with the organisation's strategic plan.

1.3 PROBLEM STATEMENT

The preliminary study established that the Botswana Police Service could not present a clear skilled labour retention strategy or plan. It was also established that the HR department lacks such a strategy or plan. The organisation only relies on traditional personnel benefits, such as standard conditions of service, which are applicable to all employees in the organisation and not specifically on the skilled labour of the organisation. These benefits are determined by legislation and are effective in almost all government organisations in Botswana. Standard conditions of service and related benefits proved to be insufficient in retaining skilled labour in the Botswana Police Service (Molefe, 2009). Consequently, there is a need to develop an integrated skilled labour retention strategy for the Service in order to manage labour retention successfully.

Researchers Abbasi and Hollman (2000:6) and Phillips and Phillips (2002:81) believe that skilled labour turnover is one of the most significant causes of declining morale and productivity in both the public and private sector organisations. Researchers further attribute service delivery disruptions to high skilled labour turnover (Abbasi & Hollman, 2000:6; Phillips & Phillips, 2002:81). Replacing the outgoing skilled labourer with a new and inexperienced labourer, who would have to be trained, will also lead to a decline in productivity (Abbasi & Hollman, 2000:6). A decline in productivity due to training replacements is especially relevant when an organisation's turnover of skilled labour is high (Cappelli, 2000:104; Phillips & Connell, 2003:2; Dewhurst, Guthridge & Mohr, 2009:3). The high level of skilled labour turnover in the Botswana Police Service over the past few years has adversely affected the organisation (Headman, 2010). The situation was further aggravated by the fact that the current recruitment and training functions of new

officers did not heed the desired results (Molefe, 2013). The fact that the Service and its HR department have no retention strategy or model, the situation has deteriorated appreciably (Headman, 2010).

According to Malele (2008), from 2005 to 2006, the Botswana Police Service lost 11% of its skilled labour respectively. In 2007 up to 2009, the institution suffered a loss of 12% of its skilled labour respectively (Headman, 2010). A skilled police officer loss of 13% per year was recorded in the Botswana Police Service during the years 2010 and 2011 (Makwatse, 2012; Headman, 2012). In 2012 the percentage was 15% and in 2013 it rose to 16%. This figure of 16% is of concern and will be elaborated on in the next paragraph. However, even more alarming than the 16% loss of skilled labour, is the progressive deterioration of the skilled labour turnover since 2008 (Molefe, 2013).

Sullivan (2010:1) maintains that a turnover of skilled labour should theoretically be kept as close to zero percent as possible. He states that the turnover rates in organisations vary according to factors such as discipline/profession, industry, region and country, and are affected by factors such as economic conditions, geography and politics (Sullivan, 2010:1). Other researchers' show, that a turnover of less than 10% is the so-called 'golden turnover number' that an organisation should strive for (Abbasi & Hollman, 2000:6; Phillips & Phillips, 2002:81; Anon, 2004:53). Any number above 10% requires an organisation to take immediate action to rotate the turnover profile (Buchen, 2007:5). In the USA the turnover rate for police officers is 8.2% and in a state of Minnesota, it is as low as 3.2% (Bureau of Labour Statistics, 2010). Although these USA figures cannot be used as a benchmark for the Service, it serves as an indication of what turnover figures can resemble in a specific Police Service. The 16% loss of skilled labour in the Service is of grave concern. In order to retain the skilled labour turnover of 16% it is advisable for the Botswana Police Service to immediately address the organisation's management of skilled labour retention. Its HR department should indicate how the problem can be addressed in its strategic plan (Cf. Sullivan, 2010:1). A prolonged and intensive search of skilled labour turnover figures of Police Services in Africa (and developing countries), and in South Africa *per se*, was fruitless. Such figures/statistics are seemingly not readily available.

Skilled labour turnover can also pose a risk to an organisation due to the loss of human capital in the form of skills, training and knowledge (Sullivan, 2010:1). It is thus imperative that the reasons for skilled labour turnover is investigated and remedies to prevent such a loss be put into place (Ongori, 2007:49). As mentioned in section 1.2, the factors that contribute to the loss of skilled labour in the Botswana Police Service can only be determined through an in-depth literature analysis and a sound empirical study. According to a study undertaken in 2010, the Botswana Police Service lacks commitment and is expected to address the labour turnover challenges (Mothupi, 2010:66). The 2010 study also revealed that the HR department and the HR officials of the Botswana Police Service were not equipped to address the problems due to the lack of a skilled human resource strategic plan (Mothupi, 2010:66).

The Service attempted to address the loss of skilled labour by enlisting special constables in an attempt to compensate for the shortage of skilled labour (Mbulawa, 2009). A special constable is a school leaver who is given fast-tracked training in community policing and thereafter enrolled in the organisation for a specific period of time (Malele, 2008). This period is normally between six to twelve months (Molefe, 2009). This venture proved to be problematic because the constables are not equipped to undertake unsafe operational duties. Consequently, they are unable to replace the skilled labour in the organisation (Mbulawa, 2009).

If left unattended, the continued and increasing loss of skilled labour is likely that the Botswana Police Service would not be able to reach its objectives. Consequently, the Service would fail to adequately protect its citizens. In order to assist the Service to avoid the loss of skilled labour, the study endeavoured to develop an integrated skilled labour retention model to retain its skilled labour. The development of an integrated skilled labour retention model will be the first step in the turnaround strategy regarding the retention of skilled labour (Mothupi, 2010:66).

Based on the aforementioned discussion, the problem statement for this study is formulated as follows: The lack of an integrated skilled labour retention model in the Botswana Police Service has resulted in the organisation's failure to retain its skilled labour, which has a negative influence on the organisation's performance and the

achievement of its strategic objectives. This problem statement served as a guide to formalise the objectives of the study and clarify the central theoretical statement and methodology followed.

1.4 RESEARCH OBJECTIVES

The primary objective of the study was to develop a skilled labour retention model that could serve as a guide for the implementation of an effective skilled labour retention strategy and plan for the Botswana Police Service. The secondary objectives of this study are:

- To establish and analyse the prevailing legislation, policies, theories, principles and best practices on skilled labour and skilled labour retention (Chapter 2);
- To establish and analyse the existing legislation, policies, theories, principles and best practices that clarify the skilled labour turnover phenomenon (Chapter 3);
- To determine the current state of affairs and practises in the Botswana Police Service to retain its skilled labour (Chapter 4)
- To utilise Factor Analysis to determine the validity of the identified retention factors through the Statistical Package for Social Science (SPSS) in the proposed skilled labour retention model for the Botswana Police Service (Chapter 5).
- To develop an integrated skilled labour retention model for the Botswana Police Service based on the literature analysis and empirical study (Chapter 6).

1.5 RESEARCH QUESTIONS

Based upon the identified problem and research objectives above, the study endeavoured to answer the following research questions:

- What are the current policies, theories, legislation, principles and best practices, with special reference to skilled labour and skilled labour retention? (Chapter 2);

- Which legislation, policies, theories, principles and best practices are applicable to explain the phenomenon, skilled labour turnover? (Chapter 3);
- What is the current state of affairs and practices in the Botswana Police Service in retaining its skilled labour? (Chapter 4)
- How can Factor Analysis assist to validate identified retention factors through the utilisation of the Statistical Package for Social Science (SPSS) for inclusion in the proposed retention model for skilled labour in the Botswana Police Service? (Chapter 5).
- How should an integrated skilled labour retention model in the Botswana Police Service be developed, based on theoretical principles and an empirical study? (Chapter 6).

1.6 CENTRAL THEORETICAL STATEMENTS

Since this study is a qualitative in nature, the presentation of central theoretical statements is necessary. The central theoretical statements, as presented below, will further guide the researcher in reaching the objectives.

During the last two decades (since the early 1990s), skilled labour retention became a perplexing problem for both public and private sector organisations (Guthridge *et al.*, 2008:49). Managing retention and maintaining a skilled labour turnover rate at an acceptable norm, is one of the most challenging issues facing organisations (Matshego, 2008:1). This situation of losing skilled labour will in all probability not stay dormant, but will worsen in the future (Matshego, 2008:1). Organisations should, therefore, be ready to address the phenomenon by developing strategies and models guiding the organisation to retain skilled labour (Guthridge *et al.*, 2008:49).

No universal model for skilled labour retention exists in current HRM literature (Sutherland & Jordaan, 2004:57; Matshego, 2008:1). Therefore, organisations should gain sufficient theoretical knowledge on the manner in which they should manage skilled labour retention. Morrell *et al* (2001:219), and Lesabe and Nkosi (2007:35) indicate that the lack of in-depth knowledge on how to manage skilled

labour retention inhibits the overall functioning of organisations. As a result of this lack of knowledge and managerial know-how, organisations are unable to retain their skilled labour effectively (Morrell *et al.*, 2001:219).

Currently, the Service does not have a skilled labour retention strategic plan or model to guide them through the maze of losses of skilled labour. Instead, the organisation relies on outdated and traditional standard of conditions of service in an attempt to retain its skilled labour (Mbulawa, 2009). These conditions of service are available to all the employers in the organisation and are of no use as a retention model for specifically skilled labour (Kentse, 2010).

With these statements in mind, the aim of this study was to investigate and develop an integrated skilled labour retention model for the Service. This model must not only assist the organisation to retain its skilled labour, but also serve as a guideline to assist the HR department and its officials to retain the skilled police officials in the organisation.

1.7 RESEARCH DESIGN

There are in essence two types of research designs, each with its relevant data gathering techniques, namely: qualitative and quantitative research designs (Creswell, 2014:3). Each design also has different approaches when it comes to reasoning, procedures, research tools and research strategies. The researcher must decide which design will best suit his or her study in order to reach the identified objectives (Creswell, 2014:3). The researcher used the qualitative research design for this study.

A qualitative research design refers to the systematic collection, organisation and interpretation of textual material, derived from interviews, conversations, questionnaires, analysis of official documents and observations (Malterud, 2001:358). In this study interviews, the analysis of official documents and a questionnaire were used to collect data. To develop a questionnaire with questions that are supported by theory is a complicated task (Tuckman & Harper, 2012:244). The analysis of data can also be a daunting task. Normally, the researcher would

use statistical analysis techniques (Tuckman & Harper, 2012:289; Kumar, 2014:199). As a result, several computer programmes have been developed to present numerical qualitative data, of which the Statistical Package for Social Science (SPSS) is one (Wei, 2001:13; Welch, 2002:1; Kumar, 2014:199). The researcher used the SPSS programme to analyse data gained from the questionnaires and present it in the form of statistics in chapter 5 of this thesis. The services of the North-West University Statistical Services was utilised to process and analyse the data.

Malterud (2001:358) opines that a qualitative research design refers to research in which the researcher wants to understand the meaning of a phenomenon better, try to determine the experiences of the respondents regarding the phenomenon and attempt to understand the participant's beliefs and values. The best technique to get information through the qualitative research design is by means of interviews and a questionnaire, be it an open- ended or close-ended questionnaire (Tuckman & Harper, 2012:245).

Creswell (2014:3) observed that there is not necessarily an unbridgeable divide between a qualitative research design and a quantitative research design and their data collecting techniques. This means that statistics can also be used as a data collecting technique in a qualitative study or interviews can play an important role in a quantitative design (Tuckman & Harper, 2012:289). In this study the researcher used both the interview and a questionnaire, although the proposed overarching design is qualitative in nature.

By implementing a qualitative design the researcher was able to explore the underlying problems and reasons why skilled labour in the Botswana Police Service is leaving the organisation. Through qualitative research, the researcher asked detailed and probing questions, leading to the real cause of the problem under investigation. In this regard, Froggatt (2001:433) and Creswell (2014:43) assert that social processes and values have an influence on the perceptions of workers regarding their organisation and its working environment. A qualitative study uncovers the particular social context in which the employee works and uncovers the individual's experiences and secondary attitudes toward the organisation (Froggatt,

2001:433). Using unstructured and flexible data collection methods (open-ended interviews and an open-ended questions in the questionnaire), the researcher obtained an insider's perspective of the situation in a holistic and rich manner. Qualitative research is flexible, which is perhaps its most significant value, since it can be modified relatively easily as the study progresses, making it particularly suitable for studying real life situations (Silverman, 2000:263; Leedy & Ormond, 2005: 155).

Due to the flexibility of the qualitative approach, the researcher was able to confirm the research problem statement (section 1.3), and was able to remain focused on the objectives of the research. This led to the development of the skilled labour retention model. The qualitative research approach also allowed the study to describe theories, best practices, processes and systems applicable to the development of the model. The qualitative design thus helped the researcher to (Swanson & Hilton III, 1997:88; Bryman, 2012:401):

- Gain insight into the nature of a particular phenomenon, which is skilled labour turnover;
- Develop new concepts and theoretical perspectives with regard to skilled labour retention; and
- Detect the problem, which is skilled labour turnover in the Botswana Police Service.

A qualitative research design enabled the researcher to remain neutral, objective and distant from the reality studied. In this regard, Leedy and Ormrod (2001:149) and Creswell (2014:55) stated that qualitative researchers should focus on the subjects of their research and avoid being influenced by other elements that are not part of the research. In attempting to address the research objectives of this study, the researcher undertook a literature review and utilised a questionnaire and semi-structured interviews as a method to collect data. Analysis of the official documentation also played a role when the current retention factors in the Botswana Police Service were determined.

1.8 RESEARCH METHODOLOGY

Research methodology is the general approach a researcher follows in carrying out the research project to reach the objectives of the study (Leedy & Ormrod, 2005:12). The following paragraphs motivate the reasons why the particular research methodology was utilised and how the approach was used.

1.8.1 Scholarly literature review

A literature review forms the foundation of the analysis of the theories and best practices pertaining to skilled labour retention and skilled labour turnover. According to Graziano and Raulin (2004:43) and Fraenkel, Wallen and Hyun (2012:37), literature must be examined to learn how to conceptualise, measure and test ideas. The careful examination of literature is an important part of research, because there is no room for vague points of view in a scientific study (Albright, Winston & Zappe, 2006:267; Bryman, 2012:8).

The literature review enabled the researcher to identify and discuss human resources best practices pertaining to skilled labour retention. An analysis of the prevalent skilled labour retention strategies in the Service was also undertaken to determine whether the skilled labour practices corresponds with retention best practices as outlined in HR literature.

The literature review revealed that there were no related academic studies undertaken on the development of an integrated skilled labour retention model. This study can, therefore, be regarded as distinctive in that it will offer new scholarly knowledge with regard to the development of a skilled labour retention model. Due to a lack of sufficient information on the subject matter in particular, Botswana, the literature review included material from South African sources as well as international literature on skilled labour retention. The study also focused on skilled labour retention factors as part of the identification and description of HR principles, which form the foundation of the retention models.

The following literature was consulted for this research:

- Legislation, policies, frameworks, models, processes and theories pertaining to integrated skilled labour retention and Human Resource Planning.
- Catalogues of theses and dissertations from the University of Botswana;
- Catalogues of books from the North-West University (Potchefstroom Campus Library);
- Catalogues of theses and dissertations from the North-West University (Potchefstroom Campus);
- Botswana Police Service Library;
- Internet;
- Scholarly articles i.e. journals;
- Academic conference papers; and
- Catalogues of books from Exclusive Books International.

After the literature on the topic was analysed, the researcher proceeded with the empirical phase of the study.

1.8.2 Empirical study

Empirical research has to do with the gaining knowledge on a specific phenomenon that is under investigation through the utilisation of data collecting instruments (Bryman, 2012:23). An empirical study is normally based on a specific theory or theories and suggests that only knowledge gained through experience and the senses is acceptable, in other words, ideas must be subjected to the rigorous testing before they can be considered knowledge (Fraenkel *et al.*, 2012:436).

The focus of this study is to develop an integrated skilled labour retention model for the Botswana Police Service and the empirical study (with the theoretical study) forms part of the research undertaken towards the development of a model. Through the empirical study, the researcher determined the current turnover of skilled labour. Through the theoretical analysis, it was determined how skilled labour could be retained in the Service.

To assist in the development of the retention model, the researcher used specific data collection techniques, such as a closed-ended questionnaire and open-ended interviews. Questionnaires and interviews are important techniques for data collection in a qualitative study (Tuckman & Harper, 2012:245). Withal and Jansen (1997:26) and Franekel *et al* (2012:558), emphasise the importance of the employment of more than one data collection instrument in order to attain a better understanding of the phenomenon under discussion, participants, the problem under investigation and increase the validity and credibility of the outcomes. The data collection instruments used for data collection in this study are discussed in the following sections.

1.8.3 Data collection instruments

The following data collection instruments, which are related to a qualitative design, were utilised: semi-structured interviews (See Annexure B), a closed-ended questionnaire (See Annexure D) and the analysis of official documentation. These instruments are discussed in the paragraphs that follow.

1.8.4 Semi-structured interviews

Specific senior managers in the Service were purposively selected to form part of the sample that formed the interview group. The participants were conversant with HR functions and retention activities. Semi-structured interviews were used to investigate the current arrangements to retain its skilled labour. The researcher intended to establish the impact the current arrangements have on skilled labour retention and whether the current arrangements provide any stimulus retention in the organisation.

Face-to-face contact with the respondents (senior managers), would enable the researcher to understand the current situation. In this regard, McMillan and Schumacher (2001:267), and Floyd and Fowler (2014:110) assert that at the hand of interviews, intimate discussions, eye contact, listening to voices and examination of facial expressions lead to more reliable information. A detailed discussion on semi-

structured interviews and the utilisation of the methodology is presented in Chapter 4.

1.8.5 The questionnaire

A closed-ended questionnaire was developed to determine the respondents' opinion on the theoretically identified retention factors that should be included in a skilled labour retention model for the Botswana Police Service. According to McMillan and Schumacher (2001:257) and Floyd and Fowler (2014:75), a questionnaire is relatively economical and offers consistency because the same questions are asked to all subjects and anonymity is ensured. The following factors related to skilled labour retention, formed the foundation of the questionnaire:

- Job satisfaction
- Organisational commitment
- Work-Life balance
- Remuneration
- Career development
- Learning, Training and development
- Work environment
- Decision-making
- Management style

All the questions were measured using a self-developed four point-rating scale measuring instrument. The development of the questionnaire and the questions were based on the theory accumulated in Chapters 2 and 3. The questionnaire made provision for the respondents to indicate their preference of retention factors by selecting from the following four options: “strongly disagree”, “disagree”, “agree”, or “strongly agree”. A 5-Point Likert scale was not used because the researcher wanted to determine only the positive and negative responses without giving the respondents the opportunity to be elusive with the following option: ‘not agree or disagree’. The results of the questionnaire, which present the opinion of the respondents on the acceptability of the identified retention factors, are presented in

chapter 5 as well as in the skill retention model developed in the study (in Chapter 6). The development and implementation of the questionnaire is contextualised in Chapter 5.

1.8.6 Analysis of official documentation

The analysis of official documentation is associated with a qualitative research design because the researcher operates from a realistic and life-like perspective which means that he or she gets connected to the actual environment of the organisation at the hand of official documents (Macdonald & Tipton, 1996:187; Bush, Kiggundu & Moorosi, 2011:31). Official documentation is a fundamental way to establish more about the environment in which a study is undertaken (Punch, 2014:158). The analysis of official documentation as an instrument to collect data is, however, more than merely analysing documents. It entails careful and systematic planning of what the researcher will achieve with information gathered (Hammersely & Atkinson, 2007:356). The researcher must also determine how he or she will record the information gained from the analysis and how the information will be analysed, interpreted and used (Punch, 2014:158). In addition to the interviews, the purpose of analysing official documents was important to determine the current retention factors implemented in the Service.

1.8.7 Population and sampling

A population or total population is the entire group from which a researcher will get information on a certain subject (Briggs, Coleman & Morrison, 2012:143). In some instances the total population is large and the researcher cannot reach all of them (Cooper & Schindler, 1998:128). It is then necessary for the researcher to select a target group, with fewer respondents, which will be manageable (Briggs *et al.*, 2012:143). The data collected from the target group will be regarded as representative of the whole population (Cooper & Schindler, 1998:128; Floyd & Fowler, 2014:14).

Purposive sampling, a form of non-probability sampling, was undertaken to determine the effectiveness of the current arrangements in the Botswana Police

Service. (Non-probability sampling and purposive sampling are explained in section 4.2.4 of the study.) The researcher ensured that the selected participants adhered to the specific criteria such as their knowledge of the subject, organisation, official documentation and contribution they can make (Bush *et al.*, 2011:34). Only the senior managers in the organisation were selected for the interviews.

The senior managers totalled 18. All the senior managers were selected to participate in the interview. This meant that the total population was designated to provide information on the affectivity of the current arrangements to retain skilled labour in the Botswana. Interviewing the 18 participants fell within the parameters of the number of participants for a qualitative study being less than 20 participants (Burger & Silima, 2006:666). Burger and Silima (2006:666) maintain that for samples in a qualitative design that involve less than 20 participants, a 100% sample rate should be strived for.

The 18 senior managers interviewed, represented the following Departments:

- General Operations (four senior managers)
- Media and Communication (two senior managers)
- Human Resources (three senior managers)
- Prosecution (two senior managers)
- Criminal Investigation (two senior managers)
- Special Support Group (three senior managers); and
- Traffic (two senior managers)

The senior managers who were interviewed serve on the following levels in the Botswana Police Service:

- Police Commissioner (1 in total)
- Deputy Commissioner (2 in total)
- Senior Assistant Commissioner (2 in total)
- Assistant Commissioner (13 in total)

Through the semi-structured interviews, the researcher gathered and interpreted information on the successes of the current basic conditions of service to retain its skilled personnel in the Service. The researcher also obtained information on the affectivity of the HR department in the retention of skilled labour. The results of the interviews and the responses of each manager are presented in chapter 4.

The selection of the participants who participated in the completion of the questionnaire was challenging because of the extensive number of the total population. The Botswana Police Service has a total of 27 police stations in Botswana. Eleven of these police stations are in the southern part of the country. The number of police officers in these eleven stations total 8 000. The rest of the police stations are in the central and northern parts of the country and there are 12 000 police officers stationed in these parts. The total population of the organisation is 20 000 police officers. Six thousand four hundred and seventy one (6 471) police officers fall in the category of skilled labour. In order to conform to the guidelines of purposeful sampling and in an effort to ensure that each of the 6 471 skilled labour had an equal chance of being selected in the sample group, a survey was conducted at all the police stations. The questionnaire was administered by Station Commanders and targeted employees who fell within the definition of skilled labour as explained in section 1.12.1. A total of 2103 completed questionnaire were received from all police stations, indicating a response rate of 32.49% as opposed to a generally acceptable response rate of 4.5%. A detailed discussion and clarity of the response rate is presented in chapter 5 (section 5.2.1).

1.8.8 Data analysis

According to Struwig and Stead (2004:169) and Silverman (2011:273), data analysis is the process of systematically searching and arranging the interview transcripts, field notes and the data from the questionnaires that the researcher accumulates to increase an understanding of the respondents' subjective experiences and to enable the researcher to present what has been discovered. Silverman (2011:273) maintains that data analysis involves working with data, organising them, breaking them into manageable units, synthesising them, searching for patterns, discovering what is important and what can be learned.

The information obtained from the semi-structured interviews was noted in chapter 4. The results revealed the perceptions of the current retention of skilled personnel arrangements in the Service. The transcription of the entire interview scripts was analysed word for word in order to obtain a complete record of the discussions and to facilitate analysis of the data. Thereafter, the transcribed text and field notes were read and the content of the discussions analysed with the view to extracting trends and patterns that appeared in the interview scripts. The data collected during the interviews was analysed using the guidelines proposed by Bogdan and Biklen (1992:40) and Rubin and Rubin (1995:124). The aforementioned authors posit that a preliminary analysis must commence immediately after interviews have been conducted. The collected data was tested against the literature study. Silverman (2011:273) asserts that an analysis of all data should enable the researcher to discover the truth and utilise the information to create a better future.

The researcher utilised the SPSS statistical software package to analyse the data. Statistical analysis was computed with the assistance of the Statistics Consultation Service, North-West University, Potchefstroom. The SPSS technique is recommended by statisticians as a statistical method (quantitative) to analyse data that originates in the social sciences (qualitative) (Bryman, 2012:353). The results of these findings are presented in chapter 5.

The results of the literature analysis, interviews and the questionnaire enabled this study to develop the integrated skilled labour retention model for the Botswana Police Service.

1.9 RESEARCH PROCEDURE

The research process is a step-by-step procedure followed by a researcher when undertaking scientific research (Punch, 2014:8). The research process also involves the identification, locating, assessing, analysing and interpreting of information in order to develop new knowledge on a specific identified phenomenon. All these activities were based on primary and secondary sources from which conclusions were drawn and recommendations offered to the institution under investigation (Kumar, 2014:33).

The following steps were taken to complete this research and to create new knowledge, not only for scientific purposes but also for utilisation by the Botswana Police Service:

- A preliminary literature study was undertaken to determine the availability of information on the topic;
- A literature study was undertaken to establish the contents of relevant theories;
- Information on skilled labour retention was determined and presented;
- Information on skilled labour turnover was established and presented;
- Semi-structured interviews were developed and conducted to determine the success of the current arrangements to retain skilled labour;
- A questionnaire was developed and presented to the respondents to validate the aspects which should be included in the integrated skilled labour retention model; and
- Based on the findings of the interviews, questionnaires and theoretical principles, a scientifically skilled labour retention model was proposed for probable implementation by the Service.

The study was, as previously mentioned, based on theoretical principles as well as on an empirical study. The theories helped to identify the problem regarding the high skilled labour turnover in the Botswana Police Service and also indicated how the situation could be rectified (through the model).

1.10 CONTRIBUTION OF THE STUDY

Although HR literature provided guidelines on the retention of skilled labour, the employment of a 'one-size-fits-all' strategy (all employees received the same benefits) was unsuccessful to retain skilled labour at the Service. It was evident from the onset (preliminary literature analysis) that a scientifically developed skilled labour retention model was required by the Service to address the high turnover of skilled personnel. A comprehensive retention model, based on scholarly literature was

developed for the Service. The new model⁴ could assist the organisation to retain its skilled labour. Furthermore, no model exists in any public organisation in Botswana. Consequently, this study will endeavour to make a significant contribution to the current body of knowledge.

The study also highlighted the importance of integrated HR strategic planning to retain skilled labour in Service. It was established that the HR department in the Service underperformed in retaining its skilled labour. In addition, the study provides HR managers with the necessary insight to integrate its practices into an organisational strategy. The proposed model for this study addresses the aforementioned concern in-depth. The model also brings to the attention of the HR managers the strategic role it is expected to play. It will also assist in correcting the belief held by selected senior managers that skilled labour retention is the function of the HR manager.

1.11 ETHICAL CONSIDERATIONS

Since this research and empirical study focused on human beings and the environment in which they live and work, the guidelines to address ethical aspects in research were adhered to. The goal of ethics in research is to ensure that no one is harmed as a result of research activities (Thomas, 2004:97; Floyd & Fowler, 2014:140). The researcher took the following into account during the study to secure the well being of the participants:

- All the participants were informed of the purpose of the study and the probable risks associated with participating in the study were explained to them;
- All the participants participated voluntarily in the study and gave their formal consent;
- Participants were told that they could withdraw from the study at any time without giving reasons for doing so;

⁴ The **new model** refers to the skilled labour retention model developed in this study, whereas the **old model** refers to the current employee retention model of the Botswana Police Service.

- Participants were ensured that their responses will remain anonymous and that the researcher will secure the information provided by them. Instances where the participants names were quoted, prior consent was sought especially in case of interviews;
- Participants were told that there was no monetary benefit related to their participation; and
- Participants were informed that the proposed model for the retention of skilled labour would be beneficial for the organisation (Botswana Police Service).

The senior managers with whom semi-structured interviews were conducted to determine the success of the current benefits to retain skilled labour were informed on signing the consent form (Annexure A) that anonymity could not be guaranteed at all times (Chapter 4). Consent was obtained to enable the researchers to report on their information gathered through the interviews (Chapter 4). The sample group that completed the questionnaires also completed a consent form (Annexure C). Their anonymity was guaranteed (Chapter 5).

1.12 DEFINITION OF CONCEPTS

Specific concepts relevant to the study are defined and explained below.

1.12.1 Skilled labour

Skilled labour refers to competent employees who have the necessary skills, knowledge and work experience, coupled with the required behaviour to successfully carry out their jobs to the satisfaction of the organisation management and its supervisors (Netswera *et al.*, 2005:36; Swanepoel, 2008:24). In section 1.2, it was indicated that skilled labour in the Botswana Police Service refers to police officers who have undergone specialised training and have served the organisation for several years. It is also argued in chapter 2 (section 2.2) of this study that organisations worldwide are reliant on such skilled labour to achieve their set goals.

1.12.2 Competence

Competence refers to what a person knows and can do under ideal circumstances (Erasmus, Swanepoel, Schenk, Van der Westhuizen & Wessel, 2005:323). Competence is closely linked to skills and the ability to avail these skills to the organisation (Serfontein, 2006:126). Competency can also be linked to the courage that an employee possesses and his or her personality and aptitude (Serfontein, 2006:126). The loss of skilled and competent police officers in the Botswana Police Service implies that they would have to be replaced by skilled labour. However, replacement of skilled labour is not as easy as it may sound because organisations such as the Botswana Police Service rarely find readily trained replacements in the open job market. The organisation is the only one in Botswana that provides training needed for effective community policing.

1.12.3 Labour turnover

Labour turnover refers to a permanent withdrawal of an employee from the employment of an organisation (George & Jones, 2008:94). Labour turnover can be measured by the rate at which employees leave an organisation (Phillips & Connell, 2003:2; Sutherland & Jordaan, 2004:61). In this context labour turnover refers to the general departure of any type of employee from the organisation. This study, however, focuses only on skilled labour turnover. Skilled labour turnover is defined in the next section.

1.12.4 Skilled labour turnover

Skilled labour turnover refers to the departure of high performance employees from an organisation, while poor performance employees remain (Allen & Griffeth, 1999:525). High performance employees in the Botswana Police Service are the skilled labour who performs to the satisfaction of their supervisors and society. It was reported in section 1.2 of this chapter that the Service is losing its skilled labour at an alarming rate. The turnover rate for skilled labour in the Service has been 16% for 2013. According to researchers, the turnover rate for a law enforcement institution

should be under 10% and closer to 8%. Consequently, a need was identified to develop an integrated skilled labour retention model for the Service.

1.12.5 Skilled labour retention

Employee retention refers to the different policies, practices and strategies that enhance the possibility for the current employees of an organisation to remain with the organisation (MSG, 2013). *Skilled labour retention* therefore, refers to the effort made by an organisation to keep its skilled labour in the organisation. An organisation must be aware of the early signs of relating its skilled labour intending to leave the organisation and then to create opportunities that would make it more acceptable for those workers to remain in the service of that organisation (Anon, 2000:1). Skilled labour retention is, therefore, the ability of an organisation to develop its human resources and to retain its skilled labour in its employment for as long as possible (Kirschenbaum & Weisberg, 2002:109).

1.12.6 Model

A *model* is a representation of a complex reality that has been simplified in order to understand some aspect of the reality better and to describe and explain the relationships between the different variables in that reality (Bailey, 1994:322). With this knowledge at hand it is also possible to describe future actions at the hand of a model (Bailey, 1994:322; Cloete & Wissink, 2004:24). A model can also be defined as a scientific instrument that describes a specific phenomenon that can guide an organisation into the future (Little, 1970:2). The purpose of model building and the construction of models, according to Dunn (1994:152), are to assist in the explanation or solution of particular problems. Given the above explanations it can be summarised that a skilled labour retention model may assist the Botswana Police Service to understand the implications of the lack of a strategy and to devise strategies and plans on how to retain skilled labour.

1.12.7 Integrated

According to the English Dictionary (1987:877), the word *integrate* means joining or combining one factor to another so that they become closely linked so that they can form part of a whole system. *Integrated* refers to factors that are combined together to form a whole or system or a model (Dictionary.com, 2014; The Free Dictionary, 2014), as proposed in this study. For the purposes of this study, HR practices that were found to have a positive effect on skilled labour retention have been combined to develop an integrated skilled labour retention model for the Service (Headman, 2010). The need for an integrated HRM (of which employee retention is part), with an organisational strategy, as alluded to in section 1.2, will ensure that the HR department plays an active and value-adding role in the achievement of organisational success and the strategic objectives of the organisation (Kruger, 2007:3; DPSA, 2008:21). It is only through the integration of an HR strategy and plan with the organisation's approach that an effective skilled labour retention strategy can be developed and presented as part of a model (Rucci, 2004:13). Therefore, the retention model developed for the Service is an integrated one. Employee retention is integrated to other HR practices and the HRM function of the organisation is integrated with the organisation's strategic plan.

1.12.8 Strategic human resource planning

Strategic human resource planning is a systematic process of reviewing all HR needs of an organisation and to implement plans and programmes to ensure that, for example, the required skilled labour, with the required competencies, is available when needed (Erasmus *et al.*, 2005:225). It is argued in chapter 6 (section 6.4.3) that effective human resources strategic planning will assist the Botswana Police Service to manage its skilled labour effectively to avoid a lack or oversupply thereof. An oversupply of skilled labour refers to a situation where an organisation would have more skilled labour than it requires, a situation commonly referred to as over-staffed which could result in retrenchments, whilst a shortage may result in organisational objectives not being met (Erasmus *et al.*, 2005:225).

1.12.9 Psychological contract

The *psychological contract* is the expectations that employees have of their organisation as well as the expectations that the organisation has of its employees (Armstrong, 2006b:225). Both the skilled labour and the organisation have expectations of each other and both must contribute to secure a fruitful working environment (Wocke & Sutherland, 2008:528). According to Bux and Tay (2010:215), employer/employee relationships, based on mutual commitment between employer and employee, in this case skilled labour, are no longer the norm in an organisation. The change in the psychological contract is discussed in chapter 2, section 2.1. The change in the psychological contract is a significant phenomenon which can lead to skilled labour constantly moving from one organisation to the other, resulting in high employee turnover (Bux & Tay, 2010:215), as experienced in the Service.

This study focuses on the theoretical clarification of what skilled labour retention and turnover means within the context of human resources (with a view to develop an integrated skilled labour retention model). The locus of the study is the Botswana Police Service. The process of reasoning for this study is from the general to the specific; from theory to a model, which is a deductive approach (Bailey, 2008:265; Bryman, 2012:24).

1.13 CONCLUSION

This chapter introduced the purpose of the study by providing the background, problem statement, general research question and the objectives. The central theoretical statements and methodology was explained. Emphasis was also placed on the Botswana Police Service and the challenges faced by this organisation regarding the loss of its skilled labour. The objectives of the study were highlighted. It was also indicated that the focus of the study is to develop a model to retain skilled labour (police officers). Other institutions in Botswana can also adopt the proposed skilled labour retention model.

This chapter also provided the methodology used to conduct the study in order to reach the objectives. In section 1.2 and 1.3 of this chapter, it was identified that human resources planning (including the retention of skilled labour) in the Service was not clearly linked to the organisation's strategy, resulting in the HR strategic plan not being fully functional. Furthermore, the Botswana Police Service's reliance on the standard conditions of service applicable to all police officers was inadequate to retaining skilled labour. The need for an integrated skilled labour retention strategy, plan and model for the Botswana Police Service was found to be a necessity in order to assist the organisation to retain its skilled labour.

The next chapter will focus on the theory and practice of skilled labour and skilled labour retention. The discussion will endeavour to provide a fundamental and critical understanding of what skilled labour is, what retention entails and how it should be approached. The discussions in the next chapter will form the theoretical basis on which the questionnaire (Chapter 5) and interview questions (Chapter 4) were designed. The understanding gained from the discussion in Chapter 2 (and Chapter 3) will play a pivotal role in the compilation of the skilled labour retention model for the Botswana Police Service that will be presented in Chapter 6.

CHAPTER 2: SKILLED LABOUR RETENTION AS A PHENOMENON

2.1 INTRODUCTION

The previous chapter provided the background to this study, which seeks to propose an integrated skilled labour retention model for the Botswana Police Service. This chapter provides, within the boundaries of this thesis, an account of the theoretical principles, practices and interventions pertaining to skilled labour retention. Since this topic is a comprehensive one, only the most important aspects related to this study will be identified and addressed in this chapter.

Understanding the best practices pertaining to skilled labour retention is imperative in order to contextualise the study and ensures that the retention model, developed in this study, adheres to the theoretical underpinnings. Skilled labour retention in the Botswana Police Service, and in any other organisations in the Botswana public service, can only be understood and realised if the proposed model adheres to the best theoretical principles of skilled labour retention. It was highlighted in chapter 1 (section 1.2), that in order to be effective, a skilled labour retention strategy and model should be developed from a scholarly theory and be validated in practice.

The importance of having an effective management system in an organisation lies in its ability to ensure that a skilled labour vision and mission is aligned for the future with the rest of the organisation (Luthuli, 2007:68). In order for skilled labour to remain loyal to an organisation, personnel need to understand what is expected of them within the context of the organisation's strategies and plans as well as understanding the effect their work has on the desired goals of the organisation (Rowold, 2007:32). It is, however, also important that the organisation recognises its role in the growth of the employee (Rowold, 2007:32). The organisation should support, train and develop the available skilled labour to achieve their meaning and purpose (Hansen, 2007:12). Therefore, skilled labour should have clear goals towards which they can strive as well as be assessed with the purpose of creating the correct talent path and as such, a future for themselves in the organisation. It is, therefore, necessary that there is a psychological contract, which was referred to in

Chapter 1, section 1.12.9, between the employer and employees focusing on the expectations that employees have of their organisation and vice versa.

The theories that have a direct influence on the retention of skilled labour form the basis of the discussion in this chapter, namely: skilled labour competency, approaches to skilled labour retention, the need to retain skilled labour and HR activities that are important to create a skilled labour retention environment. The insight gained from chapters 2 and 3 enabled the researcher to undertake the empirical study and identify the retention factors that should be included in the proposed integrated skilled labour retention model for the Botswana Police Service.

2.2 SKILLED LABOUR AS A PHENOMENON

In order to be described as skilled in their occupation, employees must be able to take decisions and solve problems at a required level; demonstrate a natural predisposition to appropriate styles of behaviour and interaction; and demonstrate learned knowledge or skills, supported by experience (Netswera *et al.*, 2005:36; Swanepoel, 2008:24). Bonder, Carl-Denis, Bouchard and Bellemare (2011:3) state that a skilled person is someone who has undergone several years of training, education and work experience and a person who fits the profile of the position. Therefore, employees' skills denote their experience and competency in their occupation (Bramley, 2003:3).

Skills also relate to techniques, procedures and abilities acquired through training and practical experience (Caldwell, 2008:276). Once these skills have been obtained, employees are able to function independently with little supervision. Furthermore, they can be entrusted with increasingly responsibility and accountability (Maroudas *et al.*, 2008:25). Such employees are referred to as skilled, experienced, talented or competent labour (Serfontein, 2006:126). Taking these explanations into account, skilled labour can be defined as (Hansen, 2007:12):

- Well-trained employees who have the necessary skills and knowledge to perform adequately and satisfactorily in their jobs;

- Employees who are committed and have the right psychological attitude towards their work;
- Employees whose work performance is in accordance with what is expected from them; and
- Employees who are competent and contribute positively towards the fulfilment of the organisations culture.

From the above it can be inferred that, in order to provide quality services to the public, public organisations such as the Botswana Police Service should have skilled labour in their employment. As a public organisation, the Service should provide quality law enforcement services to the public of Botswana. This would require police officers that are skilled and have the knowledge to be effective and know how to perform their designated tasks as effectively as possible (Modiagane, 2010). Felps, Mitchell, Hekman, Holtom and Harman (2009:545) point out that skilled labour should be acquired through effective recruitment, selection and appointment processes, rigorous training and development programmes and skilled labour retention plans. However, the retention of skilled labour does not form part of the HR process in the Botswana Police Service (Modiagane, 2010). Failure by the Botswana Police Service to effectively address the retention of skilled labour has resulted in the loss of its personnel with serious repercussions. Two of the problems in this regard are, the high financial costs to replace the skilled labour and the time it would take to appoint police officers that are capable of high performance to deliver effective and efficient services to the public (Modiagane, 2010). These two problems have resulted in the Service failing to achieve some of its set objectives in terms of its mandate, that is, prosecution of its criminals in the shortest possible time frame (Molefe, 2008). Theoretically an organisation is only as good as its skilled labour that is the primary reason for organisational success as far as service delivery is concerned (Kim, 2011:8). The recognition of skilled labour's value in an organisation has led to the so-called "war for talent" phenomenon, an occurrence which is believed to be a strategic organisational challenge and a critical driver for organisations to retain their skilled labour (Felps *et al.*, 2009:545). This implies that organisations should have strategies in place to retain its skilled labour and put mechanisms in place to deal with recruitment efforts by 'outside' organisations (Beechler & Woodard, 2009:273).

The “war for talent” further refers to the realisation by an organisation that its optimum functioning is closely related to its ability to retain skilled labour and to ensure that skilled labour perform to the best of their capabilities (Hansen, 2007:12). This emphasises the importance of skilled labour and the organisations constantly striving to retain them. In order to win the “war for talent”, Bonder *et al* (2011:3), suggest that organisations should have skilled labour retention strategies and plans that focus exclusively on retaining its personnel who possess the required competencies. Employees who are skilled and remain in its service can ensure that an organisation reaches its organisational objectives (Kim, 2011:8).

Failure to achieve its law enforcement objectives, because of a high turnover rate of skilled labour, will not only have a detrimental effect on service delivery, but also on the proficiency profile of the Botswana Police Service (Mbulawa, 2009). Due to the high skilled labour turnover in the organisation, the Service spends substantial sums of money training new appointees to the required competency levels (Bagopi, 2008). Competency is, therefore, seen as an important factor required by skilled labour in order to perform satisfactorily in an organisation. The next section will focus on skilled labour and competency.

2.3 SKILLED LABOUR AND COMPETENCY

Before discussing the approaches to skilled labour, it is important to determine where competency or competent employees fit into the context of these approaches. The differences between competency and competent employees are significant to this study because in many instances the two words are considered as similar phenomena, which is not the case. In this study, the emphasis is placed on skills and skilled labour. However, in some instances mention is also made of competent labour.

Tracey (2004:619) perceives skills as an ability that can be acquired through training. A skill is also the ability to perform a certain job (such as police work) effectively. Such a skill can only be obtained through training and experience (Briscoe, Hall, & DeMuth, 2006:30). An employee gradually develops skills as they go through the various training programmes offered by their organisation (Velada & Caetano,

2007:283). When such employees reach the skills level equal to the organisation's policies and regulations, they can be regarded as skilled employees (Netswera *et al.*, 2005:36). On the other hand, an employee can become a competent worker through acquiring specific physiological characteristics (Mohamud, Jennings & Rix, 2006:440). During the training process an employee will also develop his or her personnel competency (Briscoe *et al.*, 2006:30).

In the Service skilled labour is referred to police officers who have been well trained to undertake law enforcement duties and who possess the ability to act professionally in their law enforcement environment. Skilled labour, such as police officers, can be demarcated into: Novice police officers still in training, junior police officers still in training but in junior positions, expert police officers who are skilled but are still on the middle level and master police officers on the senior level who are fully skilled (Molefe, 2008).

The concept *competency*, was first used by McClelland (1973:3). McClelland disclosed that the term *competencies* predict effective or superior performance in a job. Boyatzis (1982:21) elaborated on McClelland's research and investigated the competencies that identify skilled labour as more effective than unskilled labour (Saunders, 2002:37). Robbins, Ondedaal and Roodt (2007:66) have observed that in defining competency, researchers refer to employees reaching the outcomes expected from the job successfully, employees performing above average, employees using knowledge to the advantage of the organisation and employees who possess over a wide range of personal advantages which helps them to easily become part of the organisations culture.

Since 1973, numerous definitions have emerged, most of which are in line with Boyatzis' (1982:21) definition. These definitions describe competency in a broad, generic manner, as any underlying personal characteristics skilled labour should possess (Caldwell, 2008:275). The researchers use characteristics such as: motive, trait, skill, aspect of one's self image, social role, or a body of knowledge to describe competency (Delamare, Deist, & Winter, 2005:27). By strengthening these characteristics, the organisations can secure the employees will. In combination with their skills obtained through training, the employees can become successful

performers, be positive, be committed, and be satisfied and content to stay in their specific organisation for long periods of time (Barnett, Doll, Youngren, & Rubin, 2007:510). According to theory, competency can be demarcated into: attitude of the employee, good interpersonal and personnel skills or characteristics and the right temperament (Bissessar, 2010:97).

These two phenomena (competency and competent employees), allow organisations to ensure that employees do not only concentrate on their skills development but address competency issues at the same time (Leigh, Bebeau, Nelson, Rubin, Smith Lichtenberg, Portnoy & Kaslow, 2007:463). A problem for employees in an organisation is that, with a lack of skills and mastering competency, such workers will not progress in their careers and will in all probability leave the organisation (Bissessar, 2010:97). The concepts *skills* and *competency* also have repercussions for HR practices in an organisation (Bartnett *et al.*, 2007:510). Organisations should ideally implement plans on how to develop the character of employees and monitor functional training to secure skills development (Cadwell, 2008:278).

Based on these observations and definitions, it can be inferred that skilled and competent employees will provide prominent benefits for organisations. The benefits of skilled and competent employees in an organisation, such as the Botswana Police Service, will be discussed next.

2.3.1 Benefits of skilled and competent employees for an organisation

The development of the skills and competencies of employees with potential is to a large extent a HR function as well as a line function and it is important for any organisation that its employees are assisted in their training and development as well as the building of their competence (Bissessar, 2010:). It is important that organisations worldwide use skills and competency models to identify key characteristics that distinguish classical performers (best performers in organisations) from poor performers (Rodriquez, Patel, Bright, Gregory & Gowing, 2002:309; Dubios & Rothwell, 2004:23; Teodorescu, 2006:27). The characteristics focus on what excellent skills represent, what knowledge is needed to perform above average, what quality performance entails and what interpersonal behaviour is

required to be a high performer (Teodorescu, 2006:27; Sanchez & Levine, 2009:57). Bonder *et al* (2011:8) believe that with clearly defined skills and competency characteristics in an organisation, job performance and skilled labour retention would systematically improve, as the correct job fit may be achieved and maintained. This will also give security to employees that they fit into the specific mould of the organisation. Moreover, it will give comfort and content which is one of the requirements for an employee to remain in a certain organisation (Teodorescu *et al.*, 2006:27).

If the skills are in line with competency, it can be developed according to the required standards of an organisation and provide organisations with significant benefits (Robbins *et al.*, 2007:65), since employees will be able to achieve the set organisational outcomes. Benefits relate not only to secure a content employee, which is an important factor in the retention of skilled labour, but it will also improve those employees' work performance and productivity which is a positive add-on for the organisation and the community at large (Robbins *et al.*, 2007:65). Extending the development of its skilled labour through training and by paying attention to its competency profile, the Service will be able to lay a solid foundation for the retention of skilled labour.

The determination of whether skilled labour is delivering the quality of work as expected of them an organisation should put certain measures in place to make certain of it (McAuley, Zeit & Blau, 2006:571). It could happen in practice that an organisation places significant effort in the development of the skills and competencies of identified employees. However, these employees may for some reason or the other not perform satisfactorily and become unhappy with the organisation (Weyrauch, 2007:86). The skilled labour, in many instances, leaves the organisation. Consequently, the organisation has to take measures to retain them (Brown, Haltiwanger & Lane, 2006:218). Should an organisation be in a position to identify such skilled labour in time, correctional steps can be taken to address their problems with the objective of keeping them in the organisation (McAuley *et al.*, 2006:571). An applicable HRM instrument is conduct performance appraisals (Weyrauch, 2007:86).

Performance appraisal refers to the process that assists with the assessment of skilled labour's ability to perform on the job and simultaneously establish the competencies necessary to perform the particular job or task effectively (Weyrauch, 2007:86). It involves establishing a shared understanding between management and skilled labour of what is to be achieved and how this is to be achieved. This must include the objectives of the organisation as well as the tasks of each skilled employee. If the skilled employee performed the task satisfactorily, such an employee should be retained by the organisation (DeNisi & Pritchard, 2006:771). In this regard performance appraisals effectively play two vital roles in an organisation: firstly, it forces the organisation to determine what attributes or factors are truly core to the organisation's success; and secondly, it ensures that skilled labour are objectively evaluated and understood by the organisation (Luthuli, 2007:18). This performance appraisal analysis will provide a chasm that should be addressed by the organisation and the employee with the expectation that the employee can be positively enhanced to advantage the organisation (Luthuli, 2007:18).

In view of the above, it is clear that effective performance appraisals may assist an organisation to: establish the competencies needed by skilled labour in the organisation; gauge how skilled labour performs; and align skilled labour goals with the organisation's objectives (Luthuli, 2007:18). To be of value to the organisation, skilled labour tasks should also be clearly described and be measurable to determine whether there are improvements in the job performance (Luthuli, 2007:18).

There are different approaches to underline and describe what skilled labour entails (Robinson, Sparrow, Chris-Clegg & Birdi, 2007:65). To further highlight the understanding of skilled labour and skilled labour retention, four prominent approaches will be discussed in the next section.

2.4 APPROACHES TO SKILLED LABOUR RETENTION

Despite a relatively common understanding by scholars of what skilled labour retention entails, a comprehensive universal explanation has not as yet been offered by researchers on how skilled labour can be retained in an organisation (Burke & Ng,

2006:88). Literature has disclosed four approaches to explain what skilled labour retention entails (Young, 2007:16). An approach in this context can be regarded as a specific perspective that includes certain beliefs (assumptions) about a certain phenomenon (retention of skilled labour) (Payne, 2006:756). An approach identifies the salient features of that phenomenon and people support or reject the doctrines underlying the approach (Stavrou & Brewster, 2005:186). Viewed from different angles or disciplines, an approach can thus be right or wrong (Bailey, 2008:265; Kumar, 2014:20).

The **first approach** to skilled labour retention is based on the ***boundary-less career approach***. This approach proposes that the idea of retaining skilled labour for extended periods of time in an organisation must be abandoned in order to give way to the idea that easy movement of skilled labour in and out of organisations are an order of the day (Kacmar, Andrew, Van Rooy, Steilberg & Cerrone, 2006:133). There are no longer boundaries between different organisations with regard to the movement of skilled labour (Young, 2007:16). Subscribers to this approach posit that long term skilled labour retention is not possible and that the retention problem will never be completely eliminated (Resler, 2007:11). Organisations must, therefore, embrace flexibility and accept skilled labour turnover as a given (Grote & Raeder, 2009:219). This means that long term employment, commonly referred to as job security, must be declared as non-existent (Kacmar *et al.*, 2006:133). Researchers Ulrich and Smallwood (2006:16), state that as competition for skilled labour intensifies, organisations will be forced to invest more to retain them. However, this has considerable financial implications for organisations and they may follow the route of not addressing retention matters at all. Public institutions are especially vulnerable because they work on close monitored budgets with very little freedom to transfer money (Kacmar *et al.*, 2006:133). The authors are of the opinion that retention programmes should only be implemented if no cost is involved.

The above approach is founded on the basis that organisations can do little to retain its skilled labour. Furthermore, skilled labour will make career moves irrespective of the arrangements made by an organisation to retain their services (Young, 2007:16). The boundary-less career approach, therefore, suggests that organisations should condone and accept skilled labour turnover as an on-going problem or challenge that

they should be content with (Young, 2007:16). The Botswana Police Service cannot approve this approach and the organisation cannot afford to take a passive stance towards the loss of skilled labour. It is important to retain skilled labour in order for the Botswana government to address its mandate namely: to secure effective law enforcement services to the public of Botswana (Mosweu, 2010). This is also emphasised in the Botswana Police Service Act of 1998 that the organisation should endeavour to retain its employees in the Service to assist in the attainment of the set mandate.

The **second approach** to skilled labour retention holds that ***retention strategies must be all-inclusive*** (Sutherland & Jordaan, 2004:57). As such, organisational and HR strategies and plans should, *inter alia*, be aimed at retaining every employee in the organisation for as long as possible, whether that employee can be regarded as skilled or not (Grote & Raeder, 2009:219). The reason for the approach is primarily to curb the cost of turnover for the employees (Cappelli, 2000:106). In this approach management unilaterally decides on HR practices that should be implemented to prevent all employees from leaving the organisation. The second approach aims at providing standardised fringe benefits - an arrangement to keep employees in the organisation (Chadwick, 2010:85). The substance of the benefits is determined by management as they deem fit and in some instances there is a distinct lack of scientific reasoning (Sharma, 2006:1).

A problem with the second approach is that it ignores the fundamental basic laws of motivation (Chadwick, 2010:85). It ignores the fact that individuals have different needs and are motivated by different factors to remain in or leave an organisation (Stavrou & Brewester, 2005:186). All the employees are regarded as equal and as such have the same set of factors that will motivate them (Colombo, Delmastro, & Robbiosi, 2007:1037). According to Robbins *et al* (2007:143), skilled labour should be regarded as a special body of employees because of their value for the organisation. The authors also indicated that skilled labour should be engaged in the development of retention strategies because it will give them a sense of belonging to the organisation (Fiss, 2007:1180). The engagement of skilled labour in the development of the skilled labour retention strategies is an important element in

assisting skilled labour to experience the sense of job satisfaction (Corporate Leadership Council, 2008:13).

The second approach is not supported by this study, because it does not give skilled labour the credit for the important role they play in an organisation. Skilled labourers are degraded to the level of non-skilled labour and their value for the organisation is rejected. The consequences hereof for the skilled employee are one of demotivation and demoralisation and it can create a situation for the organisation where its objectives cannot be reached (Robbins *et al.*, 2007:143). It is inadvisable for the Service to implement this approach due to the problems identified above. With this approach in place, the organisation will not be able to retain its skilled labour (Mosweu, 2010).

The **third approach** maintains that *retention strategies must be individualised*, thus, strategies must focus on the needs and development of individual employees (Corporate Leadership Council, 2008:13). This approach is premised on the aims of talent management which means that employees who have talent and potential to develop into skilled labour, should be identified and processes should be put into place to individually retain them (Narsi & Ukpere, 2010:1080). It must, however, be highlighted that this approach is dominant in the private sector where remuneration or salary packages are predominantly used as retention factors (Kemelgor & Meek, 2008:76). In chapter 3 (section 3.6.1) it is argued that remuneration on its own is not necessarily a motivator in the public sector. In order to be effective as a retention factor, remuneration should be integrated with other retention factors. As a public organisation, the Botswana Police Service is governed by government remuneration policies, regulations and structures that are all embracing and uniform for all employees. Therefore, the implementation of individual talent management strategies for skilled labour is problematic in the public sector and it is in most instances impractical to implement it as strategy to retain employees, since all employees are entitled to all-encompassing benefits (Moalogi, 2010). It can be inferred from the above that this approach is also not plausible to implement in the Botswana Police Service.

The **fourth approach** proposes that organisations should ***change their HR systems and practises*** to respond to the flexibility of the outside skilled labour market (Rose & Kumar, 2006:18; Cunningham, 2007:5; Felps *et al.*, 2009:545). This approach seems to be the current global approach to address skilled labour retention (Guthridge, Komm & Lawson, 2006:1). Governments and organisations are requesting their HR departments to outline strategic plans aimed at addressing not only the HR functions such as attraction and selection of skilled labour, but also skilled labour retention (Ireland & Webb, 2006:52). The drive for skilled labour retention is, according to Scullion and Collings (2010:106), borne from the strategic contribution that skilled labour provides to the well being of an organisation and satisfactory delivery of services to the public. Therefore, organisations should invest significantly to implement HR systems and processes that will secure the retention of skilled labour (Guthridge *et al.*, 2008:50). The fourth approach demands that organisations must, through their HR department, systems and practices, implement skilled labour retention plans that can assist organisations to retain its personnel.

Such skilled labour retention strategies and plans should, however, be integrated and aligned with HR strategies as well as organisational strategic directions (Lewis & Heckman, 2006:140). The fourth approach is in line with the aim of this study, which is to develop an integrated skilled labour retention strategy as part of the HR strategy, as well as in line with the organisations strategy. This approach will also be evident in the proposed retention model for the Service.

It must, however, be emphasised that all the approaches discussed above, although different in some aspects, emphasise the fact that there is a significant economic and service delivery result when an organisation loses its skilled labour. It is the loss of knowledge and experience that newly recruited employees are unable to fill in the short and long term (Hansen, 2007:12).

There is also an on-going debate as to how skilled labour should be managed in an organisation (Stanz, 2009:17). It is difficult to identify which approach is best when it comes to the management of skilled labour because of the confusion regarding definitions, terms and the assumptions made by researchers and authors who write

about its management (Lewis & Heckman, 2006:139; Stanz, 2009:17). The following discussion will determine the most feasible approach to manage skilled labour.

2.4.1 Approaches to manage skilled labour retention

Literature unveiled three prominent approaches which management of organisations can use as guidelines to manage the retention of skilled labour in their organisations (Scullion & Collings, 2006:105). These three management approaches, discussed in this section, can be of value to management in organisations.

The **first management approach** defines the management of skilled labour as a set of processes designed to ensure the adequate flow of talented employees into senior jobs throughout the organisation (Kesler, 2002:32). This approach is closely related to what is known as succession planning where identified talented employees can be developed over time (Lermusiaux, 2005:3; Meyer & Litheko, 2007:1). The approach emphasises the development of talent pools focusing on forecasting employee needs, and managing the progression of employees through to senior positions in the organisation (Lewis & Heckman, 2006:140). Supporters of this approach argue that plans should be implemented to manage the filling of senior positions' vacancies in an organisation and senior positions should be filled with top performers, who are identified and prepared for the positions (Corporate Leadership Council, 2008:13).

This approach may, to some extent, be applicable for the Botswana Police Service as the organisation recruits and trains its police officers to an adequate level of performance and thereafter promote them to senior positions based on talent and individual performance merits. In the Botswana Police Service the merits of this approach is negatively influenced by the fact that the progress of skilled labour is subjected to the availability of vacant positions (Headman, 2010). Therefore, skilled and competent employees could be demotivated in the Botswana Police Service due to this approach (Lesole, 2010).

The **second management approach** focuses on recruiting skilled labour from outside the organisation to fill vacancies (Pandit, 2007:27). This approach posits that skilled and competent individuals should be sought outside the organisation, hired

and then developed through the organisation's own programmes in order to retain their services (Lewis & Heckman, 2006:139). This approach also emphasises the identification of well-trained individuals outside the organisation and hiring them for placement in senior positions in the organisation (Colombo *et al.*, 2007:1190). Such individuals should then prove to be 'star performers' in their current organisations who will easily fit in the culture of their newly adopted organisation (Lewis & Heckman, 2006:139).

When recruiting new employees, this approach classifies employees from outside the organisation in accordance with their individual performance levels when recruiting them, that is, high performers and poor performers. It is, however, a difficult process for HR departments to undertake this classification of employees whom they do not know well or at all (Becker, Huselid & Beatty, 2009:124).

In contrast to the first approach (internal succession planning), it is argued that organisations must strategically aim to recruit high performers externally, and manage them effectively with the sole purpose to retain them. This approach is in principle also applicable to the Service because the organisation often needs to replace the skilled labour or fill a newly created position. However, in practice, the organisation cannot recruit competent and well-trained police officers readily available in the labour market, since there are no institutions in Botswana that offers the specific training for police officers. The recruitment, and the applied police training for the new recruits, are undertaken by the training division of the Botswana Police Service itself (Bagopi, 2008). Also problematic is that retention management does not form part of this process.

The **third management approach** to skilled labour defines HR activities as a set of interrelated employee management processes concerned with identifying, integrating, training, developing, motivating and retaining most talented employees in an organisation (Collings & Mellahi, 2009:304). This process must be in place to secure the best performing employees in the organisation. Moreover, these employees will become competent workers who will be eligible for promotion (Laff, 2006:42). This approach holds that the skilled labour management typically aims to develop and retain talented employees in the organisation and manage talent

strategically through the organisation's HR department (Scullion & Collings, 2010:106).

