



NORTH-WEST UNIVERSITY  
YUNIBESITHI YA BOKONE-BOPHIRIMA  
NOORDWES-UNIVERSITEIT

**GRADUATE SCHOOL OF BUSINESS AND GOVERNMENT LEADERSHIP**

**Talent Retention Management: A Case Study of Registrar of Companies and Intellectual Property (ROCIP) in Botswana**

**Keitumetse Modimakwane**

**16680081**

**Dissertation submitted in partial fulfillment of the requirements for the degree Master of Business Management at the Mafikeng Campus of the North-West University**

**Supervisor: Professor Stephen Kapunda**

**November 2013**

<b>LIBRARY MAFIKENG CAMPUS</b>
Call No.: 2015 -09- 10
Acc. No.: 15/0171
<b>NORTH-WEST UNIVERSITY</b>

## DECLARATION

I, Keitumetse Modimakwane, do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the acknowledgements and references and by comments included in the body of the report, and that it has not been submitted in part or full for any other degree to any other university.

11th November 2013

---

Student Signature

Date

## ACKNOWLEDGEMENTS

It has been a long uphill road from the day I read a North-West University article on MBA study offer to this moment and I will not have managed without the support, guidance and support of the following

-My research lecturer and supervisor Professor Stephen Kapunda , for his quick feedback, thorough analysis, patience in guiding and assisting me from the conception of this study through to its completion under difficult situations due to the work/study imbalance. I have learnt a lot and appreciate his suggestions for corrections and adjustments to the research. May the great God bless and enrich him to empower more people and students.

-The management and the professional North-West University lecturers for tirelessly assisting me throughout this course. It was an admirable experience to study at an efficient and well organised institution of North-West University's calibre, keep educating the world.

-My husband Tumelo Charles Ketshotseng and daughter Lebopo for the sacrifices of sleeping without seeing me most of the long nights and for encouraging me to believe that I can do it. You shall forever hold a special place in my mind for sharing the vision and I shall forever be grateful. .Your unconditional love and understanding is beyond belief, thank you.

-To my employer, Registrar of Companies and Intellectual property for allowing me to use their facilities and giving me study leave days for examinations.

-Mr TadiosMunodawafa for the data analysis expertise that has seen raw data convert to a properly presented statistical analysis, God bless you.

-Finally, the Almighty God for the strength, protection and wisdom He granted me throughout this study.

## ABSTRACT

The focus of this study was on talent retention management. The objectives of the study were-to use theories of motivation to identify those factors which organisations use to retain employees; to determine the underlying reasons why employees in the civil service in general and in the Registrar of Companies and Intellectual Property(ROCIP) in particular decide to leave their civil service employment; to determine if there is any strategy in place to retain staff in the ROCIP, and to recommend how such retention strategies can be implementation at ROCIP.

The study adopted a mixed approach involving both qualitative and quantitative inputs from study participants. A questionnaire was used as the research instrument and was distributed to about 120 employees in various divisions at ROCIP. A total of 89 questionnaires were completed and returned to the researcher. A statistical tool (Statistical package for Social Sciences, Version 20.0) was used to capture and analyse the responses from ROCIP employees through frequency tables, bar charts, means and standard deviations.

The key findings were that poor pay and benefits impact on ROCIP's bid to retain talent within its structures. Other factors which resulted in migration of skilled employees to other sectors were lack of career development within government structures, lack of induction and training, lack of job flexibility, dissatisfaction with line management and unfair treatment.

The study recommended that the Botswana government should come up with clear strategies to nurture and retain talent especially at departments like ROCIP. Such strategies should include raising salaries and benefits especially for skilled employees within government departments. Experts on human resources should be roped to help in this aspect and should reach out to all stakeholders such as employees, ROCIP management, supervisors and government representatives.