The third approach emphasises that the management of competent employees is an encompassing process that includes all HR activities with the intent to keep them in the organisation and as such achieve organisational strategic priorities (Stanz, 2009:17). Collings and Mellahi (2009:304) and Becker *et al* (2009:124), render two observations regarding this management approach, namely:

- An organisation will need to focus on the successful management of employees with the potential to ensure that they become competent in their work; and
- An organisation should utilise its HR capacity to ensure that talented employees are managed, developed, motivated and retained. This management approach will play an important role in the retention of skilled labour because the employees will experience the organisations management processes which aim to address their progress to satisfy their self-actualisation needs (Cf. Scullion & Collings, 2006:105).

The third management approach should, to a large extent, be applicable to the Botswana Police Service. It was determined during this study that the development of employees for career opportunities is almost non-existent and requires restructuring to address HR functions such as the management for the retention of skilled labour (See figure 6.1 in Chapter 6).

The concepts *skilled labour*, and to a lesser extent, *competency*, has to a large degree been discussed. It is, however, of importance to give more structure to what skilled labour entails and thereby contextualise the focus of the study.

2.5 THE NEED TO RETAIN SKILLED LABOUR

Skilled labour retention is influenced by a set of inter-related HR functions concerned with how retention should be accommodated in a retention model (Scullion, Caligiuri & Collings, 2008:128). According to De Vos *et al* (2005:5), and Chaminade (2007:1),

skilled labour retention involves the organisation's ability to not only attract skilled labour, but also to develop and retain them. This ability to retain skilled labour will secure a cadre of highly skilled, independent and mobile employees which can help organisations to reach their identified objectives (Sutherland & Jordaan, 2004:55; Scullion *et al.*, 2008:128; Guthridge *et al.*, 2008:49; DPSA, 2008:20). The idea that organisations should retain and develop their skilled labour in order to obtain consistency in service delivery is one of the core beliefs of researchers in human resources (Lesabe & Nkosi, 2007:35; Stanz, 2009:17). The belief and drive to retain skilled labour is borne out of the value that skilled labour brings to organisations (Reilly & Williams, 2006:13). This has further led researchers to investigate strategies that could assist organisations to retain their skilled labour (Scullion & Collings, 2010:106).

The need for retention of skilled labour is primarily driven by three factors: Firstly, there is a growing recognition of the key role played by skilled labour in ensuring the success of the organisation (Scullion & Collings, 2010:106); secondly, organisations are facing severe difficulties in recruiting and retaining the necessary skilled labour (Scullion *et al.*, 2008:128); and thirdly, competition for skilled labour has moved from the country level to the international level, which not only complicated the recruitment of skilled labour, but it also makes it easier for skilled labour to leave an organisation (Gillingham, 2008:17). The Service is losing its skilled labour not only to local competitors such as the mining industry and parastatal organisations, but progressively to other countries in Africa (Otsogile, 2010).

The Botswana Police Service experiences the abovementioned three factors. This study therefore identified a need to establish arrangements to address these factors. This situation, where the organisation is losing its skilled labour at an alarming rate, calls for an arrangement such as the development of an integrated skilled labour retention model which provides clear guidelines on retaining skilled labour (Lerole, 2010). If not attended to, the loss of skilled labour by the Botswana Police Service may gain momentum, as the statistics in Chapter 1 suggest and the more the momentum gains pace, the more difficult it will become to turn the tide.

With the advent of time, researchers have discovered that skilled labour is difficult to retain due to their marketability and in many instances, they regard their own career and future more important than loyalty to the organisation (Radloff, 2005:1; Terblanche, 2009:8). The researchers, however, also determined that if an organisation establishes specific plans to retain its skilled labour, such as the implementation of specific retention initiatives, skilled labour will likely not consider leaving the organisation too hastily (Sherman, Alper & Wolfson, 2006:8). Sherman *et al* (2006:8), indicate that an organisation sometimes identifies more than one level of skilled labour that needs to be retained and in the process favours one level to the detriment over another. This is a complicated scenario for the organisation and the employees (Sherman *et al.*, 2006:8). The skilled labour that is favoured may feel less valued and begin to search for opportunities outside the organisation.

Since the late 1990s, organisations have invested significantly in systems and processes to retain skilled labour (Guthridge *et al.*, 2008:49). Retention of skilled labour has, therefore, unquestionably gained priority and attention in the organisations (Meyer & Litheko, 2007:1). This is, however, not the case in the Botswana Police Service as discussed in Chapter 4 (section 4.6). Theory will, therefore, play a prominent role in this regard. In chapter 4 it is highlighted that the Botswana Police Service has ignored relevant theory with regard to developing and implementing skilled labour retention strategies. Researchers on the retention of skilled labour have identified and analysed HR functions or activities that can assist organisations in retaining its skilled labour (Sutherland & Jordaan, 2004:55; Laff, 2006:42). These functions should be addressed in strategies and should also form part of a skilled labour retention model (Hansen, 2007:12). These factors will have to be implemented in the Botswana Police Service and incorporated in the proposed retention model.

2.6 HUMAN RESOURCE MANAGEMENT ACTIVITIES TO CREATE A SKILLED LABOUR RETENTION ENVIRONMENT

According to Sutherland and Jordaan (2004:55) and Laff (2006:42), a successful HR department normally undertakes certain HR activities to secure that such a department assists in the welfare of the employees working in the organisation.

There are in theory numerous HR functions, but the following can be identified as having an influence on the retention of skilled labour: Performance management (section 2.6.1), motivation (section 2.6.2), learning and employee development (section 2.6.3), succession planning (section 2.6.4), career management (section 2.6.5), and organisational design (section 2.6.6). These activities are discussed in the sections below to highlight the role that they can play in the retention of skilled labour.

2.6.1 Performance management and the retention of skilled labour

Performance management is seen as a broad set of activities aimed at improving the performance of all employees including skilled labour (Sripirabaa & Krishnaveni, 2009:943). Researchers have found that a performance management system effectively plays two vital roles in an organisation (North, 2006; Luthuli, 2007:18; Fernandez-Araoz, 2007:17; Sripirabaa & Krishnaveni, 2009:943). Firstly, it forces the organisation to determine what employee attributes are truly core to its success, and secondly, it ensures that labour skills and competencies are understood and instituted (Luthuli, 2007:18).

Through a performance management system, an organisation will be able to identify skilled labour's developmental needs and put in place measures to meet those needs (North, 2006). This is likely to improve employees' performance where necessary (Fernandez-Araoz, 2007:17). Thus a performance management system does not only establish whether employees have achieved their objectives but evaluates the skills, knowledge and behaviour that skilled labour demonstrate while working towards their objectives (Sripirabaa & Krishnaveni, 2009:943). An effective performance management system evaluates the contribution that skilled labour makes and also identifies problems in the skills and competency amount of skilled labour (Delamare *et al.*, 2005:27). With this performance knowledge, an organisation will be able to address skills and competency problems at an early stage in the employee's career and take correctional measures to rectify it (Whitford & Coetsee, 2006:63). In the long term, this may produce a content employee, loyal to his or her organisation (Sripirabaa & Krishnaveni, 2009:943). The employees may be able to

perform to the required standards resulting in them enjoying their roles and ultimately choose to stay in the organisation.

Researchers also agree that the performance of skilled labour and the performance of an organisation are linked (DeNisi & Pitchard, 2006:77). However, empirical research suggests that organisations do not readily understand the link between performance management and the retention of skilled labour (Kock, Roodlt & Veldsman, 2002:16). This lack of understanding, according to Bartlett and Goshal (2002:34), is primarily because of a lack of understanding of the closed system in which public organisations function. This isolates public managers from new developments (Cf. Whitford & Coetsee, 2006:63). These authors also note that performance management still rests on traditional methods of objectives setting and performance plans and managers are still stuck in outdated paradigms, using antiquated performance management techniques (Bartlett & Goshal, 2002:34; Cf. DeNisi & Pitchard, 2006:77).

A regeneration of performance management that will assist an organisation to integrate its performance management practices with their skilled labour practices is, therefore, needed (Whitford & Coetsee, 2006:63). This regeneration of performance management entails a paradigm shift of performance management from the traditional management of control and direction through coercion, to a process based on shared values, such as participation and empowerment of employees in the performance management processes (Saks, 2006:600). Such participation and empowerment of employees may be an indication for employees that they are part of the inner workings of the organisation, which will in the long term provide dividends to the organisation in the form of retaining its skilled labour (Williams, 2002:324; Nel, *et al.*, 2006:476).

According to the performance management of employee participation, instead of control and tight direction through coercion, management should facilitate skilled labour growth and motivation in order to leverage the potential of skilled labour (Williams, 2002:324). This paradigm shift in performance management should be the realisation of the value of skilled labour that emanates from McGregor's Theory Y. The latter theory states that employees will strive towards reaching the goals of the

organisation because the organisation regards them as important role players in its success (Whitford & Coetsee, 2006:66). The new paradigm shift of performance management, therefore, reveals a link and the importance of employee motivation. It acknowledges that motivation is an intrinsic factor of employees and management and has a role to play in the motivation of skilled labour in order to manage and retain them and maximise their performance (Armstrong, 2005:165).

The paradigm shift, as mentioned above, has brought about three new viewpoints of performance management, namely (Williams, 2002:265; Whitford & Coetsee, 2006:66):

- Skilled labour's unique knowledge, skills, experience and competency must be developed by the organisation to their full potential with the view of developing satisfied employees and with it the vision of retaining them;
- Empowerment of employees, through the development of skills and competencies, which has been identified as problem areas for the employee at the hand of a performance management system, will indicate to skilled labour that their contributions to the success of the organisation can be achieved with the help of the organisation. This recognition by management may theoretically inspire the employee and motivate him or her to remain part of the organisations operations; and
- Performance management rests on a philosophy of performance improvement through development that will secure the employee his or her rightful place in the organisation, an aspect that may prove to the employee that his or her organisation is the best place to work for.

Through the new approach to performance management, an organisation may be able to determine the problem areas in the skills and competencies of its skilled labour and the organisation can then develop programmes to rectify these problems (Nel *et al.*, 2006:476). This will begin a process, not only to develop problematic skills and competency issues, but also create employees who are content in their work (Williams, 2002:265; Whitford & Coetsee, 2006:66).

A feeling of belonging to something heralds a humanistic approach to performance management, which clearly indicates a paradigm shift from the traditional dogmatic approach to a skilled labour centred approach, which values the retention of skilled labour (Spangenberg & Theron, 2001:38). This performance management factor should form part of the integrated skilled labour retention model because it will assist the Botswana Police Service to have a satisfied workforce. Theory has indicated that such workers find it easier to stay in their organisations (Spangenberg & Theron, 2001:38). Figure 2.1 below depicts the performance management approach that should include the development of skilled labour with problems with the purpose to retain them in future.

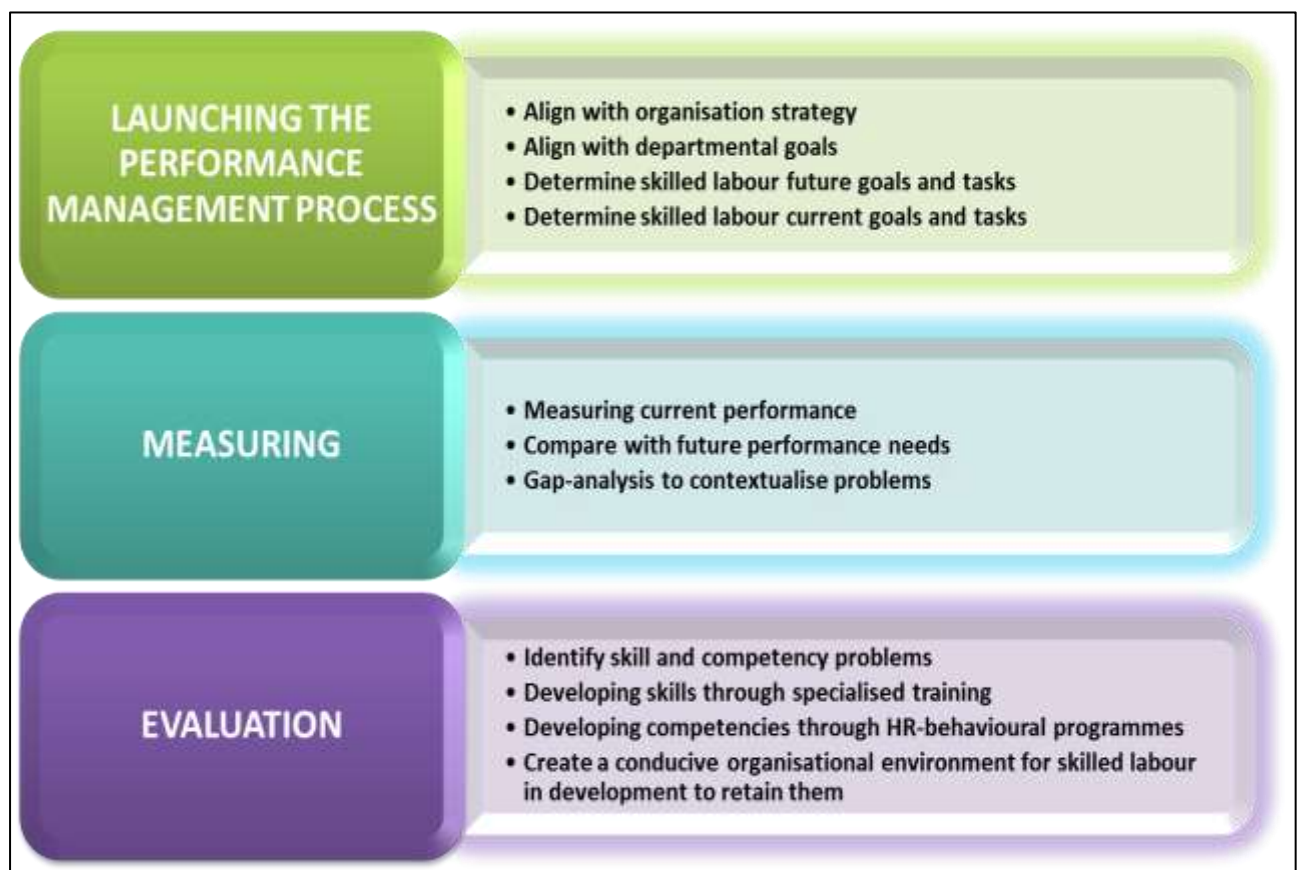


Figure 2.1: New approach on performance management

(Source: Adapted from Nel *et al.*, 2006:476).

The above diagram clearly indicates what is expected from an organisation to set organisational or strategic goals. Departmental goals will be derived from the organisational strategy that will have to be broken down into skilled labour future

goals and tasks. It is imperative that the current skilled labour goals and tasks are established to ascertain whether such goals are being achieved. Moreover, where required, both the goals and tasks should be adjusted to meet the needs of the department.

Although the Botswana Police Service has a performance management system in place, it is not effectively managed by the organisation (Lerore, 2010). The performance appraisal process is problematic. It has not implemented techniques to manage underperformers, which can imply that the employee's needs are being ignored (Nel *et al.*, 2006:476). A lack of developmental opportunities in an organisation may lead to skilled labour becoming discontent, unmotivated and develop a strong desire to find alternative employment (Spangenberg & Theron, 2001:38). The lack of motivation is one of the factors that contribute to skilled labour leaving an organisation. This aspect is discussed in the next section.

2.6.2 Motivation

The word motivation is derived from the Latin word *movere*, which literally translates to *move* in the English language (Ramlall, 2006:27). According to Robbins (2005:170) and Robbins and Judge (2007:182), motivation denotes to a process that has to do with the intensity, focussed direction and persistence of employees in their efforts towards attaining a goal. Greenberg and Baron (2008:248) view motivation as a process that arouses, directs and maintains human behaviour towards attaining objectives. Related to the psychological sphere, motivation refers to the positive behaviour of employees towards an organisation that can be reflected in them making a specific organisation their "home" over time (Robbins, 2005:170). Mention was made in chapter 1 (section 1.11.9) that the psychological contract between skilled labour and organisations were broken, resulting in the latter becoming unmotivated and resigning. Therefore, it is imperative that organisations such as the Botswana Police Service develop and implement effective motivation factors to implore skilled labour to extend their tenure in the organisation. Securing a positive attitude from skilled labour will, therefore, benefit an organisation. It is important to implement motivational programmes through its HR department that will benefit skilled labour (Robbins, 2005:170).

An appropriate motivational approach to retain skilled labour is a challenge that has been researched by academics and researchers (Greenberg & Baron, 2008:248). In an effort to provide answers to what motivates skilled personnel, various theories have been developed and proposed over time (Robbins & Judge, 2007:182). These theories attempt to provide an understanding to both management and employees on how to motivate each other and an understanding for employees on how they can become more involved in their own motivation (Greenberg & Baron, 2008:248). However, the developed models and theories have their limitations (Steers & Shapiro, 2004:388).

Core research on motivation started in the 1930s and has been of interest to organisational psychologists, stimulated mainly by the Hawthorne studies carried by Frederick Taylor and commonly referred to as the Traditional Model (Locke & Latham, 2004:388). In the Traditional Model, employees were hypothetical and seen as being lazy, dishonest, aimless and dull and only motivated by money (Lindner, 1998:2). The employees could only be motivated by financial bonuses when exceeding the work quotas (Degenaar, 1994:8; Steers, Porter & Bigley, 1996:26). Taylor's studies also investigated the effect of environmental and working conditions on employees' motivation and productivity (Arnolds & Venter, 2007:15). The findings of the Hawthorne studies revealed that employees were not only motivated by money. The employees' behaviour was also influenced by factors such as their personnel attitudes (their motivation) (Robbins & Judge, 2007:182). Lindner (1998:2) states that, should these intrinsic factors of employees be addressed by the organisation, it will play a role in the retention of workers.

To achieve a high level of motivation, organisations must understand the principles related to motivation in order to be able to motivate its skilled labour (George & Jones, 2008:183). If organisations can satisfy the needs of their skilled labour by understanding their underlying motives to remain, retention may improve (Yu Lin, 2007:17). Despite the need for higher levels of motivation, literature paints a gloomy picture for organisations if they do not understand the principles of motivation (George & Jones, 2008:183). The most significant challenges facing organisations worldwide is to understand what motivation is and how it can help in retaining employees to remain in the organisation (Sharma, 2006:1). Organisations that

effectively motivate their employees have the following advantages: reduced labour turnover, increased productivity, reduced absenteeism and improved performance (Direnzo & Greenhaus, 2011:567). Organisations spend substantial sums of money on educational courses and measuring tools to increase an employees' motivation. However, these interventions do not always translate into higher levels of motivation (Arnolds & Venter, 2007:15). Koeman (2006:17) and Paramasur (2010:521) have observed that managers over a broad spectrum complain that employees, including skilled labour, are no longer motivated to give their best for their organisation. However, the above authors emphasise that it is often disjointed organisational HR practices or managers' inability to act as motivators that is the problem and not skilled labour *per se* (Koeman, 2006:17; Paramasur, 2010:521).

According to Sharma (2006:1), motivating skilled labour is one of the most important managerial functions and responsibilities. Success in this endeavour is essential in the quest to utilise the potential of skilled labour in order to ensure effective talent management and skilled labour retention (Arnolds & Venter, 2007:15). Therefore, a manager's primary goal in any organisation should be to motivate skilled labour not only to perform at their optimum level, but also to create a satisfactory environment in which skilled labour will want to remain at the organisation (Yu Lin, 2007:17).

Motivation of employees is an important factor in employee retention as well as in ensuring that employees perform to the required performance standards. It is inferred that motivated employees will not only be productive workers, but that such employees will feel comfortable in the organisation. It is important to include motivation in a model for skilled labour retention for the Botswana Police Service. Arnolds and Venter (2007:15) argue that some of the factors that promote skilled labour motivation in an organisation are continuous learning and development. Learning and development are discussed in the next section.

2.6.3 Skilled labour learning and development

Learning entails a change in behaviour through the acquisition of knowledge (Greenberg & Baron, 2008:111). Learning is commonly perceived as a crucial means to obtain a new understanding through refining skills and gaining experience in the

work environment (Huang & Kim, 2011:1423). Acquiring experience by actually practising in a given job will move the employee to a new level with more skills (Huang & Kim, 2011:1423). Learning thus improves the level of knowledge and performance of the already skilled employee so that he or she can experience comfort and content that may increase job satisfaction (Clifford & Thorpe, 2007:7). This is an important factor for most employees to remain in their current work environment (Serfontein, 2006:126).

According to Sinha (2012:10), learning is a never-ending process that requires skilled labour to continuously renew their skills and knowledge in their fields of expertise in order to solve specific challenges. It is thus imperative for organisations to systematically and strategically implement a culture of learning in the organisations vision that focuses on improving the employees' skills and guide them through the maze of complex networks with which they are confronted on a daily basis (Huang & Kim, 2011:1423). The continuous search for newer knowledge and skills by skilled labour has led to what researchers term as *the learning organisation* (Sinha, 2012:10). Learning organisations continuously create conditions for constant invention and innovation, continuous collaboration, knowledge sharing and knowledge processing, in order to ensure that skilled labour continuously learn and develop in their roles (Kremer, Bennett & O'Brien, 1994:41). A learning organisation continually transforms itself to unceasingly provide learning to its employees, or to ensure that a learning culture exists in the organisation (Kremer *et al.*, 1994:41). The Botswana Police Service is, therefore, implored to ensure that opportunities are created for its members to continuously enhance their skills through learning.

Senge (1990:73) and Calvert (1991:6) undertook research on learning. They came to a conclusion that the following learning aspects should be prevalent in a learning organisation:

- **Personal Mastery**

Personal mastery relates to skilled labour's personal growth, learning and development in order to acquire and enrich their personal profile (Penrod, 1999:1). It is a process by which skilled labour continually, through learning and development,

clarify and deepen their personal vision, focus their energies on being content with themselves and the organisation and possess the ability to identify the reality of the world in which they work (Bryson, Pajo, Ward & Mallon, 2006:279). The mastering of a person's view on reality may clarify to the skilled employee what is really important to him or her in life, including their own happiness and the organisations success (Bryson *et al.*, 2006:279). This is, however, not a dichotomy, but it should focus on future integrated actions to be of value for both the employee and the organisation (Bryson *et al.*, 2006:279). Skilled and learned employees should, therefore, want to be creative not reactive, understand their part in the organisation and draw motivation from identified gaps in their areas of knowledge which must be filled by learning and development (Penrod, 1999:1).

Personal mastery also means that skilled employees should not stagnate, but should continually expand their ability to create the results in life they truly seek (Evans, Hodkinson, Rainbird & Urwin, 2006: 312). Through personal mastery, skilled labour continually wants to learn more about the events around them (Penrod, 1999:1). Therefore, the principle of personal mastery relates to the fact that if an organisation is to be recognised as a learning organisation, skilled labour should be given on-going learning opportunities (Evans *et al.*, 2006:312). The organisation should encourage and provide skilled labour with opportunities and resources to learn from the organisation, from their colleagues and from the environment (Penrod, 1999:1; Bryson *et al.*, 2006:280). This will be a significant step forward to secure the skilled employee of the loyalty of the organisation towards them in the work environment (Mohaladi, 2010).

In practice, this means that junior officers in the Botswana Police Service are accompanied by experienced police officers so that they can develop their skills and experience (Kentse, 2010). Refresher courses and workshops should be provided on an on-going basis to skilled labour so that they can remain updated with new technological developments and learn how to use them efficiently (Kentse, 2010). Through HR services, employees must follow programmes that will improve their personal characteristics in order to blend successfully into the organisation's culture (Kentse, 2010). A problem in this regard is that the learning programme in the Botswana Police Service is only available for a few of its employees, which isolates

the majority from this experience (Lerole, 2010). The existing learning programme in the organisation is also ineffectively structured and managed between the various functional departments and the HR department (Lerole, 2010). According to Fishman (1999:12), skilled labour can only attain personal mastery if the organisation allows them to experience their new knowledge in the working environment. They must be able to take intellectual, ethical, moral, social and aesthetic responsibility for themselves. Moreover, they should avail their new knowledge to the organisation. It can be concluded that, should the Botswana Police Service attain these learning attributes it will move in the correct direction to retain its skilled labour.

- **Shared mental models**

Mental models are the conceptual structures within the human mind that drive the cognitive process through which an individual creates meaning and makes sense of the world in which they live (Abele & Wiese, 2008:733). Fishman (1999:12) supports Abele and Wiese explanation, by stating that mental models relate to individuals' perceptions and images of understanding how the world works and an understanding of the environment in which they function. Mental models can explain why two people can observe the same event and react to it or describe it differently (Larsen, Mcinerney, Nyquist, Santos & Silsbee, 2002:2). Thus, mental models determine how people think or act. Developing an organisation's capacity to work with skilled labourers' mental models involves both learning new skills and implementing organisational innovations that help bring these skills into regular practice (Larsen *et al.*, 2002:2).

Through developing skilled labour's shared mental models an organisation would be required to develop the employees' ability to have common analysis of work situations and interpret such situations and scenarios uniformly (Abele & Wiese, 2008:733). It will also help skilled labour to focus on the same action plans that improve its job performance and organisational results (Robbertze, 2008:20). Moakofi (2010) observed that employees of the Botswana Police Service are inducted and given specific training through standardised mandatory training programmes to ensure a common understanding of their contents so that the police officers can have uniformity in the execution of their judgement when confronted with

a similar situation. This type of training may assist skilled labour to have the shared mental models as required in a learning organisation. It is, however, not clear whether this form of learning is also in place for the development of skilled labour's behavioural needs.

- **Shared vision**

The principle of shared vision means that where people truly share a vision, they are connected, and bound together by a common aspiration (Schulz, 2008:457). People need a vivid picture of the organisational goals in order to achieve a sense of purpose (Carson, Tesluk & Marrone, 2007:1217). A common vision provides a sense of commonality and provides a focus and learning framework to the organisation (Larsen *et al.*, 2002:2). The strength of a shared vision in the learning organisation is expanding skilled labour's ability to create and learning occurs only where it is striving to accomplish something that matters to them (Carmel, Brueller & Dutton, 2009:81). A shared vision is vital for the learning organisation because it provides the focus and energy for learning (Holmes & Gardner, 2006:157). A learning organisation without a shared vision is not possible and if so, that organisation will fail in reaching its objectives (Carmel *et al.*, 2009:89). It can thus be argued that the principle of shared vision may assist an organisation to focus on the future and to secure a well-managed workplace for the employees by promulgating a common vision to all its employees. The Botswana Police Service does not seem to have a clear HR vision to retain its skilled labour. Because of this lack of vision, skilled labour fails to comprehend the importance for them to remain in the organisation. Learning that focuses on a clear organisational, HR and skilled labour vision should, therefore, be attended to as a factor in the retention of skilled labour.

- **Team learning**

Team learning encompasses the process of creating learning results through communication and collaboration (team work) amongst employees (Huang & Kim, 2011:1423). The purpose of team learning is to align the thinking and energies of skilled labour to produce a collective learning environment that includes the sum of

the individual ideas (Fishman, 1999:12). It refers to a process of aligning and developing the capacity of a team to create the results that its members desire (O'Keefe, 1992:2). This principle builds on the principle of developing a shared vision, and it also builds on the principle of personal mastery, because talented teams comprise of talented individuals (O'Keefe, 1992:2).

The team members must embrace team learning and should be willing to share ideas, information and knowledge (Bryson *et al.*, 2006:280). Such cohesion must be utilised by an organisation and should be nurtured to the advantage of the organisation (Bryson *et al.*, 2006:280). Individuals may work hard, but if their efforts do not efficiently translate to team effort, the employees may become isolated from the rest of the employees and this can encourage the employees to leave the organisation (O'Keefe, 1992:2). Aligning a skilled employee with the vision of a team may result in the opposite (O'Keefe, 1992:2). Theory also provides insight into the role that successful and content team members play to motivate them to remain in the organisation (Huang & Kim, 2011:1422). Promoting team spirit is also important to coerce skilled labour to remain in the organisation (Sahinidi & Bouris, 2007:63).

From the above discussion, it can be inferred that if the principles of learning are implemented effectively, an organisation such as the Botswana Police Service may create a situation where its skilled labour will experience content and as such become satisfied employees. The Botswana Police Service should, therefore, ideally transform itself into a learning organisation that will be advantageous for itself and its skilled labour. The higher level of maturity developed for its skilled labour may motivate it to become part of the organisation's long term vision.

2.6.4 Succession planning

Succession planning is a process of determining critical positions in the organisation and to identify possible talented employees who will be developed in order to fill future critical vacancies in the organisation (Groves, 2007:240). Succession planning ensures a continuous supply of skilled and competent employees to occupy future critical positions in the organisation (Wolfred, 2008:3) and ensure a consistent supply of talented workers that can fill future vacancies (Ntonga, 2007:13). It can be

deduced that succession planning may assist an organisation in preventing skilled labour from leaving the organisation in large numbers. However, succession planning focuses not only on the development of employee's skills and competency profiles. The all-important psychological (mental and emotional) abilities should also be attended to support the skills and competency development of employees (Ibarra, 2005:20). A potential outcome of a successfully implemented succession planning programme is a means to sustain the future performance of the organisation.

According to the Corporate Leadership Council (2008:4), it is increasingly difficult to attract and retain skilled labour, therefore, organisations have realised that proactive strategies, like succession planning, may also help. Succession planning can, however, not be a half-hearted effort but form an integrated part of the organisation and its HR department's strategic focus, vision and mission (Burke & Ng, 2006:86). The functional department in the organisation must be part of the development of succession plans (Groves, 2007:240). As such, succession planning, once established, should be implemented at the hand of a well-structured managed plan which will act as guidelines for all employees with talent so that they can also have a vision of their long term future for themselves in an organisation (Burke & Ng, 2006:86).

Burke and Ng (2006:86) observed that the turnover of skilled labour, due to employees losing their vision for a future career in an organisation, could be overturned if certain strategies are put in place in an organisation. Within this succession planning strategy the following aspects should be addressed (Ibarra, 2005:20):

- **Assess future service needs** - involves identifying future priorities for the organisation, which is the essence of developing a succession plan. This must go hand in hand with an evaluation of the internal environment of the organisation as well as the external environment.
- **Identify current positions of critical importance** - critical positions are those that focus on the core functions of the organisation in order to deliver effective services.

- **Identify skills and competencies needed for a specific post** - relates to the identification of the current skills, knowledge, experience, qualifications and competencies that job holders must have in order to execute the job successfully in future.
- **Identify future skills and competencies needed for a specific post** - relates to the identification of the future skills, knowledge, experience, qualifications and competencies that job holders must have in order to undertake the job successfully.
- **Undertake an in depth gap analysis** - a gap analysis exercise assist in determining the competence gap that exists between the current situation and the future demands; this should be done for each position throughout the organisation.
- **Make an assessment** - an assessment should be made of what is needed regarding skills and competency as well as the number of skilled labour needed over a specific period, for example, five years. This is a complicated step in the succession planning effort because projections on how many skilled labours will leave the organisation are difficult to assess (Colter, 2007:64). The organisation will in all probably rely on advanced statistical analyses (Kochanski & Sorenson, 2008:4).
- **Select training and development activities** - a variety of training and development programmes are at the disposal of HR departments. These programmes can be adapted for use in a specific organisation or the organisation can develop its own programmes for succession planning (Daniels, 2007). A choice of the preferred training and development programmes should be implemented (Newton, 2008:62).
- **Conduct management training** - In order to implement succession plans effectively, managers should participate in training focused on augmenting the skills and expanding the knowledge necessary to develop identified talent. As a contributor to succession planning, each manager should work in collaboration with the organisation's HR department (Grote & Raeder, 2009:234). The manager must also sign a contract with the employee to assure the employee

that he or she forms an integral part of the succession management programmes (Fisher, 2007).

- **Create and implement development structures** - an organisation, its HR department and the functional managers of the organisation, ought to determine the structures responsible for managing and implementing the succession plan.
- **Monitor and evaluate** - once the succession plan is implemented, progress should be monitored. Performance management systems can be of great assistance in this regard (North, 2006). Feedback interviews with the employees in training will give all those responsible for succession planning an indication of the progress of the employee (Evans *et al.*, 2006:235). Evaluation reports of how well the plans are progressing should also be produced, reviewed and adjustments be made where necessary (Newton, 2008:62).

If the above strategies are successfully implemented and the organisation's infrastructure (i.e. training personnel and finances) is in place, it may give the employees to be developed, closure on the following (Burke & Ng, 2006:86):

- Their importance and value for the organisation;
- That they have been identified by management as employees with talent that can be invested in and they are being developed to fill future senior positions in the organisation; and
- In theory, this would give the employees security (a social contract) in their organisation, which will play an important role when the employee decides to either remain or leave the organisation.

Succession planning must be an integral activity to retain skilled labour, but standing alone in the process of retention will in all likelihood not bear the necessary results. Therefore, an organisation should, through its HR functions, integrate succession planning with its other functions (Collings, Scullion & Morley, 2007:202). Through developing succession planning programmes, the Service could address the vulnerabilities that are associated with skilled labour turnover. Mothupi (2010:58) established that, of all the reasons why identified skilled labour resign, was the lack

of succession planning initiatives. The Service should, therefore, be aware of the importance of succession planning and in order to retain its best employees, address succession planning with clearly defined policies.

2.6.5 Career management

Career management can be defined as the process where the career objectives of employees are integrated with organisational objectives (Abele & Wiese, 2008:733). If the career objectives of an employee are not aligned with the objectives of an organisation, a skilled employee can focus only on his or her own needs. Consequently, they can easily change organisations for unqualified or irrelative reasons (Shorten, 2006:3). In the 21st century, organisations focus largely on activities to empower skilled labour through the development of their skills, knowledge and competencies and make them desirable (Briscoe & Hall, 2006:4). Gaining knowledge, skills and competencies, however, allows those employees to successfully apply for work in other organisations and thus act as a counter activity to retain skilled labour (Briscoe *et al.*, 2006:30; Shorten, 2006:3). It allows skilled labour to seek career opportunities from an unlimited array of organisations (McGrath, 2006:1; Baruch & Budhwar, 2006:101; Lips-Wiersma & Hall, 2007:771). This freedom in career movement is referred to as the boundary-less career, as discussed in section 2.4 (Briscoe *et al.*, 2006:31; Clarke, 2007:196). It is, therefore, important to make every effort to retain its skilled labour loyal to the organisation (Ireland & Webb, 2007:49; Collings *et al.*, 2007:198).

Although the boundary-less career principle is favouring the skilled employee, it is non-beneficial for organisations. Plans should be developed to address it through, for example, career planning (Kemelgor & Meek, 2008:77). In line with skilled labour retention career planning is, as mentioned in chapter 6 (section 6.7.5), focusing on integrating the goals with those of the organisation. Integration of skilled labour goals and the organisational strategy will allow an organisation to embark on effective career programmes in order to manage such talent effectively and make them part of the organisations future plans (Verbruggen, Sels & Forrier, 2007:69). The identified career programmes should be integrated into the organisational management system, which incorporates both the strategic direction of the organisation as well as

the aspirations of the employees (Kaliprasad, 2006:20; Lips-Wiersma & Hall, 2007:771; Thite, 2007:312).

Researchers in the Social Sciences identified certain career management instruments that organisations can use to gather information in a career management plan for skilled labour (Belot, 2011:27):

- **Performance appraisals** - can be used to identify skilled labour's strength and weaknesses, and development programmes can be included in individual career plans.
- **Workshops** (intensive courses, short courses, induction and advance training) - through specialised workshops skilled labour can be actively assisted with the planning of their careers
- **Career counselling** - can be organised for skilled labour to guide and advise them on competency career development that will prepare them to plan their careers.
- **Tailor made courses** - can be made available to skilled labour to assist them in their career development plans. This may include sessions with management and supervisors on future organisational plans for the organisation and assist them to align it with their own career visions.
- **Management by objectives** - this could be an excellent means of assisting skilled labour with career management development because management and skilled labour jointly agree on setting and achieving not only organisational goals, but also their own goals. These two goal-setting activities should be aligned.

An organisation, through the use of the above instruments, may be able to gather relevant information on how its skilled labour views their own career paths in that organisation (Rowold, 2007:35). Thereafter, the organisation can intentionally be active in the planning of such employee's careers (Nel *et al.*, 2006:465). It is also imperative that the information gathered about skilled labour's career management plans is formalised in their written career plans so that it can implement these career strategies (Rowold, 2007:35). Skilled labour's devotion to the agreed career

management plans may, according to Nel *et al* (2006:465), increase its tenure thereby enhancing the retention strategy. Nel *et al* (2006:465) also states that to be effective as a retention factor, career management should incorporate the principles discussed below:

- **Match the goals of skilled labour with those of the organisation** - skilled labour should be encouraged to execute their career planning exercise in order to determine what they would want to do now and in the future. The established career plan should be aligned to the organisation's goals so that a maximum of skilled labour is attained in the set organisational goals (Briscoe & Hall, 2006:8).
- **Link career management with the HR department and with line management** - management, particularly the HR managers need to ensure that line supervisors and managers are conversant with the organisation's skilled labour's career development programmes. They should actively support skilled labour in obtaining their individual goals (Velada & Caetano, 2007:290). However, career management cannot clash with the organisation's long term philosophy, strategy and goals (Briscoe & Hall, 2006:4).
- **Link career management with environmental trends and values** - social, economic, political and technological changes often affect the organisation. It is imperative that the career management plans of the organisation and those of the skilled employee take the internal and external environments into account and both the entities plans are revised regularly to keep them relevant.
- **Have regular communications between management and skilled labour** - all parties involved in career management should have regular communication on the drawing of the career management plans and at the same time monitor progress.

By incorporating the above principles in the career management plans, an organisation is likely to implement effective career management strategies for its skilled labour. The knowledge that the organisation has formally approved career management plans for their employees, may provide fulfilling and rewarding career opportunities for the skilled labour in the organisation (Nel *et al.*, 2006:465). Effective

career management should be supported by reporting functions, where supervisors and mentors take responsibility and meaningfully assist skilled labour to pursue their careers (Kenney & Gudergan, 2006:43). Reporting functions are often spelt out in an organisational design. The next section discusses the organisational design.

2.6.6 Organisational design

Organisational design involves establishing an organisational structure that is appropriate to reach an organisation's vision, mission and objectives through strategies that are focused on the development and retention of skilled labour (Swanepoel *et al.*, 2007:207). Organisational design reflects, *inter alia*, how the organisation's organisational structure is compiled and how the employees are divided into personal structures to reach the organisation's goals (Swanepoel *et al.*, 2007:207). Skilled labour does not thrive in organisations where their role, contribution and position in the organisational structure are unclear (Boder, 2006:81). Skilled labour does also not stay long in an organisation where an organisational structure is unscientifically moulded and the employees do not see a career path for themselves (Kenney & Gudergan, 2006:43; Wang-Cowhham, 2008:26). Therefore, the challenge for organisations in the 21st century is to design organisational structures that optimise, create, transfer, assemble, manage and exploit skilled labour (Sharkey, 2006:44).

According to Botha (2007:38), an effective organisational design allows an organisation to assemble and refine its organisational structure in order to manage its skilled labour as well as achieve its desired organisational goals. The reporting structure of an organisation is also important to skilled labour as it depicts both their career paths and succession plans (Clarke, 2007:196). Clear career paths and effective succession plans, as discussed in section 2.6.4, are seen to contribute to effective skilled labour retention (Groves, 2007:20). An effective organisational design should also facilitate a conducive and beneficial climate that will facilitate optimising the expertise of skilled labour. A conducive organisational environment can create to 'entice' skilled labour to remain with the organisation (Smedlund, 2008:63).

The objective of a well-designed organisational structure is, in other words, to provide a culture of job satisfaction in which skilled labour can thrive and where they can bond with the organisation (Swanepoel, Erasmus, Van Wyk & Schenk, 1998:237). An organisational structure that addresses job satisfaction enhances the retention of skilled labour (Grandori & Soda, 2006:151). A well-designed organisational structure will ensure that skilled labour find it easy to undertake their functional duties (Hytter, 2007:59). Arrangements such as effective delegation of authority, acceptable span of control, good communication channels, monitoring arrangements and unity of authority, will make the work environment comfortable for the employees (Massey & Montoya-Weiss, 2006:99). This may not necessarily keep skilled labour from migrating to a new organisation, but with the aforementioned aspects in place, it may assist skilled labour to remain in his or her current work (Swanepoel *et al.*, 1998:237). The Botswana Police Service should encourage its senior officials to improve communication between management and employees that was lacking in a study conducted in 2010 (Mothupi, 2010:66). Junior officers should be encouraged to take more responsibilities through delegation of duties to provide the officers with developmental opportunities in preparation for future senior roles in the organisation.

2.7 CONCLUSION

In this chapter, the researcher clarified skilled labour retention and the establishment of best practices pertaining to its retention. The chapter highlighted the importance of retention in order to achieve its organisational objectives. In addition, the chapter stressed that the effective development and implementation of an integrated skilled labour retention model requires an organisation to have a clear understanding of what retention entails.

The chapter revealed that an integrated skilled retention model for the Botswana Police Service should be customised to address the needs of the organisation. Currently, the Service retention strategy is focused on standard conditions of service to retain its skilled labour. Several factors that can address retention, although with specific reference to the Botswana Police Service, were not implemented effectively. Consequently, they do not adhere to best practice in terms of skilled labour retention

(Kentse, 2010). An effective retention strategy based on scientific research and theoretical principles may prevent large-scale resignations.

The Botswana Police Service does not have a skilled labour retention strategy or retention plans. The benefits of a well-defined retention strategy for skilled labour are important for an organisation. It was established that a well-developed model could provide the necessary guidelines for the Service to retain its skilled labour. This can assist the organisation to achieve its service delivery mandate, reduce labour replacement costs and manage its retention programme effectively.

This chapter discussed the phenomenon of skilled labour retention and the need to retain such in an organisation. The next chapter will discuss the theoretical point of departure of skilled labour turnover. The discussion on skilled labour turnover provides an in-depth understanding of what it entails. Skilled labour turnover is imperative because the study is based on the retention of skilled labour and related phenomenon. With an understanding of what skilled labour entails, further discussion on skilled labour turnover is required. The skilled labour turnover is a broad area of study and specific attention is given in the next chapter to address aspects that are important for the development of a retention model. The understanding of skilled labour turnover is also imperative so that the proposed retention model is well suited to address the turnover problems. The chapter explores the phenomenon of skilled labour turnover, including the reasons and different schools of thought, turnover processes and cost of labour turnover.

CHAPTER 3: SKILLED LABOUR TURNOVER

3.1 INTRODUCTION

This chapter provides an account of skilled labour turnover and its effect on organisational performance. Furthermore, it will endeavour to demonstrate its impact on organisational performance. The skilled labour international best practice turnover is outlined and examined in order to determine whether the reasons for skilled labour turnover, discussed in the literature is prevalent in the Botswana Police Service. The information from the literature study will contribute towards the proposed model to assist the Service in an attempt to retain its skilled labour.

Skilled labour is regarded as the purveyors of skills and knowledge in organisations. Moreover, organisational success is premised on the organisations' ability to utilise its skilled labour effectively. Felps *et al* (2009:545) observed that the world economy has progressed from an industrial economy, in which illiterate workers did the work, to a skills and knowledge economy where the attainment of organisational goals is dependent on the effective retention and consistent performance by skilled labour.

Employees who are regarded as skilled labour obtain their skills and competency over a period of time and they are one of the organisations' valuable resources (Litchenberg, Portnoy, Bebeau, Leigh, Nelson, Rubin, Smith & Kaslow, 2007:468). It is of utmost importance to retain skilled labour because of the value they bring through their performance, given their skills and knowledge (Bonder *et al.*, 2011:3). Furthermore, skills and knowledge are viewed as significant contributing factors to organisational performance. Therefore, it is necessary to ensure that skilled labour turnover is limited (Maroudas *et al.*, 2008:25).

Purveyors of skills and knowledge in an organisation should focus on securing the decrease in turnover statistics in the parameters set by theory, as well as by the organisation (Kenny, 2007:481; Spira, 2008:3). In order to comprehend the concept skilled labour turnover, an analysis thereof will be undertaken. It is important to understand the meaning of skilled labour turnover and to align it with skilled labour retention, as discussed in the previous chapter. An understanding of skilled labour

retention is necessary because skilled labour turnover is linked to retention. This chapter will endeavour to shed light on the skilled labour debate and ultimately the development of the proposed model.

3.2 EMPLOYEES' INTENTION TO LEAVE AN ORGANISATION

Employees' intention to leave an organisation has been documented by researchers that are the best predictor of future tendencies on skilled labour turnover in an organisation (Maertz, Griffeth, Campbell & Allen, 2007:1059). Skilled labour's turnover is referred to as the reasoning and mental decisions made by individuals regarding their work environment and the ultimate decision to leave an organisation or to remain with it (Swanepoel, 2008:15). Skilled labour's intentions to leave an organisation can be perceived as a manifestation of, *inter alia*, a lack of job satisfaction and/or organisational commitment (Shanock & Eisenberger, 2006:689). The latter is based on an attitudinal positioning or a rational decision based on cognitive thinking made by skilled labour to leave an organisation (Maertz *et al.*, 2007:1059). Before employees leave an organisation, they undergo an analysis of their current situation in the organisation as well as identify the advantages the organisation provides (Shanock & Eisenberger, 2006:689).

There is also a psychological (emotional) aspect to leaving an organisation (Wocke & Sutherland, 2008:528). The employee will in the final stages of the decision-making process also experience emotions when deciding to remain or leave the organisation. Having to take the decision significantly complicates the process of either leaving or staying with the organisation (Dawley, Houghton & Bucklew, 2010:239). Several factors that influence skilled labour's intentions to leave an organisation have been documented in literature that is highlighted hereunder (Swanepoel, 2008:15):

- Beneficial opportunities in other organisations;
- Limited growth and career advancement opportunities in the current organisation;
- Home distance from an employee's current work;

- An employee's incompatibility with the organisational culture of the current organisation;
- Weak social bonding with other employees in the current organisation;
- Insufficient job security;
- Stress because of poor work related factors;
- Work-life balance;
- A breakdown of an employee's relationship with his/her immediate supervisor;
- A low level of trust in a supervisor or management; and
- Organisational inflexibility.

Some of these factors, such as the lack of growth and advancement opportunities in the current organisation have been identified as contributory to the loss of skilled labour in the Botswana Police Service (Mothupi, 2010:49). In light of this study, it is important for the Service to understand the factors that may influence a skilled employee to leave the organisation (Mothupi, 2010:49). With the significant skilled labour turnover rate in the Botswana Police Service, the reasons for the resignations should be researched to scientifically turn the tide (Moalogi, 2010). This should form part of the organisation's strategy and plans to retain its skilled labour (Kochanski & Sorenson, 2008:4). The proposed integrated skilled labour retention model will attempt to address these issues.

In a research conducted in the Botswana Police Service, 39% of the respondents indicated that they were not intending to remain in the organisation over the long term and 38% of the respondents indicated that they were intending to leave the organisation within a year, should an opportunity arise for alternative employment (Mothupi, 2010:58). These statistics are of grave concern because 77% of the respondents recorded their intention to leave the Service. This serious concern should be attended to if the Service wants to achieve its vision to deliver an effective law enforcement service to the public of Botswana. The organisation must ensure that it is continually in conversation with its skilled labour as well as with the supervisors and managers in the various departments. This is also a function for the HR department who should be first in line to secure skilled labour in the organisation (Mothupi, 2010:58). By developing an integrated skilled labour retention model

through this study, the Service will be provided with an instrument to address skilled labour turnover in a coordinated manner.

In the 21st century, an era of skills and knowledge, skilled labour can take well-informed decisions on whether they wish to remain in an organisation or to locate to another place of employment. Skilled labour turnover should be analysed in order to develop a counter measure (Dymock & McCarthy 2006:525). For this reason, skilled labour retention and skilled labour turnover are considered a worldwide circumstance of significant importance to organisations. Each organisation should ensure that its skilled labour turnover is within the norm set by theory as well as the organisation *per se* (Dymock & McCarthy, 2006:525). Skilled labour turnover requires the attention of professionals, such as HR officials who understand why employees want to either remain in the organisation or resign (Dymock & McCarthy, 2006:525).

3.3 SKILLED LABOUR TURNOVER AS A PHENOMENON

Labour turnover can be defined as the departure of labour from an organisation (Daniels, 2007). Labour turnover refers not only to the departure of employees in general, but also to highly skilled labour which is elaborated on in the next paragraph (Allen & Griffeth, 1999:525; Resler, 2007:11). Skilled labour turnover concerns the permanent movement from one organisation to another (Fisher, 2007). It is also the permanent departure of a skilled employee beyond organisational boundaries (Croasmum, Hampton & Herrman, 2002:1; George & Jones, 2008:94). Skilled labour turnover can be calculated statistically and presented to the management of an organisation and its HR department to determine the influence of such turnover on organisational activities (Croasmum *et al.*, 2002:1; Kochanski & Sorenson, 2008:4). Such a calculation of skilled labour turnover is necessary in order to develop organisational strategies to reverse a high level of turnover (Bonder *et al.*, 2011:10).

A distinction can be drawn between general labour turnover and skilled labour turnover (George & Jones, 2008:94). Since the focus of this study is on skilled labour turnover, it is important to shed light on skilled labour turnover. Skilled labour turnover can either be *functional* or *dysfunctional* (Daniels, 2007). *Functional labour turnover* is characterised by a situation in which high performing employees and

skilled labour remains in the organisation, while poor performing and unskilled employees leave the organisation (Clark, 2006:20). *Dysfunctional labour turnover* is characterised by a situation in which high performing and skilled labour depart from the organisation, while poor performing and unskilled labour remain in the organisation (Gresham, 2006:9).

In a functional labour turnover situation, management has, in general, little regrets when unskilled and poor performing employees leave the organisation (Sutherland & Jordaan, 2004:63). Functional turnover can lead to organisational renewal and change, facilitating the introduction of new ideas, preventing complacency, creating mobility opportunities for existing labour and preventing group thinking (Booth & Harmer, 2007:289). Other positive consequences of functional labour turnover is to enable job movement in the organisation, potential salary cost savings and the replacement of poor performers with better performers (Leonard & Levine, 2006:547).

The subject skilled labour turnover has perhaps attracted more attention from scholars and HR researchers than any other HR topic, and there is no sign that universal empirical answers for problems facing this topic will soon be found (Gaylard *et al.*, 2005:1). Despite numerous academic researches on the topic, the results have led to more questions than answers.

Over 1000 academic studies have been undertaken on skilled labour turnover, but despite the information gained from these studies, turnover and retention remain the most significant challenge for organisations (Gresham, 2006:9; Kenny, 2007:48). In an effort to provide quick and universal answers to this perplexing problem, blame was put on the 'fall out of the psychological contract' between skilled labour and organisations (Guerrerro & Herrbach, 2008:5). This contract has been analysed by academics and is regarded as the 'universal cause' of skilled labour turnover (Martin & Fellenz, 2010:594). Harman, Lee, Mitchell, Felps and Owens (2007:51) also argue that any study that aims to investigate skilled labour turnover, should first examine and appreciate the psychological fall-out between skilled labour and the organisations. It is necessary to examine this phenomenon to get clarity on what skilled labour turnover entails.

3.3.1 Psychological contract fall-out between skilled labour and organisations

A psychological contract is the unwritten set of expectations held by employees, including skilled labour, and the organisation that specifies what skilled labour and the organisation expect to give and receive from each other in the course of their working relationship (Wocke & Sutherland, 2008:528). The psychological contract can be important to measure and describe the relationship organisations have with their skilled labour (Zhao *et al.*, 2007:647). In other words, organisations that have an effective and meaningful psychological contract with their skilled labour, are more likely to retain such labour as opposed to an organisation whose psychological contract with skilled labour has been broken (Grimmer & Oddy, 2007:153). Harman *et al* (2007:51), believe that if this unwritten psychological contract between skilled labour and the organisation is broken, the former will start thinking of leaving the organisation.

However, Bux and Tay (2010:215) are of the opinion that employment relationships, based on mutual commitment between employer and skilled labour, are no longer the norm in organisations. Scullion *et al* (2008:128), and Isaksson, De Cupyer, Oettel and De Witte (2010:696), state that the psychological contract was utilised to provide a predictable “up-the-career ladder” movement for skilled labour in an organisation. However, nowadays, careers are characterised by a move from one employer to the other, resulting in a high turnover of skilled labour. Commentators on the changed psychological contract have failed to pin the blame on either skilled labour or organisations for the failure of the fall-out of the psychological contract (Tallman & Bruning, 2008:707). Bux and Tay (2010:215) blame skilled labour for breaking the contract because of their continued job-hopping throughout their career endeavouring to ensure the best for themselves. According to Wocke and Sutherland (2008:528) and Siebert and Zubanov (2009:294), skilled labours’ increase in moving from one organisation to the other is justified because skilled labour has to be loyal to themselves.

Booth and Harmer (2006:289) as well as Guerrero and Herrbach (2008:5), shift the blame for the psychological contract fall-out to the employers. Moreover, they are no longer loyal to skilled labour. Organisations effect changes in their HR practices in

order to be efficient, effective and economic. These changes have an influence on the employment relationship and results in a psychological contract fall-out (Aggarwal & Bhargava, 2009:4). There is empirical evidence that the perceived psychological contract breach results in skilled labour's low organisational commitment that has somehow contributed to skilled labour turnover (Aggarwal & Bhargava, 2009:4).

Luna-Arocas and Camps (2008:26); Bal, De Lange, Jansena and Van De Velde (2008:143) and Blomme, Van Rheede and Tromp (2010:144), determined that it is not conclusive that the failure of the psychological contract is the sole cause of skilled labour turnover in an organisation. By accepting the psychological contract break-down as the sole cause of skilled labour turnover, organisations and researchers run the risk of failing to dig deeper into the turnover problem and reveal other factors that might help explain the phenomenon of skilled labour turnover (Davis & Stepheson, 2006:2). According to Morrell, Loan-Clarke, Arnold and Wilkinson (2008:128), in order to understand the skilled labour turnover phenomenon, researchers should comprehend the schools that study the phenomenon. The next section will focus on some of the schools relevant to labour turnover.

3.3.2 Schools of thought on skilled labour turnover

Human resource management literature has unveiled three primary schools of thought for studying labour turnover, namely: the **economic school**, the **psychological school** and the **school of examining determinants of voluntary skilled labour turnover** (Cappelli, 2008:74). The ideas of the three schools are not limited to explaining skilled labour turnover alone, but they also focus on the relative importance for an organisation (Swanepoel, 2008:13).

The **economic school** studying skilled labour turnover emphasises environmental forces in the market place such as skills scarcity, skilled labour supply and demand and availability of career opportunities as the main causes of skilled labour turnover (Luna-Arocas & Camps, 2008:26). The **psychological school** emphasises a lack of skilled labour participation in organisational decision-making, poor organisational and

cultural compatibility, poor job fit, a lack of job satisfaction and a lack of organisational commitment as the main causes of labour turnover (Braham, 2005:345). The third school of thought, the **school of examining determinants of voluntary skilled labour turnover**, emphasises the need to examine the determinants of voluntary resignations of skilled labour from an organisation at four levels, namely: the environmental level, the organisational level, the individual level and the spanning level, in order to determine which of the four factors contribute to the voluntary resignations and turnover of skilled labour in an organisation (Luna-Arocas & Camps, 2008:26).

It may be assumed that the loss of skilled labour in the Botswana Police Service fall in the domain of the psychological school as well as the school of thought of determining voluntary resignation in an organisation. The psychological school of skilled labour turnover is applicable to the Service due to a poor job fit, a lack of job satisfaction and a lack of organisational commitment. These were specific factors that contributed to the loss of skilled labour in the Service (Mothupi, 2010:52). These factors are considered the reasons for skilled labour turnover in the psychological school (Braham, 2005:345). The school of examining determinants of voluntary skilled labour turnover is also applicable to the Botswana Police Service (Mothupi, 2010). Internal environmental factors such as a lack of career opportunities, poor remuneration, a lack of training and development and poor management style were primary contributing factors to skilled labour turnover in the Service. The Service loses some of its skilled labour due to international skilled labour shortage. Consequently, police officers who are sponsored abroad for specialised training, are recruited by overseas organisations. This refers to aspects of the economic school.

The three schools studying skilled labour turnover are relevant to the Botswana Police Service. A significant commonality amongst the three schools of thought is the fact that they all recognise that reasons for skilled labour turnover is a mix of complex factors, both internal and external, to the organisation. It is necessary to acknowledge all the schools of thought relevant to skilled labour turnover so that a clear comprehension of the phenomenon can be obtained in its entirety (Ongori, 2007:49). Taking into consideration the three schools studying skilled labour turnover is a holistic approach to assist the organisation to keep its turnover as low as

possible. Ongori (2007:49) emphasises the need to keep the turnover of skilled labour low and further states that an effective labour turnover programme should be developed and implemented. Skilled labour turnover tendencies should be examined closely and holistically in order to understand the phenomenon (Leonard & Levine, 2006:547). Organisations should be able to diagnose skilled labour turnover, design and implement retention strategies, evaluate the effects of the retention strategies and anticipate whether further changes are required (Anon, 2008:1).

In section 3.6 of this chapter, the factors that contribute to the loss of skilled labour and consequent high turnover in an organisation are identified. These factors are: poor remuneration, a lack of career opportunities, job satisfaction, organisational commitment, decision-making, work environment, work-life balance, and management style, a lack of learning and training and development. The positive effect that these factors may have in reducing skilled labour turnover will be outlined in section 3.6.1 of this chapter.

It is clear that skilled labour turnover is rarely due to one, easily fixed reason. The reasons for skilled labour turnover vary from one organisation to another and from individual to individual (Walsh & Taylor, 2007:163). Skilled labour's decision to leave or to remain in an organisation can range from needs such as motivation or a lack thereof, satisfaction with requirements of cultural or value alignment and organisational commitment (Burnes, 2006:1). Each individual has a unique background and set of objectives (Walsh & Taylor, 2007:163). The degree to which each of these factors determines and guides the decision of an employee to remain in the organisation or leave, varies (Leonard & Levine, 2006:547). Walters and Raybound (2007:144) perceive this as a decision-making process which an employee experiences. Furthermore, to understand this process will help an organisation to place its turnover statistics in context that will help to develop strategies to keep the skilled labour turnover low. In the following section the distinctive skilled labour turnover process and how it influences an organisation's turnover will be discussed.

3.3.3 The skilled labour turnover process

Scholars identify two views to describe the process of labour turnover in an organisation, namely: the **rational process** versus the **instinctual process** (Lehtinen & Kuorikoski, 2007:115). The **rational process** of labour turnover assumes that skilled labour rationally follows a linear progression towards leaving the organisation (Lehtinen & Kuorikoski, 2007:115). It is, in other words, a step-by-step process to a final decision to leave or to remain in the organisation (Davidson, Guilising, & Timo, 2006:193). The rational process almost always begins with a skilled employee experiencing job dissatisfaction that ultimately results in resignation. Supporters of the rational process maintain that skilled labour, that is dissatisfied with their current jobs or organisation, will analyse the labour market to determine the availability of jobs (Direnzo & Greenhaus, 2011:568). This job search in the labour market will be followed by a comparison of alternative job offers by other organisations as well as an evaluation of the employees own job (Davidson *et al.*, 2006:193). The employee will apply for the new job if that job's advantages outnumber those of his or her current job (McAuley *et al.*, 2006:572). Thus, if the new job in the new organisation is offered to the employee, he or she will leave his or her current job (Direnzo & Greenhaus, 2011:568). It is important to note that skilled labour normally leaves an organisation because they are dissatisfied with something in the organisation or personal life of the employee (Davidson *et al.*, 2006:193). If an organisation can determine the reason for their dissatisfaction, they could implement counter measures (Kochanski & Sorenson, 2008:4).

The rational process leading to employee turnover is also relevant in the Botswana Police Service where skilled labour is likely to act on dissatisfaction and then resignation (Davidson *et al.*, 2006:193). The rational labour turnover process is normally in line with the job market's fluctuation and a booming economic environment that makes it easier or less costly for skilled labour to leave the organisation (Kochanski & Sorenson, 2008:4). In a study conducted at the Botswana Police Service, a high percentage of 62% of the skilled labour indicated that they want to leave the organisation because they are dissatisfied with the environment (Mothupi, 2010:62). It is evident that the rational process of skilled labour turnover plays a role at the Botswana Police Service.

The second view on skilled labour turnover is where employees leave an organisation instinctual, and is called the **instinctual process**. It is a noteworthy process for an organisation to understand (Holtom, Mitchell, Lee & Inderrieden, 2005:337). With the instinctual approach to labour turnover, the assumption is made that a skilled employee is, according to all indications, satisfied in his or her job and organisation, but something unpredictable happens which suddenly changes the employees understanding of his or her current situation (Cairncross & Kelly, 2008:367). This is referred to as a “sudden shock” situation and in many instances results in a skilled employee leaving the organisation instinctively and without evaluating the situation in a rational manner (McAuley *et al.*, 2006:572). In the instinctual labour turnover process, a shock can be seen as an upsetting event that results in skilled labour reassesses their current employment situation. It is a mental sentiment or emotion caused by an event or activity that has an effect on an employee that drives him or her to leave the organisation without any rationality (O’Connell & Kung, 2007:14). A shock or an upsetting event is difficult to detect or predict and plans to keep the worker is normally not in place (Davidson *et al.*, 2006:193). The role of an HR department is important in this scenario and policies and plans should be in place to assist the employee once the rational intentions of the employee become clear (Cairncross & Kelly, 2008:367).

Skilled labour’s departure from organisations (rational or irrational) may thus be triggered by a number of reasons, such as job dissatisfaction, lucrative job offers from other organisations, downsizing in one’s own organisation, poor career development opportunities, pure impulse, pursuit of non-work alternatives (e.g., schooling, family) and resignation because of strategic reasons such as after receiving a Christmas bonus (Cairncross & Kelly, 2008:367). The resignation itself can be a negative or positive experience, job-related or non-job-related, internal or external, to an individual, and expected or unexpected (Lee *et al.*, 2008:653). Examples of shocks include, but are not limited to, unsolicited job offers, loss of loved ones, disability, promotion, demotion, changes in marital status, transfers, firm mergers, and downsizing (Lee *et al.*, 2008:653).

According to the views on the skilled labour turnover processes, skilled labour has a certain reason when leaving an organisation which is coupled to a specific strategy

or plan of how to leave an organisation (Davidson *et al.*, 2006:193). It must be kept in mind that the experience of dissatisfaction with something or someone in the organisation is the foundation for skilled labour to leave an organisation (Lee *et al.*, 2008:653). These strategies or plans to leave an organisation are explained below (Banerjee & Caston, 2004:599):

- **Leaving with a fixed plan**

If a skilled employee leaves an organisation with a well-defined plan it could be perceived that this employee is leaving the organisation in a rational way (Maertz & Campion, 2004:566). This normally happens when a skilled employee gets a better job opportunity elsewhere (Stevens, 2006). It may also be that skilled employees experience dissatisfaction in their current job or organisation and over time rationally decide to leave the organisation, which is called the 'pull' or 'push' factors (Cairncross & Kelly, 2008:367). When leaving an organisation to advance in a career, aspects such as reaching a certain age or reaching a certain level of skills and competency will play a role in the decision (Banerjee & Caston, 2004:599). In the event of an employee leaving an organisation with a plan, the instance of leaving an organisation is well thought through and planned (Holtom *et al.*, 2005:337). There is also little that an organisation can do to counter such an action (Banerjee & Caston, 2004:599). This is where the role of an HR department in an organisation can play an important role in recruiting and selecting competent new employees to fill the vacant positions (Cairncross & Kelly, 2008:367).

- **Leaving with no plan**

An employee who leaves an organisation with no plan is related to an instinctual decision due to some sort of shock experience (Morrell & Arnold, 2007:1683). An employee leaving an organisation without a plan has often to do with the unexpected and often involves a break of the psychological contract with the organisation (Holtom *et al.*, 2005:337). A typical reason or shock can be due to the computerisation of a department where the employee is required to locate to a new and unknown department (Morrell & Arnold, 2007:1683). The psychological contract

was defined and explained in section 3.3.1. The shock can be so severe that a skilled employee does not analyse an alternative means to address the problem (Holtom *et al.*, 2005:338). An employee can be in such a state of confusion that he or she is unaware of other alternatives, for example, to seek help from the HR specialist within the organisation (Lee *et al.*, 2008:651).

- **Plan to leave because of dissatisfaction**

In some instances skilled employees realise over time (rational) or suddenly (irrational) that they are no longer satisfied in their jobs or even in the organisation in its entirety (Morrell & Arnold, 2007:1683). They feel uncomfortable and look for reasons why they are dissatisfied (Ongoro, 2007:49). This has an influence on an employee's mental and emotional state of mind and in his or her sub-consciousness the idea comes to the fore that he or she is unhappy and such an employee is dissatisfied with life and the environment in the organisation (Morrell & Arnold, 2007:1683). In a study conducted in the Botswana Police Service, Mothupi (2010:59) found that the majority of the respondents, totalling 60%, do not intend to remain in the Botswana Police Service due to dissatisfaction with themselves, their jobs and the organisation itself.

- **Plan to leave**

Employees may become dissatisfied in the work environment due to the accumulation of unsatisfactory events or circumstances beyond their tolerance levels (Crossley, Bennett, Jex & Burnfield, 2007:1031). An employee can perhaps not cope with the situation or event that results in an unsatisfactory event in his or her job or in the organisation (Holtom & Inderrieden, 2006:435). This may occur for various reasons, such as the demotion to a less attractive position in terms of pay, responsibilities or benefits (Crossley *et al.*, 2007:1031). It may also relate to a situation where an employee has been transferred against their will to another job in another department in the organisation (Holtom & Inderrieden, 2006:435). Accumulation of these unfavourable events may result in an employee leaving the organisation (Crossley *et al.*, 2007:1031). Normally this change of organisations is at

the hand of rational decision-making, but in some instances, the decision can also be taken instinctively or impulsively (Lee *et al.*, 2008:651).

Exit interviews conducted by the Botswana Police Service HR department indicated that a significant part of its skilled labour have left the organisation to join other government organisations in Botswana (Mosweu, 2010). In some instances skilled labour is recruited by private, parastatal and non-governmental organisations (Mosweu, 2010). Some of the skilled labour left the organisation because of dissatisfaction with the job, supervisors and organisation at large and a number of these employees resigned irrationally (Headman, 2010). Ongoro (2007:49) indicates that in this regard, the effects of skilled labour leaving an organisation can lead to a negative influence on safety in the community, a damaged reputation for the organisation, a negative psychological impact on those employees who remain in the organisation and increased stress, workload, absenteeism and eventually an increase in skilled labour turnover.

The loss of skilled labour and a high turnover rate results in certain costs for an organisation (Cf. Hikin & Tracey, 2008:12). This is also the case with a public organisation. The public sector is obliged to reach its goals with limited budgets and funds. Therefore, it is important to highlight this crucial aspect of skilled labour turnover.

3.4 DIRECT AND INDIRECT COSTS OF SKILLED LABOUR TURNOVER

Skilled labour turnover is viewed as one of the significant causes of declining productivity and morale in both public and private sector organisations coupled with its related cost (Hikin & Tracey, 2008:12). Furthermore, an excessive high skilled labour turnover in an organisation interrupts service delivery because outgoing skilled labour leave their work and replacements has to be trained to fill the vacancies (Davidson *et al.*, 2006:193).

Generally, skilled labour turnover costs are grouped into direct costs and hidden costs (Hodges, 2003:8). Direct costs are identified as those costs that can be quantified by statistics, examining financial records and data and estimates of costs

related to, for instance, a high turnover. Calculations of direct costs are normally not too difficult to calculate and can easily form part of a budget (Hodges, 2003:8). On the other hand, hidden costs of skilled labour turnover are difficult to quantify because of the complexity and intangibility thereof. Hidden costs pertaining to the remaining employees' costs, such as ineffective service delivery, psychological influences, work-life balance problems and negative working environments, are also almost non-detectable as is the case with direct costs (Hodges, 2003:8). Figure 3.1 below shows the direct and indirect costs of skilled labour turnover.

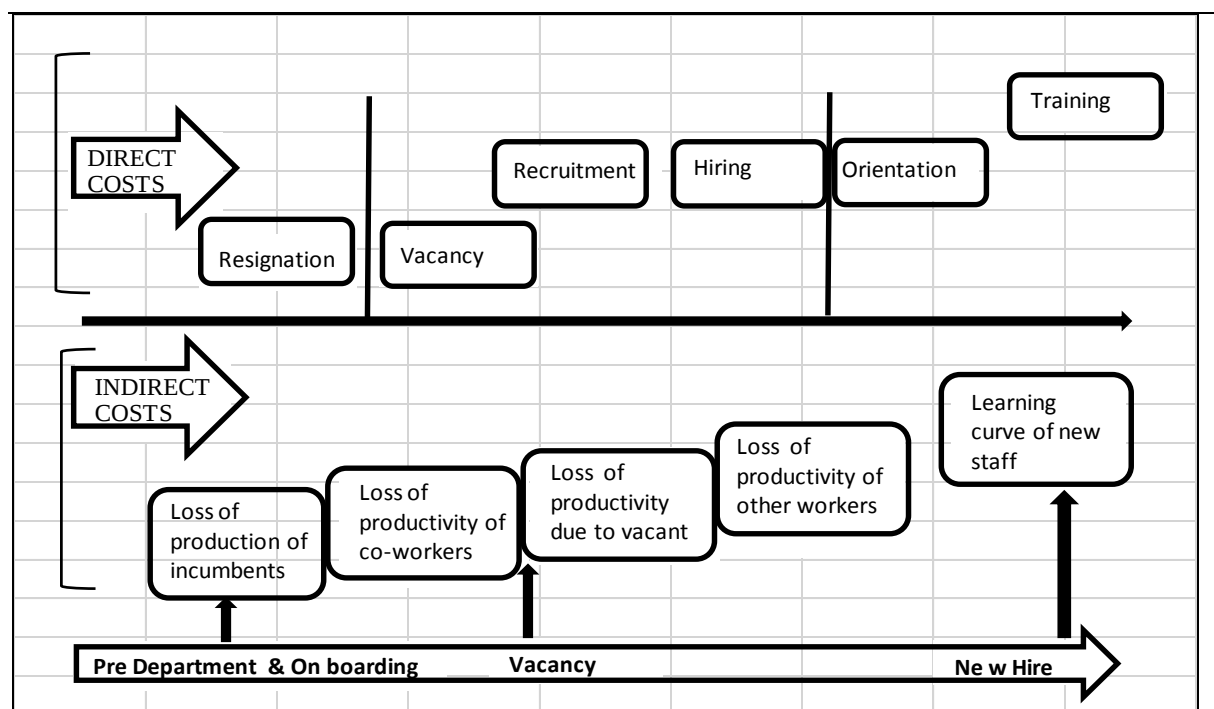


Figure 3.1: Direct and Indirect costs of skilled labour turnover

(Source: DPSA, 2009:18)

Figure 3.1 above indicates that direct and indirect costs run parallel to each other. The table above also illustrates that the moment an employee resigns or gives official notice to leave an organisation, the organisation suffers direct costs that can, in most instances, be measured. Direct costs relate primarily to the recruitment process to obtain new employees to fill the vacancies. The filling of vacancies initially entails costs relating to advertising, interviewing, hiring and placement (DPSA, 2009:18). It also refers to the cost of contingency work arrangement, such as asking the remaining employees to work overtime (Hikin & Tracey, 2006:3). Direct costs further

relate to the costs of orientation and training workshops conducted for the new employee (Hikin & Tracey, 2006:3). During this period the production of the new employee will be low, while still receiving a full salary (Karsan, 2007:33). The direct costs related to the induction of the new employee can also be determined through the hours lost by the skilled employee (Hikin & Tracey, 2006:3; Karsan, 2007:33).

Hidden costs on the other hand are subtle and difficult to formalise (Aksu, 2004:207). The extent thereof is, however, so significant that an organisation, and specifically its HR department, should do everything in its ability to manage it (Inkpen & Tsang, 2005:553). This should form part of the HR department's strategic plan, objectives, operational plans and focus on the various specialists in the fictional HR entities.

Hidden costs specifically relate to the work environment in which the remaining employees may find themselves after their colleagues have left the organisation (Inkpen & Tsang, 2005:553). Where employees are affected by the workload due to the departure of skilled labour, they have to share or take over the work of the departed employee. The results hereof can be fatigue (Inkpen & Tsang, 2005:553). Employees, who did not necessarily work directly with the departed employee, may end up being affected because jobs are interlinked (Walters & Raybound, 2007:144). In other words the outcome or result of one job has an impact on the other (Inkpen & Tsang, 2005:553). Indirect costs can also be related to low productivity levels of the new employees since they may in most cases not be performing to a desired level because they are still learning the job (Hodges, 2003:8).

A significant cost factor (direct and indirect) for the Botswana Police Service over the past five years related to the high skilled labour turnover has, as previously mentioned, due to the enlisting of special constables who undertake the work of the skilled labour who had resigned (Mbulawa, 2009). This is not a best-case scenario, but it is currently the only way that the organisation can address the high skilled labour turnover rate (Mbulawa, 2009). Hodges (2003:8) mentioned that, in cases where an unqualified worker must do the work of a skilled labourer, it is problematic for that organisation because it can undermine the organisation's culture (a hidden cost) and it will lead to lower productivity (direct cost). With the eyes of the public

constantly on the level of service delivery, this is a situation that any public organisation should try to avoid (Hodges, 2003:8).

Having discussed the costs of skilled labour turnover, it is also imperative to determine how to measure the cost of skilled labour turnover in an organisation. The reason is to establish the exact number of skilled labourers that the organisation loses and the cost related to it (Mbulawa, 2009:391). If the number of skilled labour loss is known, the organisation can take decisions on how to address the situation (Kochanski & Sorenson, 2008:4). Skilled labour turnover is measured by dividing the total number leaving the organisation in a given period by the total number employed during the same period (Martin, 2003:391; Boxall *et al.*, 2003:196). This is illustrated in Figure 3.2 below.

$\text{Skilled labour turnover} = \frac{\text{Number of skilled labour resignations (in period x)}}{\text{Total number of skilled labour (in period x)}}$

Figure 3.2: Calculation of skilled labour turnover

(Source: Boxall *et al.*, 2003:196)

The above turnover calculation reflects the percentage of skilled labour leaving the organisation over a specific time of period. This is an exact number and does not take into consideration any factual reasons for skilled labour leaving the organisation (Boxall *et al.*, 2003:196). It is, in other words, based on numbers (Boxall *et al.*, 2003:196). Given the above calculation method of determining skilled labour turnover for the Service for 2013 is indicated below as follows:

Skilled Labour turnover =	1035 resignations (in 2013)
	6471 skilled labour (in 2013) = Turnover of 16%

Figure 3.3: Skilled labour turnover in the Botswana Police Service in 2013

(Source: Researcher's own)

It can be deduced from the above that skilled labour turnover in the Botswana Police Service is high. The skilled labour turnover of an organisation should theoretically be kept as close to zero as possible. However, an analysis hereof revealed that 10% is the current norm for national and international organisations. The skilled labour turnover figure of 16% for the Service, which is progressively increasing each year, is, therefore, too high. Ongori (2007:49) recommends that if an organisation is experiencing significant levels of skilled labour turnover, it should determine the reasons and implement an effective retention strategy.

This study, therefore, aims to develop and implement an integrated skilled labour retention model that could assist the Botswana Police Service to retain or prevent its skilled labour from leaving the organisation. The Botswana Police Service should, therefore, ensure that strategies in mitigating the loss of skilled labour are implemented in order to prevent such loss and reduce costs and time spent recruiting and training replacement labour. In this regard, Cairncross and Kelly (2008:367), supports this notion by stating that organisations should use the saying “prevention is better than cure” and attempt to implement strategies to retain their skilled labour.

According to Naidoo (2004:37); Walsh and Taylor (2007:163); and Walters and Raybound (2007:144), the organisation can take the following measures to prevent, or at least limit, skilled labour turnover:

- It is critical that skilled labour retention regularly reviews the recruitment process of the organisation because turnover is to a large extent due to a poor person-job fit;

- Exit interviews should be utilised to determine why skilled labour leave the organisation;
- Skilled labour which shows intent to leave the organisation should be identified;
- Labour retention strategies must be developed;
- Skilled labour development programmes to increase skills and competency levels of employees must be implemented; and
- The value of skilled labour must be recognised.

From the above it is clear that an effective skilled labour retention strategy must be established in an organisation to indicate how it can be retained in the organisation (Naidoo, 2004:37). The Botswana Police Service's recruitment strategy should also be reviewed to ensure that it attracts and selects the appropriate candidates who will fit the job well. In a preceding study, Mothupi (2010:53) found that a high percentage of respondents (41%) joined the Service because it was the only opportunity available at the time. This typically resulted in an incorrect person-job fit and low organisational commitment (Mothupi, 2010:53). The Service is also encouraged to use exit interviews effectively. The effective use of exit interviews may assist the organisation to capture relevant information that spells out the exact reasons why skilled labour resigns (Mothupi, 2010:53). With this information the organisation may be able to put HR strategies in place that may assist to retain skilled labour in order to maintain low turnover. Developing an HR strategy to ensure a low turnover of skilled labour is, therefore, a necessary step in an organisation's strategic planning process. The development of an HR strategy is discussed in the section below.

3.5 DEVELOPING A HUMAN RESOURCE MANAGEMENT STRATEGY TO ADDRESS SKILLED LABOUR TURNOVER

According to Erickson (2008:6), a HR strategy is "the pattern of planned HR deployments and activities intended to enable an organisation to achieve its goals". It involves designing and implementing a set of internally consistent strategies, policies and operational plans that will guide employees in focused activities to ensure sustainable service delivery (Burke, 2008:12). In a democratic state (such as Botswana), sustainable service delivery has recently been the focus of considerable

interest in public sector organisations (Erickson, 2008:6). In order to be a guiding instrument, an HR strategy should address the following aspects (DPSA, 2009:19):

- During the planning of organisational HR strategies, HR management must ensure that such a strategy is in line with the organisations vision, mission and objectives;
- The HR strategy should be integrated with the activities of all other departments in the organisation;
- HR strategies should include and address all the HR functions in its department (including the retention of skilled labour); and
- An HR strategy must include directives, guide HR practitioners on how to coordinate with line managers to ensure that its strategies are implemented.

As a guiding instrument, an HR strategy paves the way for the effective creation and implementation of its planning process (DPSA, 2008:11). It is, therefore, necessary to adopt a strategic approach to retain skilled labour (DPSA, 2008:11). The adoption of a strategic approach to skilled labour retention in an organisation entails a strategic HR planning process where the long term, medium term and short term objectives and goals of an organisation's resources are taken into account (Deadrick & Stone, 2009:51). An HR planning process linked to an organisation's strategic desires may assist the organisation to systematically identify the skilled labour needed for the future and to develop strategies for retaining such skilled labour (Deadrick & Stone, 2009:51).

According to the South African Department of Public Service and Administration, most public organisations struggle to successfully link their HR strategic planning process to the organisation's strategic processes and plan, resulting in the HR needs assessment being insufficiently completed and at times even unrealistic (DPSA, 2008:11). Therefore, it is necessary that a strategic approach be adopted to ensure that the HR strategic planning process is effectively linked to the organisation's strategic plan (Burke, 2008:12). Furthermore, HR functions should be an integral part of the strategic planning process of the organisation (DPSA, 2008:11).

The current skilled labour retention strategic plans of the Service are ineffective in retaining its skilled labour. In other words, there is no specific directed strategy, providing guidance on the retention of skilled labour turnover (Molefe, 2009). The development and implementation of a skilled labour retention strategy by an organisation and its HR department should be undertaken through a strategic accountability approach at the hand of which the retention of skilled labour can successfully be managed (Phillips & Connell, 2003:23). A strategic framework for an HR department (Figure 3.4) to assist organisations retain as well as reduce the skilled labour turnover was constructed by Phillips and Connell (2003:23).

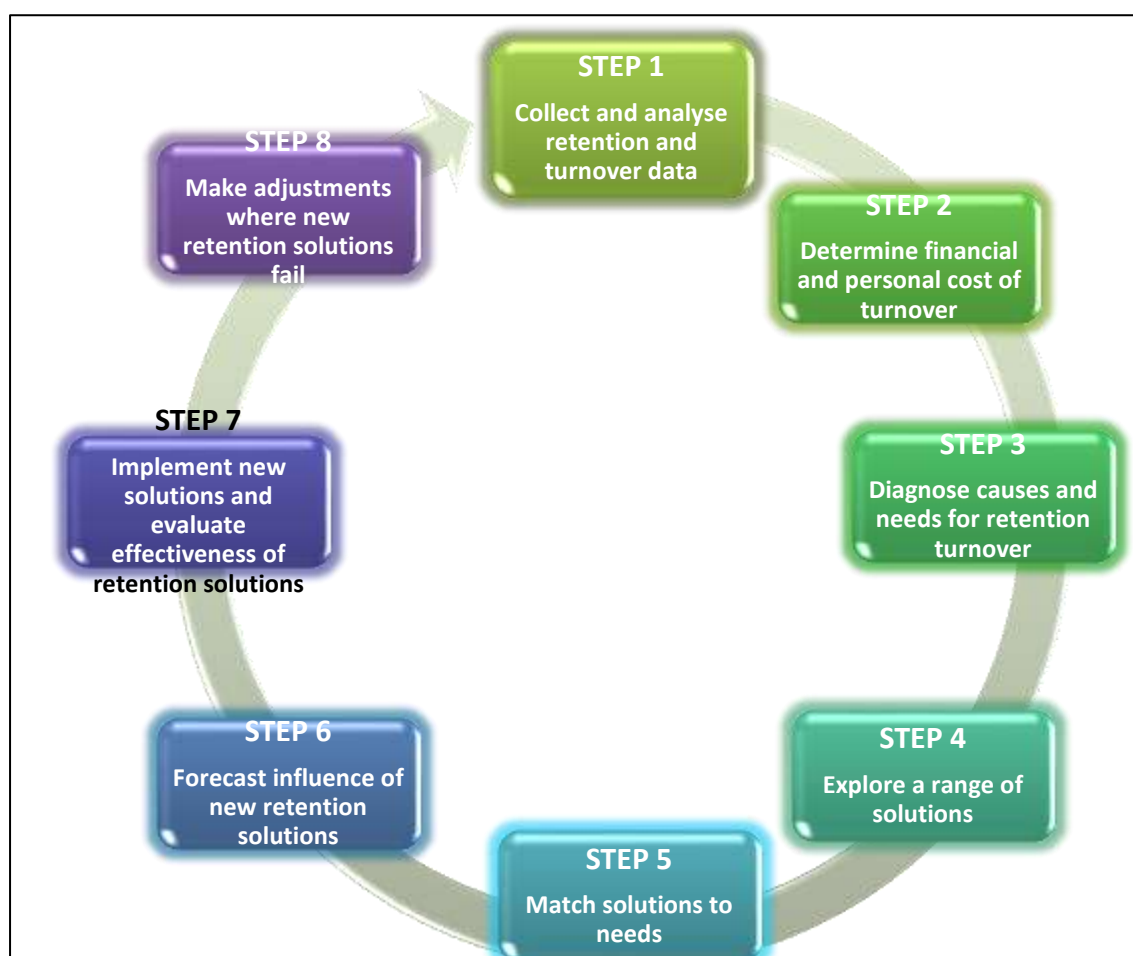


Figure 3.4: A strategic framework for an HR department to manage skilled labour turnover

(Source: Adapted from Phillips and Connell, 2003:23)

The first step in strategically managing skilled labour turnover is to measure and monitor the current levels of turnover in an organisation (Phillips & Connell

(2003:23). It is imperative that the level of turnover in an organisation is measured as high levels of employee turnover, particularly in skilled labour, will result in high costs (Daniels, 2007). Measuring turnover data and statistics will assist an organisation to determine whether its turnover rate is too high (McAuley *et al.*, 2006:572). Measuring employee turnover levels entails keeping statistics that reflects the rate of skilled labour loss in an organisation as well as lay the foundation for further action.

The second step in developing a strategic framework to address high skilled labour turnover is to determine the direct and indirect costs (Daniels, 2007). This entails developing costs analysis of skilled labour turnover (Aksu, 2004:207). Cost analysis of skilled labour turnover requires the organisation to reflect the financial effect that the loss has on the organisation (Aksu, 2004:207). This will provide an indication of how high skilled labour turnover is affecting the organisation (Hinkin & Tracey, 2008:12). An understanding of the total costs of skilled labour turnover will assist management to decide whether a skilled labour retention strategy is needed.

The third step in the strategic framework is to identify the reasons for high skilled labour turnover (Maertz & Campion, 2004: 566). This step includes investigating and determining the reasons for the departure of skilled labour and the establishment of a retention strategy. It is only when the actual reasons of skilled labour turnover in the organisation is identified that the effect it has on the organisation's function becomes clear (Aksu, 2004:207). A skilled labour turnover strategy aimed at addressing the identified reasons of skilled labour turnover can be developed and implemented (Aksu, 2004:207). An identification of the reasons requires all the factors that contribute to the loss of skilled labour be identified and strategies, aimed at addressing the loss are developed (Hinkin & Tracey, 2008:12).

The fourth step explores the probable solutions to address the reasons for high skilled labour turnover in an organisation (Phillips & Connell (2003:23). In this step, different solutions on how skilled labour turnover should be addressed and managed are considered and the best solutions are adopted (Holtom, Mitchell, Lee & Eberly, 2008:231). Skilled labour turnover factors are unique to every organisation. Consequently, organisations should understand factors that contribute to the retention of skilled labour and identify the best strategy to address the turnover

(Hinkin & Tracey, 2008:15). Failure to match the adopted skilled labour turnover strategy to meet the needs of the organisation may result in the strategy failing to address the needs (Allen, 2006:599).

The fifth step in a strategy framework is to match the solutions with the reasons for the high skilled labour turnover (Holtom *et al.*, 2005:337). The solutions and reasons for skilled labour turnover should be linked and the organisation can as such determine whether solutions will address the reasons for the high skilled labour turnover (Allen, 2006:599).

The sixth step entails forecasting the results of the solutions (Phillips & Connell, 2003:23). This step predicts the positive influence that the identified skilled labour solutions will have on a high skilled labour turnover rate, once it has been implemented (Holtom *et al.*, 2005:337). The value of this step can be found in the management of an organisation which can determine whether a high turnover rate will be successfully addressed in future (Holtom *et al.*, 2008:231).

The seventh step in the strategic framework entails the actual implementation, evaluation and monitoring of the effectiveness of the skilled labour turnover strategy that has been adopted (Aksu, 2004:210). This implies that the organisation should compare the actual results achieved with regard to skilled labour turnover with the current situation (Aksu, 2004:210). Comparing the achieved results with the set targets will reveal whether the implemented skilled labour turnover strategy assisted in the retention of skilled labour in the organisation and decrease the turnover profile (Eder & Eisenberger, 2008:55). Adjustments to the skilled labour turnover strategy are the eighth step in the strategic framework to address a high skilled labour turnover in an organisation (Holtom *et al.*, 2008:231). Where adjustments are needed to ensure an effective turnover strategy, such adjustments should be undertaken (Aksu, 2004:210; Holtom *et al.*, 2008:231).

The above strategic framework steps have not been undertaken in the Service (Malele, 2008). For a successful skilled labour turnover strategy for the Botswana Police Service, the strategy has to be guided by the HR department and based on the strategic accountability approach to manage personnel turnover as detailed

above. Adhering to the strategic accountability approach may assist in implementing the necessary elements and steps of a successful skilled labour turnover strategy. Organisations that have been able to implement effective skilled labour turnover strategies have been found to benefit in the following way (Carroll, Smith, Oliver & Sung, 2009:3):

- A history of satisfied employees and a satisfied public;
- A reduced cost of skilled labour replacement because of a lower skilled labour turnover;
- Productivity and efficiency are maintained and even improved because the development of newly appointed employees is unnecessary; and
- Skills, knowledge, competency and experience remain in the organisation.

Through an effective skilled labour turnover strategy, the Service may be able to implement these advantages. It must also be emphasised that a high skilled labour turnover rate results in service delivery disruptions, which in theory means that the law enforcement mandate of the organisation is discredited in the eyes of other institutions in the Service as well as in the eyes of the public. In keeping the skilled labour turnover low, the public's confidence in the Service will be restored. It has been reported that it had decreased in recent years (Godo, 2009). In order to maintain a low skilled labour turnover, factors that contribute thereto should be determined.

The analysis of scholarly literature has revealed that there are certain retention factors that will assist an organisation to retain its skilled personnel and secure a low skilled labour turnover (Holtom *et al.*, 2008:231). It was determined that the following retention factors would be ideal for adoption in a skilled labour retention model: remuneration, career development opportunities, job satisfaction, organisational commitment, decision-making, work environment, work-life balance, learning, training and development and lastly management style (Mothupi, 2010:65). These factors, which will form an integral part in the proposed skilled labour retention model are discussed in the next section.

3.6 FACTORS THAT ADDRESS A HIGH SKILLED LABOUR TURNOVER

Researchers, Moon and Kym (2006:57) and Matshego (2008:1) revealed that, given the amount of research invested to identify universal factors that can assist to address high skilled labour turnover, it is disappointing that these factors cannot be pinpointed by researchers. The failure to find universal factors is mainly due to factors responsible for lower skilled labour turnover which differs from one theory to another and from one organisation to another (Moon & Kym, 2006:57).

Although the debate on the factors that contribute to address high skilled labour turnover is on-going (Cook, 2008:4; Shipton *et al.*, 2006:3; Lesabe & Nkosi, 2007:38), an agreement was recorded by Moon and Kym (2006:57); Caldwell (2008:275); Martin and Schmidt (2010:56) that, in order to develop effective retention factors, organisations need to analyse the causes of skilled labour turnover in their own organisations. With this knowledge at hand, each organisation must undertake research to establish its own retention factors relevant to its situation. These factors should form a vital part of a skilled labour retention strategy and be included in the retention model (Moon & Kym, 2006:57; Caldwell, 2008:275; Martin & Schmidt, 2010:56). This research was undertaken to establish the retention factors specifically relevant for the Botswana Police Service to retain its skilled labour. To identify the contents of these factors certain theoretical principles have been used as point of departure and are discussed in the next section. It is necessary to outline these factors with a view to include them in future strategic and HR plans of the Botswana Police Service. Ultimately these retention factors will be validated (chapter 5) to form a crucial part in the proposed integrated skilled labour retention model (chapter 6).

3.6.1 Remuneration

In general, remuneration refers to the reward that an employee receives from an organisation, which includes salary, pay or wage allowances, benefits, a medical plan, a pension plan, clothes, travel allowances, bonuses, cash incentives and non-cash incentives (Dulebohn & Werling, 2007:191). There are more than 60 types of allowances or benefits that could be part of an employee's remuneration package (Dulebohn & Werling, 2007:191). Remuneration differs from organisation to

organisation; some organisations salaries and benefits are better than others which will have an influence on the retention of skilled labour (Dencker, Josh & Martocchio, 2007:208). Organisations should be aware of this fact so that they adopt competitive remuneration structures (Dulebohn & Werling, 2007:191).

During a literature review, focusing on the role that remuneration can play in reducing skilled labour turnover, it became apparent that there is a variation between private and public organisations' approaches to remunerating their employees (HCM, 2006:137). Researchers in the private sector maintain that financial incentives are the primary motive for skilled labour to remain in a specific organisation (Dulebohn & Werling, 2007:191). Human Capital Management (2006:137) also posits that in large, private sector organisations' remuneration in its various forms was found to constitute one of the top four factors that would retain skilled labour in the organisation. Financial incentives, such as annual bonuses and performance pay schemes, are commonly used as retention mechanisms by private organisations to address high employee turnover (HBR, 2005:148). Researchers also found that high performing skilled labour is influenced to leave an organisation because of poor remuneration as is the case with any other form of dissatisfaction (HCM, 2006:137). Receivable Report (2008:1) revealed that financial incentives are predominantly the key factor in the turnover of skilled labour in the private sector.

It has been traditionally accepted that in public sector organisations, the role of remuneration of skilled labour is not as important as other factors such as job security and fixed promotion/salary structures (HCM, 2006:137). Some academics, however, view remuneration as important in public organisations as is the case with private organisations, albeit negatively (Harvard Business Review, 2005:148; Doran, 2007:20) because they believe that remuneration merely motivates skilled labour to seek more rewards and can also undermine intrinsic interest in the job which is then only perceived as a means to an end (Lesabe & Nkosi, 2007:8). The fixed salary structures in public organisations prevent them from adapting their salaries to be competitive with those of the private sector (Headman, 2010). Salary scales are normally determined through government legislation and skilled labour knows exactly how salary will improve over the years (HCM, 2006:137). They can, therefore, easily compare their salary profile in their current public organisation with that of the profile

offered to them by an outside organisation (Bullock, 2007:20). Remuneration then becomes, as in the private sector, an issue for a public organisation to retain its skilled labour (HCM, 2006:137). Remuneration will become an important retention factor, even more important than what is traditionally regarded as retention factors, that is, work security, fringe benefits, fixed salary structures and other bureaucratic advantages (HCM, 2006:137).

An analysis of official documents and through interviews with management with the Botswana Police Service, it became clear that the organisation does not have any remuneration incentives or bonuses in place to motivate skilled labour (Mokwaledi, 2009). The impact of the lack of remuneration incentives or bonuses results in skilled labour leaving the organisation for improved remuneration incentives (Headman, 2010). Consequently, remuneration is a relevant factor for the Service to retain its skilled labour.

It was established through interviews with management, and more specifically, the management team of the Service that the loss of skilled labour was not purely due to poor remuneration (Mokwaledi, 2009). The opportunity to develop a skilled employee's career path will also play a decisive role in high skilled labour turnover (HCM, 2006:137). Career development is discussed in the next section.

3.6.2 Career development

According to Clifford and Thorpe (2007:7) and Bullock (2007:23), career development is directly related to organisational satisfaction and will have a positive impact on skilled labour turnover. Nel *et al* (2006:393), maintain that one of the important factors resulting in skilled labour to seek employment elsewhere, is the lack of opportunity for career development and career growth. Thus skilled labour will leave an organisation if they believe it is the only way to develop themselves and their careers (HCM, 2006:136). Career development opportunities for skilled labour should spell out the agreed goals for each skilled employee in an organisation (HCM, 2006:136). Career development has to be an element in an organisation's strategic plan and objectives so that skilled labour career plans can be developed and implemented (Batey & Woodbridge, 2007:29). Furthermore, career development for

skilled labour must include skills and competency development (Briscoe *et al.*, 2006:30).

The Botswana Police Service does not currently have career development plans for its skilled labour (Theledi, 2010). The study also revealed that career development plans are neither included in the Service's HR nor organisational strategies (Theledi, 2010). By developing its skilled labour career path, an organisation can create a constructive and positive outlook and expectations for its skilled personnel. This will not only increase the organisation's ability to achieve its set goals but also increase its chances to address skilled labour turnover problems related to its skilled labour (Montague, 2007:42). Therefore, the availability of career development opportunities and career growth programmes are significant factors for skilled labour retention (Gomez-Mejia, Balkin & Cardy, 2007:243). Skilled labour expects an organisation to develop their skills and provide them with a challenging career development vision to develop and refine their skills and competencies (Baruch, 2006:138; Solnet & Hood, 2008:59). Skilled labour selects employers that recognise their desires to acquire knowledge and skills through career development (Barron, Maxwell, Broadbridge & Odgen, 2007:119). Providing skilled labour with the latest in career development opportunities has a long term positive effect on an organisation, both in achievement of organisational objectives and skilled labour retention (Cairncross & Kelly, 2008:367).

It is clear from the above that the availability of opportunities for career development in an organisation may aid skilled labour to perceive their jobs as long term careers, thus bolstering skilled labour's dedication and commitment to the organisation. The lack of opportunities for career development in the Botswana Police Service is, therefore, a significant factor towards the high turnover of skilled labour. The Service should develop opportunities for skilled labour to build their career paths and offer such employees career opportunities which may motivate them to remain. Employees who serve an organisation over a number of years are argued to be satisfied with their jobs (section 2.4). Job satisfaction is discussed in the next section.

3.6.3 Job satisfaction

Job satisfaction refers to the contentment of an employee in the workplace as well as with his or her organisation. Job satisfaction, according to Carrim, Basson and Coetzee (2006:67), is an important factor in retaining skilled labour. Job satisfaction refers to both intrinsic and extrinsic reinforcers leading to job satisfaction (Carrim *et al.*, 2006:67). Intrinsic and extrinsic reinforcers should be present in a job in order for skilled labour to be motivated to stay on in an organisation (Bartunek, Huang & Walsh, 2008:37). Research has revealed that a satisfied worker will normally perform optimally although exceptions may occur (Bartunek *et al.*, 2008:37). Job satisfaction is also directly linked to motivation (Bullock, 2007:23). Both job satisfaction and motivation aim to entice skilled labour to remain in an organisation and to perform to their optimum level (Bullock, 2007:23).

According to Maharaj and Schlechter (2007:27), job satisfaction relates to a broad job scope, clear task identity, integration with other jobs, participation in organisational activities, outlining of responsibilities, clear communication channels and quality stress management. The organisation's role in securing work satisfaction has to do with the clearance of ambiguity in the workplace; secure group cohesion, meeting the expectations of employees and managing performance in a constructive manner (Maharaj & Schlechter, 2007:27).

Literature identifies satisfaction factors of which the following is important for this study: intrinsic satisfaction factors, extrinsic satisfaction values and general satisfaction values (Maharaj & Schlechter, 2007:27): Intrinsic job satisfaction refers to qualities and values that employees possess, such as skills, competencies and work experience, which will ensure that an employee performs his or her work successfully (Sama, 2006:53). The successful performance of an employee's work leads to his or her satisfaction in the given job (Bullock, 2007:23). Intrinsic satisfaction will lead to a scenario where an employee experiences feelings of accomplishment, self-actualisation, and identification with the work he or she is doing (Martin, 2007:17).

Extrinsic job satisfaction is described as values related to contentment with an employee's job, as well as with the organisation (Moyes, Owusu-Ansah & Ganguli,

2006:12). This includes an employee's perceptions of the quality of supervisors and their human relations, the conduct of peers, and how an organisation addresses the employees' external needs such as the recognition of performance, compensation and securing career advancement in the organisation (Martin, 2007:17).

General job satisfaction relates to the importance of organisational values to employees (Robbins & De Cenzo, 2001:95). One of these general job satisfaction factors is the general cohesion and commonality that exists between the various departments and their employees (Samad, 2006:53). If there is a lack of solidarity in an organisation's internal personnel structures, it can lose its skilled labour to another organisation (Moyes *et al.*, 2006:12). Establishing a culture of job satisfaction will help an organisation to guide its employees to be more positive, work hard and to remain with their organisations (Cetin, 2006:78). Job satisfaction can, to a great extent, secure organisational commitment (Samad, 2006:53).

Therefore, job satisfaction has a direct correlation with organisational commitment and an employee's choice to stay in an organisation (Messmer, 2006:13). According to Lee *et al* (2008:653), for skilled labour to experience job satisfaction, they need a work environment that allows them to make a contribution to an organisation and its operations. Skilled labour is likely to experience job satisfaction when they are able to use their skills and knowledge on the job, perform enriched and varied tasks, experience positive employee-management relations and instil the values and principles with which they can identify (Cetin, 2006:78). For skilled labour, job satisfaction is the opportunity to undertake meaningful work, contribute positively to the organisation in which they are employed serve with commitment (Lee *et al.*, 2008:653). The importance of job satisfaction is, therefore, underscored by its positive and shared relationship with the organisation and its functions (Cetin, 2006:78).

In a study conducted in the Botswana Police Service, it became apparent that a significant percentage (62%) of the respondents found their job unsatisfactory and unchallenging (Mothupi, 2010:62). The Service needs to implement systems that incorporate the job characteristics that were mentioned above in order to produce a culture of satisfaction among its skilled labour. Job satisfaction promotes

organisational commitment (Messmer, 2006:13). Organisational commitment is another important factor that has a role to play in addressing high skilled labour turnover in order to secure skilled labour extended tenure in an organisation.

3.6.4 Organisational commitment

Organisational commitment by skilled labour has attracted attention and scrutiny from researchers in an attempt to understand and clarify the meaning thereof (Robbertze, 2008:70). Researchers also analysed the stability that it brings to an organisation if skilled labour is committed to work for such an organisation (Stevens, 2006). This dedication of skilled labour will have an impact on them to remain in an organisation (Rousseau & Aube, 2008:321). Researchers' concerted efforts to understand the phenomenon of organisational commitment is driven by the benefits for skilled labour and organisations alike if organisational commitment can be attained (Maharaj & Schlechter, 2007:27). There are various ongoing debates to describe organisational commitment (Steven, 2006). Some debates focus on the nature or origin of organisational commitment, others focus on the stabilising effect of organisational commitment in an organisation and in some debates scholars focus on the behaviour of employees related to organisational commitment (Rousseau & Aube, 2008:321). In these scholarly debates, scholars tried to identify the different components of organisational commitment in order to understand it clearly and make it applicable for the retention of skilled labour (Samad, 2006:53). These debates on organisational commitment also led to the identification of three views namely: *Affective commitment*, *continuance commitment* and *normative commitment* (Chiaburu & Harrison, 2008:1082).

It is believed that *affective organisational commitment* refers to skilled labour's emotional attachment to the organisation, such that they continue employment because they voluntarily wish to do so (Maharaj & Schlechter, 2007:27). *Continuance commitment* is thought to be an awareness of the costs associated with leaving an organisation, where skilled labour remains because they need to do so (Rousseau & Aube, 2008:321). *Normative commitment* refers to how an employee perceives their future in the organisation. In this instance, skilled labour remains in the organisation because they believe they have a brighter future therein (Chiaburu

& Harrison, 2008:1082). Based on the above views, scholars concluded that management of organisational commitment is possible because it is related to skilled labour's emotions, perceptions on the cost to move to another organisation and how a specific skilled employee views future events (Moyes *et al.*, 2006:12).

There are several points of agreement and disagreement on the views of organisational commitment (Chiaburu & Harrison, 2008:1082). Despite their differences, the various scholars agree that organisational commitment is a stabilising and obliging force and it gives direction to skilled labour to obtain a positive behaviour towards their work and the organisation (Steven, 2006). Organisational commitment can be attained through aligning a skilled employee's organisational intent and objectives with those of his or her job and the organisation (Robbertze, 2008:70). Attaining organisational commitment is, however, easier said than done. HR specialists on human behaviour as well as the employee's supervisors should develop programmes to determine and assess the needs of skilled labour which will identify with the organisation (Chiaburu & Harrison, 2008:1082).

A further fixture related to organisational commitment is the psychological or emotional bond between skilled labour and an organisation (Samad, 2006:53). A psychological or emotional bond has to do with the strength of an individual's identification with an organisation as well as with his or her involvement in organisational activities (work and social) (Robbertze, 2008:70). It denotes the degree to which an employee is devoted to his or her job, the organisation and the degree of loyalty of the employee to his or her organisation (Briscoe & Hall, 2006:8). Skilled labour psychological needs will ensure an employee's loyalty and commitment which makes such an employee a candidate to remain with the organisation (Samad, 2006:54). Individuals with low organisational commitment will await the first opportunity to leave their jobs and the organisation, whilst individuals with high organisational commitment may choose to remain with an organisation (Rousseau & Aube, 2008:321).

The research conducted in the Botswana Police Service revealed that 60% of the respondents indicated that they experience social problems, emotional attachment to

the organisation is not always in place and their future expectations are not being satisfied (Mothupi, 2010:62). Organisational commitment by skilled labour should receive priority on the agenda of the organisation's strategic plan. Moreover, skilled labour should be involved in making decisions on aspects which need to be implemented to promote organisational commitment. The involvement of skilled labour in decision-making is another factor used to retain skilled labour. Participation in the decision-making process is discussed in the next section.

3.6.5 Participation in the decision-making processes

Employee participation in the decision-making process is synonymous with, among other things, the involvement in taking organisational decisions, participatory management and shared governance (Valoyi, Lessing & Scheppers, 2000:32). Carson *et al* (2007:1217), define participation in decision-making as a democratic approach by management in which employees are supported and encouraged to participate in the decision-making process. It is argued, that in order to be loyal to an organisation, skilled labour should be involved in the making decisions in an organisation, such as, decisions on how to develop new procedures to implement new activities. Participation in decision-making by skilled labour builds employee commitment by encouraging openness and reciprocity that increases trust in management and a renewed commitment in the organisation (Martin & Fellenz, 2010:311). Normally, skilled labour will experience job satisfaction when participation in decisions fall in their areas of expertise, such as, decisions on work methods and procedures, technical matters, buying new equipment, improve performance and service delivery, performance appraisal systems, training and development policies and health and safety measures (Saks, 2006:600).

The process of skilled labour participation in decision-making requires an organisation to implement policies and initiatives to get employees involved in organisational activities and to make employees feel personally responsible for the organisation's performance goals (Cappeli, Singh, Singh & Useem, 2010:95). Participation in the decision-making process will also give employees an opportunity to assist in addressing service delivery problems in their area of expertise to ensure effective service delivery to the public (Cappeli *et al.*, 2010:95). Skilled labour

participation in decision-making may also create a bond between the employee and manager that will develop a team spirit in the organisation and which could act as a motivation to a skilled employee to gain confidence in his or her organisations management team (Cappeli *et al.*, 2010:95). The inclusion of skilled labour in the decision-making role must, however, be implemented with caution because if not properly managed, it can create more problems than advantages (Cappelli *et al.*, 2010:95).

Decision-making can be strengthened through informal means such as brainstorming exercises or focus groups where skilled labour has the opportunity to discuss organisational and related matters (Saks, 2006:600). It is argued that by involving skilled labour in the decision-making processes, it will promote ownership of the decisions made and skilled labour may feel part of the organisation. Hence, skilled labour may remain with the organisation (Saks, 2006:600).

Decision-making in an organisation has evolved from simply making a unilateral decision, to a process of involving skilled labour in making higher-level decisions with the aim of promoting skilled labour's commitment to the organisation (Fernandez-Araoz, 2007:17). Carson *et al* (2007:1217), support the participation of skilled labour in decision-making and states that it will be most effective and long lasting if skilled labour is involved in decision-making to promote a sense of ownership and commitment to the organisation. For the concept participation in decision-making to be effectively encapsulated in an organisation, it requires the leaders to bring unity, people, ideas and resources together under a common purpose and understanding because the trend is to involve every individual in the process of management, problem solving and decision-making (Fernandez-Araoz, 2007:17). This experience may be positive or negative (Fernandez-Araoz, 2007:17). It can be argued that it will have an influence on the skilled employee's decision to remain in the organisation.

3.6.6 Work environment

The work environment refers to skilled employee's workplace and its immediate environment, that is, colleagues and supervisors who contribute to positive feelings about the work (Chiaburu & Harrison, 2008:1082). The influence in the workplace by

supervisors and colleagues as a social factor has an influence on the skilled employee's organisational commitment (Rousseau & Aube, 2008:322). When skilled labour has an experience or even a perception that they are treated as well-respected colleagues of the organisation by their supervisors and colleagues, they are likely to experience a feeling of work satisfaction and psychological fulfilment in their work environment (Kaliprasad, 2006:20).

Poor treatment of skilled labour will create a poor and unacceptable work environment that can lead to a high labour turnover (Lee *et al.*, 2008:653). According to Chiaburu and Harrison (2008:1082), a positive work environment should create an atmosphere and environment physically and materially conducive to create a content work place, which could assist the employees to be productive. It can be inferred that the employees could become creative and foster an atmosphere for personal growth which could be beneficial for skills and competency development.

The Botswana Police Service, to a large extent, experiences difficulty in creating a positive working environment (Headman, 2010). It can be argued that these difficulties can be attributed to the environment in which police officers work which can at best be described as unpleasant, unpredictable and dangerous (Kentse, 2010). To improve such an environment, flexible working hours, leave advantages and special programmes could help police officers to cope with such work extremities and create a positive approach to their work (Mothupi, 2010:62). Mothupi (2010:62) also records that 62% of the respondents in a research that was conducted in the Service indicated that their work environment is insufficiently addressed by the organisation that has led to unsatisfactory and unfulfilling attitudes. Private organisations in Botswana provide a better work environment for their law enforcement employees. Since skilled labour is aware hereof, they favour these organisations as new employers. A poor work environment is, therefore, a leading factor which contributes towards a high skilled labour turnover in the Botswana Police Service (Mothupi, 2010:62). The Botswana Police Service should, therefore, endeavour to improve the work environment for its police officers.

3.6.7 Work–life balance

Work-life balance is regarded as an art to successfully balance work commitments with other life activities such as private life endeavours (McGrath, 2006:1). Researchers Pleffer (2007:1335) and Bullock (2007:24) believe that an employee who can assure a balance between work and social life may be a fulfilled or satisfied employee who will regard his or her organisation as a workplace committed to the happiness of its employees.

Work-life balance addresses, from an organisational point of view, the negativity related to role conflict, role overload and the negative influence on employees and role interference because of poor supervisory methods (Bullock, 2007:24). Role conflict occurs when the collective demands of an individual's work and life needs are incompatible and participation in one role is in conflict with the other role (Groete & Raeder, 2009:225). Role conflict may be experienced when an employee's work takes up all his or her time and the employee spends limited time with his or her family (Ryan & Kossek, 2008:296).

Role overload on the other hand occurs when multiple demands or tasks are appointed to an employee to such an extent that the employee has to work lengthy periods of overtime which is to his or her own, or family's detriment (McGrath, 2006:1). Ill health, interference in the daily activities of the employee or poor guidance by a supervisor is additional detrimental factors (Uys & Mcllend, 2009:1). Work interference and extended working hours interferes with the life roles which usually has a negative impact on an employee's productivity (Groete & Raeder, 2009:231). Work interference will also undermine the feeling of responsibility and guilt may emerge which hampers life balance activities (Kemelgor & Meek, 2008:76).

Work-life balance is, therefore, a broad concept that is closely related to job design and job satisfaction (Ryan & Kossek, 2008:296). Traditionally, research in the area of work-life interaction was primarily concerned with the increased number of working mothers, managing the conflict between their work and family roles (Kemelgor & Meek, 2008:76). Although these initial studies on work-life balance were conducted in the private sector (Bullock, 2007:24), the increased demands of work-life balance in the public sector, as well as changing social expectations, acknowledged that balancing work-life issues are important for all employees in any organisation

regardless of the employees' gender and or type of organisation (private or public sector) (Uys & McLellan, 2009:1). Maintaining a healthy balance between personal life and work life is an important factor for skilled labour retention (Samad, 2006:53) because family and work are the two most important domains for most people (Pleffer, 2007:1334). A conflict that may arise between work and family time may lead to stress, resulting in negative consequences such as job and/or family dissatisfaction (Uys & Mcllend, 2009:1).

Organisations need to provide clear and unequivocal support for employees' work-life balance (Pleffer, 2007:1335). Human resources literature posits that, childcare facilities, flexible hours of work, creative leave options (i.e. study leave, bereavement leave, parental leave, unpaid leave and holiday), proximity to home (working from home and easy transfers to other locations) and career assistance are frequently mentioned as factors that promote work-life balance (Ryan & Kossek, 2008:296). An organisation needs to consider alternative work schedules and family leave in order to reduce unreasonable workloads, as this is associated with labour turnover (Uys & Mcllend, 2009:1). This factor is so important that the organisation should develop an environment for workers where they will be satisfied in a work-life balanced environment (Pleffer, 2007:1335). However, Theledi (2010) point out that policing is a demanding profession and a full-time commitment that cannot effectively provide much leisure time to employees. The Service does not provide for arrangements that will create a balance between work and social life (Moalogi, 2010). It is advisable for the Botswana Police Service to put measures in place that would promote a healthy work-life balance, together with other skilled labour retention factors such as learning, training and development, which is discussed below.

3.6.8 Learning, training and development

Learning involves a change in behaviour, which includes a change in conduct, actions and deeds of employees (Greenberg & Baron, 2008:111). The aim of a change in behaviour is to shape an employee from problematic behaviour to

acceptable behaviour so that an employee can move up a step in his or her performance (Felder & Solomon, 2005:16). This will improve an employee's competency and proficiency levels, which is a required right phase to become a skilled employee (Dymock & McCarthy, 2006:525). Skilled labour with high competency levels is known to have improved job satisfaction and organisational commitment since it has a positive influence on the turnover figures of the organisation (Serfontein, 2006:126). It was highlighted in sections 3.6.3 and 3.6.4 that both job satisfaction and organisational commitment has a positive impact on an employee's behaviour and job satisfaction and organisational commitment will also have a positive impact on skilled labour remaining in the organisation. The negative conduct, actions and deeds of employees, when changed to constructive positive behaviour, will develop employees with optimistic visions focussing on those remaining in the organisation (Marah, Khadra & Rawabdeh, 2006:455).

According to Brewster *et al* (2003:175), and Dymock and McCarthy (2006:525), learning establishes the following significant changes in the behaviour of employees in order to prepare them to become skilled labour in an organisation:

- Employees function in the midst of the knowledge revolution and cannot stagnate in their learning efforts, or else their capabilities to address behavioural and proficiency challenges in their organisation will decrease;
- In the global society, employees are expected to deliver quality services and products and if employees do not learn, train or develop to a level of highly skilled labour, such employees will become obsolete;
- Rapid high order advances in technology bring one innovation after another; hence employees should ensure that they become skilled in their work through continuous learning; and
- Employees need to recognise that organisations are internally changing, re-engineering and re-structuring which creates a new environment in which employees must adapt. In learning to face these changes successfully, employees need not only change their skills, but also their behaviour towards these changes.

According to Theledi (2010), learning opportunities in the Botswana Police Service are not readily supported by the organisation and its HR department. In providing learning opportunities to its employees and skilled labour, the Service may create opportunities for its employees to develop their behavioural skills and abilities. Such employees will, according to Marah *et al* (2006:455), need these behavioural capabilities, with skills and competency development to further their ideals to become skilled labour in an organisation. The Service should realise that learning builds the spirit of togetherness, therefore, if provided with opportunities to learn, skilled labour may develop a sense of belonging to the organisation. It should be emphasised that such an environment is normally created through the encouragement of teamwork, which builds the spirit of togetherness amongst skilled labour and reinforces bonds of belonging to the organisation (Dymock & McCarthy, 2006:525).

Learning organisations also support skilled labour in their desire to grow and expand their knowledge and behaviour to fulfil the organisations desires, not only for the organisation to reach its goals, but also create a working environment conducive to the employee's needs (Bryson *et al.*, 2006:283; Tjepkema, Ter Horst, Mulder & Scheerens, 2000:22). Such organisations encourage learning at all levels (Marah *et al.*, 2006:455). The Service should, therefore, realise the desire of their skilled labour to learn. Learning programmes should be implemented and skilled labour should be encouraged and motivated with a vision to become highly rated employees. Not only does the provision of learning opportunities improve skilled labour retention, it also enhances lower employee turnover statistics (Marah *et al.*, 2006:205).

Training and development relates to planned activities that increase the knowledge, skills, competencies, insight, attitudes, behaviour, values, working and thinking habits of employees in such a way that they are able to perform designated or intended tasks efficiently (Zaleska & de Menezes, 2007:987). Training aims to develop work techniques that will be needed by an employee to become valuable in his or her job and to reach high levels of productivity (Velada & Caetano, 2007:284), in other words, to become skilled labour in their jobs (Evans *et al.*, 2006:91). Development on the other hand aims to give employees skills the competency to prepare them to take up senior roles in the future of the organisation (McDowall &

Mabey, 2007:633). Training and development is regarded as two of the most effective ways of rewarding employees and to grow them into skilled labour (Velada & Caetano, 2007:284). Employees have in most instances a desire to gain knowledge and even if they reach the level of the skilled employee will want to further their knowledge for new information and continually look to add new knowledge to their current skills profile. This approach will, to a certain extent, address a high skilled labour turnover (Gomez-Mejia *et al.*, 2007:243).

Skilled labour would prefer organisations that provide lifelong training and development programmes and activities. Should their organisation not comply with this need, they may consider leaving for another organisation (Nel *et al.*, 2006:393). If training and development is provided, it could increase organisational commitment because of a closer psychological attachment to the organisation and its goals (Clifford & Thorpe, 2007:1). Employees who are aware of the role that an organisation's training and development activities play in evolving their skills might develop a sense of obligation or normative commitment to the organisation (George & Jones, 2008:62). The skilled labour might also develop a moral obligation towards the organisation and find it unethical to leave (McDowall & Mabey, 2007:633).

Although the government of Botswana has implemented the Skills Development Act (SDA) of 1999, this Act is not compulsory because of the lack of funds in public organisations (Ndulamo, 2010). Organisations like the Botswana Police Service, is not obliged to train, and more specifically, develop its police officers (Nhlabano, 2008). The lack of a well-structured training programme is problematic and the development of such employees into skilled labour can only be undertaken with adequate funding. Organisations that have effective training and development programmes in place tend to be more successful in keeping their skilled labour turnover profile low and they are eventually also more successful in recruiting skilled labour from other organisations (Zaleska & de Menezes, 2007:987). The Botswana Police Service management should, therefore, ensure that they implement and support learning activities in the organisation and the management style in the organisation should be supportive of learning activities. Management style is discussed in the section below.

3.6.9 Management style

In order to define management style, it is necessary to understand what management entails. Management can be defined as the attainment of organisational goals in an effective and efficient manner through planning, organising, staffing, directing, and controlling (Daft, 2005:15). In the process of attaining organisational goals, managers must follow a certain management style (Six & Sorge, 2008:858). This style can range from an autocratic style (strict rules) to a laze faire style (no or very little rules) (Visser, 2008:127). A management style entails how managers and supervisors relate, interact and guide their subordinates in order to create a conducive work environment so that organisational goals can be attained successfully (Rousseau & Aube, 2008:321).

Human resource management literature reveals that in order to promote a conducive work environment, managers and supervisors should adopt a management style that fosters a positive and supportive relationship between an organisation's management and skilled labour (Visser, 2008:127). According to theory, managers can also change their management style to address specific situations termed situational management leadership (Rousseau & Aube, 2008:321). In practice, this means that a manager or supervisor can manage unskilled labour differently from skilled labour (Six & Sorge, 2008:858). Unskilled labour will be managed in a structured manner and more decisively than skilled labour (Receivable Report, 2008:8). Skilled labour may be managed in a more unstructured manner than unskilled labour, paving the way for skilled labour to take part in decision-making activities in the organisation (Rousseau & Aube, 2008:321).

Since there are various management styles available to management, and these styles can change from situation to situation, the Botswana Police Service management cadres should determine which styles will be best suited for the police environment. A challenge in this regard is the military culture and related communication structures in the organisation. The military culture and its related communication structures normally holistically represent an autocratic form of management, but the styles of the managers can differ in this holistic format (Visser, 2008:127). In this holistic format managers and supervisors can have different styles,

such as focussing on either the humanitarian strict military aspect of management when working with police officers (Sekgweng, 2010).

Receivable Report (2008:8) maintains that an inappropriate management style is a primary reason for skilled labour wishing to leave an organisation. By adopting a management style that promotes a healthy relationship between skilled labour and management, an organisation may entice skilled labour to remain and in the process secure a low labour turnover figure for the organisation (Daft, 2005:15).

Skilled labour is in high demand throughout the world and it is essential that an organisation creates management practices that satisfy the needs of such labour and assist in keeping the skilled labour turnover as low as possible (Ntonga, 2006:23). Senior managers of the Service should ensure that their management style is both encouraging and accommodating, granted that this is no easy task in an organisation with a military culture.

It can be concluded that the above factors outlined may assist in keeping the turnover rate of an organisation as low as possible. Because of their importance in the retention of skilled labour, the discussed retention factors have, as mentioned been included in the integrated skilled labour retention model for the Botswana Police Service.