**Key words: ROCIP, talent retention management, motivation.**

3.3 Motivation.....	15
3.3.1 Strategies of Motivating Workers.....	16
3.4 Job Satisfaction.....	18
3.5 Organisational Commitment.....	19
3.6 Summary.....	21
4 Research Design and Methodology.....	22
4.1 Introduction.....	22
4.2 Research Design and Methodology.....	22
4.2.1 Research Methodology/Philosophy.....	22
4.2.2 Research Approach.....	23
4.2.3 Research Strategy.....	23
4.2.4 Research Choice.....	23
4.2.5 Research Time Horizon.....	24
4.2.6 Research Techniques and Procedures.....	24
4.3 Population and Sampling Strategy.....	24
4.3.1 Sampling Techniques.....	25
4.4 Research Instrument.....	25
4.4.1 Questionnaire Construction.....	26
4.4.2 Pilot Study.....	27
4.4.3 Administration of the Questionnaire.....	27
4.4.4 Collection of the Questionnaire.....	28
4.5 Data Analysis.....	28
Statistics such as means and standard deviations were also incorporated into the analysis to enhance statistical rigour.....	29
4.6 Validity and Reliability.....	29
This section discusses validity and reliability and how the researcher dealt with these two challenges.....	29
4.6.1 Validity.....	29

## Table of Contents

DECLARATION .....	i
ACKNOWLEDGEMENTS.....	ii
List of Tables .....	viii
List of Figures.....	ix
List of Acronymns .....	x
Chapter 1 Introduction .....	1
1.1 Background of the study .....	1
1.2 Statement of the Research Problem .....	4
1.3 Research Objectives.....	5
1.4 Research Questions.....	5
1.5 Study Hypotheses.....	6
Hypothesis 1.....	6
Hypothesis 2.....	6
Hypothesis 4.....	6
1.6 Significance of the Study .....	6
1.7 Format of the Study .....	7
1.8 Conclusion .....	8
Chapter 2 Overview of Talent Retention Management in Botswana .....	9
2.1 Introduction.....	9
2.2 General Approach .....	9
2.3 A Case Study of Register of Companies and Intellectual Property (ROCIP).....	9
2.4 Conclusion .....	12
Chapter 3 Literature Review .....	13
3.2 Approaches to Talent Management .....	13
3.2.1 Definitions and Concepts.....	13
3.2.2 Employee Satisfaction and Talent Retention Strategies .....	14

4.6.2 Reliability .....	30
4.7 Delimitations and Limitations of the Study .....	30
4.8 Ethical Considerations .....	31
4.9 Conclusion .....	31
The next chapter, Chapter 5, focuses on analysis of results and discussion of findings. ....	31
CHAPTER 5 .....	32
ANALYSIS OF RESULTS AND DISCUSSION OF FINDINGS .....	32
5.1 Introduction.....	32
SECTION A BIOGRAPHICAL INFORMATION .....	32
5.1 Gender of Respondent.....	32
5.2 Age Group.....	33
5.3 Highest Qualification .....	34
5.4: Job Position of Participant .....	35
5.5 Work Experience .....	36
SECTION B FACTORS INFLUENCING YOU TO KEEP YOUR JOB AT ROCIP .....	37
5.6 Your Induction .....	37
5.7 Your Training and Developing Received at ROCIP.....	38
5.8 Opportunities for Career Development and Promotion .....	39
5.9 Your Job.....	40
5.10 Work Relationships.....	41
5.11 Your Supervision .....	42
5.12 Your Work/Life Balance.....	43
5.13 Your Pay and Benefits .....	44
SECTION C INTENTION TO LEAVE ROCIP .....	45
5.14 Priority 1 .....	45
5.15 Priority 2 .....	46
5.16 Priority 3 .....	47

5.17 Priority 4 .....	48
5.18 Priority 5 .....	49
5.19 Priority 6 .....	50
5.20 Priority 7 .....	51
5.21 Priority 8 .....	52
5.22 Priority 9 .....	53
5.23 Priority 10 .....	54
5.24 Priority 11 .....	55
5.25 Summary of Findings.....	56
CHAPTER 6 CONCLUSIONS AND RECOMMENDATIONS .....	59
6.1 Introduction.....	59
6.2 Findings from the Study.....	59
6.3 Findings from Literature Review.....	59
6.4 Findings from Primary Research .....	60
6.5 Conclusions.....	62
6.6 Recommendations.....	65
6.7 Action Plan.....	66
6.8 Conclusion .....	66
References.....	67
APPENDICES .....	72
Appendix A: Permission Letter from North-West University.....	72
Appendix B – Permission Letter from ROCIP .....	73
Appendix D Research Instrument.....	75