3.7 CONCLUSION

In this chapter, a scholarly literature review on skilled labour turnover was discussed. The literature review on skilled labour turnover revealed that it can be studied from different viewpoints. In order to develop a comprehensive and integrated skilled labour retention model for the Botswana Police Service, the different perspectives of skilled labour turnover have also been outlined, namely: from a psychological fall-out perspective, an economic perspective and a psychological perspective. The two broad ways in which a skilled employee can leave an organisation was also highlighted. They are the rational way (after an in-depth analysis of the situation) and the instinctual way (a skilled employee leaves the organisation instinctively). The rationale for skilled labour turnover was found to be relevant to this study because

most skilled labour who leave the Service leave after searching for opportunities in the market and decide whether to resign or not.

The chapter concentrated on specific retention factors that were identified during a literature study namely: poor remuneration, poor career development and career opportunities, job satisfaction, organisational commitment, lack of participation in decision making, work environment, work-life balance, learning, training and development. Each factor was discussed. The identified retention factors are of specific importance to the Service as each has a role to play in the retention of skilled labour. Moreover, they are included in the proposed integrated skilled labour retention model.

The need to develop a retention model for skilled labour in the Botswana Police Service became imminent because of the direct and indirect cost that the organisation experiences as a result of the loss of skilled labour. The chapter revealed that the Service is experiencing both direct and indirect costs relating to skilled labour turnover. Direct costs experienced by the Service relates to the money and time spent in recruiting skilled labour, whilst indirect costs relate to the productivity losses experienced by the organisation as a result of losing its skilled labour. Given the high costs the Service is experiencing because of the high skilled labour turnover, it was established that an integrated skilled labour retention model that incorporates all the factors should be developed in an attempt to rectify the problem.

The discussion in this chapter, as well as Chapter 2, laid the foundation for the following chapter (4). The current skilled labour retention practices in the Botswana Police Service will be analysed through open-ended interviews with senior management in the various departments of the Botswana Police Service.

CHAPTER 4: CURRENT SKILLED LABOUR RETENTION PRACTICES IN THE BOTSWANA POLICE SERVICE

4.1 INTRODUCTION

In the previous chapters the phenomenon of skilled labour as well as the dynamics responsible for skilled labour turnover was discussed with special reference to the Botswana Police Service. This chapter will discuss probable relevant arrangements to retain skilled labour in the Service.

According to the management of the Botswana Police Service, they regard the basic conditions of service programmes and HR functions as a means to retain skilled labour. However, the researcher intends to determine whether this is the case and if so, to which extent it is true. In this chapter, the basic conditions of service programmes and HR functions that are currently implemented by the Service are discussed, with the view to determine the retention of skilled labour.

The current basic conditions of service programmes in the Service are based on three programmes, namely:

- The Internal Employee Assistance Programme (IEAP);
- The Employee External Benefits Programmes (EEBP); and
- The Employee Remuneration Improvement Programmes - ERIP (Kentse, 2010).

In addition to the current basic conditions of service programmes, the current HR functions that may also assist the Service to retain its skilled labour are the following: recruitment; performance appraisals; motivation; succession planning; career management; learning; remuneration and training and development (Makobo, 2010). To determine whether these HR functions have a positive influence on the retention of skilled labour in the organisation, interviews were held with 18 senior managers. Official documentation was analysed in order to establish how the HR functions are implemented.

This chapter concentrates on the contents of the basic conditions of service programmes and HR functions with the information obtained through interviews with senior managers in the Service. Inferences could be drawn of the effectiveness of the basic conditions of service and the HR functions on the retention of skilled labour

in the organisation. The questions developed for the in-depth interviews were based on the theoretical principles on interviewing and information obtained from Chapters 2 and 3. The interview questions are attached as Appendix B. The development of the interview questions is discussed in par 4.2.2.

This chapter will cover the first phase of the empirical research followed by the second phase (discussed in chapter 5), to establish, through the use of a questionnaire whether the identified retention factors for skilled labour is applicable for the proposed integrated skilled labour retention model. The researcher also focuses on determining the effectiveness of the current state of affairs (the conditions of services programmes and the current HR practices) in the Botswana Police Service to retain its skilled labour (section 1.3). Much consideration was given to combine chapters 4 and 5, but it was decided not to do so since different methodologies were followed in each chapter. In line with this logical division of the chapter, information in the two chapters is also presented differently, namely: typical qualitative discussions and referrals to interviews (chapter 4) and statistical analysis and graphs in chapter 5.

The questions developed for the in-depth interviews were based on the theoretical principles discussed in chapters 2 and 3. By following the theoretical principles the researcher ensured that the interview questions focused on the topic under discussion. The semi-structured questionnaire used during the interviews with senior management is attached as Appendix B. The research methodology for the empirical study is discussed in the following section.

4.2 RESEARCH METHODOLOGY

Qualitative research focuses on participants' perceptions and experiences and also the way they make sense of a specific phenomenon (Tuckman & Harper, 2012:289). Qualitative research also focuses on social realities. It is the task of the researcher to uncover and analyse these realities to establish the truth through the qualitative method (Bryman, 2012:401). According to Woods (2006:20), there are three primary

methods to gather data in qualitative research: observations, interviews and documentary and or literature analysis (Cf. Crossman, 2009:1).

The research methodology followed to obtain, analyse and present data on the effectivity of the current arrangements in the Service pertaining to the retention of its skilled labour is discussed in this section. The information on the effectiveness of the basic conditions of service and HR functions in the Service formed the basis on which interpretations were made, that is, establish whether the current retention arrangements are successful or not. These interpretations were based on the collected data and inferences were drawn from the interview results. Because of the substantial amount of theoretical information available on research methodology, this discussion will only highlight the features related to the research methodology used in this chapter.

The research methodology used in this chapter focuses on obtaining data based on the success or failure of the Service's arrangements to retain its skilled labour. It is necessary to gain this data because if successful, they should form part of the proposed integrated skilled labour retention model developed for this study. Currently the Service uses basic conditions of service as part of the skilled labour retention model. The basic conditions of service are insufficient for the retention of skilled labour in the Service because they are not specifically targeted towards skilled labour as a retention strategy, but are applicable to all police officers as standard conditions of service in the Service. Jones and Alony (2011:109) state that the final results of research in a qualitative study can only be included in a model if it is found to be constructive, valid and true. Therefore, if unsuccessful, the current arrangements will not be included in the proposed integrated skilled labour retention model.

The two data collection methods utilised in this chapter, namely: semi-structured interviews and the analysis of official documentation, explore the same phenomenon of skilled labour retention in the Service. The use of two data collection methods creates a better understanding of the phenomenon under discussion, participants, the problem under investigation and increase the validity and credibility of the outcomes. The use of two data collection methods will also ensure that the

phenomenon under investigation, in this instance, skilled labour retention, is analysed from various vantage points (Woods, 2006:18). By using these different research data collecting methods, the researcher could adhere to the principles of triangulation⁵. The data gathered through these methods assisted to ensure the quality of the data gathered, which also assisted in the validation of the data (Jones & Alony, 2011:109). These two methods of data collection are discussed under the heading 'Selection of instruments for data collection' in section 4.2.2.

The format of the research methodology implemented in specific research can differ from researcher to researcher and from research to research (Woods, 2006:6). Based on the nature of this research being qualitative and as well as the objectives of the research to develop an integrated skilled labour retention model for the Botswana Police Service, the following methodological format was selected as the most appropriate:

- Clarification of the objectives of the chapter (section 4.2.1);
- Selection of the instruments for data collection (section 4.2.2);
- Data collection (section 4.2.3);
- Targeting the population and sampling group (section 4.2.4);
- Analysis of the data (section 4.2.5); and
- Presentation (reporting) of the findings (section 4.2.6).

Some of the steps are discussed briefly, while others, such as the presentation of findings, are discussed in greater detail because the presentation of the findings will endeavour to explain whether the current benefit programmes in the Botswana Police Service will assist with the retention of skilled labour in the organisation.

4.2.1 Objectives of this chapter

The first step in research is to clarify the objective(s) (Woods, 2006:6). Within the context of the thesis, this chapter aims to “to determine the current state of affairs

⁵ Triangulation refers to a study that focuses on collecting, analysing, and mixing both quantitative and qualitative empirical materials in a single study (Teddlie & Tashakkori, 2011:285; Creswell, 2011:269).

and practises in the Service to retain its skilled labour”. Information gathered to determine the effectiveness of the current skilled labour retention strategies in the Botswana Police Service indicated whether measures present can be utilised to develop the integrated skilled labour retention model.

The next step or phase was to decide which instruments to use to gather data from the respondents (Woods, 2006:6). Interviews, observation and an analysis of official documents are the primary methods of data collection. These methods are described in the next section.

4.2.2 Selection of the instruments for data collection

Semi-structured interviews were used to gather data to address the objectives and to establish the participants’ (senior managers) perspectives on the effectiveness of the basic conditions of service used by the Service to retain its skilled labour. The aim of the semi-structured interviews was to extract as much descriptive information as possible from the senior managers of the techniques that have been put in place to retain its skilled labour. Leedy and Ormond (2005:147) state that qualitative research normally produces descriptive (straightforward) data and the researcher draws conclusions from such data.

Interviewing is in theory a popular method of obtaining data directly from questioning participants in a research study and by talking to them in person (Sarantakos, 2013:277). According to Wimmer and Dominick (1997:156), researchers are permitted to deal with the execution of interviews in any order they wish. There is, for instance, no specific directive to follow and the researchers can phrase the questions in their preferred manner (Lichtman, 2013:187; Creswell, 2014:3). A broad range of questions can be asked in any order depending how the interview develops (Tuckman & Harper, 2012:289). Semi-structured interviews also allow the interviewer to probe deeper into the initial responses of the respondent to gain detailed answers to the question (Wimmer & Dominick, 1997:156).

The researcher also recorded the interviews on tape which enabled a comparison of the recorded information to that gathered through an analysis of official

documentation. During the interview sessions, the researcher took down detailed notes of the responses from the respondents as a supplement to the recordings. The researcher took down notes by hand and interpreted the information presented by the interviewees the same day the interview was held. According to Fink (2000:4), interviews as data collecting methods implies that a researcher is in close contact with the interviewees, which also presents an ideal opportunity for the research to observe the reactions of the participants or interviewees. From a quality point of view, the interviewer must be in control of the process of interviewing and he or she must ensure that all the statements provided by the interviewees are noted (Lichtman, 2013:187).

The reasons why interviews can be used by researchers to collect data vary, but it usually includes the following (Tuckman & Harper, 2012:244):

- A researcher can discover how individuals think and feel about the research topic and why they hold that specific opinion;
- The issue under study can be investigated in depth;
- It adds a human dimension to impersonal data;
- It deepens the understanding of the topic under discussion because it is not a one sided exercise such as the completion of a questionnaire;
- Detailed questions can be asked which leads to obtaining more data;
- Incomplete answers can be followed up;
- The respondents own words and opinions are recorded; and
- Information gathered can be evaluated at a later stage.

As the interviews were the primary source of data collection, the researcher gained the following value through the interviews:

- Knowledge, which focused on the objective of establishing the effectiveness of skilled labour retention practices in the Botswana Police Service;
- An understanding on the phenomenon under study, viz. skilled labour retention in the Botswana Police Service;
- A logical flow of events in the organisation could be formulated;
- Specific, exact data and discarded irrelevant information could be obtained; and

- A scientific report with the information obtained through the interviews could be written.

During the interview sessions with the senior managers the researcher took cognisance of the above to ensure that the exercise was designed to generate accurate and quality data. During the interviews valuable information was generated, some relevant while others not. The relevant information gained from the interviews was used partly in the development of the proposed integrated skilled labour retention model presented in chapter 6 (section 6.4). In addition to the semi-structured interviews, an analysis of official documents was used as another source to collect data.

The analysis of official documentation was a valuable method to expand on the topic of skilled labour retention. Coffy and Atkenson (2004:1) note that official documentation is predominantly used to contextualise the background material and facts in qualitative social research. However, Owen (2013:24) points out that the analysis of official documents should be regarded as a data collection technique in its own right and not as a mere supportive technique compared to, for example, interviews. The analysis of official documents should form an essential part of social scientific research because official documents may in many instances form the point of departure of research in public organisations (Owen, 2013:24), such as the Botswana Police Service.

Advantages of an analysis of official documents to obtain data to undertake a scientific study are (Sarantakos, 2013:305):

- It reveals statistics on employees;
- It helps with experiencing and understanding the environment and the people working therein as it is presented in documents;
- It describes the structure and purpose of the organisation and the roles that employees play are presented in documents such as duty sheets;
- It is usually available and accessible and can easily be analysed; and
- It provides the basic information on which the rest of the research is built.

When determined which documents are important to obtain and analyse, a researcher should link the objectives of the study with the official documents for analysis (Bush *et al.*, 2011:31). Sarantakos (2013:305) and Owen (2013:24) state that the following documents are important in a study:

- Information retrieved or recovered from official documents or files such as the personal files of certain employees;
- Legislation and policy documents applicable to the organisation under discussion can be easily retrieved from official filing systems;
- Previous investigations and reports related to the subject under investigation; and
- Organisational charts which can be analysed to get a holistic picture of the organisation.

Of importance for this study is the analysis of the Service's official documents to establish the internal functions of the HR department and the programmes in place in the departments that could have had an influence on the retention of skilled labour.

The researcher made arrangements for the interviews with the senior managers in the Service and ensured that the relevant official documents were obtained before the interviews were held. With the information gathered after an analysis of the official documents, the interviews were conducted. The information gathered from the official documents enabled one to compile the questions for the interview schedule (see Appendix A).

4.2.3 Data collection

The aim of the various data collection techniques utilised in this study was to extract as much quality information as possible from the senior managers with specific reference to the current practices in place to retain its skilled labour. It was also presumed that the information received from the senior managers would present first-hand information on skilled labour retention factors relevant to the Service. The participants were allowed the freedom to respond to the questions at their own pace.

In doing so, it was believed that the interviewees would provide specific responses. Where more clarification was needed or the respondents had not responded satisfactorily, a directive style of questioning was undertaken in order to obtain information. The directive style of questioning during interviews is supported by Patton (2002:17) and Floyd and Fowler (2014:110).

The interviews were conducted face-to-face in the participants' work environment. A letter of consent (Annexure A) was signed by each respondent and an introductory letter (Annexure B) was provided explaining the purpose of the research. The introductory letter emphasised that the participants' contributions in responding to the questions were important, and the information gained would assist in understanding the effectiveness of the skilled labour retention practices prevalent in the organisation for the development of a skilled labour retention model, should the research find that the current practices are ineffective.

The researcher visited the participants at their offices and arranged for dates and time slots that suited them. Before the commencement of each interview the researcher introduced the purpose of the interview. The participants were made aware of the fact that the information they provided would not be used to discredit them in any manner. They were also informed that the information could make a positive contribution pertaining to the retention of skilled labour in the Service. The senior managers were identified, selected and utilised according to specific methods and procedures.

4.2.4 Target population and sample group

The research problem and the purpose of the study guided the researcher in identifying the target population for the study. If the target population in a research study is not too large for every individual thereof to be interviewed, all the respondents of the population should be interviewed (Briggs *et al.*, 2012:143; Floyd & Fowler, 2014:14). For this research, the target population comprised 18 senior managers in the various departments in the Botswana Police Service. Researchers, Bennett-Demerais and Lapan (s.a:8), recommend that where the target population is

less than 20 participants, all should be interviewed. The researcher decided to interview the 18 senior managers as explained in chapter 1 (section 1.7.4).

According to Cooper and Schindler (1998:128), a variety of factors can influence the amount of data qualitative researchers must gather. It is, for instance, challenging to determine certain target populations, such as for drug related research or where certain aspects of gangster activities are analysed (Maree, 2007:178). It is, however, easier to determine the target population and sample size in state departments (Bennett-Demerais & Lapan, s.a:8). In populations that are difficult to access, relatively few interviews (between six and twelve) will prove to be valuable and provide an adequate amount of data to address the problem under investigation (Briggs *et al.*, 2012:143). However, with the Botswana Police Service, it was easy to access the 18 senior managers.

Bennett-Demerais and Lapan (s.a:8) further state that ‘...considering the length of time this type of research (interviews) often takes, the difficulty of gaining entry to even the mundane group or setting, the difficulty of transcribing thousands of hours of interview data...our best bet is to advise the number of interviews in the broad range of between twelve to sixty.’ For a thesis, the authors recommend between no more than 20 interviews (Bennett-Demerais & Lapan, s.a:8). Therefore, as mentioned above, a sample of 18 senior managers was interviewed. According to Cooper and Schindler (1998:128), a sample of 18 falls within the range of an acceptable sample size for interviews.

The 18 senior managers formed the entire population of the target group to be interviewed. Moreover, they possessed the necessary qualifications, knowledge, experience, skills and competencies to provide quality and accurate data. Purposeful sampling relates to a situation where the researcher specifically targets the respondents that meet the set criteria (Bennett-Demerais & Lapan, s.a:8; Maree, 2007:178). Cooper and Schindler (1998:128) state that qualitative research is generally based on purposeful sampling methods. The 18 senior managers selected as participants in the interviews serve on the following hierarchical levels in the organisation:

- Police Commissioner (1)
- Deputy Police Commissioner (2, one from the HR department and one from the Law Enforcement Department)
- Senior Commissioner (2)
- Commissioner (13)

The 18 respondents availed themselves for the interviews. The respondents provided valuable information that was analysed.

4.2.5 Analysis of the data

The gathered data have been thoroughly analysed using the guidelines set out by Taylor-Powel and Renner (2003:2), and Saldana (2013:17). The guidelines are explained in this section. The tape recordings were replayed several times to extract useful information. All the information that was identified as having no merit for the research was eliminated. The remaining data was again analysed as a further step in the refinement process of the information. The final data was then structured per question to indicate the responses to each interview question. All the responses of the interviewees to each question was systematically compiled. It was necessary to take the aforementioned action in order to ensure that all the information gathered from the interviews was categorised for reporting purposes (Taylor-Powell & Renner, 2003:17; Saldana, 2013:17).

The categorisation of the data was undertaken according to the guidelines set out by Taylor-Powel and Renner (2003:2) and Saldana (2013:17), which stipulates the following:

- Identify specific themes from the data;
- The themes must be aligned with the interview questions;
- Themes must include ideas, impressions, perceptions and experiences of each respondent as he or she describes during questioning; and
- Organise the themes into coherent categories that will summarise them and bring meaning to them.

The categorisation process is labour intensive as the amount of data gathered from the interviewees is comprehensive in a qualitative study (Miles, Huberman & Saldana, 2014:73). The categorisation of data should, in the final analysis, be according to specific programmes (Taylor-Powel & Renner, 2003:2; Saldana, 2013:17). The final categorisation of the data obtained through the interviews with the 18 senior managers was as follows:

- The internal employee assistance programmes;
- Employee remuneration improvement programmes;
- Employee external benefits programmes; and
- Implementation of certain HR practices.

It is important to discuss the findings of the interviewees as depicted through the categories as this is what is referred to as the interpretation of data in order to attach significance and meaning to it (Miles *et al.*, 2014:73). Discussing the findings of the interviewees provided the researcher with a sense of what the interviews produced and enabled the explanation of the phenomenon under discussion. Discussing the findings of the interviewees is also called the identifying of repeating ideas expressed by different respondents and interpreting these ideas in order to report it to a specific audience (Gay, Mills & Arasian, 2011:467). The latter authors state that when themes and categories have been identified and data has been analysed, the data that was produced should be presented in a rich and exhaustive manner in a report (Gay *et al.*, 2011:467). The report should include the findings, address the final results and must make recommendations in order to address the problems (Gay *et al.*, 2011:467). In this study the report was presented as recommendations (chapter 7), and the findings led to the development of an integrated skilled labour retention model. The findings from the interviews are discussed in the next section.

4.2.6 Presentation (reporting) of the findings from the interviews

After a researcher has analysed the data, he or she must present the findings in a format that will be of value to the scientific community or society (Summers & Brett,

2003:15). This format is usually a scientific report, but the structure and format of such a report can differ from organisation to organisation. According to Summers and Brett (2003:15), the purpose of reporting on the findings of particular research is to formalise the views of the researcher which is based on the data collected and analysed. There are different types of reports such as, business reports, executive reports, technical reports and research reports (Summers & Brett, 2003:15). A research report, such as this thesis, involves conducting scientific investigation and the presentation of the results of a literature study, surveys, questionnaires, interviews, focus groups and analysis of official documents in a well-structured format to present new knowledge on a specific phenomenon (Summers & Brett, 2003:10).

A further function of reporting the results of a study is to give a researcher the opportunity to verify and record his or her findings in a scientific, though logical manner, to the reader (Gould, 2011:6). As there are different types of reports the contents, of reports should also differ (Punch, 2014:158). The contents of a quality or scientific report should, however, *inter alia*, address the following aspects (Wiersma & Jurs, 2009:232):

- The contents should indicate that the researcher understood the purpose of the research;
- The researcher must make thoughtful and practical deductions from the data after the objectives of the study has been mastered;
- The research report must indicate that the researcher has mastered the skill of report writing;
- The researcher must prove that he or she is in control of the material to be presented in the report;
- The researcher must be able to present the material in a logical and coherent way in the report;
- The researcher must be able to link all the relevant phases of the investigation together to secure a unified report; and
- The researcher should draw appropriate conclusions and make sound recommendations that are based on the data analysis.

The abovementioned aspects were addressed in this study through the proposed integrated skilled labour retention model for the Botswana Police Service (Chapter 6, section 6.4), and also through recommendations in Chapter 7. The evaluation and presentation of the findings covers the part of the research process where the researcher presents the finding of the research (Kvale, 1996:253; Leedy & Ormrod, 2014:327).

Understanding and mastering the area of research by the researcher will add value and trust in the report-writing phase (Hammersely & Atkinson, 2007:356). The specific approach in which a researcher can present the findings is not prescriptive and the researcher can choose his or her style of writing on how to describe the phenomenon under investigation (Sarantakos, 2013:27).

The researcher will not make any recommendations on the findings of the empirical study in this chapter, but will address the recommendations in chapter 7. Recommendations should propose how the identified problems, if any, could be improved by suggesting which actions should be taken to rectify the situation (Ehlers, & Lazenby, 2005:177; Kumar, Markeset & Kumar, 2006:106; Bhasin, 2010:1; Birnbaum, 2012:1).

The researcher followed the qualitative design for the empirical research and the written report followed a narrative approach which is linked to a qualitative design. In a narrative approach the findings are presented in a describing or unfolding manner (Silverman, 2011:310). When adopting a narrative approach to report on findings, a researcher can discuss the experiences of the participants in a temporal or chronological way in everyday language and its nuances (Gay *et al.*, 2011:560; Chesla, 1995:73). Qualitative research also allows for the discussion and presentation of personal dynamics experienced during the interviews as well as the researcher's response to it (Silverman, 2011:310).

Trotter (2006:203) mentioned that a narrative approach is not an approach only in language disciplines. Academics "in a variety of disciplines have long turned to the idea of the narrative to better understand the basics of their discipline". A narrative

approach in social science implies that the researcher presents the data in a describing manner after the data has been interpreted (Trotter, 2006:203). Borins (2011:2) shares this notion that the use of narrative as a describing manner of findings has become widespread through disciplines. However, it is established only in part in Public Administration. He also came to the conclusion that the utilisation of a narrative “raises the possibilities for a public sector researcher to incorporate narratological concepts and methods into their research, which includes report writing” (Borins, 2011:2).

When data is presented in a narrative or descriptive manner, researchers normally opt to use the interviewee’s name during the presentation (Corden & Sainsbury, 2006:22). The interviewee’s name is then, in theory, the source of information that provides the data (Corden & Sainsbury, 2006:22). The researcher followed this approach, but to adhere to the ethical principle of anonymity, the 18 respondents were asked for their consent for their names to be identified to which all had agreed (See Annexure A).

As alluded to in section 4.1 of this study, the basic conditions of services benefits, adopted in the Botswana Police Service and the HR practices that may assist to retain skilled labour were analysed and are outlined in section 4.3. These basic conditions of services benefit programmes and HR practices under discussion comprised the following:

- Internal employee assistance programme (IEAP) prevalent in the Botswana Police Service (section 4.3).
- Employee remuneration improvement programmes (ERIP) prevalent in the Botswana Police Service (section 4.4).
- Employee external benefits programmes prevalent in the Botswana Police Service (section 4.5).
- Current HR practices to enhance the retention of skilled labour (section 4.6).

Each of the abovementioned basic conditions of service benefits programmes and HR practices are discussed in the next section.

4.3 RESULTS OBTAINED DURING THE INTERVIEW

The sections that follow outlines the results that were obtained during the review of official documents in the Botswana Police Service and the interviews conducted with the 18 senior managers.

4.3.1 Internal employee assistance programme (IEAP) prevalent in the Botswana Police Service

In line with the Botswana Police Service Act (1998:21), the Botswana Police Service has implemented a standard condition of service benefit called the internal employee assistance programme (IEAP). The IEAP is implemented to assist employees to advance their careers (Godo, 2008). The IEAP is administered in the organisation by a selected committee of senior managers who are responsible to analyse and adjudicate the applications for employee training and development (Headman, 2010). According to some of the interviewees, this programme is meant to assist the organisation to retain its skilled labour by providing them with the necessary training and development required for career advancement (Godo, 2008; Headman, 2010). The IEAP includes the Botswana Police Service's annual training plan (BPSA, 1998:24; BPS, 2012). The IEAP will be elaborated upon in the next paragraphs to determine its role, if any, in securing that skilled labour remain in the Botswana Police Service.

4.3.1.1 The Botswana Police Service annual training plan

According to one of the interviewees, the Service developed its training plan on the expectation that it will have a positive influence on skilled labour retention (Headman, 2010). One of the interviewees stated that the objectives of the Botswana Police Service's annual training plan are to (Lesole, 2010):

- To address the organisation's skills and performance needs;
- To develop talent, particularly where there is a critical shortage of skilled labour;
- To provide training and development opportunities for deserving police officers;

- To enhance the skills and knowledge of police officers in order to enable them to effectively carry out their duties;
- To assist in creating a motivated skilled labour core that is loyal to the organisation; and
- To retain talented police officers in the organisation.

Another interviewee stated that in order to qualify for the Botswana Police Service's annual training plan, a police officer should have served for a continuous period of at least 24 months. Moreover, the training to be undertaken should fall within the needs of the organisation (Moakofi, 2010). Another interviewee agreed with the aforementioned and added relevant points for consideration before an employee is sponsored by the organisation for training (Headman, 2010):

- The intended training course must be relevant to the police officers work;
- The training course should increase the employee's contribution or value to the organisation;
- The training course must favourably compare with other similar external courses available, both in terms of cost and course content; and
- A police officer must attend a training course only after he or she is appointed by a supervisor.

According to Bagopi (2008), offering specialised training to police officers in the Botswana Police Service is in theory aimed at creating an environment in which police officers will feel satisfied and recognised as being a part of the organisation. Most of the respondents concluded during the interviews that there are certain problems related to the training programme which, according to Bagopi (2008), Moakofi (2010) and Headman (2010), make it difficult to link the current training plans with the retention of skilled labour.

The majority of the interviewees (83%) voiced a concern that the selection criteria for training under the current training plan are unclear, and the training offered is dictated by management without the police officers' participation. The interviewees highlighted that the supervisors nominate members, sometimes indiscriminately, to

attend specific training courses without consulting the member to determine his or her wish in this regard. According to the interviewees, the most significant problem pertaining to training was the fact that the financial constraints of the Service severely slowed down the implementation of the annual training plans. As a result of the financial constraints, only a few police officers can attend training courses annually. According to one of the interviewees, the financial constraints jeopardised the objectives of the programme in its entirety (Bagopi, 2008).

In addition to these mentioned primary problems mentioned above, there are also secondary problems linked to the current training plan of the Service (Nhlabano, 2008) namely:

- The lack of clarity on the selection criteria in the training plan results in skilled labour losing hope that they will receive specialised training that would help them to become skilful officers;
- The training is not only targeting skilled labour and it is available to all police officers in the organisation, thus eliminating it as a skilled retention factor for skilled labour;
- The training schedules are not efficiently planned; and
- The selection of officers to attend the training programmes is strictly determined by management, thus skilled labour has no opportunity in determining the training that they wish to undergo, and in effect, their future development (Nhlabano, 2008).

Information obtained through the interviews indicated that there is a perception among skilled labour in the Botswana Police Service that the annual training plan is a failed venture and the majority of the interviewees (80%) indicated that skilled labour is extremely negative towards the annual training plan because of the manner in which it is currently being managed (Nhlabano, 2008; Bagopi, 2008; Moakofi, 2010; Mphathi, 2010; Lesole, 2010). This negativity towards the Service's annual training plan will, according to literature, also have a negative influence on the enthusiasm of the employees in their work place (Greenberg & Baron, 2008:111). Focussed planning programmes will lead to employees acknowledging the value of

their employees and will ‘foster loyalty and retention’ to their employee (Briscoe *et al.*, 2006:30).

To be regarded as a retention factor for skilled labour, such training should be well structured and fulfil both skilled labour and organisational needs (Velada & Caetano, 2007:284). In other words the organisation should understand how training creates a “workforce filled with people eager to learn and to develop” (Briscoe *et al.*, 2006:30). Since the training of skilled labour in the Service is currently ineffective, it can be inferred that there is no positive indication that the training programme in the organisation has an influence on the retention of skilled labour (Nhlabano, 2008).

In addition to the IEAP, the Botswana Police Service implemented employee remuneration improvement programmes aimed at enhancing skilled labour’s remuneration packages. The impact of these programmes on the retention of skilled labour in the Service is discussed in the next section.

4.3.2 Employee remuneration improvement programmes (ERIP)

Makobo (2010), who is a Senior Commissioner in the Botswana Police Service, is of the opinion that the Service should implement standard conditions of service, applicable to all its police officers. Standard conditions of services, such as overtime allowance and professional allowance, are meant to enhance the remuneration of police officers and to align the Service with other public organisations in the country (Kesupile, 2010). An analysis of the information gathered from the interviews of each standard of the conditions of service revealed the influence thereof.

4.3.2.1 Professional and technical allowance

The professional and technical allowances provided by the Service to its employees, refers to monetary allowances paid to police officers who have attained a professional qualification in their field of expertise (Tobokani, 2010). This allowance is applicable to police officers who hold a degree or diploma (Mbulawa, 2009). The interviewees mentioned that the Botswana Police Service Professional and Technical allowances lag behind those of parastatal organisations and private sector organisations (Tobokani, 2010; Headman, 2010). However, the interviewees found

that the allowances in the Service are competitive compared to those of other public organisations (Headman, 2010). The Botswana Police Service's Professional and Technical allowances were introduced to ensure equitable compensation for graduates working in the Botswana Police Service (Theledi, 2010). It also intended to ensure parity and competitive salaries for the graduates as well as intended to ensure that graduated police officer salaries is in line with law enforcement employees working in the general labour market (Manthe, 2010).

According to the Botswana Police Service Act (1998:21), the professional allowances are applicable to those police officers who obtained a degree and the technical allowances are applicable to those police officers who obtained a diploma. The qualifications may have been obtained prior to joining the Service (in the case of new recruits), or whilst serving in the organisation (Manthe, 2010). These allowances differentiated between graduates and non-graduates as the allowances offer graduates (with degrees and diplomas) additional remuneration (Bagopi, 2008). In order to qualify for such allowances, police officer qualifications must be aligned with their functional field (Ndulamo, 2010).

The interviewees indicated that the allowances benefit only a small number of police officers in the organisation. It can be argued that most of the officers, who possess qualifications, are not employed in the relevant departments for which they are qualified (Ndulamo, 2010). For example, officers who have completed a Diploma in Accounting are ineligible for an allowance if they are employed as police officers in law enforcement (Kesupile, 2010). However, most of the police officers do not have any professional qualifications (Kentse, 2010). Consequently, they do not qualify for such allowances (Headman, 2010).

The practical problem with regard to professional and technical allowance lies with the skilled labour that possesses professional qualifications, but do not get the opportunity to practice what they had studied (Lesole, 2010). These skilled police officials, who obtained professional qualifications, but receive no incentive, appear to leave the Botswana Police Service than stay in what they regard as an undesirable environment (Lesole, 2010). This tendency was also noted by the HR department during the performance management sessions of the employees in the Botswana

Police Service (Godo, 2009). The majority of the interviewees concluded that the professional and technical allowance programme does not have a positive impact on the retention of skilled labour (Bagopi, 2008; Manthe, 2010; Makobo, 2010; Tobokani, 2010; Kesupile, 2010).

In addition to the professional and technical allowances, the Service also uses overtime as a monetary benefit. In the next section overtime as a financial incentive for police officers in the Botswana Police Service is discussed.

4.3.2.2 Overtime allowance

According to the Botswana Employment Act (2002:98), overtime is regarded as extra hours worked, in excess of normal working hours. In the Botswana Police Service, the need to work overtime is in most instances generated by an emergency or an unplanned critical incident in the organisation that needs to be resolved (Moakofi, 2010). Overtime in the Service is sometimes necessitated by the organisation's shortage of manpower (Radithupa, 2010). In general, employees in the Botswana Police Service do not feel comfortable with working overtime (Mphathi, 2010). Employees who work overtime often end up being fatigued and develop extreme dislike for their jobs (Tobokani, 2010).

However, a problem pertaining to working overtime is that all the officers, including skilled labour, are not being paid on an *ad hoc* basis (Moakofi, 2010). Police officers, who are appointed on a permanent basis in the Botswana Police Service, are paid 15% of their salary as overtime on a monthly basis, irrespective of whether they have worked overtime or not (Radithupa, 2010). The rationale for this arrangement is that it minimises administrative arrangements and procedures of tracking and computing the actual hours worked by each employee (Moakofi, 2010). It is almost impossible to manage an overtime system for the more than 20 000 police officers in the organisation (Makobo, 2010). Therefore, instead of tracking and computing hours of overtime worked, all the police officers are paid 15% overtime every month (Theledi, 2010).

The majority of the interviewees (90%) complained that the long hours and a “relative small compensation amount for overtime”, is a factor that has resulted in extreme dissatisfaction amongst the employees instead of motivating them to remain in the organisation (Lesole, 2010; Godo, 2010; Theledi, 2010; Mphathi, 2010). Skilled labour perceives the 15% overtime allowance as part of their monthly basic remuneration as opposed to an inducement. Consequently, overtime payment is not perceived as an organisational benefit, but as something they are entitled to. Often this leads to dissatisfied police officers, especially if they work many overtime hours under stressful circumstances (Bagopi, 2008).

Information obtained from the interviews also revealed that the overtime system as well as the manner in which it is managed, has resulted in dissatisfaction among the skilled labour. On the contrary, the overtime system of the Service can be regarded as a motivator to leave the organisation. The overtime payment on the current basis (15% overtime to all the employees) in the Botswana Police Service is not an effective skilled labour retention strategy. Godo (2009) admits that from an HR perspective, overtime allowances have become a cause of frustration for skilled labour. Interviewees are of the opinion that the current employee incentive does not equal or match considering the level of fatigue, lack of social life, or lengthy hours that skilled labour is required to work overtime (Godo, 2009; Makobo, 2010).

In addition to overtime allowances and the professional and technical allowances, the Botswana Police Service also subsidises water and electricity for its police officers.

4.3.2.3 Subsidised water and electricity

Police officers in the ranks of Constable, Sergeant and Inspector receive a 100% subsidy for water and electricity (Morebudi, 2010) while police officers in the rank of Cadet Assistant Superintendent to the Commissioner receive a 50% incentive (Kentse, 2010). This means that those employees who fall within the bracket of Cadet Assistant Superintendent up to the Police Commissioner (skilled labour) pay half of the water and electricity bills and the organisation pays the other half (Headman, 2010). Water and electricity subsidy is a common strategy that public

organisations use to attract and retain skilled labour in Botswana. It is not only common to the Service (Monamisi, 2010). Mention should also be made that water and electricity in Botswana is highly subsidised by the government for its citizenry (Lesole, 2010). The government of Botswana has made these utilities affordable to most people in the country. However, it may not be regarded as an effective retention factor relevant to skilled labour in the Botswana Police Service (Morebudi, 2010).

Skilled labour in the Service neither considers this benefit as exclusive nor do they view it as a retention factor (Morebudi, 2010, Monamisi, 2010, Lesole, 2010). During the interviews it was also revealed that skilled labour is uncomfortable with the fact that their water and electricity usage is only subsidised by 50% compared to the other employees in the organisation (Morebudi, 2010; Monamisi, 2010; Lesole, 2010).

4.3.2.4 Free accommodation

All the employees in the Botswana Police Service are entitled to free accommodation (Gabolekwe, 2010). The majority of the government organisations in Botswana provide free accommodation of some sort to their employees (Makobo, 2010). In the Botswana Police Service, free accommodation is available to all police officers, despite their rank and not specifically to skilled labour (Ndulamo, 2010). Under the free accommodation scheme, houses are built for police officers which includes all the police stations throughout the country.

Two to three police officers of the lower ranks (constable to sergeant) may share a three bed-roomed house (Headman, 2010). All married junior officers do not share accommodation, irrespective of their rank. Senior police officers from the rank of Sub-Inspector upwards are provided with their own furnished accommodation (Makobo, 2010). Most of the skilled labour that leaves the service of the Service to join other government organisations will in all likelihood also be furnished with free accommodation. Consequently, this benefit can hardly be regarded as an incentive to retain skilled labour (Radithupa, 2010). The information gathered from the interviews is in line with this notion and the interviewees clearly emphasised that free

accommodation is not a factor to retain skilled labour in the organisation (Morebudi, 2010; Monamisi, 2010; Lesole, 2010).

4.3.2.5 Promotions

Promotion relates to the appointment of an employee to a position senior to the one he or she held previously (Clarke & Patrickson, 2008:128). In the Botswana Police Service, promotions are used to promote employees from a lower rank to a higher rank, subject to vacancies (Mbulawa, 2009). A promotion, according to Theledi (2010), is important in the career of an employee and it has an influence on the satisfaction or dissatisfaction on the psychological and financial profiles of employees. Promotions in the Botswana Police Service are used to reward employees who have excelled in their current positions and have shown a potential to master the skills and competencies in a senior position (Mbulawa, 2009).

The interviews revealed that due to budgetary constraints, only a few opportunities for promotion exist each year (Mbulawa, 2009). These promotions are normally devoted to junior police officers and only a few employees who are regarded as skilled labour can be promoted every year (Theledi, 2010). This has a negative impact on the motivation and work satisfaction of skilled labour. Consequently, there is discontentment towards the organisation (Mbulawa, 2009; Makobo, 2010; Radithupa, 2010). The purpose of promotions is to establish a core of employees who deserve promotion and are satisfied with the organisation (Mbulawa, 2009). Unfortunately, this is not the scenario in the Service.

On average it takes between three to five years for a police officer to progress from one rank to the next (BPCDS, 2007:6). Each year the police officers in all the ranks are tested to ascertain their readiness for promotion (BPCI, 2002:7). This creates a feeling of expectation, which does not materialise (Moakofi, 2010). Thus promotions may not assist the Botswana Police Service to retain its skilled labour as expected.

4.3.2.6 Transfers

Employee transfers relate to relocating an employee from one position, section of an organisation or branch to another (Tracey, 2004:679). In the Botswana Police Service, transfers are used to move employees from one section to the other, one unit to the other, one department to the other, one police station to the other and one district to the other, depending on the needs of the organisation (Sekgweng, 2010). The Botswana Police Service Act (1998:13) stipulates that police officers should continuously be rotated throughout the country. Headman (2010) noted that, “dependent upon the exigencies of the Service, every police officer may be transferred at any time within the station, unit or formation of the Service or from such a station, unit or formation to some other station, unit or formation of the Botswana Police Service”. Transfers in the Botswana Police Service are meant to relocate skilled labour to where their skills can best benefit the organisation (Digobe, 2010).

Although no time frame is stipulated as to how long an officer may remain in one police station, it is accepted that the Botswana Police Service management can transfer a police officer once every three to five years (Mbulawa, 2009). Transfers may also be coupled with promotions. An officer may only be transferred to a senior position if he or she is willing to be relocated to a new police station in the organisation (Digobe, 2010). Transfers can also be interdepartmental, that is, officers may be transferred from one department to another in the same police station (Tobokani, 2010). It became clear during the interviews that skilled labour is not always satisfied with this arrangement (Mohaladi, 2010). The dissatisfaction with the current transfer system is focused on social discontent because most of the skilled labour have families and transfers (Mphathi, 2010, Digobe, 2010, Headman, 2010, Sekgweng, 2010).

In a preceding study the majority of the skilled labour (62%) also reported that they were transferred or posted to units, branches or departments in which their skills and qualifications were not utilised to the fullest (Mothupi, 2010). Transfers in the Botswana Police Service create uncertainty and insecurity (Sekgweng, 2010). Skilled labour, who are confronted with transfers, especially to a less popular police station, have indicated that the transfers make it easier for them to decide whether to leave or remain with the organisation (Mbulawa, 2009; Sekgweng, 2010; Mphathi, 2010; Tobokani, 2010; Headman, 2010; Digobe, 2010).

4.3.2.7 Merit increases

Merit increases are pay or salary increase awards to an employee in compensation for outstanding performance (Tracey, 2004:422). Merit increases are monetary awards given to employees in the Botswana Police Service who excel in their job (Moakofi, 2010). This means that employees whose performance exceeds the expectation of their supervisors may be granted a monetary award at the prerogative of management (Moalogi, 2010). Such increases are recommended by an employee's section supervisor and forwarded to the station commander who compiles a list of employees recommended for merit increases and submit it to the Commissioner of the Botswana Police Service (Radithupa, 2010). The Commissioner, assisted by a team of senior officials, reviews the recommendations and approves or rejects the proposed merit increases (Sekgweng, 2010). If awarded, the merit increase will be incorporated into the employee's salary as a salary notch which becomes part of his or her normal pay (Digobe, 2010).

Transfers, promotions and merit increases are used to encourage excellent performance in the Botswana Police Service and are regarded as an approach in which to retain employees (Headman, 2010). However, due to budgetary constraints, the merit system is 'watered down' to a level where it does not reach its promised objectives (Lerole, 2010). This means that not all deserving employees can be awarded merit increases.

The manner in which the merit programme is conducted and administered also leads to suspicion among some of the police officers (Kentse, 2010). When it comes to merit incentives an organisation should do its best to manage it in a transparent manner so that all workers can understand and agree to it (Sekgweng, 2010). Miss-management of merit increases will in almost all instances lead to dissatisfaction among police officers which may lead to some of the workers resigning from the organisation (Moalogi, 2010; Moakofi, 2010; Lesole, 2010; Kentse, 2010; Headman, 2010; Digobe, 2010).

4.3.2.8 Leave concession

Leave concession relates to payment accorded to an employee who exchanges his or her accrued leave for cash (BPSA, 1998:13). A leave concession is a system where employees in the Service are allowed to forfeit their accrued leave and, in turn, receive money as compensation for the forfeited leave (Headman, 2010). Police officers are entitled to an annual once off allowance of R1500.00 as leave concession (Theledi, 2010). Leave concession is a condition of service in all government institutions in Botswana (Molefe, 2009). Leave concession is one of the benefits that is standardised in all government institutions and cannot be seen as a benefit restricted to the Botswana Police Service. Leave concessions can, therefore, not be regarded as a factor to retain skilled labour.

4.3.2.9 Parallel progression

Parallel progression refers to an automatic salary upgrade of any degree holder in the public sector without reference to merit or performance (BPSA, 1998:10). The parallel progression programme is a scheme through which all degree holders in the Service are awarded a 10% salary increase after the successful completion of their two year probationary period with the organisation (Mosweu, 2010). Thereafter, deserving police officers may be awarded a further salary increase of up to 10% of their basic salary every two years (Mokwaledi, 2010). This is, in addition to the normal annual salary increases, in line with the inflation rate in the country (Monamisi, 2010).

The parallel progression scheme is, however, introduced in all public organisations in Botswana to reward all degree holders who have completed their two-year probation period (Ntsholwe, 2010). Although the Service will want to see the parallel progression programme as an instrument to skilled labour to retain police officers, the opposite is also because the programme is focuses on junior level police officers and it is not developed to act as a retention mechanism for skilled labour (Monamisi, 2010; Mosweu, 2010; Ntsholwe, 2010; Ndulamo, 2010).

4.3.2.10 IEAP and ERIP programmes as retention factors for skilled labour

The information obtained through the interviews held with senior managers in the Service revealed that the IEAP programme and the ERIP programmes prevalent in the Botswana Police Service are ineffective as retention mechanisms for skilled labour. The IEAP programme and the ERIP programmes are to a large extent available for all employees in the organisation and they are not specifically developed and structured to act as retention factors for skilled labour (Monamisi, 2010; Mosweu, 2010; Ntsholwe, 2010; Ndulamo, 2010). In many instances these programmes are a cause for dissatisfaction that leads to the de-motivation of skilled labour (Monamisi, 2010; Mosweu, 2010; Ntsholwe, 2010; Ndulamo, 2010). The dissatisfaction with the IEAP and the ERIPs programmes is a source of skilled labour leaving the organisation than an instrument to retain them (Monamisi, 2010; Mosweu, 2010; Ntsholwe, 2010; Ndulamo, 2010). The interviewees unanimously indicated that the current IEAP and the ERIPs programmes are not suitable to form part of a new skilled labour retention model for the Botswana Police Service.

In addition to IEAP and the ERIP programmes discussed above the Botswana Police Service utilises employee external benefit programmes (EEBP) to create an establishment and environment in which employees can experience satisfaction with the programmes and promote the Service as an organisation of choice. The EEBP benefit programmes in the Botswana Police Service may provide the necessary basis to assist skilled labour to remain in the organisation.

4.3.3 EMPLOYEE EXTERNAL BENEFITS PROGRAMMES (EEBP)

The Employee External Benefits Programmes (EEBP) relates to financial assistance programmes which are administered from outside the organisation by independent providers or organisations in partnership with the Botswana Police Service with an aim to uplift the social welfare of all its employees (Moakofi, 2010). The following are the employee external benefit programmes prevalent in the Service and which should be examined to determine whether they play a role in the retention of skilled labour in the organisation (BPS, 2012):

- Housing scheme

- Motor scheme
- The Botswana Police Service Funeral Scheme
- Medical aid scheme
- Pension Fund

These EEBPs are discussed in the following paragraphs, with a view to determine their relevance to the retention of skilled labour in the Service.

4.3.3.1 Housing scheme

A housing scheme is an organisational benefit aimed at promoting the standard of living of employees in the public service (BPSA, 1998:10). In the Botswana Police Service, a housing scheme refers to the opportunity to obtain a house through a bank at pre-agreed lower rates negotiated on behalf of the employee by the Service (Headman, 2010). Employees that have successfully completed their two-year probation period in the Botswana Police Service, qualify to utilise the benefit of this scheme (Sekgweng, 2010). The Service, through selected local banks, administers a low interest housing loan guarantee scheme (Keoreme, 2010). Through this scheme, police officers submit their housing plans to the specific bank and the bank determines the building costs, such as materials and labour (Theledi, 2010). Once the building loan is approved and the house is built, the police officer commences the payment of the mortgage to the bank (Ntsholwe, 2010).

From a skilled labour retention point of view, most public and private sector organisations in Botswana offer the same low interest housing schemes as benefits to their employees. This poses a problem (Kentse, 2010). Police officers are also allowed to transfer housing loans attained in this scheme at the Service to another employer, should they take up a new job at any other organisation in Botswana (Godo, 2009). Departing skilled labour from the organisation can, and often does, make arrangements with the banks to continue their housing loans with the new employer (Keoreme, 2010).

The housing scheme is available to all public sector employees in Botswana which implies that it is not an exclusive benefit for skilled labour in the Botswana Police Service. This view is held by the respondents who were interviewed on this specific point (Godo, 2009; Sekgweng, 2010; Keoreme, 2010; Makwatse, 2010, Ntsholwe, 2010, Kentse, 2010).

4.3.3.2 Motor scheme

A motor scheme relates to a programme under which an organisation enters into an agreement with financial service providers to secure motor vehicle loans at reduced interest rates for the organisation's employees (BPSA, 1998:10). A motor scheme in the Service is a scheme where employees may purchase a motor vehicle through a bank at lower interest rates agreed upon between the bank and the Service (Sekgweng, 2010). The Botswana Police Service motor scheme functions in the same manner as the housing scheme (Ndulamo, 2010). Employees who have successfully completed their two year probation in the Service qualify to utilise the benefits (Ndulamo, 2010). The scheme, however, does not only focus on skilled labour, it is available to all employees in the organisation (Sekgweng, 2010).

Most private and public organisations in Botswana offer similar motor schemes to their employees (Mohaladi, 2010). Thus the motor scheme is not unique to the Botswana Police Service and its skilled labour. Consequently, it would be difficult to regard this scheme as a mechanism to effectively retain skilled labour. Most of the interviewees agree with this perception that the motor scheme does not assist in the retention of skilled labour in the Service (Sekgweng, 2010; Mohaladi, 2010; Ndulamo, 2010).

4.3.3.3 The Botswana Police Service Funeral Scheme

A funeral scheme relates to benefits provided by an organisation aimed at assisting employees with costs associated with burial for employees and their extended families (BPSA, 1998:10). Funeral scheme assistance is offered by an organisation to its employees and families for the death of a police officer (Headman, 2010). The

scheme is operated in conjunction with funeral undertakers (Mohaladi, 2010) and is compulsory for all police officers (Moakofi, 2010). All members of the Service contribute R25 monthly towards the funeral cover. In the case of a member's death, the fund covers the funeral costs (Lerole, 2010).

Funeral schemes are a standard condition of service in all public organisations and the majority of the private organisations in Botswana (Mokwaledi, 2010). Thus, skilled labour is not regarded as special employees in relation to qualifying for the funeral scheme. They are regarded as equal to all other police officers in the Botswana Police Service (Theledi, 2010). Since other organisations in Botswana present similar funeral services, it is easy for a skilled police officer to join such organisations at will with the knowledge that they will have similar funeral cover as in their current employ.

The interviewees unanimously agreed that the Botswana Police Service's Funeral Scheme is unlikely to have a substantial influence on the retention of skilled labour in the organisation (Sekgweng, 2010; Mohaladi, 2010; Ndulamo, 2010). The interviewees also indicated that skilled labour is not influenced because of an outdated funeral scheme (Moakofi, 2010; Mokwaledi, 2010; Mohaladi, 2010; Moalogi, 2010; Lerole, 2010; Headman, 2010).

4.3.3.4 Medical aid scheme

A medical aid scheme and medical services are important aspects to help people to live better and healthier lives (Tracey, 2004:413). In the majority of organisations in Botswana, it is, therefore, compulsory for employees to belong to a medical scheme (Theledi, 2010). In the Botswana Police Service, the medical aid scheme is voluntary scheme. Not all police officers belong to the scheme and those who do not belong to it, are unable to provide their families with health no security during times of illness (Makwatse, 2010). This also results in exorbitant medical bills, which places a financial burden on the families (Moalogi, 2010). Officers who have opted to join the voluntary group medical aid scheme of the Service are subsidised 50% of their contribution costs (Theledi, 2010). The scheme benefits police officers when

they visit medical doctors. They are, however, required to pay only 10% of the total bill and the Medical Aid pays the balance (Makwatse, 2010).

Most organisations in Botswana, which includes public organisations, have adopted and embraced the need to have a medical aid scheme as part of the employees' pay package (Moalogi, 2010). In most of the organisations the medical aid scheme's contributions are all absorbed by the employer (Lerole, 2010). In practice, this implies that those employed in such organisations do not make any medical contributions (Moalogi, 2010). The employees in the Service need to contribute 50% to the medical aid scheme while the organisation contributes the other 50% (Lerole, 2010). Information gathered from the interviews revealed that approximately 40% of the police officers working in the Service did not join the medical aid scheme (Theledi, 2010). The reasons provided for this situation were discussed during the interviews, (Moalogi, 2010; Makwatse, 2010; Theledi, 2010):

- Police officers do not need the scheme as they hardly claim from it; and
- The 50% contribution that police officers must pay is regarded as high, compared to the 100% contribution offered by other organisations in Botswana.

Taking these reasons into account, the Botswana Police Service medical scheme cannot be regarded as competitive with other organisations and the value of the scheme may not be regarded as a retention factor.

4.3.3.5 Pension Fund

A pension fund is a scheme through which an employee and the employer jointly contribute to a fund for the benefit of the employee (Tracey, 2004:506). The money contributed to the employee pension fund cannot be withdrawn or borrowed from until an officer has reached a stipulated retirement age (Moakofi, 2010). The Botswana Police Service has implemented a pension fund to ensure that police officers that retire from the organisation have a monthly allowance paid from the retirement fund (Kentse, 2010). The earliest retirement age for police officers is 45 years and a mandatory retirement age of 60 years is applicable to all police officers

(Chengeta, 2010). The Botswana Police Service contributes 15% of every police officer's basic salary towards the pension fund and the officers themselves contribute 5% into this fund (Monamisi, 2010).

When police officers retire from the Botswana Police Service, either due to the early retirement option or due to the mandatory retirement age, they are paid one sixth of their annual basic salary as a lump sum, and thereafter the officer will be entitled to a monthly allowance, determined by the pension board (Makwatse, 2010). The pension fund is, however, inadequate to enable an employee to lead a decent life after retirement, and most (60%) police officers take up additional retirement schemes with independent insurance broker's to improve their financial standing after retirement (Sekgweng, 2010).

Some organisations in Botswana offer a higher pension contribution to their employees than the Botswana Police Service, that is, as much as 20% to 25% (Headman, 2010). According to information obtained from the interviewees, this seems to be a discussion point amongst skilled labour in the Service (Headman, 2010; Moakofi, 2010). The dissatisfaction about the low pension fund contribution by the Botswana Police Service is an issue because a significant number of skilled labour are relatively close to retirement (starting at the age of 45). Consequently, and contributions by the organisation becomes irrelevant (Headman, 2010). It can be argued that an insufficient pension fund in the Service, will enhance the official's motivation to join another organisation which offers a better pension fund (Moakofi, 2010). This was also the perception of the interviewees and they strongly contested the notion that the Botswana Police Service pension fund would retain its skilled labour (Sekgweng, 2010; Moakofi, 2010; Moilwa, 2010; Makwatse, 2010; Chengeta, 2010).

4.3.3.6 Employee external benefits programmes (EEBP) as retention factor in the Botswana Police Service

From the above discussion it is clear that all the EEBP programmes, prevalent in the Botswana Police Service, also exist in other public and private organisations in Botswana. In some instances, the Botswana Police Service even lags behind in

terms of the quality of EEBP benefits. The EEBP is thus not unique to the Botswana Police Service. The interviewees stated that the programmes cannot be regarded as a motivation for skilled labour to remain in the organisation (Sekgweng, 2010; Moakofi, 2010; Moilwa, 2010; Makwatse, 2010; Chengeta, 2010). It can, therefore, be inferred that the reliance by the Service on the IEAP, ERIP and EEBP as skilled labour retention programmes, may not achieve the intended results. It is also evident that these programmes in the Service are in the first instance not tailor-made specifically for skilled labour retention, as most of these programmes fall within the realm of traditional benefits and, as such, are an entitlement to all police officers.

It is clear that these programmes (IEAP, ERIP and EEBP), in their current form, should not form part of the proposed skill labour retention model for the Botswana Police Service. The current programmes do not assist to retain skilled labour in the Botswana Police Service. It is suggested that the Service only retains benefits equally distributed to all its employees.

In addition to the above programmes (IEAP, ERIP and EEBP), the Botswana Police Service has implemented various HR practices that may, according to the organisation and its HR department, assist in the retention of skilled labour (Mbulawa, 2009). The researcher investigated this perception in order to verify through an analysis of official documentation and information gathered from the respondents during the interviews. The current HR practices will be discussed in the next section.

4.3.4 EFFECTIVENESS OF CURRENT HUMAN RESOURCE PRACTICES TO ENHANCE SKILLED LABOUR RETENTION IN THE BOTSWANA POLICE SERVICE

In an effort to manage its HRM function or practices effectively, and to secure the efficient management of its human resources, the Botswana Police Service follows certain HR practices (Godo, 2009). The organisation and its HR department view these practices as delivering a necessary contribution to retain skilled labour in the

Service (Godo, 2009). Whether this is the case is investigated in this study with the focus on the following current HR practices:

- Recruitment activities;
- Performance appraisals;
- Motivation programmes;
- Succession planning;
- Career management;
- Learning;
- Remuneration; and
- Training and development.

The following paragraphs outline the discussions of the above listed HR practices to determine the effectiveness of the abovementioned practices in the retention of skilled labour retention in the Botswana Police Service.

4.3.4.1 Recruitment activities in the Botswana Police Service

Recruitment relates to surveying the labour market inside and outside the organisation and to locate and attract the best possible candidates for new or vacant positions in the organisation (Tracey, 2004:566). Due to the high skilled labour turnover in the Service, the organisation constantly recruits replacements to fill the vacancies (Theledi, 2010). The purpose of an effective recruitment strategy is to recruit officers who are skilled, competent and who will have the talent to develop into assets for the organisation (Moakofi, 2010). In order for the Service to be effective in their recruitment strategy, and in order for such a recruitment strategy to be linked and contribute effectively to skilled labour retention, the Botswana Police Service should follow recruitment guidelines suggested by Erasmus *et al* (2005:272), which include the following:

- The need for recruitment must be determined.
- Approval in terms of the HR budget should be obtained.
- Job descriptions and job specifications need to be updated.

- The recruitment methods should be chosen.
- The decisions of management need to be implemented.
- Sufficient time for responses should be allowed.
- Applicants that qualify for appointments must be identified through a screening process.
- A shortlist of candidates must be drawn.
- Feedback should be provided to successful and unsuccessful applicants.
- The selection and appointment processes should proceed.
- The recruitment effort needs to be evaluated.

The interviewees agreed with the above statements, but were of the opinion that there should be a strong link between recruitment and the retention of skilled labour (Ndulamo, 2010; Headman, 2010). Well-planned exit-interviews with skilled labour must form the foundation for recruitment and selection activities in the organisation (Ndulamo, 2010; Headman, 2010). Interviewees were of the opinion that exit interviews will provide valuable information to HR functionaries as to why skilled labour left the organisation and how recruitment and selection should be managed and aligned with retention activities (Moakofi, 2010; Ndulamo, 2010; Theledi, 2010; Headman, 2010; Bagopi, 2010).

It was determined through the interviews, and an analysis of official documents, that the link between recruitment, selection and retention need the attention of the Service HR department. The interviewees were of the opinion that the current recruitment and selection processes do not provide a sound foundation to address the retention of skilled labour (Moakofi, 2010; Ndulamo, 2010; Theledi, 2010; Headman, 2010; Bagopi, 2010). Given the ever-increasing skilled labour turnover in the Service, it can be deducted that the recruitment process has not assisted in the retention of skilled labour in the organisation (Moakofi, 2010; Ndulamo, 2010; Theledi, 2010; Headman, 2010; Bagopi, 2010).

4.3.4.2 The performance management system in the Botswana Police Service

Performance management systems aim at improving the performance of labour, including skilled labour (Sripirabaa & Krishnaveni, 2009:943). Performance management aligns agreed upon employee goals with the objectives of the organisation to ensure that the performance and development of both the employees and the organisation are enhanced (Armstrong & Baron, 2005:128; DeNisi & Pitchard, 2006:77; Luthuli, 2007:18). Furthermore, performance management encompasses diverse activities, including performance appraisals aimed at improving organisational results (Marr & Schruma, 2009:9). Performance appraisal on the other hand is an organisational process aimed at assessing and improving skilled labour's performance (Marr & Schruma, 2009:9). Therefore, it can be argued that, for performance appraisals to be effective, it should be driven by an effective performance management system.

Researchers found that a performance management system has two roles in an organisation. Firstly, it forces the organisation to determine which performance management activities are truly core to the organisation's objectives and success; and secondly; it ensures that employee performance are fully understood and instituted, so that the organisations objectives can be achieved (Luthuli, 2007:18; Sripirabaa & Krishnaveni, 2009:943). Through a performance management system, an organisation will be able to identify skilled labour's developmental needs and put in place mechanisms to address those needs (Luthuli, 2007:18).