## List of Tables

Table 3.1: Study Sample .....	30
Table 5.1: Gender of Respondent .....	32
Table 5.2: Age Group .....	33
Table 5.3: Highest Qualification.....	34
Table 5.4: Job Position of Participant.....	35
Table 5.5: Work Experience .....	36
Table 5.6: Your Induction.....	37
Table 5.7: Your Training and Developing Opportunities.....	38
Table 5.8 Opportunities for Career Development and Promotion.....	39
Table 5.9: Your Job.....	40
Table 5.10: Work Relationships .....	41
Table 5.11: Your Supervision .....	42
Table 5.12: Your Work/Life Balance .....	43
Table 5.13: Your Pay and Benefits .....	44
Table 5.14: Priority 1 .....	45
Table 5.15: Priority 2 .....	46
Table 5.16: Priority 3 .....	47
Table 5.17: Priority 4 .....	48
Table 5.18: Priority 5 .....	49
Table 5.19: Priority 6 .....	50
Table 5.20: Priority 7 .....	51
Table 5.21: Priority 8 .....	52
Table 5.22: Priority 9 .....	53
Table 5.23: Priority 10 .....	54
Table 5.24: Priority 11 .....	55

## List of Figures

Figure 1: Enforcing Contract, time (days).....	10
Figure 2: Starting a business, time (days).....	11
Figure 3: Starting a business, procedures (number).....	12
Figure 5.1: Gender of Respondent.....	33
Figure 5.2: Age Group.....	34
Figure 5.3: Highest Qualification.....	35
Figure 5.4: Job Position of Participant.....	36
Figure 5.5: Work Experience.....	37
Figure 5.6: Your Induction.....	38
Figure 5.7: Your Training and Developing Opportunities.....	39
Figure 5.8 Opportunities for Career Development and Promotion.....	40
Figure 5.9: Your Job.....	41
Figure 5.10: Work Relationships.....	42
Figure 5.11: Your Supervision.....	43
Figure 5.12: Your Work/Life Balance.....	44
Figure 5.13: Your Pay and Benefits.....	44
Figure 5.14: Priority 1.....	45
Figure 5.15: Priority 2.....	46
Figure 5.16: Priority 3.....	47
Figure 5.17: Priority 4.....	48
Figure 5.18: Priority 5.....	49
Figure 5.19: Priority 6.....	50
Figure 5.20: Priority 7.....	51
Figure 5.21: Priority 8.....	52
Figure 5.22: Priority 9.....	53
Figure 5.23: Priority 10.....	54
Figure 5.24: Priority 11.....	55-56

### **List of Acronyms**

DRC	Development Research Committee
IP	Industrial Property
ROCIP	Registrar of Companies and Intellectual Property
SPSS	Statistical Package for Social Sciences

# Chapter 1 Introduction

## 1.1 Background of the study

This study focuses on talent retention management and the researcher focused investigations of the subject on the Registrar of Companies and Intellectual Property (ROCIP). Job satisfaction is a major challenge amongst government employees in Botswana and is impacting on service delivery in various departments and parastatals (National Development Plan, 2012). Dissatisfied employees are more likely to use the civil service as a stepping stone to greener pastures like the private sectors and overseas jobs and this impacts on effective and efficient service delivery in Botswana public services. Literature review supports the views that work conditions like induction, training and development, the job itself, workplace relations, supervision, the balance between work and life and pay and benefits are factors which contribute to employee retention in an organisation (Rowley, 2013; Weaver, 2014; Capelli, 1999; Akintoye, 2013; Tella, Ayeni and Popoola, 2013). The key objective of this study is to investigate talent management at ROCIP.

It has been a common belief that public sector organisations are more likely to employ individuals whose values and needs are consistent with the public service mission of the organisation (Baldwin, 2012; Crewson, 2012; Perry and Wise, 2013). Public sector mandates are mostly skewed with promoting general social welfare, as well as the protection of the society and every individual that is either domicile or visiting the nation. These organisations often have missions with broader scope and more profound impact than the private sector (Baldwin, 2011). The composition of the public workforce has been expected to reflect the nature of the work in the public sector by attracting employees who desire greater opportunities to fulfill higher-order needs and altruistic motives by performing public service. It is these individual characteristics that are often touted as the key to motivating behavior because “understanding the values and reward preferences of public managers is essential in structuring organisational environments and incentive systems to satisfy those preferences” (Wittmer, 2012).

However, lots of questions have been asked as to why most people uses government employment as a base in looking for better job in future. It is quiet that human beings are rational economic agent. These agents mostly objective function is to maximise satisfaction subject to certain constraint in this case years of experience in their career. Well, they should not to be blame

because most employers advertise for well-paid position stipulate on such condition as a prerequisite for the job. According to motivation-hygiene theory, which highlighted some dissatisfaction factors such as company policy, supervision, relationship with employer, work conditions, salary and relationship with peers as well as some satisfaction factors such as achievement, recognition, work itself, responsibility, advancement and growth as detrimental factors for both employers and employees of choosing whether or not to retain in a job.

Given the cost associated with recruiting new employees such as time and money, it is usually in their best interest of an organisation to retain existing employees. But for such an exercise to be adopted, the organisation should undertake a cost-benefit analysis associate with both approaches. Considering the cost and stress involved with losing employees, managers have become understandably preoccupied with the challenge of keeping them. Indeed, retaining staff is one of the fastest growing employment issues today. Bonuses, salary boosts and additional benefits are the most common measures by which companies attempt to harness flighty staff. But these measures - essentially all money injections - are seldom effective, especially in the long term. That's because they do nothing to address the real factors that influence people's happiness at work. In the majority of professions, money is actually relatively unimportant to people. That is to say, there are several things that matter more.

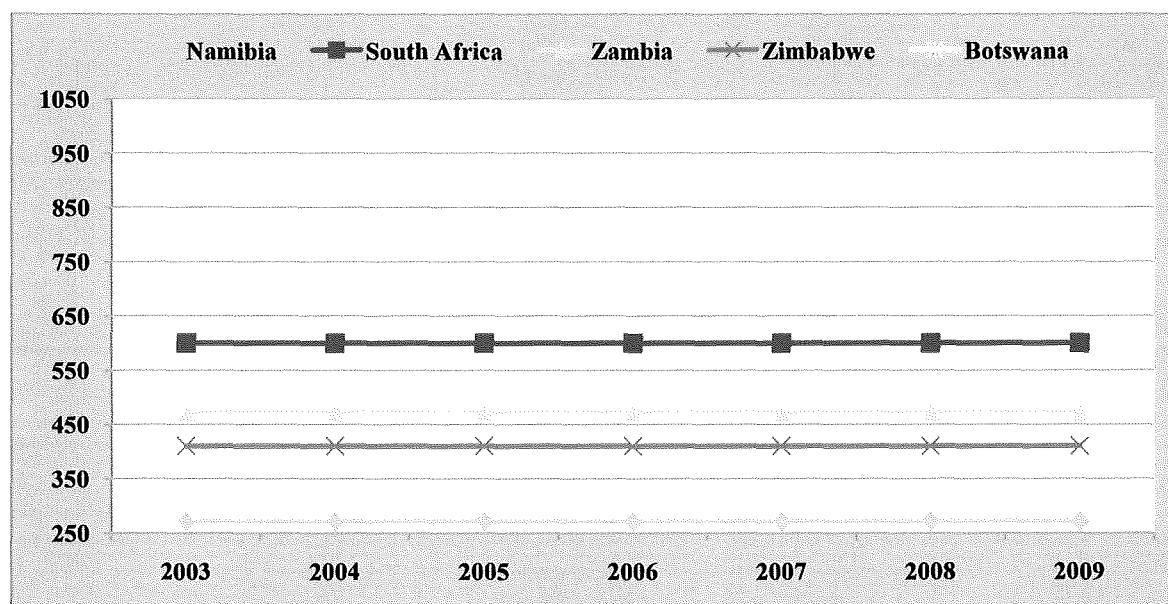
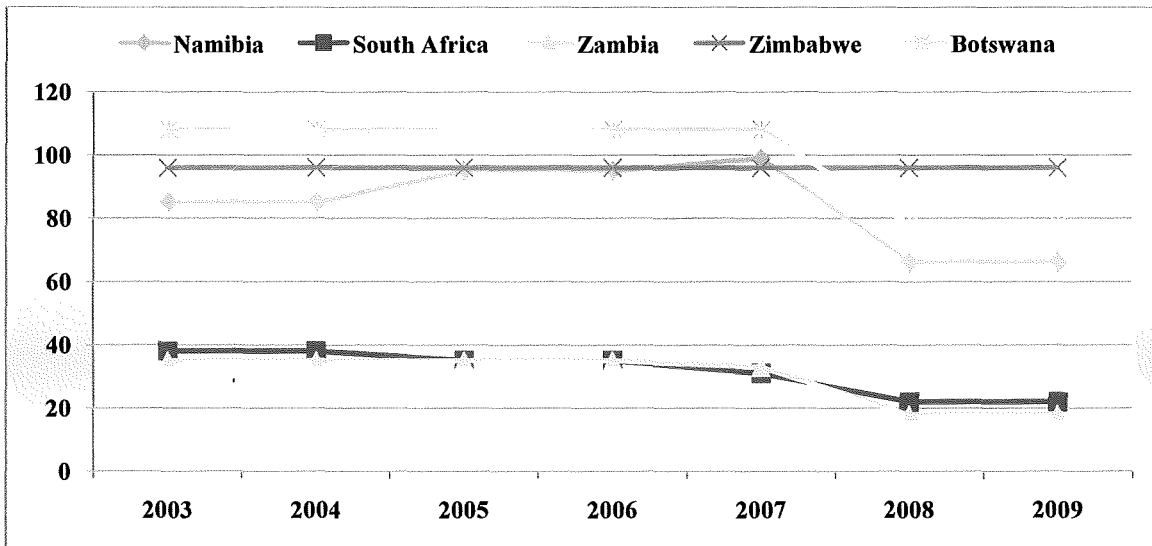