The National Directorate of Public Service Management in Botswana (2004:21) also emphasises that performance management (including performance appraisals) should be implemented in all government departments to measure the standard of performance of public servants and to serve as a basis for evaluating current and future skilled labour performance. Based on this requirement, the Botswana Police Service has introduced a performance appraisal programme through which employees are assessed (Theledi, 2010). The information obtained from the appraisals is used to make HR related decisions on promotions, transfers and salary increases based on merit (Headman, 2010).

During the interviews held with senior managers in the Botswana Police Service, it became clear that the performance management programme is structured rigidly.

Performance goals are set by management and supervisors and it is randomly communicated to employees as goals that they should attain (Theledi, 2010). The employees in the Service have raised concern over the goals set by management and argue that it is unfair and unrealistic (Molefe, 2009). The result hereof is that skilled labour in the organisation does not show commitment to the current performance management system set by the organisation (Molefe, 2009; Theledi, 2010; Headman, 2010).

The lack of skill labour involvement in goal setting in the performance management programme is not aligned to best practices of an effective performance management system. It is rather a system that promotes conflict between skilled labour and organisational management (Molefe, 2009; Theledi, 2010; Kentse, 2010; Headman, 2010). Therefore, the current performance management system in the Botswana Police Service, where skilled labour reluctantly participates in the performance process, fails to assist in the retention of skilled labour.

4.3.4.3 Poor motivation and skilled labour leaving the organisation

Motivation can be regarded as the underlying internal and external factors that influence skilled labour to remain in an organisation for an extensive period of time (Sripirabaa & Krishnaveni, 2009:942). For the purpose of this study, motivation is regarded as the deep-seated compulsion that drives police officers to remain in the employment of the Service and to perform to the expectation of the community and the Service management. A police officer should be motivated to be an efficient, effective and professional worker on an on-going basis during his or her service in the organisation (Moalogi, 2010). From an organisational point of view, an employee must be motivated to strive to achieve not only organisational goals but also personal goals (Lerole, 2010). Effective employee motivation also entails the understanding and establishment of motivational strategies that address skilled labour's intrinsic as well as extrinsic desires that makes skilled labour perform at their optimum level (Greenberg & Baron, 2008:248). Given what motivation implies, it is acknowledged that organisations should understand skilled labour's underlying motives in order to develop workers who are satisfied with their work environment

and their organisation (George & Jones, 2008:183). The aim of motivation is to retain skilled labour for extended periods of time in an organisation (Yu Lin, 2007:17).

The interviews with senior managers revealed that the Service does not currently have any programmes presented by its HR department to motivate its skilled labour (Bagopi, 2008; Sekgweng, 2010; Moakofi, 2010; Ndulamo, 2010). In the absence of motivation strategies, the Botswana Police Service relies on an open door policy, where employees are encouraged to contact their supervisors at any time when they have issues that require the attention of management (Bagopi, 2008). Management argue that the open door policy provides the employees an opportunity to discuss, *inter alia*, motivational issues with senior management (Sekgweng, 2010).

Brief meetings are also held at the beginning of each shift where situational analysis and words of encouragement are given to employees by their sectional leaders before they commence duties (Ndulamo, 2010). These briefings could assist to understand employee grievances. However, such efforts fall short of fulfilling the requirements of effective motivation strategies. Consequently, the above efforts may not assist in the retention of skilled labour (Bagopi, 2008; Sekgweng, 2010; Moakofi, 2010; Ndulamo, 2010). The interviewees emphasised that this situation is unacceptable and recommended that the HR department attend to the problem and develop a motivation policy to assist in the retention of skilled labour (Bagopi, 2008; Sekgweng, 2010; Moakofi, 2010; Ndulamo, 2010).

4.3.4.4 Succession planning in the Botswana Police Service

Succession planning entails the identification of individual employees with the potential to make a success of their career (Wolfred, 2008:3). Normally, the focus of succession planning is based on every critical position in the organisation (Ntonga, 2007:13). These individuals must be trained, developed and prepared to fill senior positions in the organisation (Bieschke, 2006:23). Training and development of the identified individuals provide them with the appropriate skills and experience for present and future job opportunities (Burke & Ng, 2006:86). The expectation is that the employees will see a future for themselves in the organisation (Groves, 2007:240). Through succession planning, identified individuals are trained and

developed through a well-managed plan so that their promotional prospects increase as promotion opportunities become available in an organisation (Collings *et al.*, 2007:198).

Succession planning practices prevalent in the Botswana Police Service does not adhere to best practices (Makwatse, 2010). The organisation does not identify individual police officers and nominate them to understudy their superiors in order to prepare such individual to take over the position of the senior police officer in the future (Makobo, 2010). All the employees are taken as a larger pool of possible candidates to fill a senior vacancy where applicable and if such vacancy arises (Molefe, 2010). Employees thus have no long term vision and the expectation to fill a senior position because succession planning is eroded where any persons may qualify for a vacancy (Bagopi, 2008).

According to the majority of the interviewees (83%), the absence of succession planning is a significant impediment that may be seen as contributing to dissatisfied skilled labour leaving the organisation (Bagopi, 2008; Makobo, 2010; Makwatse, 2010; Headman, 2010). It is recommended that the Service identify individuals who have potential to assume senior positions and that such individuals should be trained and developed so that they are equipped with the necessary skills to assume senior positions that become available in the future.

4.3.4.5 Career management in the Botswana Police Service

Career management entails processes that plan and shape the progression of individuals in an organisation through the integration of the individual's objectives with those of the organisation (Shorten, 2006:3). The purpose of career management is to synchronise the visions of the employee and the organisation (Briscoe *et al.*, 2006:30). If an employee can buy in on the organisation's vision, such an employee will not only thrive in the culture of the organisation, but will adopt that culture as his or her own (Briscoe *et al.*, 2006:30). An employee who embraces and adopts the culture of an organisation is considered a satisfied employee who will want to remain in the organisation (Shorten, 2006:3; Briscoe *et al.*, 2006:30).

Career management practices in the Service do not adhere to best practices because individual police officers do not have career plans which detail their objectives to achieve the organisation's goals (Mohaladi, 2010). Where additional training is required, individuals are trained to satisfy the objectives of the organisation, regardless of the individual's objectives (Headman, 2010). All the employees in the Botswana Police Service are regarded as police officers whose career is simply to protect the nation. An attempt to fulfil each individual career plan will not be possible (Kentse, 2010). In responding to how satisfied they were with their career plans in the Botswana Police Service, the majority of the respondents (87%) (preceding study) stated that no clear career management plans existed (Mothupi, 2010:55).

Based on the fact that employees do not have individual career management plans, coupled with skilled labour's career progression in the Botswana Police Service is largely dependent on the availability of promotional prospects. Such prospects are not guaranteed and not well planned. It can be inferred that skilled labour in the Botswana Police Service will continually be searching for alternative employment opportunities outside the organisation.

4.3.4.6 Learning as HR activity in the Botswana Police Service

Learning encompasses the process of creating results through communication and collaboration amongst employees (Carmel *et al.*, 2009:81). The purpose of team learning is to align the thinking and energies of skilled labour to produce a collective learning environment that includes the sum of individual ideas (Felder & Solomon, 2005). It refers to a process of aligning and developing the capacity of a team to create the results its members truly desire (Visser, 2007:659). The principle of building the capacity of a team to create results, builds on the discipline of developing a shared vision, and it also builds on the principle of personal mastery because talented teams are made up of talented individuals (Bryson *et al.*, 2006:289). The principles of shared vision and personal mastery were discussed in chapter 2 (section 2.6.3). Learning is a crucial process through which skilled labour continuously obtains new knowledge and understanding through refining their existing experience (Greenberg & Baron, 2008:111). Learning requires organisations

to systematically and strategically develop learning skills into a sustainable habit that helps organisations to improve, retain and manage skilled labour effectively (Huang & Kim, 2011:1423).

Learning in the Service is mainly informal, not well-structured and also not prominently encouraged by management (Molwa, 2010). Even on entry level and after their initial military training, the new recruits are handed over to commence their duties and partner with experienced police officers (Mbulawa, 2009). There is no clear guideline or schedule of what and how the new recruits should be oriented into policing (Molefe, 2010). It is assumed that they will pick up the policing traits from the experienced police officers as events unfold on a day-to-day basis (Moakofi, 2010). Lesole (2010) criticises this practice and states that recruits are only confronted with military training techniques and learning *per se* is ignored. It can be argued that this is an ominous sign for the Botswana Police Service in that its senior officers are not exposed to learning when they were recruited. Consequently, they are incapable of training the new recruits. From the time police officers are recruited, there is no evidence that formal learning programmes are presented by the HR department (Bagopi, 2008; Makobo, 2010; Makwatse, 2010; Headman, 2010). The absence of formal learning programmes has led to skilled labour and in some instances experienced officers being inducted without the required experience (Lesole, 2010). Employees who are not inducted through an official induction programme may find policing less challenging and uninteresting. Hence, they resign from the organisation (Headman, 2010).

Given the absence of well-structured learning processes in the Botswana Police Service, coupled by the lack of employee development plans and compounded by a absence of well-structured training opportunities, the interviewees were of the opinion that learning in the Service may not assist the employees to work to their full capacity (Bagopi, 2008; Makobo, 2010; Makwatse, 2010; Headman, 2010). Under-trained or poorly trained employees are not only a danger to themselves, but are also a danger to the public (Lesole, 2010). Furthermore, poorly trained employees will lack motivation and dissatisfaction with their work which will have a negative influence on the retention of skilled labour in the organisation.

4.3.4.7 Remuneration in the Botswana Police Service

Remuneration is an important factor in retaining skilled labour in an organisation (HBR, 2005:148). Human Capital Management (2006:137) posits that in large financial organisations, remuneration in a variety of forms was found to constitute the top four retention issues. Financial incentives such as annual bonuses and performance pay schemes are commonly used as retention devices in private institutions (HBR, 2005:148). High performers are easily influenced to leave when they are unhappy with their salaries compared to poor performers (HCM, 2006:137). Receivable Report (2008:1) concludes that whether it is the first response or not, financial incentives are always a key factor in retaining skilled labour in organisations.

Police officers' salaries are determined in accordance with their ranks in the organisation (Mbulawa, 2010). This is a standard procedure in military and semi-military organisations in Botswana (Moakofi, 2010). The salary scales of the Botswana Police Service employees and the employees of other public organisations are determined by the president of the country (Makobo, 2010). As the Botswana Police Service is a public organisation, its salaries are regulated by government and benchmarked with other government organisations (Morebudi, 2010). The salaries of the Service are, therefore, competitive compared to those of other government institutions in Botswana. Mothupi (2010:54), however, found that the Botswana Police Service loses its skilled labour to private organisations that pay higher salaries. It can be concluded that remuneration does play a role in skilled labour leaving the organisation, although the interviewees were aware of the fact that salaries in the Botswana Police Service are fixed according to legislation (Morebudi, 2010; Moakofi, 2010; Mbulawa, 2010; Makobo, 2010). They agreed that the Service is losing its skilled labour to the private sector and at this point in time the situation is unmanageable. It is, therefore, prudent that the Service should not at any stage lose sight of the competitiveness of its salary structure. A degraded salary structure would most likely worsen the skilled labour loss.

4.3.4.8 Training and development as HR practices in the Botswana Police Service

Training and development relates to planned activities that develop the knowledge, skills, insight, attitudes, behaviour, values and working and thinking habits of public servants in such a way that they are able to perform designated or intended tasks more efficiently (Zaleska & de Menezes, 2007:987). Training aims to develop competencies that will be useful to skilled labour (Velada & Caetano, 2007:284). Development on the other hand aims to give employees skills to prepare them for future roles in the organisation (McDowall & Mabey, 2007:633). Training and development is regarded as one of the most effective ways of rewarding and retaining skilled labour, because skilled labour has a desire for information and continually looks to add to their skills (Gomez-Mejia *et al.*, 2007:243). As such, skilled labour will prefer organisations that provide life-long training and development (Nel *et al.*, 2006:393).

After recruitment, the Botswana Police Service offers its recruits a well-structured mandatory military type of training (Bagopi, 2008). This training is aimed at preparing the officers mentally, physically and psychologically and also to provide them with the basic law enforcement skills such as apprehending suspects, dispersing demonstrators and controlling traffic (Makobo, 2010). Apart from the initial entry level training, the Service does not have further well-structured training and development programmes (Paledi, 2010). Depending on the availability of funds a few police officers may be sponsored for different specialised courses, dependent on the needs of the institution, length of service of the individual and the individual's disciplinary record (Mbulawa, 2009). These types of training and development actions are not well-structured and are not necessarily aligned with individuals' needs as supervisors predominately determines who should attend a course, at what level and when (Moalogi, 2010).

Research conducted by Mothupi (2010:36), revealed that a lack of advanced training and development is a significant factor that contributes to skilled labour turnover in the Botswana Police Service because police officials are deprived of training and development activities that develop their knowledge, skills, insight, attitudes, behaviour, values, working and thinking habits of the individual in such a way that they are able to perform designated or intended tasks more efficiently. Therefore, a lack of training and development in the Service may result in employees resigning in

search of training and development elsewhere (Bagopi, 2008; Mbulawa, 2009; Paledi, 2010; Theledi, 2010; Moalogi, 2010). It is recommended in this study that the Botswana Police Service needs to draft and implement training and development plans for its skilled labour, which will theoretically create an environment where employees can experience satisfaction and a feeling of goodwill towards the organisation.

The above discussion illustrates that the identified factors were not implemented according to best practice. The contributions by the respondents revealed that the Botswana Police Service needs to implement significant HR activities to address skilled labour leaving the organisation (Theledi, 2010; Moalogi, 2010; Paledi, 2010, Mbulawa, 2009, Bagopi, 2008). These aspects will be highlighted in the skilled labour retention model.

It is evident that from the analysis of official documents and interview data that the methods that the Service has implemented to retain skilled labour, is failing. This situation is confirmed by the turnover rate of 16% in 2013. It is, therefore, imperative that new methods are implemented to eventually form part of the proposed skilled labour retention model.

4.4 CONCLUSION

In this chapter it was revealed that the Botswana Police Service's reliance on Internal Employee Assistance Programme (IEAP), Employee External Benefits Programmes (EEBP), and Employee Remuneration Improvement Programmes (ERIP) are of limited benefit to the organisation in an attempt to retain its skilled labour. The primary problem is that all these benefits are not exclusively found in the Botswana Police Service. Most organisations in Botswana, private and public, offer the same benefits. It can, therefore, not be regarded as internal benefits only found in the Botswana Police Service. These benefits will not likely lure employees from outside the Botswana Police Service nor motivate its own skilled labour to remain in the organisation.

Another conclusion reached in this chapter is that the abovementioned benefits prevalent in the Service are available to all police officers, which means it cannot be regarded as incentives only for skilled labour. These programmes fall into the category of “one-size-fits-all” approach that is currently applicable in the Botswana Police Service. This approach will not bring success in the retention of skilled labour in the organisation. Proof hereof is evident that the Service lost 16% of its skilled labour in 2013 (Molefe, 2013).

It also became evident that the current HR practices prevalent in the Botswana Police Service namely: recruitment, performance appraisals, motivation, succession planning, career management, learning, remuneration and training and development, do not take the retention of skilled labour into account. They function as silos and there is no link between them and the retention of skilled police officers in the organisation. Based on these conclusions, the need for a robust and effective skilled labour retention strategy, to the other HR functions, need to be established.

In an endeavour to establish an integrated skilled labour retention strategy, the researcher identified certain retention factors that could be implemented in the Botswana Police Service to assist in the retention of its skilled labour. These factors should be established in the proposed skilled labour retention model as presented in chapter 6. Before this can be undertaken, it should be scientifically established whether the identified retention factors namely: remuneration, decision-making, work-life balance, job satisfaction, management style, learning, training and development, career opportunities, work environment and organisational commitment are valid for inclusion in the model.

The validation of the identified retention factors will be undertaken in the next chapter through a closed-ended questionnaire. The data obtained from administering the questionnaire will be analysed through factor analysis and the SPSS technique of data analysis. The SPSS technique is a quantitative technique that can be used to analyse qualitative data. The technique is developed to effectively handle a large number of quantitative data with relative ease.

CHAPTER 5: VALIDATION OF THE IDENTIFIED RETENTION FACTORS BY MEANS OF FACTOR ANALYSIS THROUGH A SPSS SOFTWARE PROGRAMME

5.1 INTRODUCTION

As part of the empirical research conducted for this study, the previous chapter revealed that the Botswana Police Service's reliance on the standardised conditions

of service and certain HR practices to retain its skilled labour failed to produce the intended results. It was established that these benefits play no role in the retention of skilled labour. This chapter provides the research findings related to specific retention factors in order to establish their validity for probable inclusion in the proposed integrated skilled labour retention model. The researcher utilised a questionnaire which included the nine retention factors as individual questions in the questionnaire. The data was gathered through a questionnaire and scientifically validated. The reliability of the nine retention factors was tested with factor analyses and Cronbach Alpha coefficient. For the purpose of this research, the SPSS software programme was used to undertake a factor analysis. The research design which forms part of the empirical study and the research methodology is also presented in this chapter.

A questionnaire was distributed to senior managers and skilled labour to gather data after an analysis of scientific literature were undertaken. The use of the combined methods is supported by Franekel *et al* (2012:558), and Hussey and Hussey (1997:50) who state that combined methods of collecting data allow the researcher to take a broader, and often complimentary view of the research problem. They conclude that what is more important is how the researcher interprets the data in order to make sense of it (Hussey & Hussey, 1997:50; Silverman, 2011:273).

5.2 RESEARCH METHODOLOGY

Research methodology is the general approach a researcher takes in carrying out the research project (Leedy & Ormrod, 2005:12). The following section describes the data collection methods, target population, the sampling group and techniques, the procedure followed for collecting data and how the data was analysed and presented in this chapter.

5.2.1 Target Population and Sampling

The total population for this phase of the study consists out of 6471 skilled labour employed in 27 police stations throughout Botswana. A survey was conducted in all 27 police stations targeting the 6471 skilled labour. A survey questionnaire was

administered by Station Commanders who distributed the questionnaire to police officers who fell in the skilled labour category. Two thousand one hundred and three (2103) questionnaires were returned from the 27 police stations in Botswana. This meant that the responses would be representative because all the police stations were surveyed. What had to be established was whether the responses received are representative of the total population of 6471.

According to De Vos, Strydom, Fouche, and Delport (2002:201); Brynard and Hanekom (2002:56); and Ellis (2014), there are no fixed rules to determine sample sizes; only guidelines that suggest what a representative percentage of the population to be studied would be. Bryman (2012:184) and Brynard and Hanekom (2002:57), suggest that where a total population of 10 000 is to be studied, a sample of 4.5% or 450 would be representative. In the current study a sample size of 32.49% was achieved indicating that the sample is representative of the target population. All the police stations were covered (Ellis, 2014). According to Bryman (2012:184), a survey must have an adequate sample size in order to produce accurate, useful results. Ellis (2014) asserts that a large sample size attained in this study helps to ensure that results are representative of the target population. Brynard and Hanekom (2002:56) conclude that it is better to have a large sample size of approximately 25% - 30% than the normal sample size of 4.5% which is generally considered to be adequate.

5.2.2 Data collection methods

The questionnaire which was developed through scholarly literature and theoretical principles was used to collect data. Best (1997:33) and Williams, Brown and Onsman (2010:1) indicate that when developing a questionnaire to collect data for scientific purposes, the researcher should be guided by specific principles when developing such a questionnaire. The questionnaire was divided into two sections, namely:

- Biographical information of the participants to determine a profile of the skilled labour in the organisation; and
- Questions on the identified skilled labour retention factors that were identified during in the theoretical discussion in chapter 3.

The questionnaire comprised of nine closed-ended questions based on a four-point scale. A traditional 5-point Likert scale was not used because the researcher wanted to eliminate the 'neutral' option of a 5-point scale. This meant that all the responses could be used to shed light on the issue under scrutiny. The questionnaire is attached as Appendix A.

5.2.3 Procedure for Data Collection

The questionnaire was physically distributed by the Station Commanders to the 27 police stations, together with a letter of consent (Appendix C). The purpose of the research is explained in the introductory letter to the questionnaire. Anonymity was guaranteed to protect the participant's identity in order to increase the validity of the data.

5.2.4 Data Analysis

The results of the responses to the questionnaire were computed with the assistance of the Statistics Consultation Service, North-West University (NWU), Potchefstroom. The data for factor analysis, reliability, correlations and T-tests⁶ was analysed through the SPSS software programme.

Data analysis is the process of bringing order, structure and meaning to the mass of collected data (De Vos, Strydom, Fouche & Delport, 2007:333). In this study, data analysis involved interpreting and explaining of the phenomenon that account for observed patterns and trends in the data. This means relating one's results and findings to existing models, and showing whether these are supported or falsified by the new interpretation (Mouton, 2002:161). The author concluded that interpretation

⁶ T-tests are described in section 5.5.6.

also means taking into account rival explanations or the interpretation of one's data and revealing the levels of support the data obtained provides for the preferred interpretation (Mouton, 2002:161). In this chapter data was obtained by means of a questionnaire. The development of a research questionnaire used in the study is discussed below.

5.3 DEVELOPMENT OF THE QUESTIONNAIRE

The researcher analysed the theory and thereafter developed the questionnaire. According to Williams *et al* (2010:1), three aspects are relevant when a questionnaire is developed and the obtained data is presented. The three aspects are:

- The identification of the questions through a literature study that should be included in the questionnaire (Williams *et al.*, 2010:1).
- Factor analysis (which is explained at section 5.3.2) should be undertaken to determine the validity of the question (factors) been asked in the questionnaire through the SPSS software programme for social sciences (Cooper & Schindler, 2001:591).
- The presentation of the data obtained from the questionnaire in the form of tables and/or figures. Tables and/or figures are preferred for the presentation of the results because they are usually easily understood by the reader (Field, 2005:1).

These three aspects are outlined in the following paragraphs in order to contextualise the questionnaire and the information obtained through it.

5.3.1 Confirmation of the questions/factors in the questionnaire

In order to prepare the questionnaire for distribution to the respondents, certain action was taken by the researcher in order to ensure the quality and accuracy of the questionnaire. A concept questionnaire was drafted and evaluated by a pilot group to determine the quality and accuracy of the questionnaire and its questions/factors, as

called for by Conway and Huffcutt (2003:147). The evaluation of the concept questionnaire is an important phase in the development phase. Before the final questionnaire is distributed to the sample group it must be ensured that it will correctly measure the phenomenon it is intended to measure (Field, 2005:1). In theory, this is called a preliminary evaluation of the questionnaire by a pilot group (Field, 2005:1). A prerequisite to a survey is the development of a scientific questionnaire that will determine the perception of the respondents on the subject under investigation in a truthful manner (Conway & Huffcutt, 2003:147).

The population of the pilot study consisted of seven (7) employees from the Botswana Police Service who were considered as skilled labour. These employees were a representation of the departments in the Service. The seven employees were informed that they formed part of a pilot group to test the validity of the questionnaire to determine whether the factors listed were clearly formulated and understood. The respondents were also asked to make notes of any identified shortcomings. They were furnished with guidelines on the aspects that needed to be presented in a well-structured questionnaire as well as how the questions should be designed (Williams *et al.*, 2010:1).

The seven employees were informed of the purpose of the study so that they could answer the following questions when evaluating the questionnaire presented to them (Williams *et al.*, 2010:1):

- Are the questions necessary and does it relates to the purpose of the questionnaire?
- Are the questions clear, precise and unlikely to lead to misinterpretation?
- Are the questions unbiased so that it does not lead to certain answers?
- Are the questions suitable for a 'checkbox' type of answer?
- Are the questions easy to understand and not too complex?
- Are words that describe extremes included in the questions?
- Are the questions designed to be free of leading nuances such as "Are you expecting that...?"

- Are there any ‘double-barrelled’ questions? This refers to those questions that contain two variables and which are therefore potentially asking two different questions in one question (McMillan & Schumacher, 2001:257).
- Are there any quantitative statements in questions? The respondent should only have the option to answer qualitative questions and not to ask quantitative answers (Williams *et al.*, 2010:1).
- Are the sentences long, complex and difficult to interpret?
- Is the questionnaire closed? A questionnaire with open and closed questions can make analysis difficult or even impossible (Floyd & Fowler (2014:75).

Comments by the pilot group highlighted the following problems pertaining to the questionnaire:

- Two questions were identified which did not relate to the purpose of the questionnaire and did not address the identification of the specific retention factors.
- Three of the questions were vague which led to the misinterpretation of questions. In this instance the word “often” was confusing to some of the respondents.
- Some of the questions were not designed to be asked in a checkbox-type format.
- Leading questions were the order of the day and the word ‘expected’ in the questions posed problems for the focus group.
- Three questions used terms such as ‘extreme’, ‘always’ and ‘never’, which was viewed as problematic because these terms were noted to be guiding the respondents to a specific answer.

After the evaluation of the questionnaire by the pilot group, the researcher made the necessary changes to the questions and the structure and finalised the questionnaire for implementation with the sample group (skilled labour in the Botswana Police Service) (See Appendix D). The next step was to validate the questions through confirmative factor analysis.

5.3.2 Factor analysis to identify and validate the factors used in the questionnaire

Factor analysis is used to reduce and analyse substantial amounts of data obtained from the questionnaire and to identify underlying factors from the data (Filed, 2005:639). Researchers commonly use factor analysis to determine which factors influence responses in a set of questions (Best & Kahn, 2006:449). Factor analysis is a complex procedure, which requires the use of a specialised software programme such as SPSS. Statistical Packages for Social Sciences leads a researcher through a series of steps to complete the factor analysis (Leedy & Ormrod, 2014:349).

Factor analysis is an important tool that can be used in the evaluation and validation of the questions/factors⁷ presented in the questionnaire (Filed, 2005:639). Factor analysis is intimately involved in the validation of a questionnaire, for instance, whether the factors/questions identified in the questionnaire are valid to use in a model (Chen & Xiao, 2012:1358).

Without the use of factor analysis, it would have been complex and difficult to determine the validity of the factors identified from the literature study. With this validation, the organisation can proceed to include the factors in the proposed integrated skilled labour retention model for the Service. Based on this discussion, it was found that factor analysis offers the following unique advantages (Chen & Xiao, 2012:1358; Cooper & Schindler, 2001:591):

- Factor analysis is one of the multivariate statistical methods in social sciences and it can provide statistical information on organisational challenges i.e. skilled labour retention that is multi-dimensional, multi-variable and complex. Through classifying the complex indexes, factor analysis will determine if the identified factors are valid (Cooper & Schindler, 2001:591).
- Factor analysis simplifies the process of analysis of the questionnaire by classifying the questions in skilled labour retention factors.

⁷ The concepts **questions** and **factors** are used interchangeably to refer to the questions asked in the questionnaire.

- Factor analysis as a statistical method determines the validity of questions and can avoid problems that can be caused by the subjective determination of factors by a researcher. By using factor analysis as method, the effect the subjective determining of factors is avoided, thus skilled labour retention factors are determined objectively and scientifically (Cooper & Schindler, 2001:591).
- Factor analysis can be processed by computer statistical analysis software, with easy operability. Based on the principle and advantages of factor analysis, it is reasonable for factor analysis to be applied to evaluate factors in social science research, which this study falls within.

From the above it is noted that factor analysis was used in this study to assist in the classification and validation of factors presented in the questionnaire. Without factor analysis, the retention factors identified to form part of the skilled labour retention model would lack integrity. Rather than resort to traditional classification of skilled labour retention factors, factor analysis was used in this study as a scientific tool to avoid subjectivity in classification of the skilled labour retention factors. It is with the above in mind that this study utilised factor analysis to evaluate and validate the skilled labour retention factors. These factors correlates with the factors or questions posed in the questionnaire (See Appendix D) and it can be identified as follows:

- B.1 Job satisfaction
- B.2 Organisational commitment
- B.3 Work-life balance
- B.4 Remuneration
- B.5 Career opportunities
- B.6 Learning, training and development
- B.7 Work environment
- B.8 Decision-making
- B.9 Management style

Statistical Packages for Social Sciences was used to compute and analyse data obtained from the respondents by using a close-ended questionnaire, which aimed to establish whether the above factors should be included in an integrated skilled

labour retention model for the Botswana Police Service. The next section discusses the role of SPSS in the analysis of the data obtained from the questionnaire.

5.3.3 Factor analysis of the data through a SPSS-programme

Statistical Packages for Social Sciences is developed to undertake data analysis for a variety of techniques, such as factor analysis (Best & Kahn, 2006:449). Statistical Packages for Social Sciences is not a programme developed for the sole use of factor analysis (Cf. Best & Kahn, 2006:449). Statistical Packages for Social Science as a computer software package can facilitate most of the qualitative data analysis techniques like storing and coding, classification systems, enumeration, attaching memos, finding relationship and producing graphics (Leedy & Ormrod, 2014:349; Cloete, 2007:525). These qualitative data analysis techniques were relevant to this study because it generated a high volume of data. SPSS assisted in sorting the data and the identification of the skilled labour retention factors that were included in the skilled labour retention model presented in chapter 6 (section 6.4). Mention was made in chapter 1 (section 1.8.8) that the SPSS programme is recommended by statisticians as a statistical method (quantitative) to analyse data that originates in the social sciences (qualitative) (Bryman, 2012:353).

The original version of the SPSS programme was written in the late 1960s when researchers got frustrated by statisticians or computer programmers who were unable to process, manipulate and analyse data from questionnaire surveys (Best & Kahn, 2006:449). The programme was first released in the USA in 1968 and installed in the UK in 1970 at the Edinburgh University (Chen & Xiao, 2012:1358). Statistical Package for Social Science is a computer software package or programme that consists of an integrated series of computer programmes which enable the user to read data from questionnaire (Best & Kahn, 2006:449). With the assistance of SPSS, the researcher was able to read the data from the questionnaire in this study.

The data obtained through the questionnaire is presented in the form of figures (graphs) and tables in order to simplify the interpretation of the data for the reader (Woods, 2006:6). The researcher developed the retention model with data analysed

and provided by the SPSS programme. The results of the data analysis phase are discussed in the next section.

5.4 DATA ANALYSIS WITH SPECIFIC REFERENCE TO RETENTION FACTORS

The importance of factor analysis provided by the SPSS software package was discussed in section 5.3. Factor analysis evaluates questions that associate amongst themselves under a given skilled labour retention factor, but such variables do not necessarily associate with other variables outside the given phenomenon (Field, 2005:621). In this study, factor analysis was performed to determine if the questions under each of the skilled labour retention factors are inter-linked. It can be inferred that factor analysis assisted one to understand the structure of the set questions that were posed under each skilled labour retention factor in the questionnaire.

Factor analysis assists to develop an understanding of how the different questions, as reflected in the questionnaire, are grouped or clustered together under each skilled labour retention factor, and whether such a cluster of questions can be used to measure the factor under which they are grouped (Field, 2005:621). It involves determining the smallest number of set questions that can be grouped together in, for instance, a questionnaire (Pallant, 2005:174). Through factor analysis, this study determined that the set of questions posed under each of the skilled labour retention factors are interrelated and could be used in the new retention model. Figure 5.1 below illustrates the adequacy of information during factor analysis.

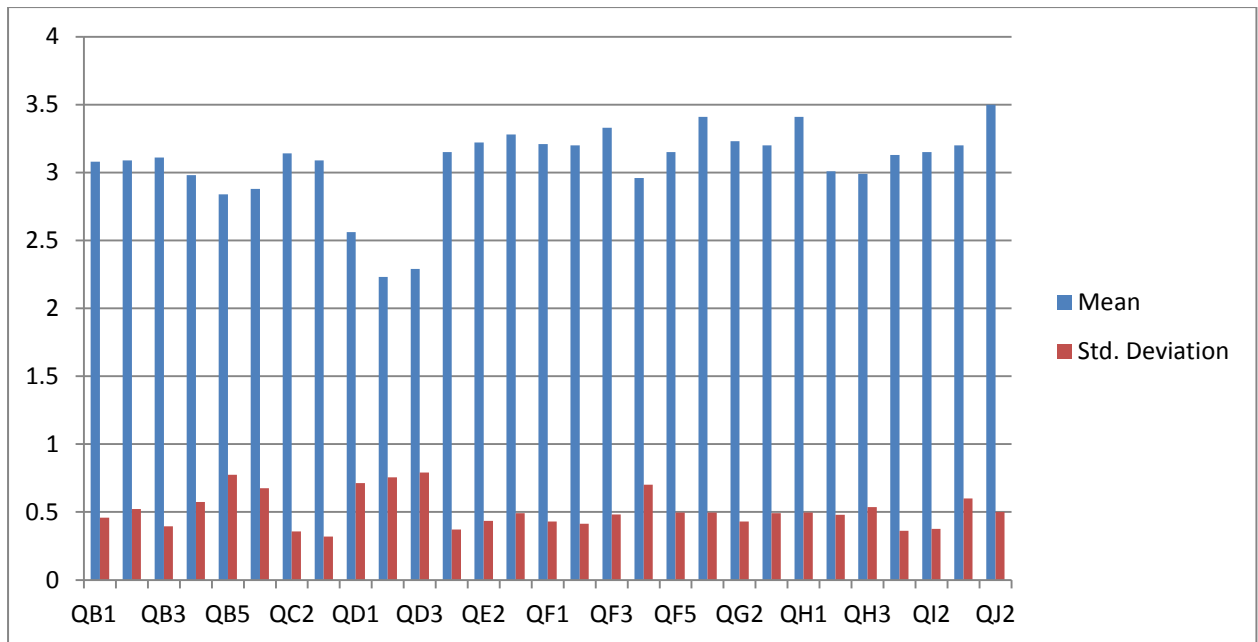


Figure 5.1: Adequacy of volume of information obtained through the questionnaire

(Source: Researcher's own)

Figure 5.1 reflects the descriptive statistics of the 29 questions presented in the questionnaire. The “Q” used in Figure 5.1 above, is an abbreviation for “Question or factor”. As seen from the figure, the questions were numbered QB1 to QJ2 in the questionnaire and presented in the same manner in the table. The figure shows the mean and standard deviation of all the questions. Mean refers to the average score each factor obtained, whilst standard deviation reflects how variables differ or are far apart from the mean (Field, 2009:38). According to literature small standard deviations (relative to the value of the mean itself) indicate that the data points are close to the mean, i.e standard deviation of 0 would mean that all of the scores are the same (Field, 2009:38). A mean of 3 means that a factor has the adequate volume to be included in the retention model (Bernstein, Foxcroft, McCallum, Schultheiss, Seymour, Stead & Southey, 2005:62). Some of the questions recorded means lower than 3, but this does not necessarily mean that the skilled labour retention factor that they were grouped under should not be included in the skilled labour retention model, but it could be an indication that the questions are regarded as less important under such a skilled labour retention factor (Bernstein *et al.*, 2005:62). Through the implementation of factor analyses it could be determined

whether the identified skilled labour retention factors are relevant for inclusion in the proposed retention model.

Table 5.1: Skilled labour retention factors validation through factor analysis

	Factor								
	1.Remuneration	2.Decision-Making	3.Work-life Balance	4.Job Satisfaction	5.Management Style	6.Learning, Training & Development	7.Career Opportunities	8.Work Environment	9.Organisational Commitment
QE2	.928								
QE3	.784								
QE1	.495								
QF4		.609							
QC1		.505					-.222		.212
QB5		.427		-.409				.216	
QD3			.872					.404	
QD1			.664						
QD2			.650					-.236	
QB2		-.215		-.671					
QB1				-.659					
QB3				-.621					
QB4		.281		-.587					
QI2					.812				
QI1					.721				
QJ2					.345	.237			
QJ1		.332			.337				
QG1						.754			
QG2						.624			
QH1						.532	.222		
QF3							.670		
QF2							.430		

	Factor								
	1.Remuneration	2.Decision-Making	3.Work-life Balance	4.Job Satisfaction	5.Management Style	6.Learning, Training & Development	7.Career Opportunities	8.Work Environment	9.Organisational Commitment
QF5		.307					.377	.237	
QF1		-.281		-.247			.338		
QH3								.483	
QC2									.735
QC3									.472
QG						.234			.351

Table 5.1 above represents the 28 questions and the 9 factors that were included in the questionnaire which proved that the questionnaire provided adequate information (Figure 5.1) to undertake the validation of the factors. Item QH2 is not reflected in the above discussion as it had a very low factor loading score of 0.1 during factoring and was subsequently excluded during factor analysis. Consequently, only 28 questions were indicated in Table 5.1. The validation was undertaken and the results are presented in Table 5.1 followed by the discussion below.

- **Remuneration** – During factoring, variables QE1, QE2, QE3, were correlated under the factor remuneration because they were originally grouped in the questionnaire. It can be concluded that variables QE1, QE2 and QE3 correlate and can be used to measure remuneration. Therefore, this factor can form part of the new integrated skilled labour retention model.
- **Decision-making** - Variables QF4, QC1 and QB5 were correlated under the factor decision-making. It can be concluded that QF1, QC1 and QB5 correlate and can be used to measure decision-making. Decision-making is perceived to be the correct factor to form part of the new integrated skilled retention model.
- **Work-life balance** - Variables QD1, QD2 and QD3 were listed in the questionnaire to measure work-life balance. These variables were converged together under the work-life during factoring. It can be concluded that the variables fall under the factor “work-life balance” and this factor should form part of the new integrated skilled labour retention model.
- **Job satisfaction** - During factoring variables QB1, QB2, QB3 and QB4 were listed in the questionnaire to measure job satisfaction converged together. This convergence of the said variables leads one to the conclusion that job satisfaction should form part of the new integrated skilled labour retention model.
- **Management style** – Another set of variables that remained in their set and were converged together are QI1, QI2, QJ1 and QJ2. These variables measured the factor management style. Management style should form a factor in the new integrated skilled labour retention model.
- **Learning, training and development** - During factoring, variables QG1, QG2, QG3 and QHI were converged under the factor “learning, training and development”. These three variables can be kept under this factor. Furthermore, it should be factored in the new integrated skilled labour retention model.
- **Career opportunities** – Variables QF1, QF2, QF3 and QF5 are grouped together in the questionnaire under the factor “career opportunities”. The variables converged together during factoring under the same factor. A conclusion is thus reached that this should be included in the new integrated skilled labour retention model.

- **Work environment** - During factoring, the variable QH3 remained unaccompanied under the factor “work environment”. Theoretically, according to factor analysis, the factor “work environment” can be retained with only one variable used to measure it. It should also form part of the new integrated skilled labour retention model.
- **Organisational commitment** – In the questionnaire, variables QC2 and QC3 represent the factor organisational commitment, and they correlated together during factoring.

It is evident that most of the variables listed under each of the nine factors listed above do correlate and factor under their groups. In order for the nine factors to be taken into account into the proposed skilled labour retention model for the Botswana Police Service, the factors should be tested for their reliability. These will ascertain whether the identified skilled labour factors, as identified through factor analysis (Table 5.1), can be regarded as reliable for implementation in the proposed model.

To establish the reliability or internal consistency of the established skilled labour retention factors, the Cronbach Alpha coefficients were determined. The Cronbach Alpha coefficient tests whether the questions posed on each factor could indeed be proven to be authentic, reliable and consistent (Punch, 2003:52). Reliability in general means stability of response and the value ranges between 0.00 and 1.00 and the closer to 1.00, the more reliable the factors (Fraenkel *et al.*, 2012:154). Reliability is concerned with whether the same respondents would answer the same questions in the same way if they were repeated (Punch, 2003:52). Reliability assisted to determine whether the questions posed under each skilled labour retention factor can be combined in one count and if so, can be included in the proposed integrated skilled labour retention model for the Botswana Police Service. The reliability test scores of the nine factors are reflected in Figure 5.2 below:

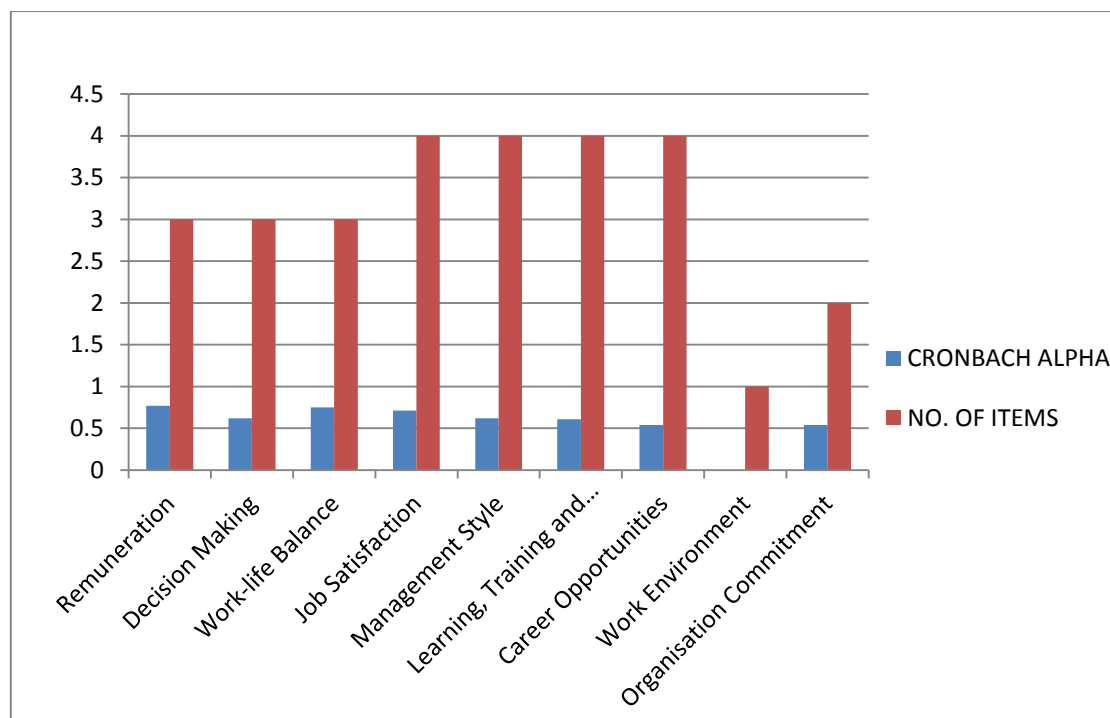


Figure 5.2: Results of the reliability test of the nine retention factors

(Source: Researcher's own)

Figure 5.2 above reflects Cronbach Alpha values ranging from 0.54 to 0.77 for the nine retention factors. Kline (1999), as quoted by Field (2009:675), posts that the cut-off point for reliability tests is 0.7. However, when dealing with constructs that measure human perception, values below 0.7 can, realistically, be expected because of the diversity of the constructs being measured (Kline, 1999 in Field (2009:675). Lower Cronbach Alpha values can be acceptable if there are fewer questions that contribute to the Cronbach Alpha i.e. 0.5 for 2 propositions is acceptable while 0.6 for eight questions is relatively good (Field, 2009:675). Figure 5.2 depicts the three factors namely: remuneration, work-life balance and job satisfaction had Cronbach Alpha values of 0.77, 0.75 and 0.71 respectively.

The Cronbach Alpha values for these factors are above 0.7 and acceptable. These values for the factors were obtained with three items/statements, except for job satisfaction that had four items. It should be noted that the Cronbach Alpha values for these factors were not going to increase if any of the items/statements were omitted. Decision-making had a Cronbach Alpha value of 0.62 calculated for three items. The Cronbach Alpha value for this item can be regarded as acceptable given

that it was obtained for 3 questions. The Cronbach Alpha value for decision-making would have increased to 0.63 if the statement “Easy of transfer to other departments” were eliminated. The increase was, however, not regarded as substantial to warrant the omission of the statement.

Three other factors namely: management style, learning, training and development and career opportunities had Cronbach Alpha values of 0.62, 0.61, and 0.54. Cronbach Alpha values for management style, learning and training and development are considered as acceptable considering that the values were obtained for 3 questions under each factor. The Cronbach Alpha value of career opportunities was recorded at 0.54 for 4 questions. This value is also acceptable given the low number of questions under the factor. The Cronbach Alpha value obtained for this item would not have increased if any of the statements were omitted. The work environment factor had only one item and hence the Cronbach Alpha value could not be calculated (Field, 2009:675). The Cronbach Alpha for organisation commitment was calculated at 0.54 for two statements, which is acceptable. The above Cronbach Alpha values for the factors reflected in Figure 5.2 indicate the reliability of the 9 retention factors and presume that they can be included in the proposed skilled labour retention model for the Botswana Police Service.

In performing the reliability test of the questionnaire, the mean and standard deviation of each skilled labour retention factor were also produced. The mean and standard deviations of the above nine factors are reflected in Figure 5.3 below, to indicate how the participants responded to each skilled labour retention factor.

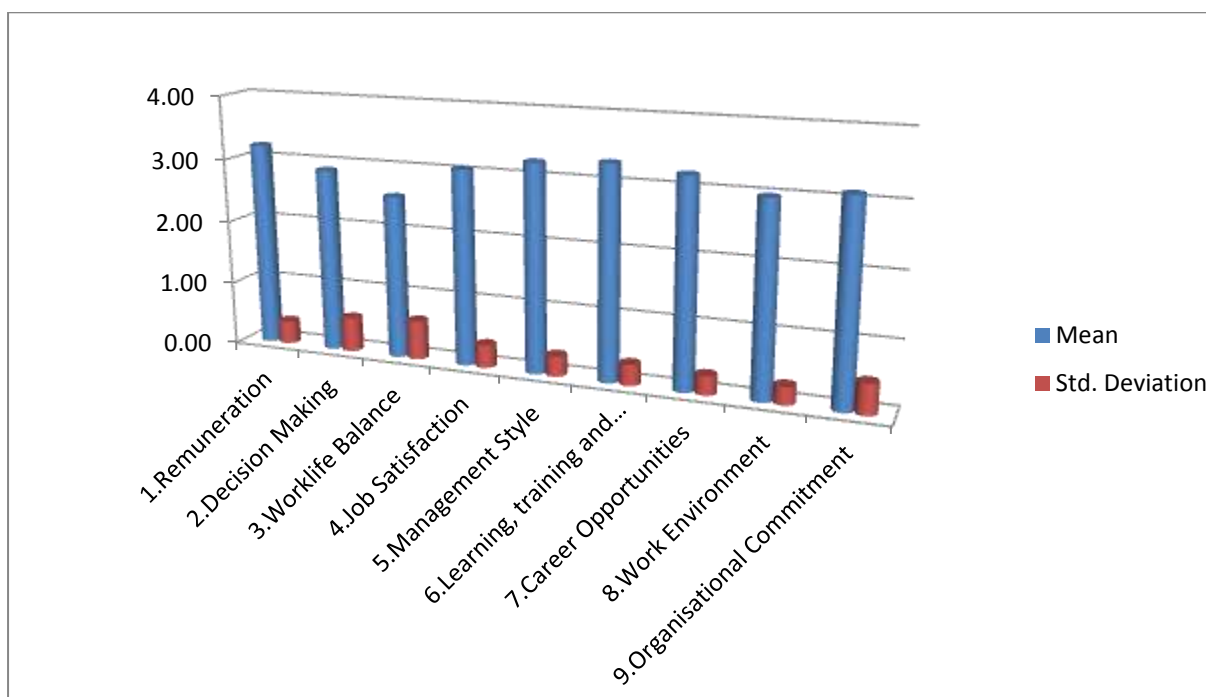


Figure 5.3: Participants response to the nine factors

(Source: Researcher's own)

From Figure 5.3 above, it is evident that all the factors have a mean of 3 and above, except for decision-making, work-life balance and work environment, indicating that they are considered of less important than the other factors. Having identified and discussed the skilled labour retention factors that should be included in an integrated skilled labour retention strategy for the Service, it is imperative that an analysis of how the respondent's biographical data could impact on the skilled labour retention factors is discussed in order to give this study an even broader perspective. An analysis of the influence of the biographical data will illustrate how skilled labour of a certain gender has an impact on the nine identified factors. The section below provides an analysis of the impact of the respondent's biographical data.

5.5 PROFILE OF SAMPLE/RESPONDENTS

The biographical data of the respondents provides a background and profile of skilled labour in the Botswana Police Service. The profile includes rank, gender, age and length of service of the skilled labour. Such a profile is useful in contextualising the sample group.

The biographical data of skilled labour is presented in charts, graphs and tables. This is in line with the guidelines provided by Woods (2006:6) who indicates that there are a number of ways in which results may be presented. However, in presenting biographical data charts, tables or graphs may be used. Levine, Stephan, Krehbiel, and Berenson (2005:55) are of the opinion that when the profile of a large number of respondents is offered, it has to be presented in charts, tables or graphs or structured tables. In this chapter the presentation of the data obtained through the questionnaire, is in the form of pie charts, graphs and tables so that the reader can understand the results obtained through the questionnaire represent (Field, 2005:1; Leedy & Ormrod, 2014:349).

5.5.1 Rank of respondents

The respondents were required to indicate their rank. The official ranks of the respondents were determined in order to understand the post hierarchy of the Botswana Police Service. The post hierarchy of police officers is important as it is directly linked to the length of service of police officers in the Service (Mbulawa, 2009). The higher the rank of a police officer, the more skills and experience the officer would have gained thereby qualifying to be referred to as skilled labour (Headman, 2010). From the total of 2103 respondents who completed the questionnaire, two participants did not indicate their rank and this was recorded as “missing data” in the chart below. The respondents’ ranks are broken down in Figure 5.4.

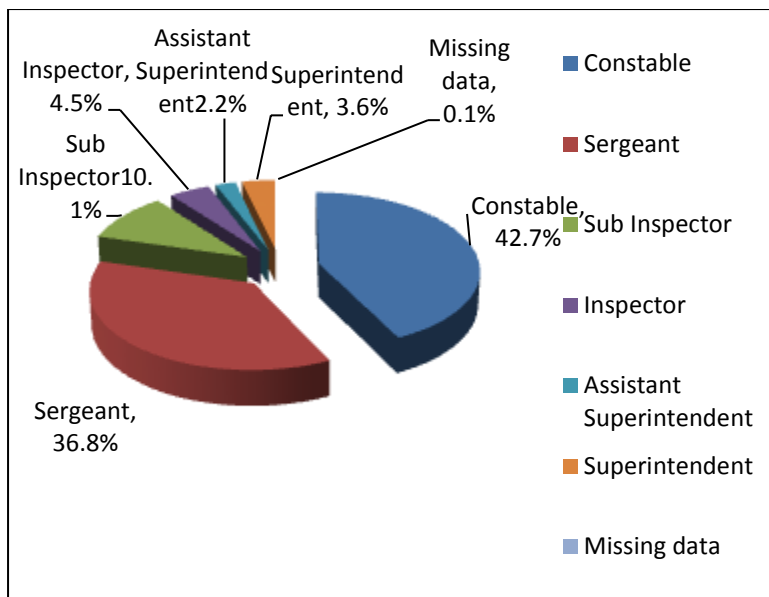


Figure 5.4: Rank of respondents

(Source: Researcher's own)

From Figure 5.4, it can be deduced that the majority of the respondents (skilled labour) were at the lowest ranks of the Service, with 42.7% of the respondents ranked as Constable, followed by 36.8% of the respondents ranked as Sergeant, 10.1 % of the respondents ranked as Sub-Inspector and 5% of the respondents ranked as Inspectors. Assistant Superintendents recorded 2.2%, whilst 4.5% of the respondents were recorded as Superintendent. Assistant Superintendent and Superintendent are senior positions in the Service. Hence the lower scores as opposed to the lowest rank of constable, sergeant sub inspector and inspector. These statistics confirm that the majority of the respondents are at the entrée level ranks and the senior officials are in the top ranks. This is in accordance with the post hierarchy pyramidal structure of the Botswana Police Service, which is theoretically acceptable (Mangole, 2010).

5.5.2 Gender of respondents

The respondents were also required to state their gender. Figure 5.5 indicates the results of the question on gender. Seventeen (17) participants did not indicate their gender. Thus the missing data accounted for 0.8 percent.

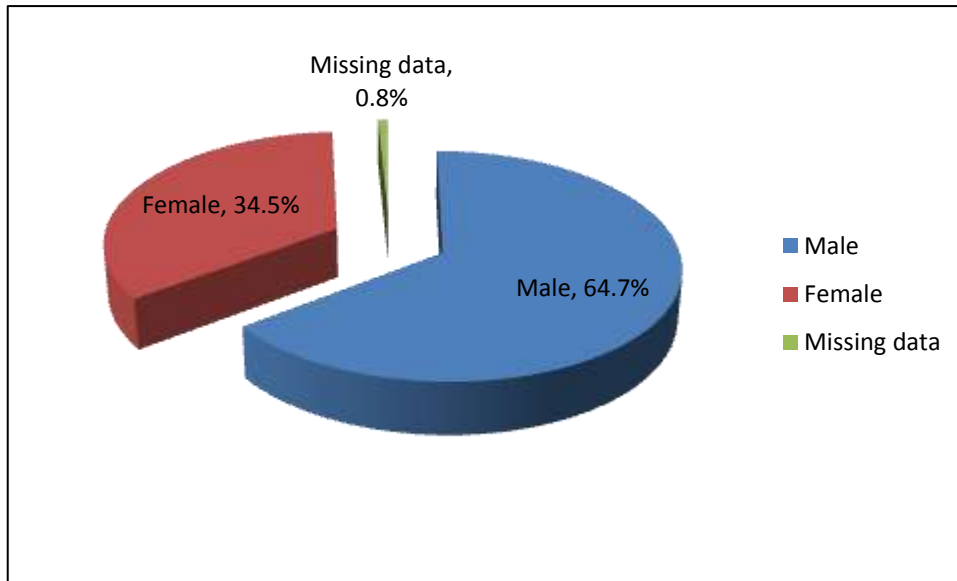


Figure 5.5: Gender of respondents

(Source: Researcher's own)

The above Figure 5.5 indicates that the majority of the respondents to the questionnaire are male (64.7%) and 34.5% female. The Botswana Police Service only began to employ females in 1990, twenty-four years after the establishment of the organisation (Habana, 2010). The other contributing factor for the high number of males in the Botswana Police Service is that policing can be regarded as a risky occupation, hence male employees are preferred and appointed in this occupation (Ntsholwe, 2010). The fact that at least two police officers annually lose their lives whilst carrying out their duties, stresses the fact that policing can be regarded as a risky occupation (Headman, 2010).

5.5.3 Age of respondents

The age of the respondents was requested in order to create a profile of the average age of the officials. The respondents' age groups are represented in Figure 5.6. Two of the respondents who accounted for 0.1% did not indicate their age group in the questionnaire.

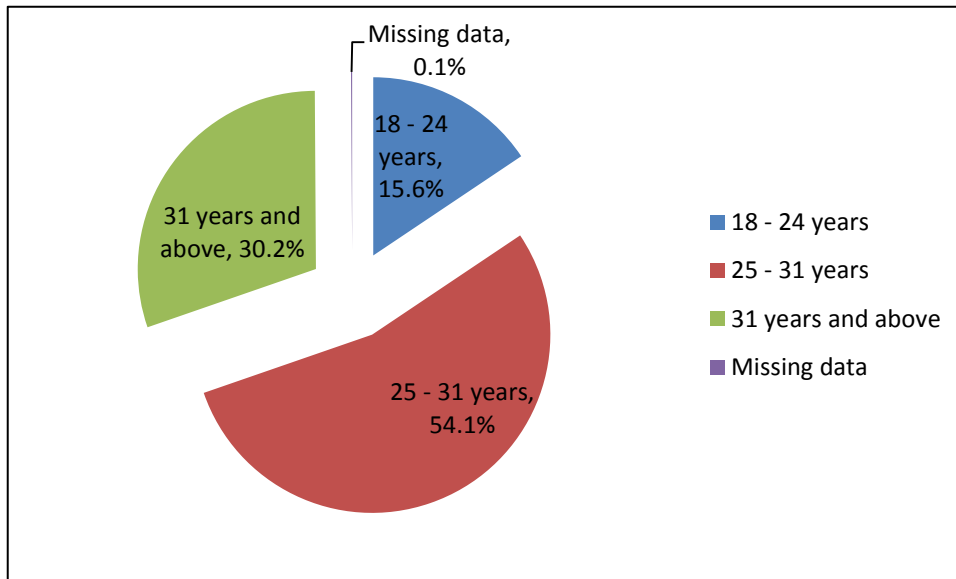


Figure 5.6: Age group of respondents

(Source: Researcher's own)

The age groups of skilled labour in the Service were divided into three categories. These categories ranged from 18 to 24 years of age, accounting for 15.6 % of the respondents; 25 to 31 years of age, accounting for 54.1% of the respondents; and 31 years and older, accounting for 30.2% of the respondents. The age group between 25 to 31 years of age, when combined with the age group of 31 years and older, constituted 84.3 % of the total population. Considering that the entry age of employment into the Botswana Police Service is 18 – 24 years, it could be argued that the respondents who fall in the two age groups 25 to 31 and 31 and above have gained sufficient skills and experience to be classified as skilled labour (Kentse, 2010).

5.5.4 Length of service of respondents

The respondents were asked to indicate their length of service with the aim to ascertain whether the respondents had the necessary experience to be referred to as skilled labour. The length of service and rank of police officers are directly linked. An officer with a longer period of service may be assumed to have gained the necessary skills and experience to be referred to as skilled labour. Figure 5.7 presents their length of service. The figure below shows that 18 participants did not

indicate their length of service. The missing data accounted for 0.9 % of the total responses.

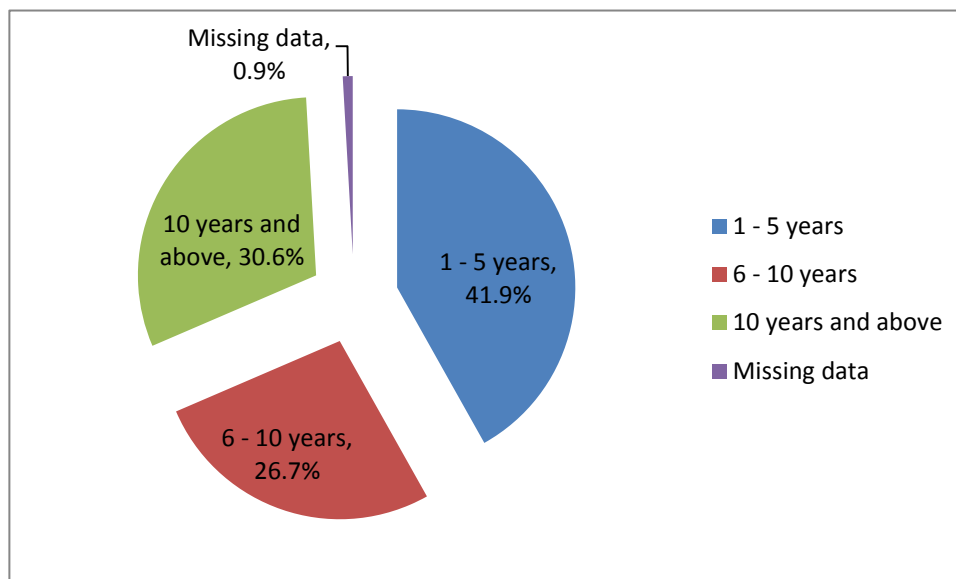


Figure 5.7: Length of service of respondents

(Source: Researcher's own)

The length of service for skilled labour in the Botswana Police Service was grouped into three categories: One to 5 years of services in the Service, accounting for 41.9 % of the respondents; six to 10 years of service in the Service, accounting for 26.7 % of the total sample; and 10 years and above, accounting for 30.6% of the respondents. Based on the distribution of the age groups, as indicated in the chart above, and the training period of constables, it can be concluded that all the respondents fall within the classification of skilled labour because the first year in the Service is considered as a year of training and enrolment, thereafter police officers are assumed to have gained the necessary skills to carry out their duties successfully. This deduction is in line with the definition of skilled labour (section 1.12.1) - competent employees who have the necessary skills, knowledge and work experience, coupled with the required behaviour to successfully carry out their job to the satisfaction of the organisation management and its supervisors (Netswera *et al.*, 2005:36; Swanepoel, 2008:24).