Figure 1: Enforcing Contract, time (days) (Source: World Bank database various years, 2013)

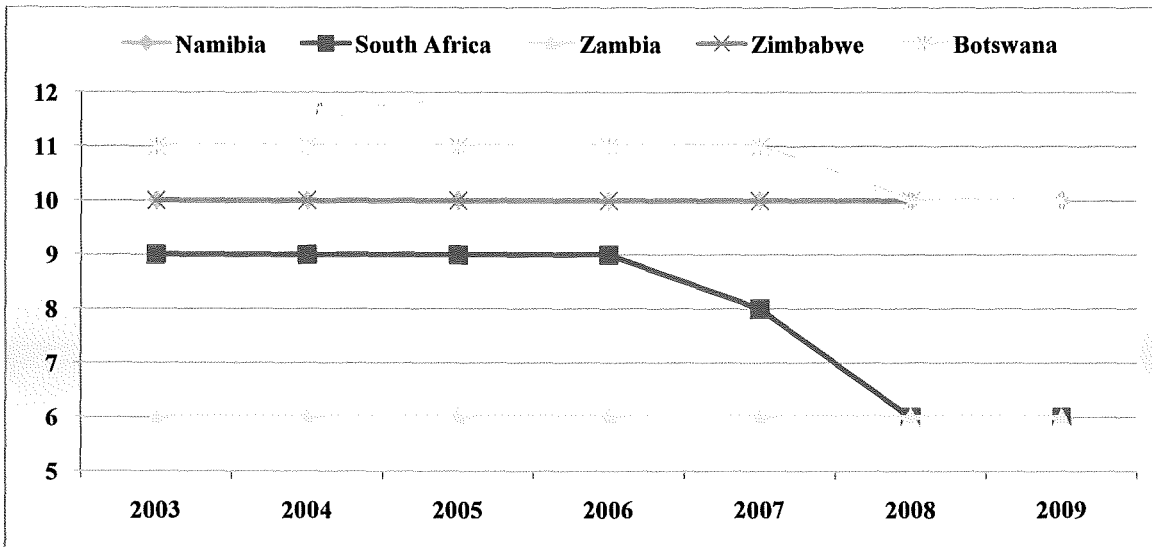
Figure 1 shows that the number of days to effect a contract in Botswana is more as compared with South Africa, Zambia, Zimbabwe and Namibia. This implies that people are less likely to

switch jobs in Botswana as compare to others unless the incentive outcome the opportunity cost of been employed or without salary for almost 3 months. The trend has been consistent over the years.