5.5.5 Qualifications of respondents

The respondents were asked to state their highest qualification(s) in order to determine the level of education of the respondents. The respondents' highest qualifications are broken down in figure 5.5. According to figure 5.8, five of the respondents did not indicate their qualifications.

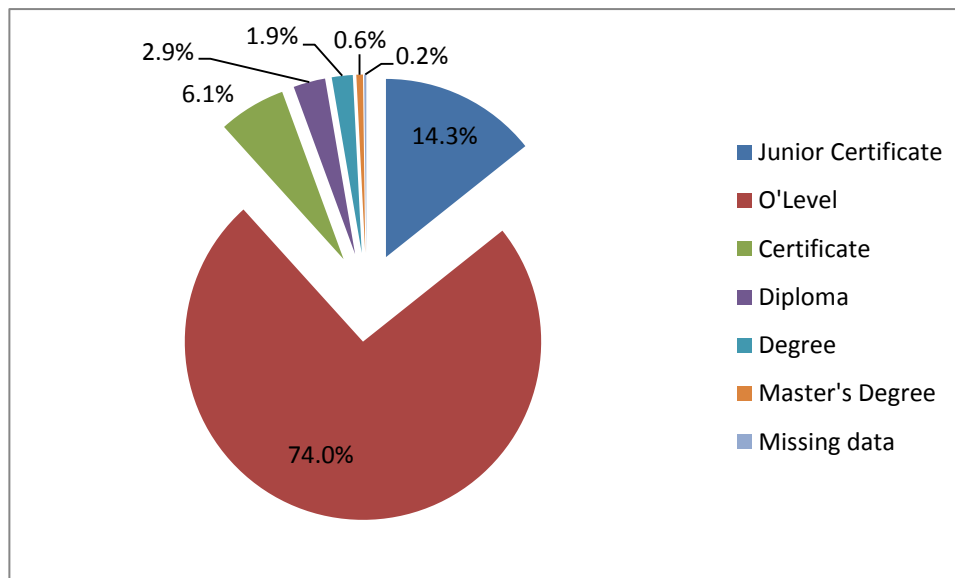


Figure 5.8: Qualifications of respondents

(Source: Researcher's own)

Figure 5.8 above indicates that junior certificate holders accounted for 14.3% of respondents. The results of the questionnaire revealed that a significantly high percentage, 74% of the respondents, is O' level holders. O'level refers to ordinary level certificate commonly known as a Cambridge Certificate or Matric (Botswana Examination Council, 1988). This result is in line with the fact that the entry qualification for the Botswana Police Service is O'level, which was introduced in the early 90's (Lerole, 2010). Previously (before 1990), the entry qualification for the Botswana Police Service was a Junior Certificate (Mbulawa, 2009).

The Botswana Police Service seldom recruits Degree holders for Officer Cadet's positions because they do not remain for an extended period in the organisation (Theledi, 2010). It can, therefore, be argued that this is the reason why a low percentage of respondents, 1.9%, were accounted for in this category. The

respondents in possession of certificates accounted for 6.1%, whilst those who have diplomas accounted for 2.9 %. Sponsorship for Certificates and Diploma qualifications are offered to excelling police officers based on organisational needs and availability of funds. Consequently, only a few candidates are sponsored annually (Garona, 2010). Holders of a Master's Degree in the Botswana Police Service accounted for 0.6 % of the respondents. All the respondents' complied with the minimum required qualification in the Botswana Police Service. Therefore, given their formal qualifications coupled with their years of experience, a conclusion can be drawn that the respondents have the necessary attributes to be referred to as skilled labour (Garona, 2010).

5.5.6 Influence of gender on the skilled labour retention factors

In order to determine the influence of biographical, and more specifically gender data on the identified skilled labour retention factors, Independent Sample T-tests were done. T-tests are used to determine whether the means of two groups differ (Ellis & Steyn, 2003:51). It is important that any significant differences of opinion between males and females on the viability of the identified factors should be identified. Table 5.2 below reflects the results of the t-tests on the perceptions of the males and females on the identified factors.

When calculating T-tests the following are reported:

- The p-value indicates statistical significance, with $p \leq 0.05$ statistical significance.
- d: Practical significance is indicated by the d-value, where $d=0.2$ indicates a small, $d=0.5$ a medium and $d=0.8$ a large effect whenever the p-value was smaller than 0.05 (Cohen, 1988:21-26).

In this study only T-tests with a p-value of equal or smaller than 0.05 and a d-value of greater than 0.3 were reported where applicable in chapters five and six.

Table 5.2: The perception of gender on the validity of the nine retention factors

		MEAN	STD. DEVIATION	P VALUES
Remuneration	Male	3.21	0.37	.96
	Female	3.21	0.35	
Decision-making	Male	2.89	0.54	.84
	Female	2.90	0.54	
Work Life balance	Male	2.36	0.63	.96
	Female	2.36	0.59	
Job Satisfaction	Male	3.07	0.35	.18
	Female	3.05	0.37	
Management Style	Male	3.25	0.32	.49
	Female	3.24	0.33	
Learning, Training and Development	Male	3.31	0.33	.98
	Female	3.31	0.33	
Career Opportunities	Male	3.22	0.29	.45
	Female	3.23	0.30	
Organisational Commitment	Male	3.13	0.29	.12
	Female	3.11	0.27	
Work Environment	Male	3.00	0.51	.23
	Female	2.9724	0.58	

(Source: Researcher's own)

Table 5.2 reflects the mean of how male and female employees responded to each factor in the questionnaire. The results obtained as depicted in Table 5.2 above revealed that there were no significant statistical differences between male and female employees for any of the extracted factors. It can, therefore, be inferred that gender differences play no role in the identification of retention factors. In order to establish correlation between the respondents' biographical variables and the

identified skilled labour retention factors, the Spearman's rank order correlation was performed. Spearman's rank order correlation establishes how ordinal variables are related and or how ordinal variables and interval/ratio variables correlate (Bryman, 2012:344). According to this test correlations of 0.1 can be regarded as small, those of 0.3 as medium and those of 0.5 as large (Cohen, 1988:21; Bryman, 2012:344). Spearman's rank order correlation is often expressed with a Greek letter ρ , and its value will either be positive or negative (Bryman, 2012:344). Table 5.3 below reflects the result of the Spearman's rank order correlation between ordered biographical variables and extracted factors are indicated.

Table 5.3: Correlation between personal data and skilled labour retention factors

	RANK	QUALIFICATION	AGE	LENGTH OF SERVICE
Remuneration	.013	.024	.032	.026
Decision making	-.139**	-.174**	-.168**	-.217**
Job satisfaction	-.072**	.130**	-.046*	-.248**
Management style	.029	-.051*	-.008	.059**
Learning, Training and Development	.116**	-.098**	.103**	.170**
Career opportunities	.116**	.065**	.110**	.108**
Organisational commitment	-.109**	-.012	-.133**	-.366**
Work environment	.068**	-.079**	.059**	.140**

(Source: Researcher's own)

*Correlation is significant at the 0.05 level (1-tailed); **. Correlation is significant at the 0.01 level (2-tailed)

Table 5.3 above depicts that neither rank, nor qualification level, or age has a significant effect on the extracted factors. The length of service, however, has a small negative correlation with decision-making, work-life balance, job satisfaction and commitment. It can be deducted that the respondents with longer service tend to think that these factors are less important for retention than the respondents with shorter service.

In order to establish the relationships between factors, correlation coefficients were performed. Correlation coefficient is performed using the Pearson's Product Moment correlation coefficient (Bernstein *et al.*, 2005:245). The correlation coefficient measures how closely factors are related to each other (Bernstein *et al.*, 2005:245). If the correlation coefficient is small to medium regarding each retention factor, it means that such a factor can be included in the retention model (Bernstein *et al.*, 2005:245). The symbol used to express correlation coefficient is a small r . It can take any value between -1 and +1 (Nguyen, 2013:1). However if $r = 1$, all points also lie exactly on a straight line. The line in this case is positive slope, as the line slopes from the bottom top left- hand side of the graph to the top right hand of the graph. For values $r = 0$ it means the relationship between variables is not linear, but rather the variables may be scattered in any pattern in the graph. This does not mean that there is no relationship as the relationship can be curvilinear (Bernstein *et al.*, 2005:249). Therefore, a model indicated in an $r = 0$ may have variables reflected in a circular or nonlinear display (Nguyen, 2013:1). Table 5.4 below depicts the correlation coefficient between skilled labour retention factors included in the proposed integrated skilled labour retention model for the Service. Correlations of 0.1 can be regarded as small, those of 0.3 as medium and those of 0.5 as large (Fraenkel *et al.*, 204).

Table 5.4: Correlation coefficient values for skilled labour retention factors

	Rem	DM	WLB	JS	MS	LTD	CD	OC	WE
Rem	1	-.082**	.188**	-.052*	.103**	.330**	.394**	.014	.048*
DM	-.082**	1	-.042	.301**	.240**	.057**	-.077**	.265**	.074**
WLB	.188**	-.042	1	.096**	-.131**	-.132**	.079**	.185**	-.125**
JS	-.052*	.301**	.096**	1	.013	.064**	.046*	.196**	-.045*
MS	.103**	.240**	-.131**	.013	1	.292**	.100**	.026	.148**
LTD	.330**	.057**	-.132**	.064**	.292**	1	.341**	-.049*	.181**
CD	.394**	-.077**	.079**	.046*	.100**	.341**	1	.064**	.062**
OC	.014	.265**	.185**	.196**	.026	-.049*	.064**	0	-.085**
WE	.048*	.074**	-.125**	-.045*	.148**	.181**	.062**	-.085**	1

(Source: Researcher's own)

*. Correlation is significant at the 0.05 level (2-tailed); **. Correlation is significant at the 0.01 level (2-tailed)

The abbreviations used in the table above are as follows: REM (Remuneration), DM (Decision Making), WLB (Work Life Balance), JS (Job Satisfaction), MS (Management Style), LTD (Learning, Training and Development), CD (Career Development), OC (Organisational Commitment), WE (Work Environment),

Table 5.4 above illustrates that correlation coefficient values for factors that were included in the skilled labour retention model are small to medium. This indicates that each factor is unique that may contribute to the proposed integrated skilled labour retention model developed for the Service (section 6.4). The next section discusses the link between the skilled labour retention factors to the proposed new integrated skilled labour retention model.

5.6 LINKING THE RETENTION FACTORS TO THE NEW INTEGRATED SKILLED LABOUR RETENTION MODEL

Gonzalez (2014:6) is of the opinion that society needs more from social sciences than the latter have delivered thus far. According to Gonzalez, (2014:6), science is not only concerned about the empirical “what is” question, but also very much about the conceptual “how should it be” question (Van der Walder, 2013:8). In this regard, De Vaus (1994:9) refers to models as a description of the “perfect” or “best” way to postulate an outcome or achieve a practice.

The development of the proposed integrated skilled labour retention model is based on mathematical, statistical, and computer-aided presentations. Bryman (2012:353) explains that computer simulation in the social sciences is a relatively new idea and have been utilised widely only since the 1990s. Gilbert and Troitzsch (2005:1) further argue that simulations hold significant potential because it is an excellent way of modelling and understanding social phenomena. Gilbert and Troitzsch (2005:2) define a simulation as a particular type of modelling especially relevant to social science. Statistical models are applied to predict the values of dependent variables (Leedy & Ormrod, 2014:349). Simulations by means of computer programmes can be used as a method to construct certain models and once the data is formalised into a model the behaviour of the simulation can be observed in the model (Best & Kahn, 2006:449).

Advances in computer technology have thus allowed for the development of statistical techniques, such as SPSS and regression analysis that can be used to construct and test complex models, which represent social and behavioural processes. These techniques provide social scientists with methodological tools to inter alia bridge the gap between an empirical study and presentation of the data into a model (Leedy & Ormrod, 2014:349). In this study the researcher did not use a mathematical approach. The proposed skilled labour retention model was not based on complex mathematical reasoning but rather on a statistical equation that could be conducted through programmes such as Statistical Package for the Social Sciences (SPSS) and regression analysis.

Nguyen (2013:1) and Punch (2014:270) link the above discussion and stated that statistical technique can specifically be used:

- To assist or create the foundation in the development of a model of the phenomenon which is being studied in order to better understand and describe the phenomenon; and
- To develop and present a model that is consistent and accurate and which can predict future actions of a phenomenon.

Statistical techniques thus allows a researcher to model, examine and explore and also explain the factors relevant to the phenomenon been studied (Field, 2005:1). Predictions of future actions are also used to make predictions of how a model will assist in creating a better future situation (Gonzalenz, 2014:6). The primary objective of the researcher was to develop a model that would guide the Botswana Police Service to retain its skilled labour in future. The development of the new model is the focus of the next chapter.

5.7 CONCLUSION

Identification of skilled labour retention factors through a scientific study ensures that the phenomenon under investigation is not based on speculation (Field, 2005:639). A combination of a thorough literature review and analysis of empirical results form

the cornerstone upon which a researcher can make predictions (Albright *et al.*, 2006:267; Bryman, 2012:8). In this study a thorough literature study was conducted and empirical results were analysed and presented in order to ensure that the results of the study are accepted as authentic. Hussey and Hussey (1997:173) advise that the only way the results of a study would be accepted as authentic, is for such results to pass a scientific reliability test. Through factor analysis this study was able to determine that the set of skilled labour retention factors were interrelated and could be used to measure the identified nine skilled labour retention factors. The nine factor Cronbach Alpha values are acceptable, which means that they are valid and reliable to be used in the proposed new retention model. They can, therefore, be regarded as reliable. The identified factors were incorporated into the proposed integrated skilled labour retention model for the Botswana Police Service which will be discussed in the next chapter.

Given the rigorous tests that were performed using SPSS and both senior management and skilled labour in general volunteered to participate in this study, there is certainty that the results of this chapter will be acceptable to both skilled labour and to the Service' senior management. In this chapter it was established that both male and female employees in the organisation did not differ regarding the nine identified skilled labour to be included in the Botswana Police Service's skilled labour retention model. The correlations between the extracted factors are small to medium indicating that these nine factors each contribute in a unique way towards the proposed integrated skilled labour retention model.

The next chapter discusses the development of the integrated skilled labour retention model for the Botswana Police Service. An explicit explanation of the term "model" is provided including the usefulness of a model. The discussion in the next chapter also highlights the shortfalls in relation to the current practices that the Service has put in place with the hope to retain its skilled labour, *albeit*, without much success. The discussion of the old model in the next chapter reveals that the current practices in the Botswana Police Service are disjointed and are not linked to the organisation's strategic process. As such practices have failed to produce the desired effects of skilled labour retention. Conclusions were drawn based on the

Service's failure to retain its skilled labour. Moreover, a robust and effective skilled labour retention model is needed to assist in the retention of its skilled labour.

CHAPTER 6: AN INTEGRATED SKILLED LABOUR RETENTION MODEL FOR THE BOTSWANA POLICE SERVICE

6.1 INTRODUCTION

The previous chapter analysed and presented the development of the questionnaire that was used to gather data from respondents on the factors that should be included in the skilled labour retention model for the Service. Factors that should be included in the proposed integrated skilled labour retention model for the Service were determined through the literature study, factor analysis and the utilisation of the SPSS statistical technique. The empirical results revealed that the nine factors of skilled labour retention should all be included in the proposed skilled labour retention model for the Botswana Police Service.

This chapter presents the proposed integrated skilled labour retention model for the Service. The model presents guidelines in terms of skilled labour retention that may assist the organisation to retain its skilled labour. It is the intention of the integrated skilled labour retention model to explain, arrange, interpret and organise the information gathered on the nine retention factors outlined in Chapter 3 (section 3.6) and revealed as relevant for inclusion in the proposed model through the empirical research. In order to develop the model, a better understanding of the aims of model building must be undertaken and an explanation of what model building entails is necessary. The requirements for model building are outlined in this chapter, followed by a discussion on a skilled labour retention model. Finally, the proposed integrated skilled labour retention model for the Botswana Police Service is discussed.

The current skilled labour retention model of the Botswana Police Service is discussed highlighting its shortcomings and substantiations are provided for a new model.

6.2 EXPLANATION OF THE CONCEPT 'MODEL'

Models are often the envisioned outcome of scientific research endeavours in Public Management and Administration (Punch, 2014:270). Models are constructed to

indicate the ideal type of interventions and to present an organisation with settings that will provide it with guiding principles to address problems of some sort. As such a model can make a meaningful contribution for an organisation to reach desired end results (Van der Waladt, 2013:38).

6.2.1 Clarifying the concept 'model'

The definition of the concept *model* is to a great extent influenced by the notions that researchers subscribe to (Little, 1970:1; Graziano & Raulin, 2004:37). Therefore, numerous definitions of the concept exist (Punch, 2014:270). According to Dunn (1994:152), a model is a type of a theory, explaining a certain phenomenon. Dunn (1994:152) further indicates that any phenomenon can be represented by a model. A model can also be thought of as the formalisation of concepts that summarise a phenomenon and which provides explanations thereof, and in the same time, it provides predictions for future actions related to that phenomenon (Graziano & Raulin, 2004:37). Ullman (2006:35) think of a model as a representation of a complex phenomenon that has been simplified in order to describe and explain the relationships amongst its variables. According to them a model sometimes even prescribes how something should happen (Cloete & Wissink, 2004:24).

A model is also defined as a theory: a system of related concepts or perceptions to describe a reality, idea or phenomenon (Little, 1970:2). The purpose of model building and the construction of models are to assist in the explanation and solution of particular problems (Dunn, 1994:152). A central feature of modern thinking in the social and behavioural sciences is the use of recognised formal models that are useful to help understand, predict and influence human life and the organisation where they work (Creemers & Kyriakides, 2006:347).

In science a model is a miniature or small representation of reality (Makhalemele, 2008:183). It is a true reflection of how humans or organisations function (Graziano & Raulin, 2004:37). Models help scientists to understand something usually complex because that something is reduced to understandable smaller proportions (Nguyen, 2013:1). In public administration, a model is a tool or guideline to assist the organisation and its management in the implementation of a policy or strategy

(Makhalemele, 2008:183). It is a simplified representation of selected aspects of a problem and is intended to suggest certain steps (methods) on the basis of which identified problems can be addressed (Dunn, 1994:152). Therefore, the model developed in this study, suggests steps that the Botswana Police Service can follow to address skilled labour turnover in the organisation.

6.2.2 Value of models

Knowledge and understanding of the world, or specific activities that takes place in the world are often represented by means of a scientific model (Morgan & Moris, 1999:21). As such, models are concerned to create, verify, and modifying reality (Creemers & Kyriakides, 2006:347). Scientists and researchers can make certain predictions regarding phenomena (Van der Waladt, 2013:42). Schoen and Teddlie (2008:129) support the view of Van der Waladt (2013:42) and state that a central feature of modern thinking is that models are useful to help predict, understand, influence and appreciate phenomena.

Blunch (2008:12) maintain that simulations by means of computer programmes can also be used as a method to construct theories and once the theory is formalised into a programme, the behaviour of the simulation can be observed, thus simulations facilitates understanding and prediction.

Computer packages like SPSS, which was elaborated on in chapter 5 (section 5.4.2), allowed for the development of statistical techniques, which can be used to construct and test complex models, which represent social and behavioural processes. These statistical techniques provide social scientists with methodological tools to bridge the gap between theory and practice (Harrison, 1981:388; Nguyen, 2013:1; Punch, 2014:270).

Models thus offer a reference framework within which identified problems can be addressed and solved. The proposed integrated skilled labour retention model assists the Botswana Police Service with a framework within which the retention of skilled labour may be enhanced. Although HR literature revealed a wealth of models that can be utilised by organisations, each has normally its own application value

(Lane, 1993:69). It is, therefore, not always easy to find a specific model to use for a specific situation (Odendaal, 1995:201). It is for instance impossible to find a specific model relevant for the retention of skilled labour in the Botswana Police Service, because organisations should make provision for skilled labour turnover issues pertinent to its circumstances.

Employee retention models have the following values (advantages or usefulness) for an organisation (Robinson, 2004):

- It assists an organisation's management in verifying that their activities are sound and that the outcomes of their functions are realistic and reasonable;
- It ensures that organisational strategies are clearly linked to each other and it focuses on organisational goals;
- It assists managers in interpreting the phenomenon discussed in the model and in identifying operations on an ongoing basis;
- It assists managers in the monitoring and evaluation of the implementation of the data presented in the model; and
- It helps managers in facilitating communication with staff who must implement the data indicated in the model.

The developed model in this study should assist the Service to integrate its HR activities to its strategic plan and ensure that the retention of skilled labour achieve the intended outcomes. A model, therefore, does not only present the factors that an organisation should implement, but also links the inputs, activities and outputs of the programme illuminated in the model (Cf. Robinson, 2004). The proposed retention model not only presents the retention factors, but it also presents the complete system in which the model can function.

The above discussion illustrates that a model presents a well-defined step-by-step illustration of a process that an organisation should follow in order to resolve a problem i.e skilled labour turnover. The developed model for the Service is thus a step-by-step representation of selected methods on how the organisation may retain its skilled labour.

6.2.3 Use of models to retain skilled labour

Spira (2008:3) and Bissessar (2010:112) are of the opinion that models, such as models on skilled labour, are developed to guide organisations to undertake specific action to improve its retention activities. Human resource management literature shows that a model contains information (factors or dynamics) on a certain activity, indicating to an organisation or one of its entities how to manage a specific phenomenon (Bonder *et al.*, 2011:8). It provides, by implication, a roadmap to the management of an organisation to reach specific goals (Bonder *et al.*, 2011:8).

A skilled labour retention model refers to an integrated cluster of detailed behaviour specific descriptions of skills, knowledge and traits that will guide an organisation and its employees to function optimally in a specific environment or job (Litchtenberg *et al.*, 2007:475). In principle, models offer the possibility of creating an integrated and consistent framework for all HR activities including the retention of skilled labour (Spira, 2008:3). It is, therefore, envisaged that the understanding of skilled labour may assist in the development of an integrated skilled labour retention model for the Service. The Botswana Police Service does not have a model or even activities to describe how skilled labour can be retained within the HR context (Ntalabgwe, 2010).

Researchers, Bonder *et al* (2011:8), argue that in order for a model to be effective its contents should be well documented, effectively implemented and well entrenched in the organisation's strategic plan. Organisational activities that are not well defined and written in a language that everyone understands, will likely be performed in a haphazard manner which will deprive such an organisation to reach its goals (Teodorescu, 2006:28). Well designed models for each organisational activity, including the retention of skilled labour, is thus important to enable management to stick to approved processes that will help the organisation to reached its goals (Leigh *et al.*, 2007:475).

Human resource management literature unveiled three approaches to establish skilled labour retention models, namely: *The borrowed approach*, *the borrowed-and-tailored approach* and *the tailored approach* (Sanchez & Levine, 2009:53). The

borrowed approach implies borrowing a precise example of a skilled labour retention model from another similar organisation (Dubois & Rothwell, 2004:134). Although this approach is less time-consuming, it assumes that functional skills, knowledge, skilled labour's behaviour and competency levels are generic throughout the two organisations (Sanchez & Levine, 2009:53). The second approach to developing a skilled labour retention model is the *borrowed-and-tailored approach*, which encompasses borrowing another organisation's skilled labour retention model and tailoring or adjusting it to suit the needs and culture of the new environment which is adopting it (Sanchez & Levine, 2009:53). The third approach, the *tailored approach*, implies developing an organisation's own skilled labour retention model which addresses the organisations specific skilled retention needs and which is suitable for its own organisational culture (Teodorescu, 2006:28). The third approach is adopted in the Service since the focus of this study is to develop a skilled labour retention model suitable for its circumstances.

A well-developed model should address the labour needs and internal and external environments of an organisation and once implemented, should be able to guide the HR specialists on how to address the identified factors indicated in such a model (Leigh *et al.*, (2007:475). Naming the factors that will assist in retaining skilled labour should thus be prominently included in a skilled labour retention model although consensus has not been reached by researchers in terms of the number of retention factors to be included in a given model (Teodorescu, 2006:28). It was, however, determined by researchers that the number of retention factors to be included in a skilled labour retention model can differ from organisation to organisation, depending on the severity of the retention problem and the resources available to implement them in the organisation (Teodorescu, 2006:28). The identification of retention factors is only possible through scientific research to identify the relevant retention factors for that specific organisation (Teodorescu, 2006:28). This activity forms an important part of the functions of an HR department (Luthuli, 2007:18). A well-developed skilled labour retention model will lay the foundation for the successful retention of skilled labour in the Botswana Police. It is also argued that a well-documented skilled labour retention model will clarify the roles of all participants when it comes to the implementation of the model (Montague, 2007:42). Therefore, skilled labour retention models may help the organisation and HR officials to a large

extend in managing and retaining skilled labour strategically and understanding the value that skilled labour add to the organisation (Bonder *et al.*, 2011:1).

A skilled labour retention model should be dynamic, flexible and easily updatable and should throughout guide an organisation and its HR management on skilled labour retention and turnover matters (Brown, 2006:20; Sanchez & Levine, 2009:53). These are also the aims that have been taken into account in the development of an integrated skilled labour retention model for the Service. When developing models, certain considerations have to be observed (Hooper, Coughlan & Mullen, 2008:53). The section below discusses the considerations that need to be observed when developing models.

6.2.4 Considerations when developing a model

When developing a model, a researcher must ensure that the model is accurate and it should be based on the literature data, theories and empirical information (Leedy & Ormrod, 2014:349). The researcher can use statistics such as linear and nonlinear regression and other data-fitting techniques to determine and verify factors to be included in a model (Leedy & Ormrod, 2014:349).

According to Barrett (2007:32), the first step of developing a conceptual model on the retention of employees is to undertake “a literature study devoted to the influences on retention”. The literature study revealed certain theoretical principles (Cloete & Wissink, 2004:24) which identified the factors to retain skilled labour and which could be included in the integrated skilled labour retention model for Service.

Ideally, the contents of a model for the retention of skilled labour should be presented on one page (Thomson, 2006:19). As the model is intended to be a visual depiction of a phenomenon, its level of detail should be comprehensive enough to adequately describe the phenomenon but concise enough to capture the details on a single page (Annenberg, 2005).

It should be noted that a model in itself does not provide enough detail to guide an organisation’s management to solve an identified problem (Kim & Pan, 2006:59). As

such, a model should be accompanied by a narrative that explains and links the model to the problem and the phenomenon under discussion (Gonzalenz, 2014:6). An in-depth discussion, explaining the contents of the proposed model is provided in section 6.4.

6.2.5 The graphical presentation of models

In order to comprehend what the contents of a model represent, it must be presented in a graphical manner (Kilov, 2002:36). This may take the form of diagrammes, figures, tables or charts (Brunet, Chechik, Easterbrook, Nejati, Niu & Sabetzadeth, 2006:5). A visually presented model has specific advantages, such as, the reader can determine the specific variables (retention factors), the relationship between these variables, and the flow of communication between them (Kelton, Sadowiski, Sadowiski, 2002:3). A model provides a holistic view of the phenomena that it represents in a glance (Robinson, 2004).

Graphical presentations of models should adhere to certain guiding principles, such as:

- The different factors must be presented clear and understandable;
- The layout of the factors must be organised and the relationships between them should be clear;
- The flow of the contents of the model must be logical, starting at a point and ending as input; and
- The factor presented in the model should have a theoretical explanation or foundation (Hooper *et al.*, 2008:53).

The above guidelines are applicable to the model developed in this study and the factors that were identified as critical for skilled labour retention in the Botswana Police Service have been integrated into the skilled labour retention model. These factors are explicitly discussed under the depicted model to provide a clear understanding on how the factors contribute to skilled labour retention. The flow of

the model was developed with an illustration and discussion on how each step leads into the next, illustrating that the steps are interdependent.

According to Law (2007:24), a model is the ideal instrument to present research results. Models can represent findings of a research in a visual manner (Blunch, 2008:25). Models, as graphical presentations, can also indicate to public organisations such as the Botswana Police Service how to improve its functions, activities, organisational structures and environmental analysis (Meyer, 2004:11). Models in Public Management and Governance can be applied for specific approaches (Meyer, 2004:11). In this regard, models can represent specific applications, such as functional areas (i.e. Human Resources), and specialist areas such as organisational analysis, leadership, personnel retention and financial management (Lei & Wu, 2007:33).

Retention models must be presented as far as possible in an uncomplicated way (Gupta, 2013:13). According to theorists, such as Gupta (2013:13), a specific phenomenon, such as skilled labour retention, can be presented at the hand of a non-complicated but well-designed model. Gupta (2013:13) designed a model on the subject of skilled labour retention as an example for scholars in the process of model building. This model is presented in Figure 6.1 below.

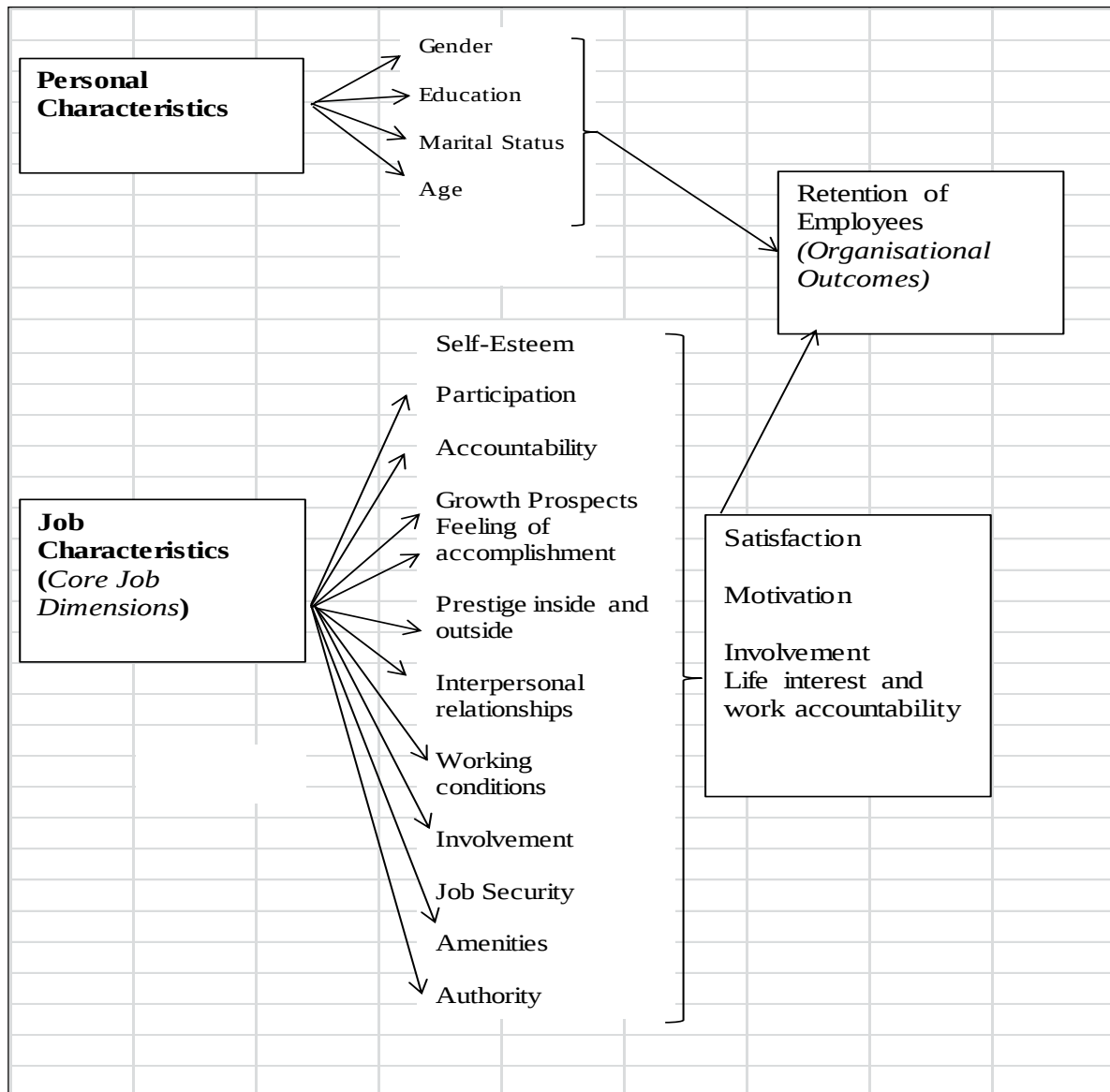


Figure 6.1: Basic model for retention of employees

(Source: Gupta, 2013:13)

The skilled labour retention model, as depicted in Figure 6.1 indicates that certain factors have an influence on people leaving the organisation or not. These factors are presented as personnel characteristics of the employee that will influence his or her choice to stay in the organisation. These characteristics are relatively static and the organisation should manage it, but cannot change it. It is also indicated in Figure 6.1 above that job characteristics/core job dimensions are some of the factors that may result in employees leaving the organisations. These factors are important to skilled labour, and thus it is critical that an organisation should not only manage

these factors to ensure that the factors positively contribute to the retention of skilled labour in the organisation (Robinson, 2004). These aspects, such as self-esteem, participation, accountability and growth will have an influence on satisfaction, motivation and involvement of the employee and will, according to theory, make that employees stay on in the organisation (Gupta, 2013:13).

During the empirical research of the study, it was determined through personal interviews that the current retention arrangements in the Service do not specifically help to retain its skilled labour. To highlight this shortcoming, the researcher developed a model of the current unsatisfactory situation which reveals that the Service is losing its skilled labour at an alarming rate. The next section presents this model, referred to as the current or old skilled labour retention model, and elaborates on its contents.

6.3 SKILLED LABOUR RETENTION: MODEL BASED ON THE CURRENT SITUATION IN THE BOTSWANA POLICE SERVICE

In this section the current skilled labour retention practices of the Botswana Police Service are discussed based on a model drafted by the researcher. This model is based on the theoretical framework and information obtained from the interviews and questionnaire with senior managers. The current situation pertaining to skilled labour retention was presented visually which can be regarded as unsuccessful efforts to retain its skilled labour. This model will also act as a point of reference for the discussion of the proposed integrated skilled labour retention model.

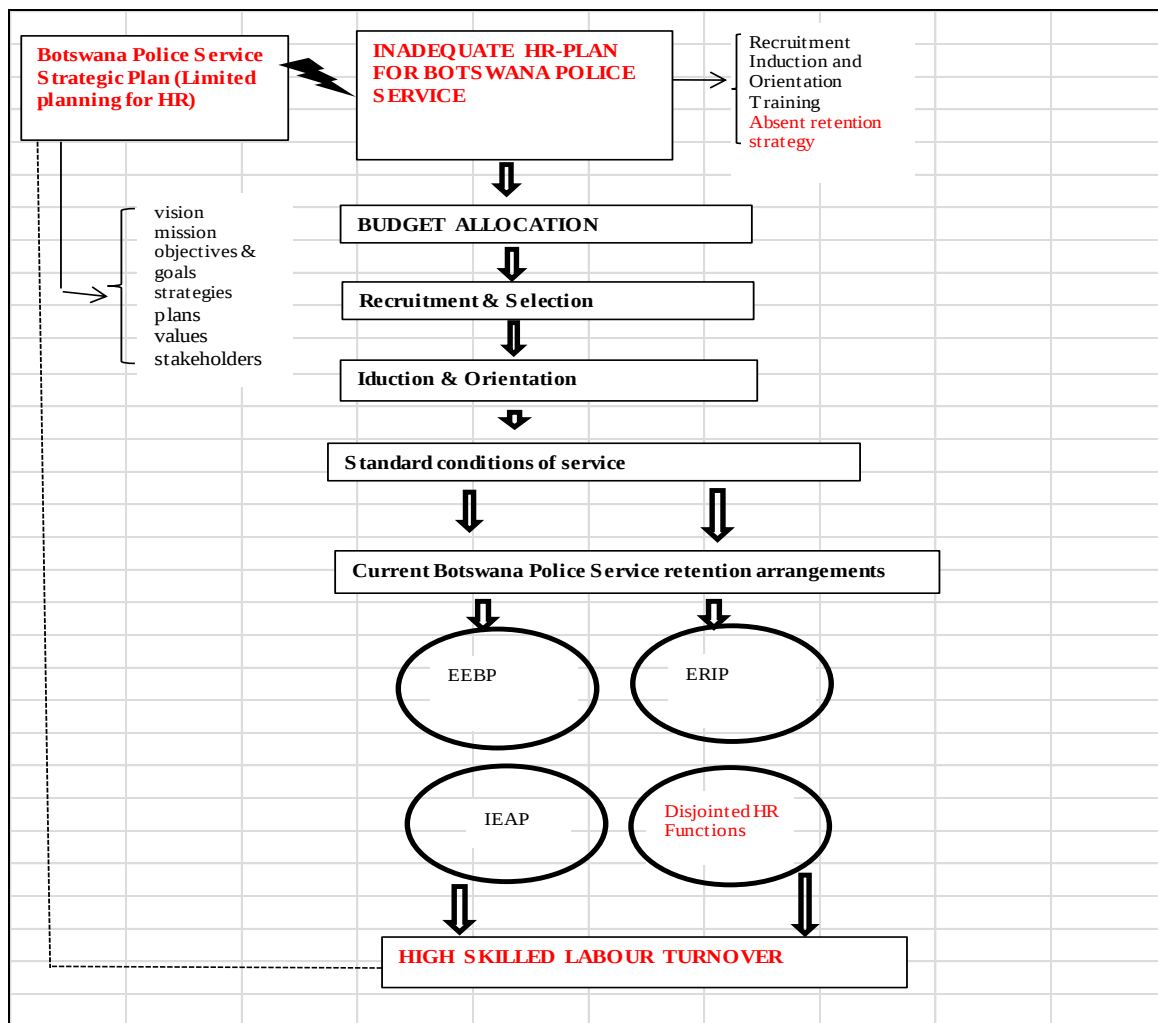


Figure 6.2: The current skilled labour retention model for the Botswana Police Service

(Source: Researcher's own)

The following abbreviations are used in Figure 6.2: Internal Employee Assistance Programme (IEAP). Employee External Benefits Programmes (EEBP) and Employee Remuneration Improvement Programmes (ERIP). The factors indicated in red is currently, or absent or underdeveloped.

Figure 6.2 indicates the developed skilled labour retention model from the Botswana Police Service. The discussion below pertains to the different steps of the model, that is, unsatisfactory organisational strategic plan, inadequate HR plan for the Botswana Police Service, inadequate budget allocation to the HR department, recruitment and selection problems, induction and orientation problems, problems

with the standard conditions of service, the current Botswana Police Service retention arrangements and high skilled labour turnover.

6.3.1 Unsatisfactory organisational strategic plan

The first phase in the above model, (Figure 6.2), deals with the strategic plan of the organisation. The Service engages in an organisational strategic planning process every year (Headman, 2010). The 2010 strategic planning process of the Botswana Police Service was meant to set new goals and objectives for the organisation (Moakofi, 2010). The vision and mission of the organisation did, however, not change and were never reviewed during the strategic planning process (Theledi, 2010). The HR department and its management team were not represented in the strategic planning forum. The HR functions were controlled by the Service's management forum without HR specialists (Lesole, 2010). The alienation of the HR department from its planning process is a significant impediment, as strategic HR planning should form part of the organisation's strategic plan for budgeting purposes and to ensure that manpower functions, such as the retention of skilled labour, are planned for (Headman, 2010).

6.3.2 Inadequate strategic human resource plan for the organisation

The second phase in the above model reflects the inadequate development of an HR plan in the Service. The core of this problem is that the organisation does not have an HR plan which is linked to the strategic plan (Theledi, 2010; Kentse, 2010). The development of an HR plan will assist the Service to adequately develop and address the HR needs and objectives of the organisation (Kentse, 2010). In practice, the lack of an HR plan that is linked to the strategic plan has not only alienated the HR function from being a strategic value-adding partner in the organisation, but has also resulted in HR activities to function in silos (Headman, 2010). The alienation of the HR functions from the strategic planning process of the organisation has resulted in its practices failing to have a positive influence on the retention of skilled labour in the organisation (Mbulawa, 2009).

The need to integrate HRM (of which employee retention is part), with an organisational strategy, will ensure that the HR department of the organisation plays an active and value-adding role in the achievement of organisational success and the strategic objectives of the organisation (Kruger, 2007:3; DPSA, 2008:21). It is only through the integration of an HR strategy and plan with the organisation's strategy that an effective skilled labour retention strategy can be developed and presented as part of a model (Rucci, 2004:13). Therefore, the proposed skilled labour retention model developed for the Service through this study is an *integrated* one, where employee retention is integrated to other HR practices and where the HRM function of the organisation is integrated with the organisation's strategic plan. The current skilled labour retention model cannot be regarded as an *integrated* model as HR specialists are not part of the strategic planning process of the organisation.

6.3.3 Inadequate budget allocations to the human resource department

The allocation of finances forms the third step (and problem) in the current model of the Botswana Police Service. The Services' strategic budgeting planning process focuses, primarily on the operational departments of the organisation (Headman, 2010). The budget that is annually allocated to the HR department predominantly makes provision for recruitment and training in the organisation. The other HR functions receive the minimum financial assistance and in some instances, such as the retention of skilled labour, financial assistance is not provided at all (Kentse, 2010). Consequently, skilled labour retention in the Botswana Police Service does not receive sufficient attention, as revealed by the loss of 16% of its employees during 2013 (Molefe, 2013).

6.3.4 Recruitment and selection problems

Recruitment and selection is executed once the allocated budget for recruitment is approved by the organisation's strategic management forum (Seitiso, 2010). The organisation's recruitment and allocation of employee needs are derived from criminal levels in the region or station (Ndulamo, 2010). Due to limited funds, not all recruitment needs can be addressed each year. Consequently, the organisation

continues to experience a skilled labour shortage (Kesupile, 2010). The Service relies on its recruitment and selection strategy to attract skilled labour. This strategy, however, fails to link the retention aspects that can assist in retaining officials in the Service (Lesole, 2010).

6.3.5 Induction and orientation problems

Induction and orientation entails formal training and workshops conducted for police recruits to familiarise themselves with police work (Mbulawa, 2009). Induction and orientation is implemented immediately after recruited police officers have completed their mandatory police training (Sekgweng, 2010). The process of induction and orientation concentrates on skills development through partnerships programmes where recruits form teams with seasoned and experienced police officers for a short period of time, after which the officers can be deployed on their own (Lerole, 2010). The induction and orientation process concentrates solely on skills development and the other HR activities (such as retention) do not form part of this programme (Headman, 2010).

6.3.6 Problems with the standard conditions of service

Another HR function included in the current skilled labour retention model, is to give all employees their entitlement of standard conditions of service namely: Internal Employee Assistance Programme (IEAP). Employee External Benefits Programmes (EEBP) and Employee Remuneration Improvement Programmes (ERIP). These entitlements were discussed in chapter 4, section 4.3, 4.4 and 4.5, where it was indicated that the entitlements have failed to assist the Service to retain its skilled labour. Once the entitlements are accepted in the organisation, all the officers are entitled to the same standard conditions of service because it is hoped that these applicable conditions would be sufficient to retain skilled labour (Kentse, 2010). These standard conditions of service have unfortunately failed to retain skilled labour, because they are not specifically aimed at skilled labour, but they are entitlements for all police officers in the organisation (Ndulamo, 2010). In addition to the standard conditions of service the Botswana Police Service has implemented a few HR functions namely: performance appraisals, remuneration, succession

planning, career management and learning with the aim to retain skilled labour. The prevalence and application of these HR practices did not ensure the retention of skilled labour in the organisation because the practices were disjointed and did not conform to HR best practices with regard to the implementation of such functions.

6.3.7 The current Botswana Police Service retention arrangements

The personal interviews held with senior managers in the Service revealed that no arrangements exist to retain its skilled labour. The organisation is predominantly reliant on standard conditions of service to retain its skilled labour. In addition to the standard conditions of service, the Service has implemented HR functions in an effort to assist in skilled labour retention. Unfortunately, the standard conditions of service and the HR functions were found to be inadequate to retain skilled labour. It is, *inter alia*, on this premise that an integrated skilled labour retention model was developed for the Botswana Police Service.

6.3.8 High skilled labour turnover

The last block of the above model reflects the failure by the Service to retain its skilled labour, resulting in a high skilled labour turnover. The Service experienced a high skilled labour turnover. Consequently, a retention model should be developed to address the situation.

Should the high skilled labour turnover in the Service be ignored, it will have a negative impact on its ability to deliver the necessary public services (Lesole, 2010). Organisations may set the best objectives, determine the best strategies to achieve the objectives, and even purchase the most advanced equipment, but ultimately, the skilled labour determines the outcomes of the services delivered (Buchen, 2007:5). In order to implement an effective skilled labour retention model, it is necessary for organisations to devise a unique organisational and HR strategy, aimed at addressing their individual causes of skilled labour turnover (Boxall *et al.*, 2003:196; Naidoo, 2004:37; McKay *et al.*, 2007:36).

It is with the above discussion in mind that the new integrated skilled labour retention model for the Service is proposed.

6.4 THE PROPOSED INTEGRATED SKILLED LABOUR RETENTION MODEL FOR THE BOTSWANA POLICE SERVICE

The model presented and discussed in this section will lay the foundation to assist the Service to effect changes to its HR processes, which includes the retention of its skilled labour. Through factor analysis, it was established that the following retention factors are relevant for the proposed skilled labour retention model of the Service: job satisfaction, organisational commitment, work-life balance, remuneration, career management, learning, training and development, work environment, decision-making and management style.

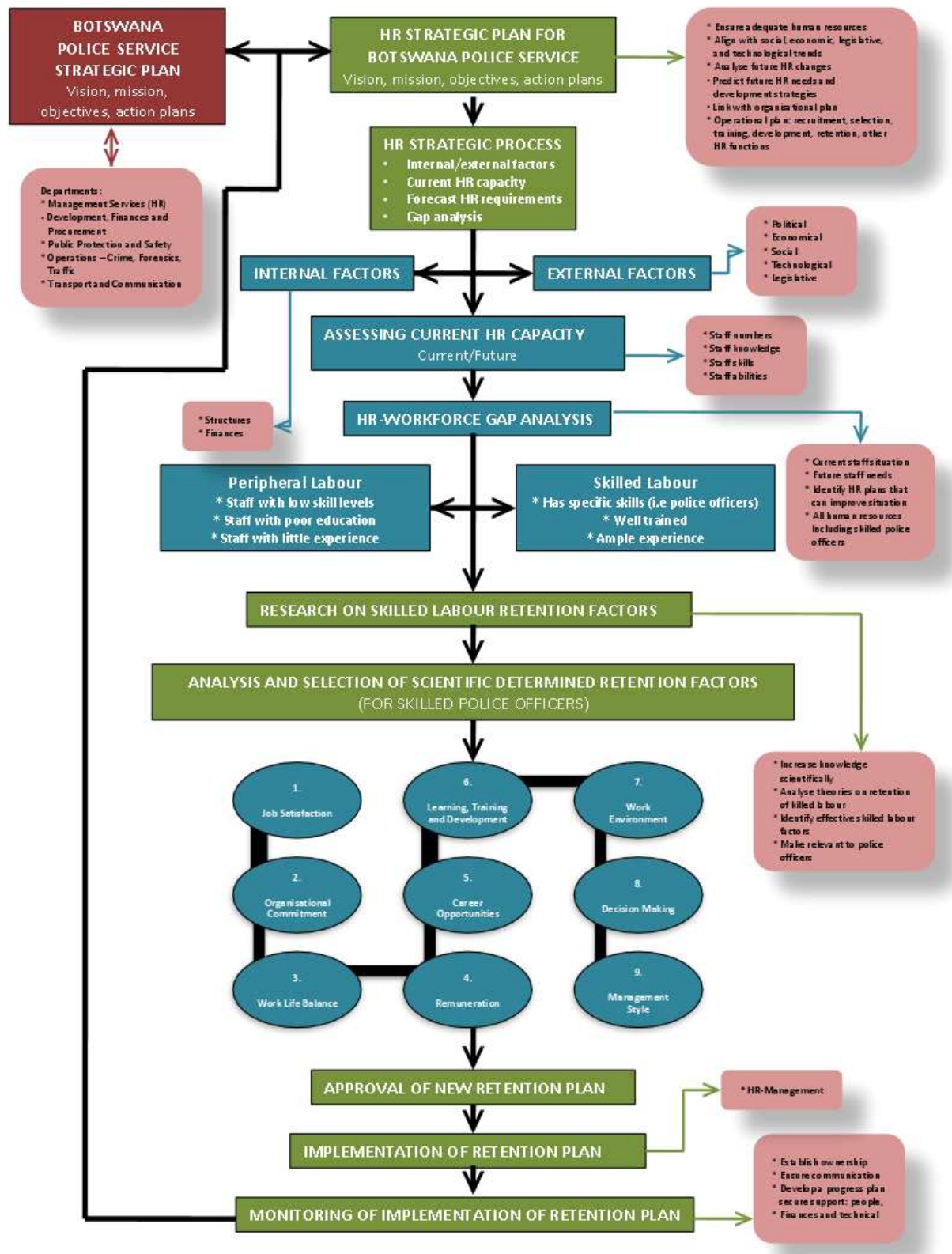


Figure 6.3: An integrated model for skilled labour retention in the Botswana Police Service

(Source: Researcher's own)

The proposed integrated skilled labour retention model is a framework or guideline for the Botswana Police Service, which not only concentrates on the retention of skilled labour, but also stages the strategic planning process for the organisation and its HR function. The reason for the comprehensive model is to provide the Service and its HR function with a representation of skilled labour retention. The core phases of the retention model, culminating in the nine retention factors, will be discussed in the next section. The phases of the skilled labour retention model are as follows:

- Phase 1: Drafting of the Botswana Police Service's strategic plan
- Phase 2: The HR plan for the Botswana Police Service
- Phase 3: The role that the HR function plays in an organisation
- Phase 4: The HR strategic process
 - Conducting an internal and external environmental scan
 - Internal factors guiding the HR strategic process
 - External factors guiding the HR strategic process
 - Assessing current and future HR capacity
 - HR workforce gap analysis
 - Skilled labour
 - Research on skilled labour retention factors
 - Identification and analysis of scientific determined retention factors
 - Discussion of the nine skilled labour retention factors
 - Approval of the new skilled labour retention plan
 - Implementation of the retention plan
 - Monitoring of the implementation of the skilled labour retention plan.

6.4.1 The Botswana Police Service's strategic plan

The first stage in the proposed integrated model for skilled labour retention in the Service is to revisit the manner in which the organisation's strategic plan is developed. To be effective, a skilled labour retention strategy should emanate from an HR plan that is linked to an organisational strategy, referred to as *integrated*. A public sector organisation's strategic plan will typically present the scope of all its operational actions in terms of service delivery to the public (Terziovski & Morgan,

2006:545). It should spell out what the organisation hopes to achieve, it should reflect what is expected from each organisational unit and its skilled labour, what tasks should have to be achieved and why and when those tasks should be undertaken (Gerhart, 2005:174; Erasmus *et al.*, 2005:98; Maroudas *et al.*, 2008:259;). These actions should be discussed, considered and indicated in the vision, mission and objectives of an organisation (Erasmus *et al.*, 2005:98). This reviewing of the vision, mission and the company objectives is referred to as the strategic plan of that organisation (Erasmus *et al.*, 2005:98; Kruger, 2007:3 DPSA, 2008:21).

Developing the Service's strategic intent or plan will provide the organisation with the opportunity to review its vision, mission and objectives and goals of the organisation. Derived from the organisational goals, departmental goals will be established, including the HR activities (Moalogi, 2010). By including its HR functions in the organisational strategic plan, the organisation will create the opportunity to discuss HR activities on a strategic level, and include the retention of its skilled labour (Lerole, 2010).

The presence of the HR management team during decision-making and setting of the organisational vision, mission and objectives will secure that its activities in the organisation have a strategic value for the Botswana Police Service (Digobe, 2010). The approach of linking the HR function with the organisations strategic plan is called the proactive approach, in which it is involved in the strategy formulation process of the organisation itself (Purcell & Hutchinson, 2007:18). Thus, HR activities form an integral part of the organisation strategic plan, and hence it is important that its value and contribution are taken into consideration when strategic plans are developed (Nel *et al.*, 2006:523; Purcell & Hutchinson, 2007:18).

The participation of HR management at the strategic level may ensure that HR issues are not overlooked and that its priorities are aligned with the strategic plans of the organisation (Headman, 2010). The inclusion of the HR department on the strategic level is in line with the conclusion reached in chapter 1 (section 1.2) where its function is viewed as an integral component of the organisation to become part of the whole law enforcement system.

During the review of the organisational strategic plan, it is important that the Service consult its primary stakeholders, namely: the public of Botswana and its employees (Moiwa, 2010). Consultation with stakeholders is a democratic approach by management that promotes the general public's support for the organisation and enhances employee loyalty to the organisation (Carson *et al.*, 2007:1217; Martin & Fellenz, 2010:311). The inclusion of the views of the stakeholders in the organisational strategic planning process will be of value, to the organisation. It can be argued that participation in this process may generate loyalty from employees and they may decide to remain in the employment of the organisation. Furthermore, the public may provide valuable comments towards the development of the organisation's vision, mission and objectives (Martin & Fellenz, 2010:311). At this stage, the HR department can already establish its role in meeting the public's needs (Kentse, 2010). By integrating the HR function in its strategic planning activities, the Service management will be able to pave the way for its HR department to commence with the development of its own strategic planning process, which will include planning to retain its skilled labour (Kentse, 2010). Before attention is given to the role of the HR department in developing its plan, it is necessary to discuss the role and functions an HR department should play in an organisation.

6.4.2 The role an HR function play in an organisation

One of the functions of a HR department is to manage the retention of skilled labour (Hunter, Saunders, Boroughs & Constance, 2006:263). In order to manage skilled labour retention in the Botswana Police Service, the HR department should manage the human resources of the organisation through a strategic process presented in the model in chapter 6 (section 6.4). Strategies should be developed by the HR department to ensure that a high rate of skilled labour turnover is lowered and more importantly, skilled labour is retained (Scullion *et al.*, 2007:309). To realise a skilled labour retention model it is important to implement a focused and innovative skilled labour retention strategy and function (Schuler & Tarique, 2007:717). To be effective, a skilled labour retention strategy which emanates from a model should be developed by the HR department from an in-depth literature analysis and a sound empirical study (Guthridge *et al.*, 2008:49). Because of the importance of the HR

department in the development of a skilled labour retention model for the Botswana Police Service, it is necessary to review its functions.

Prior to the 1970's the HR function existed primarily as an administrative and transactional function (Gaines-Robinson & Robinson, 2005:291). As organisational demands and organisational environments changed and HR issues and activities became more complex, expectations of the HR function also changed (Storberg-Walker & Gubbins, 2007:291). In the 21st century, organisations are faced with the challenges of globalisation, increased public expectations in terms of service delivery, organisational transformation, technological advancement and the attraction and retention of skilled labour (Garavan, 2007:11). Organisations' environments thus became more complex, competitive (for skilled labour) and more challenging than ever before (Gaines-Robinson & Robinson, 2005:291). Given the complexity of the environments in which 21st century organisations operate, change is constant and increased uncertainty is influenced by internal and external organisational factors (Hosking, 2006:132). Due to the negative impact of internal and external factors, organisations can no longer predict the future with ease and therefore have to focus on the capabilities and competencies including, HR capabilities and competencies that lead to adaptability (Garavan, 2007:11).

Organisations are faced with changing demographics as skilled labour becomes more mobile and skilled labour retention poses a global challenge (Corporate Leadership Council, 2009:3). Increased skilled labour mobility is a result of the breakdown in the psychological contract. The breakdown in the psychological contract resulted in a continuous change in the nature of the employment relationship, with conventional employment contracts being replaced by moving skilled labour from one employer to the other compounding the issue of skilled labour turnover (Corporate Leadership Council, 2009:3). Within a complex and continuously changing environment, HR managers as the drivers of organisational change, processes and HR practices are well positioned to assist organisations and their functional departments in dealing with these challenges (Hunter, Saunders, Boroughs & Constance, 2006:263). HR practices can assist in the enhancement of an organisation's service delivery (Reilly & Williams, 2006:13) by specifically

focusing on the management and retention of skilled labour (Corporate Leadership Council, 2009:3).

However, in order for HR practices to assist in the enhancement of service delivery, it is required of traditional HR entities to change their focus and consider what its core activities are, what it delivers to the organisation, how it adds value to the organisation, and how it may measure its contribution to organisational results (Maroudas *et al.*, 2008:258). HR practices and organisational strategy should be closely aligned, which implies a need for HR professionals to understand the organisation's needs and strategies (Storberg-Walker & Gubbins, 2007:21). In order for the HR function in an organisation to transform into a strategic partner, it should be able to add value to the organisation's deliverables (Ulrich & Brockbank, 2005:112). The new demands for HR to be a strategic value adding partner in an organisation, means that it can no longer function as a back-office support function, but rather as a key contributing partner in a leadership capacity, in its own right (Ulrich & Brockbank, 2005:112). A significant number of models have been proposed of what the redesigned HR function and its associated roles should entail. A key role evidenced in the literature is that of HR as a strategic organisational partner (Ulrich & Brockbank, 2005:112).

The need for HR to adopt a strategic partner approach implies that it should be actively involved in strategic issues, understand strategic issues, and an alignment of HR with organisational and strategic goals (Hunter *et al.*, 2006:263). HR adopting a strategic partner role also involves developing credibility and trust with organisational leaders, identifying and supporting strategic projects and focusing on long-term organisational needs (Gaines-Robinson & Robinson, 2005:127). There is a strong trend towards a new, non-traditional form of HR department (Becker & Huselid, 2006:898; Garavan, 2007:11). Such a trend is motivated by the fact that an HR department is no longer simply a service provider, but a department that has moves to other departments in an organisation with the aim of becoming a strategic partner and contributor to organisational goals. Thus an HR department adds strategic value to an organisation (Reilly & Williams, 2006:13).

By ensuring that its HR department plays a strategic role in the organisation, the Service may be able to enhance the value of its HR department, thereby ensuring that its activities and practices, that is, retention of its skilled personnel, which is normally underplayed, add significant value to the organisation's performance by being aligned to its strategic intent. It is, therefore, expected that HR practitioners in the Service train the line managers to improve their employee skills, empowering them to deal with their own employee issues such as the retention of skilled labour (Cf. Hunter & Saunders, 2005:112). It was argued that the role of HR has taken a step further to the point where its professionals act as creators or drivers of the organisation, understanding both internal and external stakeholders (Ulrich & Brockbank, 2005:167).

HR professionals need to develop a set of skills, capabilities and competencies in order to fulfil its proposed new roles as reflected above (Jeffay & Bicos, 2003:44). The HR function needs to manage their own change and be able to adapt to constantly changing circumstances (Henson, 2005:27). They further need to develop the capabilities of speed, implementation, innovation and integration (Ulrich, 1997:86). They require customer relationship management skills that are crucial in delivering solutions that add value to the organisation (Hunter & Saunders, 2005:112). They do not only require generic consultancy skills, but also specific project management skills, along with the ability to be creative and flexible (Green, 2002:111). Skills in the areas of finance, public service delivery understanding, cultural sensitivity and negotiations are also required (Bear, 2004:152). Despite all these required changes, HR still needs to retain focus on its primary function, namely: that of HRM (Bear, 2004:152).

HRM is defined as a process through which HR practices are implemented and an optimum strategic fit is achieved among skilled labour, job requirements, the organisation, and the environment (Nel *et al.*, 2006:6), so that employees reach their desired level of satisfaction and performance and the organisation meets its goals (Becker & Huselid, 2006:898; Erickson, 2008:6). It is imperative for HR professionals to continuously research, propose and implement its practices (Schuler & Jackson 2005:11; Collins & Smith 2006:544), to ensure the HR function becomes a value adding strategic partner in an organisation. To achieve this, an HR department must

take responsibility to develop and plan (Katou & Budhwar, 2006:1223; Kruger, 2007:iii; Brandl, Madsen & Madsen, 2009:194).

6.4.3 The human resource plan for the Botswana Police Service

The current situation with regard to the development of an HR plan for the Service is problematic because it is not linked to the strategic plan of the organisation and it seems that the plan is incomplete (Molwa, 2010). There is no link between the HR plan and the strategic plan of the organisation. To be effective, an HR strategy should be linked to an organisation's strategic plan. The alienation of the Botswana Police Service's HR department from the organisation's strategic plan resulted in it being of no strategic value to the organisation. The department acts as an entity functioning in relative isolation (Headman, 2010). The DPSA (2008:21) is of the opinion that a well-integrated plan will ensure that the HR department of an organisation plays an active and value-adding role as far as the achievement of organisational success is concerned. The alienation of the Service's HR function from the strategic process of the organisation has resulted in the HR department not even attending to typical functions, such as the management of skilled labour, and the retention of skilled labour (Mbulawa, 2009).

The value an HR department can add to service delivery is the reason why it is important for it to develop a plan of its own, which is derived from and in line with the strategic plan of the organisation and with scientific principles. Lepak, Liao, Chung and Harden (2006:217) support the notion that such an HR plan "should be developed and it must derive directly from the organisation's strategic plan and it should be developed to guide the activities of the HR department aimed at achieving the organisational objectives and goals".

In addition to integrating and aligning HR activities, an effective plan will assist an organisation to analyse its functional plans, taking into consideration the size of the department, the organisational and departmental structure and the scope of HR activities that the department are involved in (Armstrong, 2005:37; Ndulamo, 2010). Therefore, an effective plan will assist the organisation and its HR department to determine both the structure as well as the quantity and quality of its employees

needed to reach its purpose of existence and to determine whether it is still relevant to its environment (Dany, Guedri & Hatt, 2008:2096). Through an effective HR plan, the Service may successfully plan and strategically manage its skilled labour and the organisation will most likely be able to identify and manage its skilled labour adequately. It is thus important to note that an HR plan leads to an HR strategy that will indicate how the plan will be achieved. Through an effective HR strategy an organisation can achieve the following positive results (Lepak *et al.*, 2006:217):

- The core values of the organisation will in all likelihood be emphasised and the specific priorities for goal achievement will most likely be communicated to all skilled labour;
- Such a strategy may afford the organisation an opportunity to develop, implement and achieve HR milestones or projects, aimed at improving or achieving organisational success;
- Through an effective HR strategy the intentions of both the organisation and its function can be communicated to the skilled labour in the organisation, thereby promoting a sense of ownership of the goals amongst the skilled labour of the organisation;
- An effective HR strategy may accord an organisation the opportunity to allocate human resources where they are needed most;
- The correct allocation of skilled labour may assist the organisation to fit skilled labour into jobs that match their skills and competence and hence any uncertainty will be ruled out and skilled labour can concentrate on their work; and
- An HR strategy will allow an organisation to develop its related projects or programmes that may deliver either organisational breakthroughs (step changes) or continuous improvements in capability.

From the abovementioned it can be deduced that an HR strategy is likely to assist its department in the Service and to position itself such that it will manage its allotted functions with intent and focus. If in command with its own destiny, an HR department can dictate its own activities, including the retention of skilled labour (Armstrong, 2005:37).

6.4.4 The human resource planning process

The strategic HR process can be demarcated into specific activities that are part of a process. These activities can include, *inter alia*, the following activities, which have been highlighted for the purpose of this study (Jabbour & Santos, 2008:140):

- The evaluation of internal and external environments;
- The evaluation of current HR capacities;
- A forecast of HR requirements; and
- The undertaking of a gap analysis.

Human resources planning is a systematic process of reviewing its needs and creating and implementing plans and programmes to ensure that the required number of skilled labour, with the required competencies, are available when they are needed (Erasmus *et al.*, 2005:225). The most fundamental task in the HR planning process is to ensure that there is a link between the organisation's strategic goals, its strategic plan and the HR plan (Shorten, 2007:64; DPSA 2008:9). It is imperative that HR planning is undertaken in the Service. The process would not only assist the HR department to link its activities to the strategic plan but also through planning ensure that the organisation is manned by employees with the required skills, knowledge and competencies.

According to Jabbour and Santos (2008:140), the HR planning process includes an analysis of skilled labour's skills levels in the organisation, as well as the availability of such skills in the external labour market. The strategic HR planning process also entails an analysis of current and expected future job openings and plans for expanding or reducing skilled labour throughout the organisation (Armstrong, 2005:37; Storberg-Walker & Gubbins, 2007:21). Through strategic HR planning, organisations are able to identify both current and future HR needs, as well as potential challenges in order for an organisation to consistently achieve its organisational objectives (Erickson, 2008:6; Corporate Leadership Council, 2008:3).

In implementing the strategic HR planning process, it may assist an organisation, such as the Service, to anticipate future organisational and environmental demands regarding skilled labour and to provide and retain skilled labour in order to deliver effective services. To be successful, HR planning should be directly linked to operational planning to ensure that strategic plans are implemented (Corporate Leadership Council, 2008:4; DPSA 2008:9). This in turn must be connected to the HR budget as approved by the organisation's strategic plan (Dany *et al.*, 2008:2098).

In addition to assisting an organisation to retain its skilled labour and adapt to its environment, implementing the HR planning process may assist an organisation in the following (Shorten, 2006:3; Erickson, 2008:6):

- To determine and meet its skilled labour's skills and competency needs;
- To focus on the demographics, retirement projection, and succession planning of the workforce;
- To provide a rationale for linking expenditures for recruitment, training, skilled labour development, skilled labour retention, and other HR programmes to the organisation's long term objectives and goals;
- To provide managers with tools to address changes in programme direction that has an influence on the type of work being performed;
- To assist managers in creating a high-quality workforce capable of continually growing and changing;
- To assist managers in identifying partnering, outsourcing, de-layering, and reorganising opportunities;
- To provide critical information to managers for inclusion in budget requests and strategic plans; and
- To provide HR managers with critical information on its skilled labour and how to retain them.

The implication of the above discussion on the Service is that linking HR planning to its organisational strategy may assist to determine the number of skilled labour the organisation will require, taking into account the available skills and competencies.

After determining and implementing the HR plan, an organisation can proceed to structuring (organisational and personnel) the organisation. Determining the structure of an organisation entails establishing the reporting lines in the organisation and also determining what tasks need to be done and by whom (Dany *et al.*, 2008:2098). Implementing this process will provide an organisation with numerous benefits (Erickson, 2008:6). One of the most significant benefits of having the HR planning process in place is that an organisation is able to adapt rapidly to changes in its internal and external environments (Erickson, 2008:6). To achieve this, an environmental scan must be undertaken by an organisation's HR department (Erickson, 2008:6). The following section focuses on an environmental scan that an organisation should undertake.

6.4.5 The importance of conducting an environmental scan

It is necessary to explain what is meant by an environmental scan from an HR perspective. In this section, attention will be given to the meaning of an internal and external environmental scan. The purpose of this clarification is to emphasise the importance of these activities as part of an HR function, to ensure that the Botswana Police Service's skilled labour police officers are retained.

Conducting an environmental scan refers to the analysis of factors, internal and external to the organisation and its HR function (Ulrich & Brockbank, 2005:21). An external environmental scan relates to the analysis of political, economic, social, technological, environmental and legislative factors (PESTEL factors), that may have an impact on the operations of the organisation (DPSA, 2008:31). On the other hand, an internal environmental scan relates to internal factors such as top management and its HR philosophy, organisational culture, established HR policies and practices, relationship with colleagues and rules and regulations of the organisation and its HR function (DPSA, 2008:31). An internal environmental scan may also refer to the HR practices or functions such as recruitment, performance appraisals, motivation, succession planning, career management, learning, remuneration, training and development and the retention of skilled labour (Shorten, 2007:64).

By scanning its internal and external environments, the Service and its HR department may be able to identify positive and negative factors in both these environments that may contribute to the departure of skilled labour from the organisation. An internal and external environmental scan normally focuses on the following dimensions (Shorten, 2007:64; DPSA, 2008:31):

- To determine any uncertainty in the environment as well as the degree thereof. Thus, to determine the amount of information available in the environment to make relevant and calculated HR decisions. An example hereof is a strong and vibrant economical private sector, which can lure skilled labour away from the organisation by offering better financial packages. (This may be relevant to the Service which is losing its skilled labour).
- To determine how long the economic growth period may last to enable the HR function to plan its human resource activities accordingly, such as making provision for the prevention of losing its skilled labour.
- To determine any volatility and unpredictability in the environment which may have an influence on an organisation's human resources
- To determine the magnitude of change within the environment; how drastic the changes are that have an influence on an organisations human resources. The private sector can, for instance, only accommodate X-amount of skilled labour from public institutions which means that their need for skilled labour will be satisfied. An HR department will need to know these circumstances to plan ahead.
- To determine the complexity of environmental factors that have an influence on the organisation's operational plans. This normally refers to political, economic, social, technological, environmental and legislative factors that can change overnight and which are complex phenomena to manage within the HR context.

It can be argued that, through environmental scanning, the Service may receive information about the degree of change that both the internal and external environmental factors may have on the organisation, which will enable the HR department to react proactively to these changes. Furthermore, through environmental scanning the HR department can predict trends that may have a

direct influence on its functioning, such as the fact that strong economic growth in the private sector will have a negative effect on the retention of skilled labour (Terziovski & Morgan, 2006:545). According to Terziovski and Morgan (2006:545), the information gathered from environmental scanning is necessary for the HR management team to study and analyse its future needs. Without the scanning of the environment of an organisation, such an organisation will not be able to plan its human resources, which includes the effective retention of its skilled labour force. Kong (2008:283) opines that a successful skilled labour retention planning process should be grounded on sound and scientific environmental scanning.

Because of the importance of environmental scanning to an organisation's HR function it is necessary to pay attention to the contents of internal and external environment scanning, which are elaborated upon in the next section.

6.4.6 Internal human resources environmental scan

Internal factors that must be taken into account when an HR department is developing its plan includes: the HR management; human resource philosophies; the organisational culture; established policies and practices; relationship with colleagues; and rules and regulations of the organisation (Ulrich & Brockbank, 2005:21). By scanning the internal environment the Service may be able to identify internal factors in the organisation that contribute towards the resignation of skilled labour from the organisation. The information obtained from reviewing internal factors may assist the organisation to change and adapt its human resource philosophies to the ever-changing internal environment (Ulrich & Brockbank, 2005:21).

When undertaking an internal scanning process the HR management must (Ulrich & Brockbank, 2005:21; Terziovski & Morgan, 2006:545):

- Secure that they operate within the boundaries of the organisations strategic plan;

- Ensure that they operate within the boundaries of the organisation's budget; and
- Understand the HR needs of all departments in the organisation.

An internal environmental scan is also necessary for an HR department in order to determine its internal position with regard to all its functions (Garavan, 2007:11). An internal scan must focus on aspects such as its HR practices such as recruitment, performance appraisals, motivation, succession planning, career management, learning, remuneration and training and development which must be aligned with the retention of skilled labour activities (Lawler, 2007:1035). By scanning the internal factors, the Service may also be able to implement HR functions that will influence the future of the Botswana Police Service's ability to retain its skilled labour.

6.4.7 External human resources environmental scan

External environmental factors refer to factors external to the organisation that pull skilled labour from the organisation (Garavan, 2007:11). These factors are, *inter alia*, political, economic, social and technological factors (Kaye, 2006:8). It is recommended that the Service continuously scan its external environment because it will reveal perceived environmental threats, opportunities and constraints to the retention of skilled labour in the Botswana Police Service. The Service, as a public organisation, operates in an environment that is constantly changing in terms of politics, technology and financial economics (Moalogi, 2010). The HR department should determine the following in terms of the organisation's external environment (DPSA, 2008:31):

- The degree of uncertainty in the external environment in order to make relevant and appropriate decisions;
- The volatility in the external environment;
- The magnitude of change in the external environment; and
- The complexity of the different factors in the environment which affect the organisation.

Through external environmental scanning, the Botswana Police Service HR department may obtain information about the degree of change that external factors may have on the organisation and its employees. With this information, the HR department is able to make decisions that may mitigate the influence of skilled labour turnover on the HR department. Furthermore, by scanning the external environment, an HR department may also be able to predict trends that may influence the future (DPSA, 2008:31).

The identification of specific external factors having an influence on human resources will assist the HR department to respond with specific strategies and plans, directly aiming at the identified external factors, instead of developing general strategies and plans with the hope that it might address vague external environmental factors (Lawler, 2007:1035). Without the scanning of the external environment, the HR department of the Service might fail to recognise the external factors that affect its activities such as the retention of skilled labour. All the plans to implement skilled labour retention should be grounded on external environmental scanning (Kong, 2008:283).

The data produced by an external environmental scanning process focusses on the environmental factors influencing the organisation, a summary of relevant environmental macro-trends impacting on the organisation, a summary of the envisaged changes in the external environment and internal environment and the potential impact on the organisation, and a summary of the labour-market trends impacting on the organisation (DPSA, 2008:31).

6.4.8 Assessing the current human resource capacity and forecasting future HR requirements

The assessment of the current HR capacity of an organisation can be facilitated by an internal HR team or external consultants (Erickson, 2008:7). A significant component of the assessment of HR capacity is to understand the workforce and plan for both shortages and surpluses in specific occupations and skills sets (DPSA, 2008:32). The assessment of the HR capacity of an organisation is also aimed at identifying its future requirements and developing action plans to eliminate any

discrepancies between the demand and supply of skilled labour (Erickson, 2008:7). By conducting an assessment of the current HR capacity, the Service will be able to understand the composition of its workforce, that is, identify the skill sets needed in the organisation, currently and in the future.

The effective assessment of HR capacity will assist an organisation to establish the number of available employees as well as their skills levels at any period of time (De Cenzo & Robbins, 2005:125). It is imperative for the Service to understand the skills sets needed in the organisation at any given time because of the time it takes to train police officers. Therefore, the earlier the skills gap is identified between the skills the organisation needs and the skills that it has, the better prepared the organisation may be to implement plans to either retain or attract the required employees. Failure to determine future employee capacity can lead to significant financial and service delivery costs for the organisation through over-staffing or under-staffing, which will ultimately develop into either a lack of personnel or retrenchments (Watson, 2006:320). Since the Service provides a crucial service of guarding the public against crime, failure to assess HR capacity and to secure adequate skilled labour to carry out its mandate will result in lawlessness (Bagopi, 2008).

Determining current skilled labour capacity in a public organisation is premised on the pattern and evolution of demand for service by the society to which skilled labour must contribute (Phillips & Connell, 2003:xi; Terziovski & Morgan, 2006:545). To ensure that appropriate skilled labour is available to meet future requirements, an HR department must know the organisations current capacity (Watson, 2006:320). In order to be effective, an assessment of the HR capacity should take the results from the current environmental scan into consideration to determine whether it is adequate to achieve the organisations objectives (Phillips & Connell, 2003:xi).

The information obtained during the assessment of HR capacity is crucial for the Service because the allocation of resources including skilled labour is based on the level of crime in the area, that is, an area with high levels of crime should be allocated additional manpower and equipment such as vehicles (Sekgweng, 2010). A fundamental task in the assessment of HR capacity is to ensure that there is a link between the organisation's strategic goals, the formulated strategies and the plan

(De Cenzo & Robbins, 2005:125). Thus, an assessment of the current HR capacity may assist an organisation to determine whether its current capacity will assist in obtaining the organisation's strategic plans and objectives (De Cenzo & Robbins, 2005:125).

An HR department and its planners (usually work study officials) must also ascertain the supply and demand of the various types of employees in terms of key performance areas that flow from the organisations strategic plan (Lawler, 2007:1035). The supply and demand exercise is undertaken using judgemental and or statistical methods and techniques (Storberg-Walker & Gubbins, 2007:21). Statistical methods and techniques are used to capture (HRC, 2010:3):

- Historical trends illuminated with statistical data
- Linear regression
- Multiple linear regression
- Unit demand forecast technique
- Productivity ratios
- Personnel ratios
- Time series analysis
- Simulations
- Renewal analysis
- Goal programming

From the abovementioned techniques it is evident that the assessment of HR capacity is based on specific scientific methods and is not a function that an HR department undertakes on the spur of the moment. The determining of human resource capacity is also founded on judgemental methods and on which assumptions or predictions can be made (Storberg-Walker & Gubbins, 2007:21). These methods include: The Delphi technique, the nominal group technique, the managerial judgement technique, replacement planning and succession planning (DPSA, 2008:28). In utilising the mentioned methods, an organisation and its HR functions can determine what their current HR capacity is (DPSA, 2008:28).

Once the current HR capacity of an organisation is in place, it is necessary to forecast its future needs (Erickson, 2008:6). Forecasting entails estimates of the supply and demand of skilled labour, needed for future addressing of organisational objectives (Corporate Leadership Council, 2008:4). An organisation's strategic plan and strategy that must be achieved in the future will form the foundation of the human resources needs (Erickson, 2008:6). Jabbour and Santos (2008:2145) have observed that one of the most difficult responsibilities facing the HR function in an organisation is to establish the size of skilled labour required to render an efficient and effective public service. Jabbour and Santos (2008:2145) also indicated that a further problem pertaining to forecasting the number of skilled labour needed in an organisation is to link the HR activities with the organisation's strategic intent and to make projections in this regard. To forecast the number of skilled labour needed it is important to determine the exact quantity of employees needed, the specific skills they must have, the level of knowledge required, the competencies needed and the abilities required of skilled labour (Lawler iii, 2007:113). Therefore, in order to forecast the number of skilled labour needed in the Service, the HR department, through its specialists, should be able to calculate the projected police officers turnover rate and consider the effect of the retention factors.

It can be argued that through assessing the current HR capacity and forecasting its future requirements, the Service will be able to implement a plan which will include a skilled labour retention strategy, since the organisation would have the correct information with regard to the quantity and quality of the skilled labour required. The Service relies on history and past criminal activities to predict whether a district, region or police station needs more resources including skilled labour (Mosweu, 2010). Effective forecasting of skilled labour for retention purposes may assist the Botswana Police Service with the required number and quality of skilled labour as well as with the analysis of skilled labour needs. Once skilled labour needs are identified, plans can be put in place to meet the skilled labour needs.

6.4.9 Human resources workforce gap analysis

A workforce gap analysis begins with an analysis of the inventory of the current workforce in an organisation and it also identifies the existing skilled labour capacity

(Terziovski & Morgan, 2006:545). The same analysis should also be undertaken of the human resource personnel working in the HR department (Erasmus *et al.*, 2005:133). By conducting the workforce gap analysis, the Service will be able to determine the profile of skilled labour, for example, gender, competencies, skills, experience and knowledge in order to establish that the organisation has the required skilled labour. Assessing the current skilled labour capacity begins by developing a profile of the organisation's current skilled labour (Deadrick & Stone, 2009:51). This HR capacity analysis also includes information about the skilled labour and the skills they currently possess, the organisational structure, competencies and training and development levels (Terziovski & Morgan, 2006:545). The information gained in the process may also include a list of skilled labour by name, education, training, prior employment, current position, performance rating, salary level, language(s) spoken, capabilities, and specialised skills (Deadrick & Stone, 2009:51). The available information on the current HR capacity in the Service will form the basis to determine its future needs.

The difference or disparity in the current HR capacity and the future of the capacity needs is the so-called gap that should be addressed by the organisation and its HR department (Deadrick & Stone, 2009:51). This process is the responsibility of the HR specialists in the department (Kong, 2008:283). To determine the future HR needs will entail the scientific prediction of whether an organisation will have the quality and quantity of employees it will require to achieve its set mandate in the future (Terziovski & Morgan, 2006:545). The primary purpose of HR capacity analysis is to identify current capacity and to identify future skills requirements in an organisation. The gap that may be identified must be addressed by the development of specific action plans to eliminate any human resource discrepancies between now and the future (Erickson, 2008:7).

The above scenario is especially important for skilled labour, for example, the personnel employed by the Service. It will also lead to the following benefits for the organisation (De Cenzo & Robbins, 2005:125):

- Its employees will be well-trained in their respective fields of work;
- Employees will be equipped with specific skills to do their work effectively;

- Employees will possess the necessary experience to do their work successfully; and
- Employees will be competent to fit successfully in their working environment.

Peripheral labour also forms part of an organisation's HR profile (Terziovski & Morgan, 2006:545). Peripheral labour refers to employees who are not skilled to do specialised work (Deadrick & Stone, 2009:51). As indicated in the developed model, peripheral labour has low levels of skills, and in most instances, poor education and limited experience (Watson, 2006:320). Replacements to fill vacancies for peripheral labour are usually readily available from outside an organisation because they are secondary employees who fall outside the focus of this study. Furthermore, their retention in an organisation is not of strategic importance (Deadrick & Stone, 2009:51).

On the other hand, when skilled labour in the Service leaves the organisation, it will be difficult to replace them and it is almost impossible without a well-developed strategic plan (Deadrick & Stone, 2009:51). Through an HR workforce gap analysis exercise this situation will prominently be conspicuous and the organisation should, through its HR function, address the problem. To address the problem, requires in-depth research to be undertaken by specialist HR functionaries on which retention factors are most suitable for an organisation that will assist in the retention of skilled labour (Watson, 2006:320). It is, therefore, important that the HR department of an organisation, including that of the Service, prioritise the retention of its skilled labour in its plan.

6.5 RESEARCH ON SKILLED LABOUR RETENTION FACTORS AS A PHASE IN THE MODEL

Research in the context of this study is to produce and disseminate new knowledge on a specific phenomenon, specifically skilled labour retention (Summers & Bret 2003:15; Gould 2011:6). The new knowledge pertaining to skilled labour retention was obtained at the hand of research instruments such as literature studies, interviews, surveys questionnaires and focus groups (Gould, 2011:6). The new

knowledge obtained in this study is presented in this chapter (section 6.4) in the form of a model with a detailed discussion of each step. It is envisaged that the new model will assist the Service to retain its skilled labour.

Organisations, whether they are public or private, and regardless of their size and technological advancement, are facing skilled labour retention challenges on a daily basis (Ramlall, 2006:26; Cook, 2008:14). A human resources literature review conducted during this study failed to reveal a skilled labour retention model in Botswana and internationally that could be adopted in the Service. Consequently, the need arose to develop a skilled labour retention model specifically for the Service. A further concern was that skilled labour retention factors, implemented in organisations, point to a wide variety of often conflicting and contradictory factors (Summers & Bret, 2003:15; Sutherland & Jordaan, 2004:57). Normally, retention factors are not addressed in organisations' strategic plans, which mean that they possess limited authority to secure the retention of skilled labour (Brown & Yoshioka, 2003:7; Gaylard *et al.*, 2005:87). There is no blue print for retention factors. Universal models that can be utilised to retain skilled labour remain elusive (Gaylard *et al.*, 2005:87; Martin & Schmidt, 2010:56). The conclusion that researchers come to is that each organisation will have to undertake its own research to determine the best approach to retain its skilled labour (Sutherland & Jordaan, 2004:57; Melian-Gonzalez & Verano-Tacorante, 2004:56; Matshego, 2008:1).

With the notion that effective skilled labour retention factors can only be achieved at the hand of in-depth research, (Price, 2001:600; Birbir, 2002:2; Boxall *et al.*, 2003:196; McKay *et al.*, 2007:36; Lee *et al.*, 2008:651) it has been established that such research can, *inter alia*, secure the following when a specific phenomenon is explored:

- It will secure that knowledge on a certain phenomenon will increase;
- It will help that the content of a specific phenomenon will be better understood;
- It will secure that a specific dilemma will be scientifically analysed and solved;
- It will shed light on existing theories (i.e. on how to retain skilled labour and to understand skilled labour turnover); and

- It will assist researchers in organising events scientifically and to reach well-structured conclusions.

To identify well-thought through skilled labour retention factors, constructive research is necessary and to devise a unique HR strategy aimed at addressing skilled labour retention, research is equally important. If left unattended, the continued loss of skilled labour is likely to result in the Service becoming incapacitated and drained of skilled police resources. Specific retention factors have been scientifically determined and it has been concluded that these factors should form part of a skilled labour retention model. The factors were established through implementing the following research methods:

- Scholarly literature on skilled labour retention and skilled labour turnover were reviewed, including theories on skilled labour retention and skilled labour turnover;
- A questionnaire was developed;
- The questionnaire was distributed to a sample of the total population of skilled labour to gather data on retention factors;
- Semi-structured personal interviews were held with senior management in the organisation. The current skilled labour retention benefits in the organisation were determined through interviews;
- Factor analysis were undertaken to validate the retention factors; and
- The SPSS statistical technique was used to interpret data gained from the questionnaire.

In order to assist the Service to curb its loss of skilled labour, an integrated skilled labour retention model was developed, which encompassed the identified skilled labour retention factors relevant to the Botswana Police Service. The structure of the model was also based on research and a literature review on model building. The factors that were included in the model were scientifically determined through interviews, a questionnaire and review of documentation in the Botswana Police Service. The next section focuses on how the factors that are included in the model were determined.

6.6 AN ANALYSIS OF SCIENTIFICALLY DETERMINED RETENTION FACTORS

The results of the responses provided by the participants to the questionnaire were computed with the assistance of the Statistics Consultation Service, NWU, Potchefstroom. The data for factor analysis, reliability, correlations and T-test was analysed through the SPSS software programme. Factor analysis is used to reduce and analyse large numbers of data obtained from the questionnaire and to identify underlying factors from the data (Field, 2005:639). The analysis of data led to the identification of nine skilled labour retention factors that were ultimately included in the skilled labour retention model.

The nine identified skilled labour retention factors that have been included in the skilled labour retention model for the Service should form an integrated entity and should not be addressed in isolation. To be effective in skilled labour retention, HR practices that have an influence on skilled labour retention should be integrated with the organisation's strategic plan. As such they will aim to prevent the skilled labour leaving the organisation (Getz, Jones & Loewe, 2009:22). According to literature, it is likely that all these retention factors will eliminate the so-called 'push effect' where an unsatisfactory internal work environment in the organisation pushes skilled labour from their current organisation (McAuley *et al.*, 2006:59). The process of a skilled police officer that wants to leave the organisation usually follows as a result of (O'Connell & Kung, 2007:14; Cairncros & Kelly, 2008:367):

- Low job satisfaction is experienced;
- A low level of commitment develops;
- The intention to quit becomes stronger;
- A analysis of labour market opportunities follows; and
- The actual quitting follows.

It is recommended that the Service ensures that the factors that contribute to skilled labour retention are identified and strategies such as the developed skilled labour retention model is in place to assist in the retention of the organisation's skilled

labour. The retention factors that emerged during the study will be detailed in the next sections. The factors are not presented and discussed according to importance because literature has revealed that there is no scientific sequence to indicate the relative value of each factor (Holtom *et al.*, 2005:337).

6.6.1 Job satisfaction as a skilled labour retention factor for the Botswana Police Service

Job satisfaction is experienced by skilled labour when they are satisfied with both intrinsic and extrinsic reinforcements (Carrim *et al.*, 2006:67; Bartunek *et al.*, 2008:37). It has been argued that if skilled labour experiences job satisfaction, it will lead to work contentment which is a catalyst for skilled labour to remain in an organisation (Carrim *et al.*, 2006:67). Winterton (2004:371) states that a high labour turnover can be associated with a lack of job satisfaction. Low job satisfaction can also lead to it that an employee can get 'psychologically dislocated from the organisation' when he or she becomes dissatisfied with the organisation (Winterton, 2004:371). During this period of disgruntlement and the actual resignation, the productivity level of such a worker normally decreases to the detriment of the organisation.

The three sources relevant to create job satisfaction are: intrinsic satisfaction, extrinsic satisfaction and general satisfaction (Maharaj & Schlechter, 2007:27):

- **Intrinsic satisfaction** is the values and ideals that employees hold regarding their work quality and performance levels (Bartunek *et al.*, 2008:37). Intrinsic satisfaction has to do with an employee's positive experience on his or her competence in performing the job (Bullock, 2007:23). This positive experience leads to experiencing feelings of accomplishment, self-actualisation, and identification with the task and eventually job satisfaction (Martin, 2007:17).
- **Extrinsic satisfaction** is described as contentment derived from the employee's perception of the organisation and how the supervisors and peers influence the employee (Bullock, 2007:23). If the organisation, supervisors and peers have a positive view of the employee and values him or her as a part of

the team (Maharaj & Schlechter, 2007:27). Satisfying the extrinsic values of the employee will be experienced as recognition, rewards and advancement (Martin, 2007:17).

- **General satisfaction** relates to the relative importance of the organisational values, principles and ethical profile to employees (Martin, 2007:17). A positive view of these aspects will lead to it that an employee will experience comfort and trust in his or her organisation and this will cause for general satisfaction in the employee (Robbins & De Cenzo, 2001:95).

Commonality amongst the above three sources of satisfaction will assist the employees work productivity and their performance level will increase (Moyes *et al.*, 2006:12). The three sources of job satisfaction are some of the core aspects to help establish organisational commitment. There is a high link between organisational commitment and skilled labour remaining in an organisation (Samad, 2006:53; Moyes *et al.*, 2006:12). Based on the three sources of job satisfaction discussed above, it is imminent that the Botswana Police Service ensures that practices that promote job satisfaction, that is, recognition, rewards and advancement are promoted so that skilled labour can remain committed to the organisation.

According to literature there are factors, in addition to the abovementioned, that have a positive influence on employees to experience job satisfaction (Cetin, 2006:78). They are, *inter alia*, the values and ideals of employees are satisfied; the manner in which employees experience the organisation; positive relationship with supervisors and peers; the values, principles and ethical profile of the organisation; competitive remuneration; promotion opportunities; and the work and work conditions itself (Allen, 2006:237; Stanz, 2009:18). Sixty two percent (62%) of the respondents in a previous study conducted in the Botswana Police Service found their job unsatisfactory and unchallenging (Mothupi, 2010:62). The Service needs to implement an environment where employees can experience total job satisfaction and in doing so ensure that its skilled labour remain in the organisation. Job satisfaction as a retention factor will assist the organisation to retain skilled labour and play a role to lower the skilled labour turnover profile of the organisations.

6.6.2 Organisational commitment as a skilled labour retention factor for the Botswana Police Service

The importance of organisational commitment as a job satisfaction factor is skilled labour's emotional attachment to the organisation, to such an extent that they remain in the employ because they voluntarily wish to do so (Maharaj & Schlechter, 2007:27). According to Samad (2006:53), organisational commitment is thought of as the psychological or emotional bond that a skilled employee has with his or her organisation and/or work place and work environment. Cetin (2006:78) argues that organisational commitment has a strong link with an employee's level of satisfaction in an organisation. The stronger the satisfaction level of an employee, the higher is his or her commitment level. An employee's commitment to an organisation is underscored by its positive and reciprocal relationship with job satisfaction (Cetin, 2006:78). The factors that contribute to job satisfaction can be relevant for organisational commitment to their workplace (Allen, 2006:237; Stanz, 2009:18).

Three important types of organisational commitment are: affective commitment, continuance commitment and normative commitment (Chiaburu & Harrison, 2008:1082). The three types of organisational commitment were discussed in chapter 3 (section 3.6.4) as follows: **Affective commitment** was defined as employees' emotional attachment to the organisation; they continue employment because there is an emotional bond between them and the organisation (Maharaj & Schlechter, 2007:27). **Continuance commitment** is an understanding with the employee of the costs (financially and psychologically) associated with him or her leaving the organisation (Samad, 2006:53). This implies that skilled labour remains in the organisation because they are psychologically and financially obliged to do so (Rousseau & Aube, 2008:321); and **normative commitment** was thought to be associated with skilled labour's sentiment of responsibility and duty to stay in the organisation (Chiaburu & Harrison, 2008:1082). If the Service focusses on these three organisational commitments, it may be successful in establishing a reaction with skilled labour to get emotionally, psychologically and sentimentally involved in the organisation and make it difficult for skilled labour to leave the organisation.

The Service should realise that organisational commitment concentrates on the perception that skilled labour have about the organisation. If positive, these perceptions on management will assist the Service to retain its skilled labour. Positive perceptions about their organisation will also help the skilled employee to experience a feeling of job satisfaction and hence their commitment to the organisation may be bolstered (Kaliprasad, 2006:20). Employees with high organisational commitment will theoretically remain in an organisation, whilst individuals with low organisational commitment on the other hand are awaiting the first opportunity to resign (Rousseau & Aube, 2008:321).

Samad (2006:53) states that an employee that feels a sense of belonging to, and has a dedicated attitude towards the organisation, will choose to remain with that organisation. Employees with a positive perception of their organisational practices would be motivated and will develop high job satisfaction as they show their full commitment to the organisation (Porter & Steers, 1973:151). Therefore, it may be argued that, should the Botswana Police Service be able to develop strong employee attachment and commitment of skilled labour to the organisation, skilled labour is likely to remain low. It can thus be concluded that the Service should strive to develop a culture of organisational commitment among its skilled labour.

6.6.3 Work-life balance as a skilled labour retention factor for the Botswana Police Service

Work-life balance is defined as the art of successfully balancing work commitments with other life roles such as private life endeavours (Groete & Raeder, 2009:225). Work-life balance means that an employer must create opportunities for its employees to reach organisational goals effectively, but not at the cost of an employee's private life (McGrath, 2006:1). The implication for the Botswana Police Service is that the organisation should ensure that skilled labour is granted adequate time off work to be with their families and attend to their social affairs. Maintaining a healthy balance between personal life and work-life is an important factor for skilled labour retention for all organisations.

Samad (2006:53) states that a conflict that may arise between work and private life (social or family) activities may lead to stress, resulting in negative consequences such as job and family dissatisfaction and organisations have dissatisfied workers. It is advisable that the Botswana Police Service has strategies in place to provide a healthy work-life balance because an imbalance between work and private life might result in skilled labour resigning (Uys & Mcllend, 2009:1). To determine the correct work-life balance equation entails addressing the concepts of role conflict, role overload, and role interference when analysing work-life balance (Bullock, 2007:24). The three concepts of work-life balance are: **Role conflict** occurs when the collective demands of an individual's various roles are in some sense incompatible and that participation in one role is in conflict with the other role (Groete & Raeder, 2009:225). It may for instance be that an employee's duties are taking up a significant portion of his or her available time. Consequently, the employee spends less time with his or her family (Bullock, 2007:24). However, the opposite is also of concern. An employee spends more time on social activities which has an influence on his or her work responsibilities (Ryan & Kossek, 2008:296).

Role overload occurs when multiple demands or tasks are appointed to a worker to such an extent that he or she has to work lengthy periods of overtime which is to his or her own or families detriment (Groete & Raeder, 2009:225). In the long term a worker cannot necessarily cope on a physical or psychological level and a situation can develop where such a worker stays away from work due to ill health (Bullock, 2007:24). This is cumbersome for the workers' health and also for the organisation that will lose production (McGrath, 2006:1). This is called role interference.

Role interference occurs when a stressed worker interferes with the work activities of his or her co-workers. If the social activities of a worker become the dominant partner in work-life balance 'non-work' activities, it can in turn interfere with work responsibilities (Groete & Raeder, 2009:231). In such an instance the work performance of the worker is placed in jeopardy (Kemelgor & Meek, 2008:76). A conclusion was drawn in chapter 3 (section 3.6.7) based on the discussion of the three concepts of work-life balance as reflected above that work-life balance is a broad concept that is closely related to job design and job satisfaction and should be closely monitored by an organisation (Ryan & Kossek, 2008:296). The implication for

the Botswana Police Service is that management in organisations should ensure that police officers' jobs are less strenuous but more challenging so that skilled labour enjoys performing such jobs.

Organisations need to provide clear and unequivocal support for better work-life balance and childcare facilities, flexible hours of work, more creative leave options (i.e. study leave, bereavement leave, parental leave, unpaid leave and holiday), proximity to home (i.e. working from home and easy transfers to other locations) and career assistance are most frequently mentioned as factors that promote a good work-life balance (Ryan & Kossek, 2008:296).

Uys and Mcllend, (2009:1) found that organisations need to consider alternative work schedules and family leave in order to reduce unreasonable workloads because it is associated with labour turnover. The Service does not provide for arrangements that will create a balance between work and social life. Police officers work long and tedious hours under normal circumstances and the HR department are regularly confronted with problems in this regard. It is important to develop an environment for workers where they are happy and enjoy their work.

6.6.4 Remuneration as a skilled labour retention factor for the Botswana Police Service

Remuneration relates to monetary benefits paid to employees (HCM, 2006:137). Remuneration on its own is not always an effective skilled labour retention factor, because it is usually not related to job satisfaction and or organisational commitment (Doran, 2007:20). Winterton (2004:371) states that the relationship between remuneration and leaving an organisation is noticeable. It was established that a correlation exists between a low salary and a worker leaving an organisation (Winterton, 2004:371). It is likely that a worker will leave his or her organisation for a more attractive salary and other benefits (Dulebohn & Werling, 2007:191). An employee may experience high job satisfaction, however, an unsatisfactory salary may have low commitment to the organisation and if another organisation offers the employee a better remuneration package (a strong pull effect) such an employer may consider it to leave his or her organisation (Winterton, 2004:371).

It is imperative that salaries for the Service should remain competitive with other organisations at all times in order to retain skilled labour. Bullock (2007:20) argues that skilled labour in organisations has placed more value on financial growth than on meaningful work, involvement, fun, and opportunity to make a difference. Competitive remuneration plus other factors play an important role in the retention of skilled labour in an organisation (Bullock, 2007:20). In other words, to be effective as a skilled labour retention factor in the Service, remuneration should be used, together with the other retention factors that were discussed. The retention factor should be aligned with the eight retention factors that were discussed.

6.6.5 Career opportunities as a skilled labour retention factor for the Botswana Police Service

Career opportunities relate to the plans that have been put in place by an organisation for the employees, including skilled labour, to advance their different careers (Bullock, 2007:23). Career opportunities for skilled labour should clearly spell out the agreed career developmental goals for each individual so that individual's training and career plans can be developed and implemented (Briscoe *et al.*, 2006:30). One of the most important reasons why skilled labour seek employment elsewhere is the lack of opportunity for career development and growth (Nel *et al.*, 2006:393). The implication for the Botswana Police Service is that the organisation should avail career development opportunities for its skilled labour so that they remain committed to the organisation. The availability of career development opportunities and career growth programmes is significant skilled labour retention factors for skilled labour (Kenney & Gudergan, 2006:43; Gomez-Mejia *et al.*, 2007:243). The Service should, therefore, ensure that identified career development programmes are successfully implemented in line with the aspirations of the employees (Kaliprasad, 2006:20; Verbruggen *et al.*, 2007:69; Thite, 2007:312; Lips-Wiersma & Hall, 2007:771). Career development plans will motivate skilled labour to stay in an organisation, especially if these plans are superior to those of opposition organisations (Rowold, 2007:35; Abele & Wiese, 2008:733). The development of a career developing plan must include the following aspects (Belot, 2011:27):

- **Performance appraisals** – used to identify skilled labour's strength and weaknesses, and development programmes that are included in career plans.
- **Workshops** - through workshops skilled labour are actively assisted with the planning and development of their careers.
- **Career counselling** – should be organised for skilled labour to guide and advise them about their envisaged careers.
- **Customised materials** – should be made available to skilled labour to assist them in their career development planning i.e. organisational brochure showing future organisational plans and also indicated to skilled labour where they fit in into these plans.
- **Management by objectives** – to assist skilled labour with career developments. Here it is expected that management and skilled labour jointly agree on setting and achieving organisational goals, whilst also taking into consideration skilled labour's personal goals.

It is imperative that the Service gathers relevant and sufficient information about skilled labour's career plans so that the organisation can position itself to implement the career plans. From the above discussion it can be deducted that should the Service be devoted to the implementation of skilled labour's career plans, skilled personnel may increase their tenure in the organisation. To be effective the establishment of career opportunities should incorporate the principles discussed below (Nel *et al.*, 2006:465):

- **Principle 1: Match the goals of skilled labour with those of the organisation** – skilled labour should be encouraged to carry out their career planning exercise to determine what they would want to do now and in the future (Briscoe *et al.*, 2006:30). The established career plan should then be aligned to the organisation's goals so that as much as skilled labour works to attain the set organisational goals, they in return, achieve their own desires (Briscoe *et al.*, 2006:30).
- **Principle 2: Link career management with the human resources department and with the relevant line department** – management, particularly the human resources managers need to ensure that all key

supervisors and managers are fully conversant with skilled labour's career development programmes in the organisation, and should actively support them (HCM, 2006:136). Career management should fit in with the organisation's management system to ensure that career management does not clash with the organisation's long term philosophy, strategy and goals (Montague, 2007:42).

- **Principle 3: Link career opportunities with environmental trends and values** – due to social, economic, political and technological changes that often affects the organisation, it is imperative that career plans take cognisance of the external environment and that skilled labour skills are upgraded regularly in order to keep up with the mentioned changes (Solnet & Hood, 2008:59)
- **Principle 4: Secure effective communication channels between HR management and skilled labour** – all parties involved in career management should have regular communication on the drawing of the career programmes and should be kept abreast with progress made (Baruch, 2006:138).
- **Principle 5: HR management's responsibilities in effective career management for skilled labour** – management's commitment to career management should be underlined through periodic reviews, opportunity for skilled labour to study, establishment of support teams or structures and provision of career counselling (Cairncross & Kelly, 2008:367).

By incorporating the above principles into the creation of career opportunities for skilled labour in an organisation, the organisation may be able to establish focused careers for its skilled labour. Focussed career opportunities are important elements to secure job satisfaction, one of the more important factors to retain skilled labour (Nel *et al.*, 2006:465). With focused careers comes the communication of clear career paths to skilled labour so that skilled labour can be certain of their future in the organisation (Abbott, 2001:211).

Career opportunities, as discussed in this section, have also another HR characteristic that must be taken into account and that is the role of succession plans (Abbott, 2001:211). Succession planning goes hand in hand with the developing of career opportunities (Kenney & Gudergan, 2006:43). Succession planning entails the

organisation's role to identify talented employees and through development prepare them for progress through the organisation ranks to more senior positions (Abbott, 2001:211). According to Bullock (2007:23) and Clifford and Thorpe (2007:7), succession planning also has an influence on skilled labour turnover as it used to create promotional prospects for deserving employees. An observation was made in chapter 2 at section 2.6.5 that one of the most significant factors causing skilled labour to look for employment elsewhere is a lack of opportunity for career development and career growth (Nel *et al.*, 2006:393). Thus, skilled labour will leave the organisation if they believe it is the only way to develop themselves (HCM, 2006:136). Providing skilled labour with the latest in career development opportunities has a long-term positive impact on the organisation, both in achievement of organisational objectives, talent management and skilled labour retention (Cairncross & Kelly, 2008:367).

It is evident that the Service should develop and establish meaningful career development and succession planning practices that are well integrated with the full HR function of the organisation. By developing its skilled labour, an organisation increases not only its ability to achieve results, but also increase its chances to address turnover problems related to its skilled labour (Montague, 2007:42). Therefore, the availability of career development opportunities and succession programmes in the Service would be key skilled labour retention factors. Skilled labour expects an organisation to develop their skills and provide them with challenging career development to develop and refine their skills further (Baruch, 2006:138; Solnet & Hood, 2008:59). Skilled labour selects employers that recognise their desires to acquire more knowledge and skills through career development (Barron *et al.*, 2007:119; Batey & Woodbridge, 2007:29).

It is clear from the above that the availability of opportunities for career development in the organisation may aid skilled labour to perceive their jobs as long-term careers, thus bolstering skilled labour's dedication and commitment to the organisation. The lack of opportunities for career development in the Service is a significant factor to skilled labour turnover (Headman, 2010). The Service should, therefore, develop opportunities for skilled labour to build on their career paths and offer such employees development and clear career opportunities, so as to motivate them to

stay in the organisation and thus to strive for a lower personnel turnover. Based on the importance of the creation of career opportunities for skilled labour this retention factor is also included in the proposed skilled retention model for the Botswana Police Service.

6.6.6 Learning, training and development as skilled labour retention factor for the Botswana Police Service

The aim of learning in an organisation is to change skilled labour's behaviour and to improve their competency level (Bryson *et al.*, 2006:283). It was observed that skilled labour, with high competency levels, is argued to have improved job satisfaction and organisational commitment (Serfontein, 2006:126). Training aims to develop competencies that will be useful by skilled labour in their jobs (Tjepkema *et al.*, 2000:22). Development on the other hand aims to give employees skills to prepare them for future roles in the organisation (McDowall & Mabey, 2007:633). It was, therefore, concluded that learning, training and development is regarded as effective ways of rewarding skilled labour and to address labour turnover problems (Velada & Caetano, 2007:284). Skilled labour has in most cases a desire for progression and continually looks to add new knowledge to their skills profile (Gomez-Mejia *et al.*, 2007:243).

The Botswana Police Service should endeavour to provide life-long learning, training and development because skilled labour prefers organisations that provide opportunities for skilled labour learning and training (Nel *et al.*, 2006:393). It can be argued that if effectively implemented in the Botswana Police Service, training and development can increase the organisation's skilled labour organisational commitment, because skilled labour would then have a closer psychological attachment to the organisation and its goals (Clifford & Thorpe, 2007:1). Employees who are aware of the expense of learning, training and development, or appreciate the skills they have acquired, might develop a sense of obligation and normative commitment to the organisation (George & Jones, 2008:62). The employees might also develop a moral obligation to stay loyal to the organisation (McDowall & Mabey, 2007:633).

The Skills Development Act (SDA) of Botswana, 1999, focusses on the development of labour. This Act is, however, has not been enforced because of public sector budgetary constraints (Ndulamo, 2010). The lack of well-structured learning, training and development programmes, other than the normal military type training is prevalent in the Service (Evans *et al.*, 2006:91). In this regard, literature states that organisations that have effective learning, training and development programmes in place tend to be more successful in keeping their skilled labour turnover profile low (Dymock & McCarthy, 2006:525). Learning, training and development is an important factor to address unsatisfactory skilled labour turnover tendencies (Zaleska & de Menezes, 2007:987). It was noted that learning involves a change in behaviour from negative to positive (Greenberg & Baron, 2008:111). The aim of the change in behaviour is to improve the learner's competency level in the work environment (Dymock & McCarthy, 2006:525). Skilled labour with high competency levels are argued to have improved job satisfaction and organisational commitment and as indicated previously it has an positive influence on the turnover figures of an organisation (Serfontein, 2006:126).

Based on the above discussion, it is recommended that the Service provide learning, training and development opportunities to its skilled labour because such opportunities could assist to create a positive work environment, which is ideal to increase skilled labour commitment in the organisation. This could result in retaining skilled labour (Holmes & Gardner, 2006:157). In order for learning, training and development to contribute to effective skilled labour retention in the organisation, the following principles are of paramount importance (Gagne & Briggs, 1979:9; Knowles, 1984:79; Carmel *et al.*, 2009:81):

- Practice – the principle of practice requires that skilled labour should be given opportunities in the organisation to exercise what they have learnt;
- Reinforcement – effective learning, training and development take place if skilled labour is rewarded after learning something new or a positive feedback is given.
- Factual information – factual information must be communicated to the skilled labour during learning, training and development.

- Intellectual skills – skilled labour should be able to recall from their past experience and knowledge in order to be able to learn something new.
- Learning events – skilled labour should be able to use learning strategies that enable them to remember and recall what was learnt.
- Only the learner can learn – the trainer can merely facilitate a learning situation and that skilled labour learn best if they learn at their own pace.
- Motivation – motivation plays a critical role in skilled labour's learning and therefore provision should be made for both intrinsic and extrinsic motivation.
- Active participation – skilled labour's active participation during learning, training and development enhances motivation, rate of learning and achievement of objectives.

The implication of the above principles for the Service is that the organisation should accord skilled labour an opportunity to put into practice what they have learnt (Kentse, 2010). After learning something new, skilled labour needs to be appreciated either by reward or by positive feedback (Carmel *et al.*, 2009:81). Appreciation of skilled labour's learning efforts may motivate them to aim for still higher results knowing that their efforts are being recognised and rewarded (Holmes & Gardner, 2006:157). During their learning process, skilled labour in the Service should be provided with factual and accurate information so that they relate and appreciate real situations, which could make learning more meaningful as it depicts real life situation (Lerole, 2010). The learning process should also challenge skilled labour to keep on learning and with this escalation of knowledge they receive via the organisation, a culture of responsibility may develop within the employee that may be helpful to retain skilled labour in the organisation (Schulz, 2008:457).

According to Robbertze (2008:20), employee turnover is higher amongst newer employees than those who have been in the organisation for a period of time. Learning, training and career development opportunities are, therefore, important for entry-level skilled labour to secure that they can establish a positive image of the organisation and also of themselves (Huang & Kim, 2011:1423). Human resource management specialists in the Service and the employee's supervisors will have to play an important role in developing the providing learning and training opportunities

for skilled labour and show commitment to the plans that have been developed. Since training and development in contemporary organisations is costly and difficult, learning, training and development programmes must start at the supervisor's level and then cascaded down to official's level (Abbott, 2001:211; Sinha, 2012:10).

In this regard management should assure the following (Abbott, 2001:211):

- Expand the role of supervisors to include identification of talented staff for suitable learning, training and development education early in their career;
- Determine the career path options for skilled labour and link it to learning, training and development programmes;
- Implement staff learning, training and development programmes with the vision of the establishment of a skilled and competent labour force that will be able to focus on researching the organisations objectives; and
- Link staff learning, training and development programmes with other HR functions such as performance appraisal in order to address the development of the individual in totality.

From the above discussion it is evident that learning, training and development may positively contribute towards effective skilled labour retention in an organisation such as the Botswana Police Service. It is for the reasons discussed in this section that learning, training and development as a skilled labour retention factor is included in proposed model developed specifically for the Service.

6.6.7 Work environment as skilled labour retention factor for the Botswana Police Service

A work environment refers to an employee's workplace in its immediate environment i.e. peers and supervisors and how this environment influences the day-to-day activities of an employee (Stevens, 2006:2). Influences in the work environment can be related to psychological or physical factors which can have a positive or negative effect on an employee's future decisions which can be to either remain or leave (Chiaburu & Harrison, 2008:1082). The work environment can have an influence on

the employee's social life. Employees are more satisfied with their work if the supervisors and colleagues are sociable. Moreover, the social environment could give the employee a sense of belonging to the workplace and the organisation at large (Rousseau & Aube, 2008:322). When skilled labour has the perception that they are treated well by their supervisors and colleagues and they are likely to experience work satisfaction, they are likely to remain in the organisation for an extended period of time (Kaliprasad, 2006:20). The implication for the Botswana Police Service is that, if the organisation can provide a satisfactory work environment, that is, if skilled labour feels that they are well-treated by their supervisors and colleagues, skilled labour may choose to remain in the Service, whilst poor management or treatment of skilled labour would create a poor work environment, which in all probability lead to a high labour turnover (Lee *et al.*, 2008:653).

Maierhofer, Kabanoff and Griffen (2002:217) and Pfeffer (2007:1335), state that during the orientation of the new employee, it is important that managers concentrate on creating a conducive workplace because that would secure the work satisfaction of the employee in the long term. Employers who are concerned over their employees' welfare and who ensure that their work environment is secure, create a psychological safe environment which will ultimately lead to work satisfaction and loyalty to the organisation (Maierhofer *et al.*, 2002:263; Stevens, 2006:2; Rousseau & Aube, 2008:322). In order to create a positive work environment, it is recommended that the Service should not only focus on employee treatment but management should also ensure a challenging work environment and create a work atmosphere productive for growth, especially skilled labour.

A sound and healthy working environment enhances employees' well-being, job satisfaction and performance (Uys & McLlend, 2009:1). Should the Service be able to create such an environment, skilled labour's well-being may improve and the employees may be satisfied in their jobs. Consequently, the employee's job performance may improve and organisational results may be attained. To achieve a healthy working environment, an organisation should concentrate on the following elements and include them in a quality programme focussing on the creation of a positive work environment (Ryan & Kossek, 2008:296):

- Awareness of environmental risks in the work place;
- Good work techniques must be implemented and applied;
- Organisation and management must concentrate on quality control measures;
- The length of shifts and breaks from routine work is necessary;
- Employees must get the opportunity to influence their own work situation and environment; and
- Support from supervisors and colleagues are important for job satisfaction, good health and quality of work.

The Botswana Police Service should, therefore, endeavour to offer its skilled labour increasingly positive feelings pertaining to their work environment and create more opportunities for growth and implement measures to improve subordinate-manager relationships. Mothupi (2010:62) recorded that 62% of the respondents in a research study that was conducted in the Service found their work environment unsatisfactory an aspect that may lead to skilled labour turnover. The Service should ensure that skilled labour work in an environment that is conducive to productivity. A positive work environment will provide an employee with not only physical security but also psychological comfort. This can be accomplished through an introduction of reasonable work hours, job rotation and ease of transfers from one department to another in the organisation (Headman, 2010). For the employee this will be a sign that the organisation is concerned over his or her well-being. This is a significant factor in the retention of employees. Since an encouraging and positive work environment is important for employees, this retention factor was also included in the proposed model.

6.6.8 Decision-making as a skilled labour retention factor for the Botswana Police Service

Decision-making entails a process of selecting the best alternative between a number of alternatives with the aim of promoting and realising a specific objective (Saks, 2006:600). In order to achieve the aims and objectives of an organisation, skilled labour has to give up some measure of their decision-making autonomy for the sake of the organisational decision making actions (Martin & Fellenz, 2010:311).

Therefore, the idea is that some individual decisions should give way to group decisions in an organisation (Saks, 2006:600). Martin and Fellenz (2010:311) support the decision-making notion and state that it will be most effective and long lasting when a sense of ownership and responsibility can be linked to decision making. The role of the skilled labour in decision-making should also be determined (Cappelli *et al.*, 2010:95). The participation of skilled labour in decision-making is commonly referred to as shared decision-making or worker participation or worker involvement (Williams, 2002:324; Saks, 2006:600; Lee *et al.*, 2008:653).

Shared decision-making is the process of extending the base of decision-making through a governance structure to include employees that are traditionally omitted from the decision-making process (Cappelli *et al.*, 2010:95). The establishment of shared decision-making in organisations is encouraged as an attempt to strengthen the role of skilled labour participation through empowerment and decision ownership (Fernandez-Araoz, 2007:17). Shared decision-making reflects a growing consensus that top-down, bureaucratic forms of management are ineffective (Cappelli *et al.*, 2010:95). Managers who follow a bureaucratic or a top-down management style usually force their decisions on their subordinates (Carson *et al.*, 2007:1217; Chira, Adams & Thornton, 2011:1). It can be argued that through shared decision-making the Service could empower its skilled labour into a collaborative decision-making process that would allow appropriate participation by skilled labour and management in the decision-making process. Shared decision-making will promote a sense of ownership of the implemented decision and skilled labour would be committed to the organisation to ensure that not only the organisations objectives are reached, but also those of the employees.

As management and skilled labour objectives become connected or interlinked, commitment will be the result rather than compliance (Carson *et al.*, 2007:1217). Management and skilled labour are bounded as a result of their mutual binding to share values, traditional ideas and ideals (Sergiovanni & Starratt, 1993:58). Participation of skilled labour in decision-making empowers employees and provides skilled labour with a sense of recognition for their contributions to organisational activities (Bateman & Snell, 2007:42). The organisation may thus be able to ensure

meaningful participation and empowerment of skilled labour by involving the latter in setting organisational goals (Brewester, Croucher, Wood & Brookes, 2006:1246).

Generally, skilled labour prefer to participate in decision-making in areas related to decisions made on their work methods, technical matters, equipment, performance and service delivery, performance appraisal systems, training and development policies, health and safety measures (Goldsmith, 2008). Parish, Cadwallander and Busch (2008:32) also observed that if an organisation is to be efficient, a myriad of decisions should be made, people and programmes should be co-ordinated, communication must be channelled effectively, positions allocated, staff recruited and retained and schedules developed and resources obtained and utilised. This will result in an effective organisation (Goldsmith, 2008). Shared decision-making results in skilled labour empowerment and in turn skilled labour empowerment will lead to job satisfaction and organisational commitment (Bateman & Snell, 2007:42).

The inclusion of skilled labour in “decision-making” will assist the Botswana Police Service to retain its skilled labour. Parish *et al* (2008:32), believe that the most common objective of shared decision-making is improved organisational commitment and job satisfaction associated with the belief that better decisions will be made if control over decisions is placed as close to the implementation of those decisions as possible. For the concept of shared decision-making to be encapsulated in an organisation, it requires of leaders to foresee organisational unity, see people work together, bring ideas and resources together, strive to reach a common purpose and to understand organisational dynamics (Brewester *et al.*, 2006:1246). Shared decision-making, if implemented in the Botswana Police Service may bolster team work and promote skilled labour ideas to improve service delivery and problem solving ideas. Shared decision-making will positively affect skilled labour job satisfaction and organisational commitment in the Service. Decision-making is regarded as such an important skilled labour retention factor that it was included in the proposed model.

6.6.9 Management style as a skilled labour retention factor for the Botswana Police Service

Management style entails how managers and supervisors relate and interact with their subordinates in an effort to create a conducive work environment so that organisational goals can be successfully attained (Rousseau & Aube, 2008:321). In order to promote a conducive work environment in the Service, the managers and supervisors should adopt a management style that fosters a positive and supportive relationship between management and skilled labour (Rousseau & Aube, 2008:321). Communication in the Service should, in practice, not be a one-way channel of command, viz. top to bottom, which is authoritarian in nature (Sekgweng, 2010). The top to bottom, one-way communication channel was found to be ineffective as far as skilled labour retention is concerned. An autocratic management style is the primary reason for labour wishing to leave the Botswana Police Service (Mothupi, 2010:15).

Within a semi-military environment, structure and culture management, should find a management style that will accommodate the:

- Strict military culture;
- Strict military organisational structures;
- Strict communication channels; and
- Strict lines of command.

A democratic management style can be implemented by the Service but still within the limits set by the military culture. HRM literature reveals that, in order to promote a conducive work environment, managers and supervisors should adopt a management style that fosters a positive and supportive relationship between management and skilled labour (Six & Sorge, 2008:858). Managers in the Service should change their management style as and when necessary to address specific situations. This is referred a situational leadership and management style (Rousseau & Aube, 2008:321). Managers or supervisors will be able to manage unskilled labour from skilled labour if situational leadership and management principles are implemented (Visser, 2008:127). Unskilled labour will be managed more decisively

and in a more structured way than skilled labour, whereas skilled labour may be managed in a more unstructured way than unskilled labour, paving the way for skilled labour to take part in decision-making activities in the organisation (Rousseau & Aube, 2008:321).

A leader or manager must have the ability to continually 'read' their employees and select which leadership and management style will benefit a specific employee in a given situation (Visser, 2008:127). The flexibility of leaders and managers results in employees becoming committed to their work and organisation (Ntonga, 2006:23; Receivable Report, 2008:8). An acceptable management style should be implemented by organisations' managers even if the adopted style has a military culture (Ntonga, 2007:23). Therefore, the Service should strive to implement the management style that is both encouraging and accommodating. Skilled labour, such as police officers, are in high demand throughout the world and it is essential that an organisation establishes management practices and management styles that satisfy the needs of such skilled labour (Six & Sorge, 2008:858). This will assist an organisation to retain its skilled labour and reduce the labour turnover (Ntonga, 2007:23). A poor management style in an organisation will lead to the poor treatment and lack of motivation among the employees which will result in problems on the different levels of the personnel hierarchy (Ntonga, 2007:23). To ensure that the management style of the managers in the Botswana Police Service is accepted by its skilled labour, this retention factor is also included in the skilled labour retention model.

6.7 APPROVAL AND IMPLEMENTATION OF A SKILLED LABOUR RETENTION PLAN

The implementation of the proposed integrated skilled labour retention model refers to putting in practice all related phases for the retention of skilled labour as indicated by the red line in the model. It is crucial that once a new model depicting a specific HR function such as the retention of skilled labour is developed and approved by the organisations management and HR management team that it is implemented as soon as possible (Bhasin, 2010:1). The approval and implementation phases should be a priority so that the process is not overtaken by events which would distract its

importance (Bhasin, 2010:1). A specific entity must take ownership of the approval and implementation processes to ensure that the new activity or model is grounded (Birnbaum, 2012:1). Changes in the internal and external environment also have an effect on development of a model. A model should be implemented once it has been finalised and agreed upon by management (Kong, 2008:283).

The implementation of the retention model and its different phases as indicated in the proposed skilled labour retention model, refers to the process that turns strategic plans into a series of action tasks, and ensures that these HR action plans are turned into tasks (Kumar *et al.*, 2006:106). This should be executed in such a way that the objectives of the strategic plan are achieved (Ehlers & Lazenby, 2005:177). The implementation of the HR strategy, which should include the retention of skilled labour, relates to the communication, interpretation, adoption, and enacting of strategic plans, action plans and eventually, tasks. In spite of strategy implementation being an essential ingredient in the formula of organisational success, no single winning strategy of implementation recipe exists (Aaltonen & Ikavalko, 2002:415; Chimhanzi, 2004:73; Getz *et al.*, 2009:22). However, consensus was reached by the researchers (Ehlers & Lazenby, 2005:177; Bhasin, 2010:1) that effective drivers and instruments for successful strategic implementation are: good leadership by management, creating of a user friendly organisational culture, developing of an effective reward systems, establishing of goal-orientated organisational structure and implementing of a well thought through resource allocation process.

The implication for the Botswana Police Service is that its leadership should take these aspects into account to support the proposed integrated skilled labour retention model, as part of the HR strategic plan and ensure that the new model is implemented. The HR department and its functionaries must also create the necessary positive organisational culture so that it will support rather than repeal the envisaged new skilled labour retention model. In order to implement a new HR function, (never before in practice), such as an integrated skilled labour retention model for the Service, certain processes and steps need to be followed. The Finance Department will also play a prominent role and will have to constantly monitor the financial consequences with the HR department during the implementation stage of

the new model. The following process and steps are recommended to implement the proposed HR function (such as skilled labour retention) (Bhasin, 2010:1):

- **Institutionalising the new retention function through an HR strategy**

A new skilled labour retention model does not become an effective instrument on its own, it does not matter if it is well-designed, developed and clearly announced (Chimhanzi, 2004:73). Effective implementation of a new skilled labour retention strategy will require all the levels of management and supervisors in the organisation as well as its HR department understand, support and promote the new model (Birnbaum, 2012:1). Skilled labour in the organisation will play an important role in the success of the model (MacLennan, 2011:73). Once these roleplayers have information of the purpose of the new model and how it will affect them, the organisation and its HR department can proceed to institutionalise the new model (Coveney, Ganster, Hartlen & King, 2003:139). This will be undertaken by including the principles of the new model in the HR plan and if necessary, also in the strategic plan of the organisation (Chimhanzi, 2004:73).

The Botswana Police Service's strategic plan, as well as the HR plan, does not make provision for a skilled labour retention function. The proposed model should, therefore, form part of the HR plan for future personnel-related planning. This is the best approach in which to institutionalise the new function (skilled labour retention) and ensure its implementation. It is also imperative that the skilled labour retention strategy is communicated to those who will be influenced by its content; in this instance, skilled labour and their management teams.

- **Approaches towards the institutionalisation of the retention model**

Human resources literature revealed four approaches of institutionalising or implementing a new model, namely: a sudden or "big bang approach", a parallel approach, a phased approach and a pilot approach (Hough, Thompson, Strickland iii & Gamble, 2011:190). The **big bang approach** is that of an immediate and complete changeover from the old model to a new model. The **parallel approach**

involves running the old and new systems parallel for a given period of time before a complete changeover is made to the new skilled labour retention model. **The phased approach** calls for the implementation of the new skilled labour retention strategy in stages or planned phases, whilst the **pilot approach** requires the implementation of a new skilled labour retention model in a division or part of the organisation as a trial before commissioning it in the entire organisation (Bamford & West, 2008:3354).

For the purpose of this study, the big bang approach is preferred because there is an urgent need to implement the new skilled labour retention model in the Service to address its progressively high skilled labour turnover. This implies that the organisation's HR plan should immediately accommodate the new model in its strategy. In this regard, Bhasin (2010:1) explains that the implementation phase of a new activity (or model) should take place as soon as possible, but not before it is approved by the organisations management and included in the HR plan. Such approval is needed so that the implementation process is not overtaken by other events that may distract its importance (Kong, 2008:283). The big bang approach is required when an organisation wants to urgently implement the benefits of new activities, such as the new skilled labour retention model (Coveney *et al.*, 2003:139; Hough *et al.*, 2011:190).

- **Action Planning**

After a new activity or model has been included in the HR plan, the actual implementation of the skilled labour retention model can commence (Coveney *et al.*, 2003:139). Action plans are utilised to undertake the implementation (Coveney *et al.*, 2003:139). Action planning entails the role that the HR department has to play to implement the new activity or model (Kumar *et al.*, 2006:106). The following steps are important to implement action plans (Getz, *et al.*, 2009:22):

- The selection of an implementation team;
- The development of a chronological list of action steps;
- The adding of detail to the action steps;

- The estimation of the number of human resources required to implement the new model;
- The identification of specific individuals for accomplishing each of the identified action steps;
- The assignment of responsibility to those identified persons; and
- Determining due dates for each step.

Action planning, if effectively implemented by the HR department, will assist the Service to implement its new integrated skilled labour retention model and in the process to translate its retention strategy into operational steps (Ehlers & Lazenby, 2005:177). These operational steps will eventually become specific assignments for employees in the process of implementing them (Kong, 2008:283). Ehlers and Lazenby (2005:177) also mention that, although strategy formulation takes place at top management level, it is expected of middle management to drive and implement the agreed skilled labour retention model with the support of top management. In the Service a skilled labour retention model implementation team should be selected with the HR department as a core entity and senior managers from the various branches, regions and districts as important support members. As mentioned earlier in this section, the Finance Department must take into consideration the implementation costs of the skilled labour retention model.

Once the model has been approved by the organisation's management and HR management team, and the guidelines to implement the new model are developed and adhered to, periodic monitoring, reviewing and evaluation of the implementation process must be followed (Kumar *et al.*, 2006:106). The management teams who approved the new model and who are responsible for including it in the strategic plans need to take responsibility for the implementation thereof (Ehlers & Lazenby, 2005:177). This can only be done through effective monitoring.

6.8 MONITORING AND EVALUATION OF HUMAN RESOURCE STRATEGIES

Monitoring and evaluating has to do with ensuring that a specific activity that was included in the strategic plan is implemented smoothly and successfully (DPSA,

2008:56). The successful implementation of strategic plans and models entails continuous reviewing of the implementation process and also the continuous monitoring and evaluation of the successful reaching of implementation goals (Hough *et al.*, 2011:190). If a problem is detected, necessary adjustments should be made to get the implementation process back on track (Terziovski & Morgan, 2006:545).

Retention factors change constantly which means that skilled labour's needs, as indicated in the model, must be monitored and evaluated on a regularly basis to ensure that any changes in skilled labour needs or retention factors are anticipated and action plans revised to mitigate the situation (Coveney *et al.*, 2003:139; Dany, Guedri & Hatt, 2008:2098). Monitoring and evaluation is important to ensure that desired objectives related to a specific action are obtained (Terziovski & Morgan, 2006:545). The evaluation of achievements of the desired results is crucial for continuous improvement if any predicament is detected (Dany *et al.*, 2008:2098).

Through monitoring and evaluating the skilled labour retention process, the Botswana Police Service will be able to assess how the process is implemented and should also be able to determine the results of the implementation process. This should be in line with the budget objectives because the lack of proper financial planning may impede the implementation of the model. There are specific guidelines which need to be followed by the organisation and the HR department to ensure that monitoring and evaluation is undertaken successfully (Getz, *et al.*, 2009:22):

- Select and structure, the implementation and evaluation team;
- Specify the individuals who must be responsible for the monitoring and evaluation actions;
- Assign specific detail responsibility or tasks to those identified individuals;
- Develop a chronological list of actions steps to explain the tasks;
- Breakdown each action step into minute detail methods;
- Determine the number of human resources from each applicable department required (In this case the Department of Law Enforcement and the HR Department);

- Determine due dates for each step;
- Control the due dates;
- Control the operational progress;
- Develop monitoring and evaluation techniques and instruments; and
- Establish how the findings will be reported to HR management.

In following these guidelines, the monitoring and evaluation of the skilled labour retention implementation process will reveal whether the retention plan was implemented effectively. By implication, this will also be an indication to management whether the new retention plan, as indicated in the model, is successful or not. The output of the monitoring and evaluation processes of the skilled labour retention model should be a comprehensive report(s) that includes the following (DPSA, 2008:56):

- How the evaluation team functions and whether they formed a unit;
- How each individual in the team understands his or her role;
- How the team members understand their responsibilities, action steps and tasks;
- Whether the team understand the chronological lists of actions steps;
- How the implementation and development team members work together as a team;
- Were due dates reached;
- Were the monitoring and evaluation techniques and instruments adequate for the task;
- Actual labour and programme costs versus budgeted costs; and
- An overall results of the monitor and evaluation action.

Feedback of the results of the implementation and evaluation programmes must be presented to the management team of the Service through comprehensive reports. This is necessary so that the organisational management team can evaluate the success of the new skilled labour retention model. This will allow the management team to compare the results with the objectives set by the organisation. The implementation and evaluation team should also give feedback to the HR

management team of the organisation. This team will establish whether the new retention programme was a success and identify changes where necessary. There should be a structural link between the management teams of the organisation and HR to verify or change strategies before implementing the skilled labour retention model.

The Service will, through monitoring and evaluation of the skilled labour retention factors be able to establish the results of the programme. The process will also enable the Service to review whether the implemented programme i.e. skilled labour retention plans are achieving the intended results.

6.9 CONCLUSION

This chapter discussed the challenges faced by the Botswana Police Service in terms of the skilled labour retention model. It was revealed that the Service's use of an all-encompassing strategy had failed to retain its skilled labour. The primary reason for this failure has been the HR department not having a strategy or plan to retain its skilled police officers. Another challenge faced by the Service is the lack of integration and coordination between the HR department and the management team. This implies that current practices to retain skilled labour are not prevalent. The study established that a retention function does not exist. This was a significant finding and explains the high skilled labour turnover rate in the Botswana Police Service. It was concluded that due to these challenges and the lack of a skilled labour retention model, a new strategic model is needed.

In order to develop the integrated skilled labour retention model, an understanding of what a model entails was necessary. A model was defined as: a system of related concepts to describe an idea or phenomenon in order to provide a solution to particular problems and perceive the connection between phenomena and the behaviour exhibited. Based on this definition, a conclusion was reached that a central feature of modern thinking in the social and behavioural sciences is the development and use of formal models. This would assist organisations such as the Botswana Police Service in understanding, influencing, appreciating and predicting a specific phenomenon, in retaining skilled labour. It was concluded that a skilled

labour retention model may assist the Service to understand the implications of skilled labour turnover and to devise strategies, strategic plans and operational or action plans on how to retain its skilled labour. It was concluded that models are useful in assisting an organisation such as the Botswana Police Service to resolve problems facing organisation (skilled labour retention).

Having defined the model and having elaborated on the usefulness of a model, an integrated skilled labour retention model for the Service was developed. The developed model was based on theoretical principles and an empirical study. The model comprised of nine skilled labour retention factors namely: job satisfaction, organisational commitment, work-life balance, remuneration, career management, learning, training and development, work environment, decision-making and management style. The model also incorporated external factors that may have a negative influence on skilled labour retention namely: political, economic, social, technological, environmental and legislative factors (PESTEL factors). The phases or steps of the model were explained to assist the organisation implement the model. The phases of the model are, *inter alia*: The Botswana Police Service's strategic plan, HR plans, assess the current HR capacity, forecast HR requirements, determine the human resources workforce gap analysis, research on skilled labour retention factors, identification and analysis of internal and external factors, implementation of HR retention factors and monitoring and evaluation of HR strategy.

The next chapter discusses the conclusion of the findings and summarises each chapter. It will also be determined whether the objectives and research questions of this study had been reached through the specific methodology that was followed. Furthermore, recommendations are made pertaining to further research on the topic.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

Chapters 2 and 3 focused on skilled labour retention and skilled labour turnover respectively, underlining the theoretical principles thereof, its best practices and the reasons for skilled labour turnover. These discussions were necessary because the purpose of the study was to develop an integrated skilled labour retention model for the Botswana Police Service. Part of the rationale for the development of this model was the following: The high skilled labour turnover rate in the Service, the fact that the Botswana Police Service does not currently have an effective skilled labour retention strategy or plan in place and HRM literature does not make provision for such a model. The theoretical chapters (Chapters 2 and 3) laid the foundation for the empirical research.

Chapters 4 and 5 outlined the results obtained through the empirical research. Chapter 4 outlined and interpreted the results obtained through personal interviews held with the senior managers in the Botswana Police Service. Chapter 5 presented the results obtained through the questionnaire which was distributed amongst the skilled labour in the Service. Chapter 4 focused on the basic conditions of service provided by the Service, as well as certain HR practices, with a view to determine whether these conditions of service and practices contribute towards the retention of skilled labour in the Botswana Police Service. Chapter 5 focused on the research findings related to the specific retention factors identified during the research as well as whether these factors were valid for inclusion in the proposed integrated skilled labour retention model. Nine retention factors were tested with factor analyses and Cronbach's coefficients alpha. For the purpose of this research, the SPSS software programme was used to undertake the factor analysis.

In Chapter 6, a skilled labour retention model was developed. The requirements for model building were outlined in this chapter, whereafter the discussion focused on a skilled labour retention model. Furthermore, the shortcomings of the current skilled labour retention model were outlined, emphasising the need for a new integrated skilled labour retention model at the Botswana Police Service.

In this chapter a summary of the study is provided and the research findings are discussed according to the research objectives of the study. Certain conclusions and recommendations are also made.

7.2 CONTEXT OF THE STUDY

The Botswana Police Service experiences an ever-increasing loss of its skilled labour. From 2005 to 2006 the Service lost 11% of its skilled labour in each year (Batshu, 2009). In 2007 up to 2009 the organisation suffered a loss of more than 12% of its skilled labour per year (Mbulawa, 2009), and a higher skilled labour loss of 13% per year was recorded in the Service during the years 2010 and 2011 (Headman, 2012). The loss of skilled labour in the Service seems to be on the increase. It was recorded in 2013 that the Service had lost 16% of its skilled labour (Molefe, 2013). Amidst the ever-escalating skilled labour turnover, the Botswana Police Service implemented standard conditions of service namely: Employee Assistance Programme (IEAP), Employee External Benefits Programmes (EEBP), and Remuneration Improvement Programmes (ERIP), but the study revealed that these conditions of service had failed to retain the skilled labour in the Botswana Police Service.

The failure of the Botswana Police Service to retain its skilled labour resulted in significant expenses due to the high replacement and training new recruit costs (Mokwaledi, 2009; BPS, 2008:2). It is thus evident that if a robust skilled labour retention intervention is not implemented, the organisation may lose an increasing number of its skilled labour, resulting in the organisation failure to successfully carry out its mandate namely: to secure effective law enforcement services for the citizens of Botswana.

The traditional standard conditions of service, prevalent in the Service, did not only fail to meet the retention of the skilled labour but the designed programmes mostly fell into the “one-size-fits-all” strategy. These programmes did not focus on the retention of skilled labour, therefore, could not be regarded as retention factors. To be effective, skilled labour retention strategies should be specifically targeted at skilled labour to be of value to them. The targeting of skilled labour retention should

form part of the organisations and HR department's strategic plans and these plans should be based on a sound developed skilled labour retention model.

It was important to undertake scientific research of the retention of police officers in the organisation and to integrate these factors into a skilled labour retention model for the Botswana Police Service. Skilled labour retention factors have up to now not been established for the organisation; therefore, pertinent skilled labour needs are not addressed. To retain skilled labour, organisations should understand what skilled labour wants and identify efforts that should be made to address such skilled labour issues. Failure to establish skilled labour needs for the Service has had a significant impediment to successfully retain skilled labour.

It was also revealed during the study that, as far as certain HR practices the organisation had considered as aiding and supporting to retain its skilled police officers, had failed in this respect. The HR activities were: recruitment, performance appraisals, motivation, succession planning, career management, learning, remuneration and training and development. During the interviews held with senior managers in the Botswana Police Service, the abovementioned HR practices were reported as disjointed and inadequately linked to each other. These activities were also not identified in the strategic plan of the HR department as possible retention factors. Therefore, for any strategic factor to be of value for an organisation to retain its skilled labour, those factors should be included in the organisation's strategic plan and its HR plan.

Based on the above skilled labour problems that exist in the Botswana Police Service, the need for a robust and effective skilled labour retention strategy, as presented in a model in the organisation, became eminent. The literature study, theory review, and the empirical results of the study revealed that an integrated skilled labour retention model for the Service should address the factors that were identified as reasons for the high skilled labour turnover. The developed model identified a number of phases, steps, elements and factors that should be included. It also provides structure on how the retention of police officers in the organisation should be implemented. As presented in the model, the process of the retention of skilled labour should be included in the organisation's strategic plan as well as the

HR plan, which should identify the role of the retention of skilled labour in the organisation and its HR department

The research design was based on the qualitative research approach which emphasises the systematic collection, organising and interpretation of scholarly literature and textual material, data gained from interviews, conversations, questionnaires and observations (Malterud, 2001:358). An adoption of a qualitative research design enabled the researcher to: understand the meaning of the phenomenon; the challenges facing skilled labour retention; determine the experiences of the respondents regarding the phenomenon; and endeavoured to understand the participant's beliefs and values. This design was selected because it was the most applicable to develop an integrated skilled labour retention model for the Service.

By implementing a qualitative design, the researcher was able to explore the underlying problems and the reasons for skilled labour's departure from the Botswana Police Service. The researcher also established that through a qualitative design, flexibility was experienced and the model could be easily modified as the study progressed. The qualitative research design was also preferred because it enabled the researcher to remain neutral, objective and distant from the reality studied.

A literature review was conducted that formed the foundation of the analysis of the theories and best practices pertaining to skilled labour retention and model building. The careful examination of literature was an important aspect of this research in order to avoid ambiguity. An empirical study was also undertaken in order to gain information of the perceptions of the senior police officers in the organisation on the retention of skilled labour. The researcher used the data collected to draw conclusions.

The previous chapter presented and explained the integrated skilled labour retention model for the Service. The model was developed based on the literature study and the empirical findings. This chapter concludes the study. In accordance with the aim

of the study, this chapter draws conclusions and provides a summary of each chapter. The chapter also presents recommendations for future research.

7.3 ACHIEVING THE PURPOSE OF THE RESEARCH

The study aimed to attain certain objectives. All the objectives of the study were achieved.

- **The primary objective of the study was to develop an integrated skilled labour retention model that could serve as a guide for the implementation of an effective skilled labour retention strategy for the Botswana Police Service.**

An integrated skilled labour retention model was developed in this study, based on the literature study, the analysis of official documents and the empirical results. The developed model is presented in Figure 7.1 below.

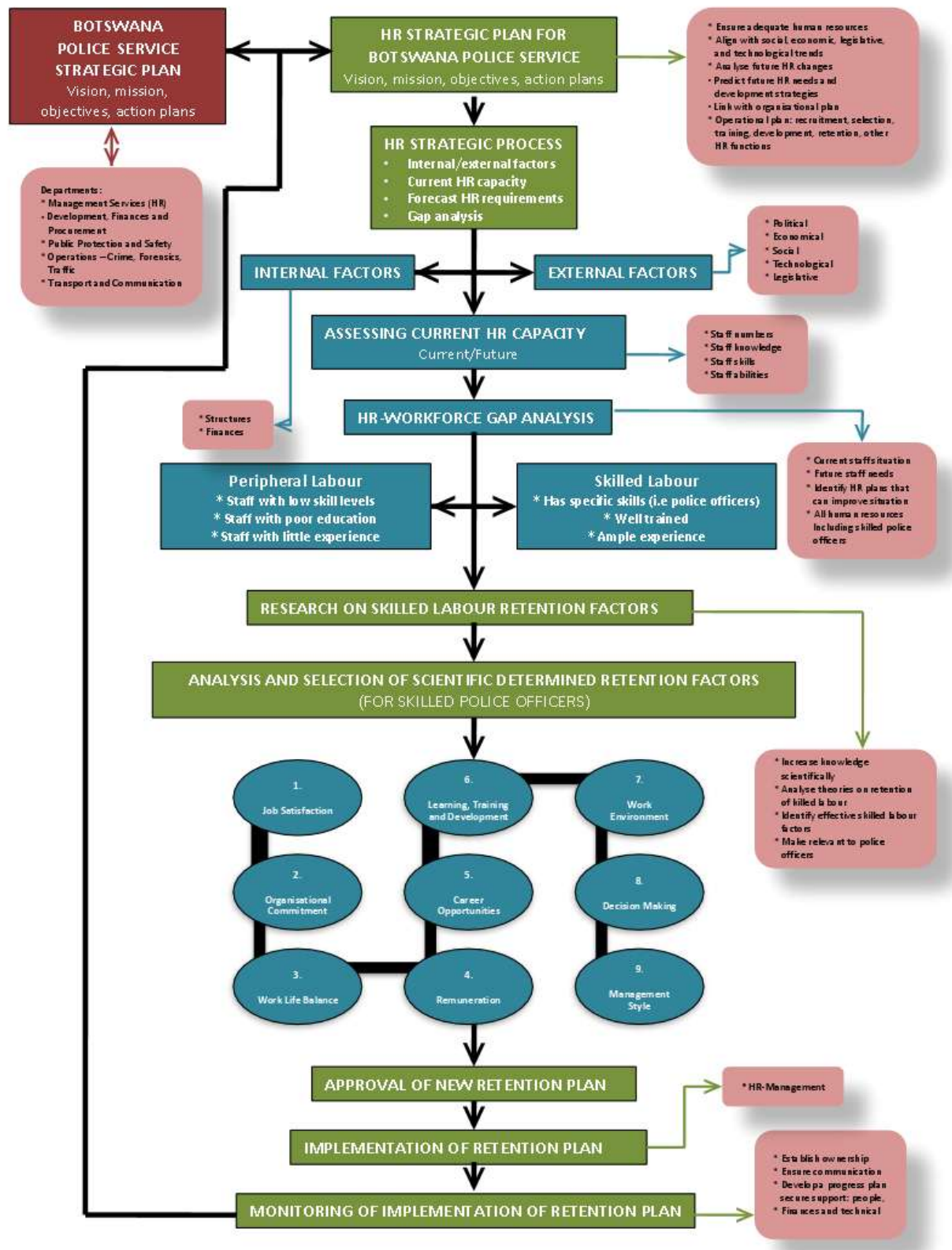


Figure 7.1: An integrated model for skilled labour retention in the Botswana Police Service

(Source: Researcher's own)

The model incorporated and integrated the nine skilled labour retention factors namely: job satisfaction, organisational commitment, work-life balance, remuneration, career management, learning, training and development, work environment, decision- making and management style that were identified as having a positive effect on skilled labour retention in the Service. The core steps in the developed model are:

- Phase 1: Drafting of the Service's strategic plan
- Phase 2: HR plan for the Service
- Phase 3: Role that the HR function plays in an organisation
- Phase 4: HR strategic process
 - Conducting an internal and external environmental scan
 - Internal factors guiding the HR strategic process
 - External factors guiding the HR strategic process
 - Assessing current and future HR capacity
 - HR workforce gap analysis
 - Skilled labour
 - Research on skilled labour retention factors
 - Identification and analysis of scientific determined retention factors
 - Discussion of the nine skilled labour retention factors
 - Approval of the new skilled labour retention plan
 - Implementation of the retention plan
 - Monitoring of the implementation of the skilled labour retention plan

The above steps of the model provide the Botswana Police Service management an understanding on how the model should be implemented. The implementation of the integrated skilled labour retention model should assist the Service to curtail its high skilled labour turnover.

The secondary objectives of this study were also achieved:

- **To establish and analyse the prevailing legislation, policies, theories, principles and best practices on skilled labour and skilled labour retention (Chapter 2)**

The phenomenon of skilled labour was discussed (section 2.2). In order to be described as *skilled* in their occupation, employees must be able to make decisions and solve problems at a required level, demonstrate a natural predisposition to appropriate styles of behaviour and interaction and demonstrate learned knowledge or skills, supported by experience (Netswera *et al.*, 2005:36; Swanepoel, 2008:24). It was concluded (section 2.2) that an organisation needs to retain its skilled labour in order to achieve its set objectives.

Skilled labour retention was defined and discussed (section 2.4) as well as the approaches to skilled labour retention, namely: the boundary less approach, an all-inclusive retention strategy approach and an individualised retention strategies approach. It was concluded (section 2.5) that skilled labour retention is influenced by a set of interrelated HR functions, concerned with how skilled labour can be retained and should be accommodated in the proposed retention model (Scullion *et al.*, 2008:128). The factors that influence skilled labour retention namely: Performance management (section 2.6.1), motivation (section 2.6.2), learning and employee development (section 2.6.3), succession planning (section 2.6.4), career management (section 2.6.5), and organisational design (section 2.6.6), were discussed to give an indication of the role they play in the retention of skilled labour.

- **To establish and analyse the prevailing theories, principles and best practices that clarify the phenomenon skilled labour turnover (Chapter 3)**

The phenomenon of skilled labour turnover was defined and discussed to give a full understanding of what the phenomenon entails. A brief discussion on the psychological contract between skilled labour and organisations (3.3.1) was entered into followed by the significance of understanding of the psychological contract

between employees and management (Zhao *et al.*, 2007:647; Wocke & Sutherland, 2008:528). The different schools of skilled labour turnover namely: the economic school, the psychological school and the school of examining determinants of voluntary skilled labour turnover was also discussed (section 3.3.2). It was revealed that skilled labour turnover in the Service falls within the ambit of the three schools of labour turnover. The skilled labour turnover process was unveiled namely: the rational and instinctual process. The costs associated with skilled labour turnover namely: direct and indirect costs were also expounded upon (section 3.4). The discussion highlighted in detail the skilled labour turnover phenomenon, if left unattended, skilled labour turnover could be very costly to the organisation, not only in the terms of the loss of skilled labour but the organisation may also fail to achieve its set objectives due to the lack of skilled labour, and the surging employee morale amongst the remaining employees (section 3.4).

- **To determine the effectivity of the current arrangements and practises in the Botswana Police Service to retain its skilled labour (Chapter 4)**

The deliberations illustrated how this objective was achieved. The discussion included reviewing official documents and interviews held with senior managers in the Botswana Police Service. The managers unanimously responded that the standard conditions of service and HR practices prevalent in the Service had failed to address the skilled labour retention concern.

It became apparent during the interviews with the senior managers that an effective skilled labour retention strategy was needed to address the turnover that the organisation was experiencing.

- **To utilise Factor Analysis to determine the validity of the identified retention factors relevant for the model and to introduce the Statistical Package for Social Science (SPSS) technique in the analysis of the data obtained from the questionnaires (Chapter 5)**

A detailed presentation of factor analysis and its usefulness in qualitative studies was discussed. Factor analysis is used to reduce and analyse large numbers of data obtained from questionnaires and to identify underlying factors from the data (Field, 2005:639). Researches utilise factor analysis to determine what factors influence responses in a set of questions. An analysis of the questionnaire responses is a complex procedure which requires the use of a specialised software programme such as SPSS (Best & Kahn, 2006:449; Leedy & Ormrod, 2014:349).

Factor analysis is an important tool to validate questionnaires, for instance, whether the factors or questions identified in the questionnaire are valid to use in a model (Chen & Xiao, 2012:1358).

- **To develop an integrated skilled labour retention model for the Botswana Police Service based on the literature analysis and empirical study (Chapter 6).**

The primary objective of this study was to develop an integrated skilled labour retention model for the Botswana Police Service. The model was developed based on the literature study, theory review and the empirical results of the study.

The model served as a guideline for the retention of skilled labour in the Service and other public institutions in Botswana.

The summary of each chapter follows below.

7.4 SUMMARY OF THE CHAPTERS

It is important to keep the objectives of the study in mind because every objective forms the focus and discussion point of the study.

7.4.1 Chapter 1 – Orientation and background

Chapter 1 outlined the introduction to the study which included the background to the study, problem statement, general research question, research questions and

objectives, central theoretical statements and methodology followed by the value of the study. The background discussion and problem statement revealed that the Botswana Police Service is losing its skilled labour at an alarming rate. This problem was addressed through the development and implementation of an integrated skilled labour retention model. It was also noted that a high level of resignations, coupled with the lack of resources, such as finance, has adversely affected the Botswana Police Service to achieve its prime objective: deliver an effective law enforcement service to the public of Botswana.

The research methodology was expounded upon. A literature review was carried out which formed the foundation of the analysis of the theories and best practices pertaining to the retention and turnover of skilled labour. To assist in the development of the skilled labour retention model, the researcher used a semi-structured questionnaire and an open-ended interview schedule. Official documents specifically exit interview forms and organisational policies were analysed. Official documents were analysed and interviews were conducted to establish the impact of the current retention factors in the Botswana Police Service.

7.4.2 Chapter 2 – Skilled labour retention as a phenomenon

The definitions of skilled labour retention were provided. Defining a phenomenon is normally the point of departure of a scientific study. Through the definitions it was concluded that skilled labour retention relates to an organisation's ability to attract, develop and retain a cadre of skilled, independent and mobile employees. Literature also refers to this as talented employees, employees with the potential to develop their skills and competencies and employees with experience (Netswera *et al.*, 2005:36; Velada & Caetano, 2007:283). It was revealed that the Service had implemented recruitment and training processes to ensure that it has well-trained and competent skilled labour, but it was also clear that these processes focused on the functional operational recruitment and training, rather than skills development for career advancement.

To further build a theoretical basis for the study and the chapter, the researcher reviewed relevant literature pertaining to the phenomenon of competency. The

difference between skilled and competent labour was explained and in the process how skilled labour specifically formed the basis of the proposed skilled labour retention model was highlighted. The benefits of skilled labour for an organisation were explained to the Service to emphasise the importance of retention of its skilled labour. Some of the approaches to skilled labour retention were identified and discussed to determine which approaches can assist an organisation to retain its skilled labour. The following approaches to skilled labour retention consist of: boundary-less career approach, the all-inclusive retention strategies approach, the individualised retention strategies approach and the change in HR systems and practices approach. It was concluded that the fourth approach being the “change HR systems and practices approach” was more applicable to this study. In this approach organisations are encouraged through their HR department to change their systems and practices in order to develop and implement skilled labour retention plans that can assist an organisation to retain their skilled labour.

The literature study further revealed that, although HR practices that promote effective skilled labour management namely: recruitment, performance management, motivation, learning and employee development, succession planning, career management, organisational design and HR planning are prevalent in the Botswana Police Service, their implementation neither adhered to the best skilled labour management practices nor focussed on the retention of skilled labour. The literature review also revealed that the above practices lack coherence and they were not integrated and aligned to the organisation’s strategic intent. Consequently, they may not contribute to both skilled labour management and skilled labour retention. It was concluded that these HR practices, if implemented properly, may assist in the retention of skilled labour in the Service. It was emphasised that these HR practices should be integrated in the skilled labour model and implemented in the organisations plan.

The importance for the Service to retain its skilled labour was emphasised because it became evident that the organisation was losing its skilled labour not only to local competitors (public and private), but also to international organisations. The loss of skilled labour resulted in the organisation failing to achieve some of its crucial objectives such as transformational objectives set for the period 2003 to 2009

(Mbulawa, 2009). It was concluded that the skilled labour retention strategy, prevalent in the Botswana Police Service, had failed. This was also the case with its HR department.

7.4.3 Chapter 3: Skilled labour turnover as a phenomenon

This chapter built on the theoretical aspects of skilled labour and concentrated on the meaning of skilled labour turnover through the literature review. The reasons for skilled labour to leave an organisation were established in order to contextualise the labour turnover in the Botswana Police Service. A number of schools of thought on skilled labour turnover were discussed with a view to determine which schools the Botswana Police Service resorted to. The following schools were discussed: economic school, psychological schools and schools which explain the determinants of voluntary skilled labour turnover.

Skilled labour turnover in the Botswana Police Service fell in both the economic and psychological school of thought. The economic school emphasises environmental forces such as skills scarcity, skilled labour supply and demand and availability of career opportunities as the main causes of skilled labour turnover, whilst the psychological school emphasises skilled labour's decision-making, organisational and cultural compatibility, job fit, job satisfaction and commitment as the main causes of skilled labour turnover. Emphasis was also placed on the process that skilled labour normally follows when they leave an organisation. Costs, related to skilled labour leaving the organisation was calculated to determine the sum to replace skilled labour when they leave the organisation. The concern addressed in this chapter did not address the direct financial costs, but rather concentrated on the indirect costs, such as the organisations failure to obtain its goals, which leads to a poor perception of the public.

The responsibility of an organisation to address the retention of its skilled labour in its strategic plan was also discussed. The literature review further revealed that, for an organisation's retention plan and model to be successful, it must be aligned to the organisation's strategic plan. To emphasise this premise, the role of a strategy (organisational and HR) in the retention of skilled labour was discussed. It was

emphasised that a skilled labour model could assist in retaining skilled labour in the organisation and consequently, lower the labour turnover.

Skilled labour refers to employees who have been carefully selected, well-trained and employees that perform to the expectation of both their supervisors and the general public. The chapter revealed that skilled labour is a significant contributing factor to organisational success and therefore, skilled labour in the Service should be retained and managed strategically. Thus, the loss of skilled labour in the Service is not only a setback to the organisation's performance in terms of fulfilling its mandate, but it also has repercussions in terms of the high labour replacement costs.

It was concluded that specific retention factors can be implemented to reduce an organisation's skilled labour turnover. Literature revealed that factors such as: remuneration, career development, job satisfaction, organisation commitment, decision-making, work environment, work life balance, learning, training and development and management style have a significant influence on the retention of skilled labour (Sutherland & Jordaan, 2004:55; Laff, 2006:42; Hansen, 2007:12; Scullion & Collings, 2010:106). It was emphasised that, by participating in implementing these factors, skilled labour could develop a sense of ownership in the activities of the organisation which may increase the skilled labour's confidence therein.

The chapter also revealed that during the last decade, skilled labour retention has become a perplexing problem for both public and private sector organisations. Managing retention and maintaining a skilled labour turnover rate at an acceptable rate is one of the most challenging issues facing organisations (including Botswana Police Service). It was also argued that skilled labour turnover will in all probability worsen in the future. It was recommended that the Botswana Police Service should have an effective and well-integrated skilled labour retention strategy, emanating from a well-researched model.

7.4.4 Chapter 4 – Research findings on the proficiency of current skilled labour retention practices in the Botswana Police Service

The aim of this chapter was to determine whether the Service has arrangements in place to address the phenomenon of skilled labour leaving the organisation at an alarming rate. If such arrangements existed, the researcher intended to determine, through interviewing senior management, why they had failed to retain the skilled labour in the organisation. Through interviews and an analysis of official documents, it was established that the current arrangements applied by the Botswana Police Service were indeed unsuccessful in retaining its skilled labour.

The research methodology, analysis and data collection techniques were discussed. The objective was to determine whether the current skilled labour retention arrangements were in place. The latter interpretations were drawn from the collected data.

The methodology for this study focused primarily on obtaining new data on the success or failure of the Botswana Police Service arrangements to retain skilled labour in the organisation. The two data collection instruments utilised in this chapter was semi-structured interviews and an analysis of official documentation. They explored the same phenomenon which increased the depth and accuracy of the information gained. It also secured that the phenomenon under investigation was analysed from different vantage points. By using the different research data collecting instruments, the researcher adhered to the principles of triangulation. The data gathered through these methods ensured quality information which helped in the validation of the data.

The methodology followed in this chapter included aspects such as: clarification of the objectives of the chapter, the selection of the data collection instruments, determining of the target population and sample grouping, the actual data collection through semi-structured interviews and analysis of official documentation and the analysis of the data. This was followed by reporting the results.

The empirical research revealed that the Service relies on traditional incentives and benefits to retain its skilled labour, namely: Employee Assistance Programme (IEAP), Employee External Benefits Programmes (EEBP), and Employee Remuneration Improvement Programmes (ERIP). It was further revealed that the organisation applied them across the board to all police officers and did not only target skilled labour. The above incentives were considered insufficient to retain skilled labour and could not be classified as skilled labour retention factors. The chapter concluded that the above incentives should at the most be considered as standard conditions of service because most fall within the realm of traditional benefits. It was also found that the Botswana Police Service had not demarcated its workforce into core and peripheral employees, as required in order to develop targeted skilled labour retention strategies. The all-encompassing approach followed by the Service had failed to address skilled labour retention.

7.4.5 Chapter 5 – Validation of the retention factors through factor analysis: SPSS software programme

This chapter presented the empirical results of the study with specific reference to the literature study, the implementation of the questionnaire as well as the analysis of the data through statistical techniques. The questionnaires enabled the researcher to take a broad view of the research problem. The primary purpose of this chapter was to determine whether the identified retention factors, which was established through the literature review (chapters two and three), were valid to develop the proposed skilled labour retention model for the Service. This was determined through factor analysis which is a well-known technique to validate the retention factors. A qualitative study and a quantitative technique (SPSS) were implemented with the assistance of the NWU-Statistical Services to analyse the data gathered through the questionnaires.

The use of the SPSS as a scientific data analysis method was discussed in-depth in this chapter. It was concluded that SPSS is being increasingly recognised as a computer programme that qualitative researchers in the social sciences use to handle substantial numbers of data in their research as was the case in this research. Through the use of SPSS, the large amount of data in this study and the

coding was easily managed. A conclusion was reached that SPSS assist social researchers to compute the collected data that represent the processes and then use the data to build statistical models. These models could be used to make predictions about a phenomenon being studied. The SPSS statistical technique was used to make predictions about the development of an integrated skilled labour retention for the Botswana Police Service.

7.4.6 Chapter 6 – An integrated skilled labour retention model for the Botswana Police Service

The actual skilled labour retention model for the Service was developed, based on the information gathered throughout the study. A study of what a model constitutes was undertaken to introduce the development of the skilled labour retention model for the organisation. This included defining what a model refers to, describes that a model is an idea or phenomenon presented visually, the purpose of theory building, how models are constructed, that it assists in the explanation or solution of particular problems and models indicate the connection between phenomena and theory. Given the above, it was concluded that an integrated skilled labour retention model may assist the Service to clearly understand the implications of skilled labour turnover and to devise strategies and plans on how to retain skilled labour.

The problems and challenges faced by the Botswana Police Service as far as skilled labour retention is concerned were summarised. The primary problem pertaining to skilled labour retention in the Service was that the organisation and its HR department did not include the retention of skilled labour in its strategic plans. The model, therefore, specifically elaborated on this aspect. Care was taken to develop a skilled labour retention model that was founded on a reliable literature study and empirical exercise.

The role of the Botswana Police Service management team in the development of a strategic plan for the organisation was explained, which took the development of an HR strategy into account. The HR strategy must include the retention of skilled labour activities. The inclusion of the skilled labour retention function in the HR

strategic plan should attend to the following (See the phases in the new retention model: Table 6.5):

- How the HR strategy should be developed;
- The influence of internal and external environment factors on the development of the strategic plan;
- Why the current HR capacity should be determined;
- Why the future HR needs should be determined;
- How to address the gap between current and future HRneeds;
- Explanation of what skilled labour is;
- Research to identify and analyse retention factors;
- Make the identified retention factors applicable to the organisation;
- Approval and implementation of the retention factors; and
- Feedback on the successful implementation and monitoring of the retention factors.

This framework was also discussed and explained in this chapter to clarify the meaning and importance of each phase of the skilled labour retention model.

7.4.7 Chapter 7 – conclusions, summaries and recommendations

This chapter provided the conclusions, summaries and recommendations of the research. This chapter outlined the main arguments and conclusions per chapter. The recommendations for future research were also included.

7.5 RECOMMENDATIONS

It is recommended that the following phenomena be addressed and analysed for further scientific research.

7.5.1 Recommendations to conduct further research

Recommendation one: Although a qualitative study, the researcher made use of a quantitative technique (SPSS) through the guidance of the NWU-Statistical Services to analyse the data gathered by means of the questionnaire. It was concluded that SPSS as a statistical technique can be recognised as a computer programme that qualitative researchers can use to handle substantial numbers of data in their research. It was discovered that SPSS is an ideal technique for researchers in the Social Sciences to compute the collected data that represents the processes and then use the data to build statistical models. These models can be used to make predictions about the phenomenon being studied.

The researcher was, however, faced with the problem that this technique is not freely discussed from a Social Sciences point of view. Discussions and scholarly material on the technique is abundantly available in disciplines where statistics plays an important role, such as the Natural Sciences or Economic subjects. This complicates the utilisation of the SPSS statistical technique in Social Sciences. If the technique is made more user friendly for Public Administration and the Social Sciences at large, it will be a huge step forward for researchers to scientifically analyse their data.

Recommendation two: Human resource literature reflects that HR retention factors, such as remuneration, career development, job satisfaction, organisation commitment, decision-making, work environment, work-life balance, learning, training and development and management style do have a significant influence to retain skilled labour in the organisation (Sutherland & Jordaan, 2004:55; Laff, 2006:42; Hansen, 2007:12; Scullion & Collings, 2010:106). It was emphasised in this study that by implementing these factors, skilled labour will develop a sense of ownership in the activities of the organisation and this may increase skilled labours confidence in the organisation and their work and they may ultimately choose to remain in the Service.

However, according to literature, it is unclear what the specific value of each one of these factors is in the retention of skilled labour. In other words, are some of the factors more important than others and will they have a greater influence on skilled

labour retention than others in an organisation. When analysing the data on retention factors it became clear that job satisfaction was regarded as important to retain skilled labour. A scientific study can shed more light on this aspect and it will be valuable for organisations to be aware which of the identified retention factors follow in importance. Since the development implementation of retention factors is an expensive commodity, organisations may want to implement the retention factors over time and in line with budgetary constraints.

Recommendation three: A significant number of researchers indicated that the performance of skilled labour and the performance of an organisation is inexorably linked (DeNisi & Pitchard, 2006:77). This means that the performance of skilled labour is necessary for an organisation to reach its objectives. However, empirical research suggests that organisations do not only have a problem with skilled labour who are deliberately poor performers, but also have problems when skilled labour leaving the organisation in large numbers (Sripirabaa & Krishnaveni, 2009:943). In this instance, the remaining skilled labour will not be able to cope with volume of tasks that must be undertaken. This in itself is problematic but an ‘undercover’ or rarely identifiable problem that also has an influence on the activities of organisations and its staff is the following: Skilled labour leaving the organisation is not an overnight decision, it is a decision taken over time. The decision-line or process is: Low job satisfaction followed by low commitment, an intention to quit that may last for months, the labour market would be analysed to search for opportunities, and finally, the actual resignation.

The ultimate problem that researchers can focus on in research, is the influence that the process of leaving the organisation has on the organisation, worker and peers. Research can present organisations with this information. It is indicated that during the process of the skilled labourer leaving the organisation, the skilled labourer’s productivity decreases due to a lack of commitment (Inkpen & Tsang, 2005:553). The labourer in the process has a negative influence on his or her peers and their satisfaction levels may also become negative towards the organisation (Walters & Raybound, 2007:144). There is ample room to elaborate on this phenomenon and research will clarify the issue in detail.

Recommendation Four: It has been determined through the study that there are specific reasons why skilled labour is leaving the Service. Most of these reasons are documented and the proposed retention model for the organisation focuses on these reasons. It is included as retention factors in the model. A dilemma that was identified is that the exit strategies of the skilled labour from the organisation can be rational or irrational. A rational exit factor is a well thought through process by the skilled employee and a well-structured and planned exit (Ongoro, 2007:49; Morrell & Arnold, 2007:1683). An irrational exit from the organisation normally indicated a disorganised process of ill-fated decisions that may haunt the employee in future (Holtom *et al.*, 2005:337). Many of the reasons for this are also well-documented. How an organisation and its HR department should manage these two strategies is unclear. What arrangements, structures, programmes models should be put into place to scientifically address rational and irrational resignations in an organisation? In other words is it possible to change the perceptions, motives and mind-sets of skilled labour in order to keep them in the organisation? These are questions that could be addressed through further research.

7.5.2 Recommendations for the Botswana Police Service

The following are recommendations that the Botswana Police Service can adopt. The focus of these recommendations is on the implementation of the new model for skilled labour retention in the organisation:

Recommendation one: The organisation must coordinate its strategic plan as soon as possible with the HR departments' plan. No organisation can have an effective HR function if such a function does not form part of the organisations vision, mission and objectives (Rucci, 2004:13; DPSA, 2008:21). The organisations management team and the HR management team are responsible for ensuring that the Service's HR department plays a strategic role in the organisation. Failure to incorporate the HR function in the strategic planning process of the organisation will continue to result in it being isolated and their functions being managed in silos without the desired effect on the organisational objectives. A well-integrated HR strategy and plan will ensure that its department plays an active and value-adding role as far as the achievement of organisational success is concerned (DPSA, 2008:21). An

organisation's HRM strategic plan must be aimed at achieving of the organisation's strategic objectives (Kruger, 2007:3). This is only probable through the alignment and integration of an HR strategy and plan with the organisation's strategy that an effective skilled labour retention strategy such as the proposed in this study and presented as part of a model (Rucci, 2004:13).

Recommendation two: If the organisation's management team agrees with the importance of the skilled labour retention model for the organisation, the HR department will have to implement the model. The HR department of an organisation is considered as the change agent and in most instances its officials would have been trained to implement change processes. It is of utmost importance that only those who have been trained on implementation of change processes are used to implement the change process. A change process creates much uncertainty to employees and well-trained change agents should be able to address the uncertainties effectively to ensure that the envisaged change achieves the desired goals.

Recommendation three: It is necessary for the HR department of the Service to establish the team to undertake the implementation. Insufficient specialists in the HR department to undertake the implementation will be a serious challenge. A suggestion in this regard is to hire a consultant who is well-versed with the implementation of models to train the selected Service "implementation team" which should comprise of HR officials. It is crucial that employees are selected from various departments because the skilled labour strategy may be misconstrued if the individuals on the team are not representative of each department. It will also be beneficial, where possible (skills and experience permitting) that the implementation team comprises of employees from non-management and management in order to gain the buy-in of the employees. The selected team should then be fully trained by the consultant before the team embarks on the implementation of the skilled labour retention model. The importance of having a well-trained internal implementation team is that unlike the consultant, the team will always be available to resolve problems that may arise during the course of implementation as opposed to having the consultant undertaking the implementation. The consultant can only be available

for a set time period of time because it is costly to have a consultant employed on a full-time basis.

Recommendation four: The HR department must take responsibility for the implementation of the skilled labour retention model, in coordination with line managers. The HR department serves as a change agent and driver of the process. It is important that the HR department accepts responsibility to ensure that the model is implemented effectively and consistently throughout the organisation to ensure that the desired objectives of the model are achieved.

7.6 CONCLUSION

In this study an integrated skilled labour retention model was developed for the Botswana Police Service based on the literature study, theory review, and the empirical results of the study. The model incorporated the nine skilled labour retention factors that have a positive effect on skilled labour retention. The nine factors are, *inter alia*, remuneration, career development, job satisfaction, organisation commitment, decision-making, work environment, work-life balance, learning, training and development and management style.

The different steps of the developed model depicted in chapter 6 (section 6.4) was explained to enable the Service to implement it successfully. A conclusion was reached that the Service should implement the new retention model without delay to address the progressively high skilled labour turnover in the organisation. The immediate implementation of the new model is necessary so that the implementation process is not overtaken by other events that distract the importance of the retention of skilled labour (Kong, 2008:283; Bhasin, 2010:1).

In order to develop a scientifically researched and scholarly model in social science, it is important that a scholarly literature review is conducted accompanied by a theoretical discussion of the phenomenon under review. The empirical results of the study should be taken into consideration. The necessary processes were conducted to ensure that the proposed model is both scholarly and relevant to address the skilled labour turnover in the Botswana Police Service.

The SPSS which is a statistical research technique can be recognised as a computer programme that qualitative researchers can use to handle substantial amount of data. It was revealed that SPSS is an ideal technique for researchers in the Social Sciences to compute the collected data that represents the processes and use the information to build models similar to the one that was presented in this study.

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ANNEXURE A:

INTERVIEW: CONSENT FORM

TOPIC: AN INTEGRATED MODEL FOR SKILLED LABOUR RETENTION FOR BOTSWANA POLICE SERVICE

Dear Respondent

My name is Vincent Mothupi (13212044) and I am currently reading towards a Doctorate in Public Administration at the North West University (NWU) at the Potchefstroom Campus. As part of the research, I am required to conduct a survey which requires your participation. The selection is based on your skills, competency and experience as a senior manager in the Botswana Police Service.

The first objective of the study is to determine whether the retention factors that have been identified through a literature study will assist the Botswana Police Service to retain its skilled labour and consequently, lower the current high skilled labour turnover rate. The second objective is to determine the current arrangements in the organisation that may assist in the retention of skilled labour. The purpose of the interview is to establish your perception on the proficiency of specific arrangements in the organisation that focuses on the retention of skilled labour.

The information obtained from you through the interview will be used only for the purposes of this study. Furthermore, information provided by you during the interview may be presented in your name in the final thesis document. Therefore, your anonymity cannot be secured. However, the researcher undertakes to handle all information with the strictest of confidentiality and no malignant comments will be made.

PARTICIPATION DECLARATION

I _____ hereby voluntarily grant permission to participate in the study. I understand my right to choose whether to participate in the study or not and that the information furnished by me will be treated with the greatest

confidentiality. I also understand that the researcher cannot secure confidentiality when the results of the interviews are reported. I understand that I am allowed to withdraw from the study at any time without been penalised in any way. It is also my understanding that the study could assist my organisation in retaining its skilled labour as far as possible.

Vincent Mothupi (Researcher)

ANNEXURE B

SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE

This semi-structured interview questions serves as a data collection method for this PhD thesis titled: **An integrated model for skilled labour retention for Botswana Police Service**. These questions were compiled for the benefit of the researcher. The same question will be posed to each participant.

Participation in this interview is voluntary. The researcher undertakes to avail the findings of the study to the Botswana Police Service management. However, the Service is under no obligation to implement the findings or any part thereof.

The interview comprises of four sections, viz. **Section I** deals with current internal employee assistance programme prevalent in the Botswana Police Service (IEAP) and **Section II** deals with Employee External Benefits Programmes (EEBP). **Section III** deals with Employment Remuneration Programmes (ERIP) and **Section IV** deals with the determination whether the current HR practices in the organisation might enhance skilled labour retention in the Service.

SECTION I: INTERNAL EMPLOYEE ASSISTANCE PROGRAMME (IEAP) PREVALENT IN THE BOTSWANA POLICE SERVICE

Does the following IEAP programme play a positive role in the retention of skilled labour?

1. The Botswana Police Service annual training plan

SECTION II: EMPLOYEE EXTERNAL BENEFITS PROGRAMMES PREVALENT IN THE BOTSWANA POLICE SERVICE (EEBP)

Do the following employee external benefit programmes play a positive role in the retention of skilled labour?

1. Housing scheme

2. Car scheme
3. The Botswana Police Service Funeral Scheme
4. Medical aid scheme
5. Pension Fund

SECTION III: EMPLOYEE REMUNERATION IMPROVEMENT PROGRAMMES (ERIP) PREVALENT IN THE BOTSWANA POLICE SERVICE

Do the following ERIP programmes play a positive role in the retention of skilled labour?

1. Professional and technical allowance
2. Overtime allowance
3. Subsidised water and electricity
4. Free accommodation
5. Promotions
6. Transfers
7. Merit increases
8. Leave concession
9. Parallel progression

SECTION IV: CURRENT APPLICATION OF HR PRACTICES THAT SEEK TO ENHANCE SKILLED LABOUR RETENTION IN THE BOTSWANA POLICE SERVICE

Do the following current HR practices play a positive role in the retention of skilled labour?

1. Recruitment in the Botswana Police Service
2. Performance appraisals in the Botswana Police Service
3. Motivation of employees in the Botswana Police Service
4. Succession planning in the Botswana Police Service
5. Career management in the Botswana Police Service
6. Human resources planning in the Botswana Police Service
7. Learning in the Botswana Police Service
8. Remuneration in the Botswana Police Service
9. Training and development in the Botswana Police Service

THANK YOU FOR YOUR WILLINGNESS TO PARTICIPATE

ANNEXURE C:

RESEARCH PARTICIPATION CONSENT FORM

TOPIC OF RESEARCH: AN INTEGRATED MODEL FOR SKILLED LABOUR RETENTION FOR BOTSWANA POLICE SERVICE

Dear Respondent

My name is Vincent Mothupi (13212044) currently studying for a Doctorate in Public Administration at the North West University (NWU), Potchefstroom Campus. As part of the research, I am required to conduct a study which involves a survey and you have been selected to participate therein. You have been randomly selected to complete the attached questionnaire.

The primary objective of the study is to determine whether identified retention factors that will be included in the proposed model are valid. A secondary objective is to determine the current arrangements in the organisation to assist with the retention of skilled labour (identified through a literature study) in the Botswana Police Service in order to reduce the high skilled labour turnover rate.

The questions asked in the questionnaire focus on the following retention factors: *Job satisfaction, organisational commitment, work life balance, remuneration, career opportunities, learning, training and development, work environment, decision making and management style*. Your answers will assist to validate of these questions. The selected retention factors will be included in the retention model for the Botswana Police Service.

The attached questionnaire is divided into two sections, namely: Section A (Biographical information) and Section B (actual questions). To complete the questionnaire will require 15 minutes of your time and the success of the study will to a large extent rest on the information provided by you. It will be appreciated if you can complete the questionnaire under the guidance of the assistant and return it to him or her on completion.

The information obtained through the survey will be confidential and used only for the purpose of the study. The results of the study will be used in a collective presentation thereby guaranteeing anonymity.

PARTICIPATION DECLARATION

I _____ hereby voluntarily grant permission to participate in the study. I understand my right to choose whether to participate in the study or not and the information furnished will be treated confidentially. I also understand that I am allowed to withdraw from the study at any time without being penalised in any way. It is also my understanding that the study will assist my organisation to retain its skilled labour as far as possible.

Kind regards

Vincent Mothupi (Researcher)

APPENDIX D

QUESTIONNAIRE

This questionnaire serves as one of the data collection methods for a PhD thesis entitled: **An integrated model for skilled labour retention for Botswana Police Service.**

The questionnaire comprises of two (2) sections, viz. **SECTION A: BIOGRAPHICAL INFORMATION AND SECTION B: NINE (9) RETENTION FACTORS.** Section A deals with biographical information and Section B with the nine retention factors that allegedly contribute towards effective skilled labour retention in an organisation.

B.1 Retention factor one: Job Satisfaction

B.2 Retention factor two: Organisational commitment

B.3 Retention factor three: Work-Life balance

B.4 Retention factor four: Remuneration

B.5 Retention factor five: Career development opportunities

B.6 Retention factor six: Learning, training and development

B.7 Retention factor seven: Work environment

B.8 Retention factor eight: Decision-making

B.9 Retention factor nine: Management style

Instructions:

- (i) Please answer all the questions in Section A and B.
- (ii) Circle the number in Section A that corresponds to your current status.
- (iii) Indicate your choice in Section B with an X in the relevant box.
- (iv) The choices to select from in Section B are: Strongly disagree (1), Disagree (2), Agree (3) and strongly agree (4).
- (v) Please be honest when responding.

SECTION A: BIOGRAPHICAL INFORMATION (This section will provide the researcher information on the profile of the respondents)

Circle the number that corresponds with your current status in the organisation.

1. Rank

Constable	1
Sergeant	2
Sub Inspector	3
Inspector	4
Assistant Superintendent	5
Superintendent	6
Other (specify).....	7

2. Gender

Male	1
Female	2

3. Highest educational level

Junior Certificate (JC)	1
O Level	2
Certificate	3
Diploma	4
Degree	5
Master's Degree	6
Doctorate	7
Other	8

(specify).....	
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4. Age group

18 - 24 years	1
25 – 31 years	2
31 +	3

5. Length of Service

1 – 5 years	1
6 – 10 years	2
10+	3

SECTION B: THE NINE (9) RETENTION FACTORS (This Section will provide the researcher with information on the validity of the nine identified retention factors for inclusion in the skilled labour retention model).

Indicate with a (X) (1-4) where you evaluate the following nine retention factors:

Retention factor 1: Job Satisfaction

Job satisfaction as a retention factor has to do with the level of contentment of the employee in his/her work environment.

		Strongly disagree	Disagree	Agree	Strongly agree
		1	2	3	4
B1	I am content with my organisation.				
B2	I am happy in my work as police officer.				
B3	I am a satisfied police officer.				

		Strongly disagree	Disagree	Agree	Strongly agree
B4	My peers are valuable to me.				
B5	To go to work is a positive experience to me.				

Retention factor 2: Organisational commitment

Organisational commitment as a retention factor has to do with an employee's emotional bond with the organisation.

		Strongly disagree	Disagree	Agree	Strongly Agree
		1	2	3	4
C1	I have a strong emotional attachment to the organisation.				
C2	I have a strong psychological bond with the organisation.				
C3	I feel that the organisation values me as police officer.				

Retention factor 3: Work-Life balance

Work-life balance as a retention factor has to do with an employee experiencing satisfaction in both his work and family life without one dominating the other.

		Strongly disagree	Disagree	Agree	Strongly agree
		1	2	3	4
D1	My work schedule allows me to have a good social life.				

		Strongly disagree	Disagree	Agree	Strongly agree
D2	I spend enough time with family.				
D3	My relationship with my college is stressful because of my work-life balance situation.				

Retention factor 4: Remuneration

A good remuneration package as a retention factor has to do with an employee been satisfied with his/her monthly income.

		Strongly disagree	Disagree	Agree	Strongly agree
		1	2	3	4
E1	I will leave the organisation for a better salary.				
E2	Better financial benefits will keep me in the organisation.				
E3	A good salary will give me job satisfaction.				

Retention factor 5: Career development opportunities

Career development opportunities, as a retention factor, relates to the level that the organisation has sound career plans for its employee's.

		Strongly disagree	Disagree	Agree	Strongly Agree
		1	2	3	4
F1	My career opportunities in the organisation are clearly				

	spelled out to me.				
F2	There is a clear development plan for me.				
F3	There are clearly defined promotional criteria available to me.				
F4	I will leave the organisation if my development aspirations are not met.				
F5	It is important for me to develop my skills to get promotion.				

Retention factor 6: Learning, training and development

Learning, training and development as a retention factor is when an organisation establishes programmes that will improve employee's skills and competencies.

		Strongly disagree	Disagree	Agree	Strongly Agree
		1	2	3	4
G1	Learning, training and development opportunities will feel me more attached to the organisation.				
G2	Learning, training and development programmes will create a feeling of obligation towards the organisation.				
G3	A lack of learning, training and development				

		Strongly disagree	Disagree	Agree	Strongly Agree
	opportunities in the organisation will make me want to leave the organisation.				

Retention factor 7: Work environment

Work environment as a retention factor refers to the organisations ability to establish a conducive physical and psychological work environment for its employee's.

		Strongly disagree	Disagree	Agree	Strongly agree
		1	2	3	4
H1	The guiding role of my supervisor is very important to me.				
H2	A comfortable work environment will keep me in the organisation.				
H3	I will go to a new organisation if the work environment it pleasant.				

Retention factor 8: Decision-making

Decision-making as part of the supervisory levels planning processes means that employee's ideas are important to the organisation.

		Strongly disagree	Disagree	Agree	Strongly Agree
		1	2	3	4
I1	I am regularly asked by my superiors to give advice on police work.				
I2	My supervisor's ability to make good decisions rests on my participation in the decision-making process.				

Retention factor 9: Management style

A management style where supervisors take the level of abilities (skills) of the employees into account in the management process to assist in the retention of such employee's.

		Strongly disagree	Disagree	Agree	Strongly agree
		1	2	3	4
J1	The management style of my supervisor is a contributing factor in my productivity.				
J2	The management style of my superiors drives me away from the organisation.				

THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION!!!