**Figure 2: Starting a business, time (days) (Source: World Bank database various years, 2013)**

Figure 2 shows how much time it takes to start up a business in Botswana. It is obvious that for one to start a business, the company has to pass through ROCIP in which efficiency plays a very big rule. The time it will take one to start a business in Botswana as compared with Namibia, South Africa, Zambia and Zimbabwe is very high. That implies the lesser the time to approve a new business name, the lesser the time the business to be operational and inturn will contribute to the economic growth of the company. It is largely believed that efficiency incorporate experience which is acquired by being in that organisation for long. But the number of days became lower after 2013 as compared to Zimbabwe and relatively high with others.



**Figure 3: Starting a business, procedures (number) (Source: World Bank database various years, 2013)**

Figure 3 shows the number of procedures one has to undergo to start up a business in some Southern Africa. The number of procedures taken to start up a business in Botswana is high as compared to Namibia, South Africa, Zambia and Zimbabwe, but reduces around 2012. However, it is relatively high as compared to the rest.

The background has shown that there is a need for ROCIP to understand why they are not retaining their staff even after taking through some training. This study will contribute to the literature regarding public sector employee retaining in two important ways. First, this study will empirically test the relationship between employee public service orientation and employee work motivation in Botswana. Second, this study will tests reliability and validity test on those items that will be adopted from Herzberg model in ROCIP case. One model, based on goal theory of motivation, suggests the effect of public service motivation on employee work motivation is mediated by the employee's perception of which the individual can either make decision whether to live a public sector to private sector or to another well paid job.

### **1.2 Statement of the Research Problem**

Retaining employees with the right combination of knowledge, skills, and abilities to work in civil service structures is a problem; this is the case even in department of Register of Companies and Intellectual Property (ROCIP). ROCIP is a department within the Ministry of Trade and Industry. The department is charged with the responsibility of incorporating companies, registering business names and Intellectual property. Intellectual property includes

industrial property and copyright.

The exodus is high in the department and these results high monetary costs with adverse impact on corporate culture and disrupting the organisation's growth. The department spends a lot of money in recruiting the candidates, especially university graduates and after a short time they leave the organisation for 'greener' pastures. Once an employee announces intension to leave it becomes a challenge to the manager to find a suitable replacement. This process is time consuming and costly in terms of advertisement, interview process and so on. The manager's time schedule becomes disrupted. Employees who remain are affected because they have to shoulder more responsibilities in addition to their normal work duties.

It may be necessary to launch wider changes, ranging from sharpening the mission and objectives of public administration to reexamining the way in which things are organised, managed and done in practice. Given that ROCIP is of paramount importance in introducing the image of Botswana to the investors and needs to retain most of her important employees. There have not been recent studies that intently look at other factors other than salary that influences retaining of civil servant in public sector. For this reason, this current study will be investigating to ascertain on how much some of the identified factors during the review is associated in retaining their employees.

### **1.3 Research Objectives**

The main objective is to investigate some factors influencing retaining ROCIP employees.

Specific objectives are;

1. To use theories of motivation to identify those factors which organisations use to retain employees.
2. To determine the underlying reasons why employees in the civil service in general and in ROCIP in particular decide to leave their civil service employment.
3. To determine if there is any strategy in place to retain staff in ROCIP, and
4. To recommend how such retention strategies can be implementation at ROCIP.

### **1.4 Research Questions**

This part will include asking some questions based on the research objectives. The following are the research questions:

1. What theories of motivation do organisations use to improve worker productivity and retention?
2. What are the factors influencing employee retention at ROCIP?
3. What strategies has ROCIP management put in place to retain staff?
4. How can such retention strategies be implemented by management at ROCIP?

## **1.5 Study Hypotheses**

### **Hypothesis 1**

Null Hypothesis ( $H_0$ )

There is no significant relationship between the variables such as induction, training and development, the job itself, workplace relations, supervision, the balance between work and life and pay and benefits with job satisfaction amongst employees at ROCIP.

### **Hypothesis 2**

Null Hypothesis ( $H_0$ )

Demographic variables like gender, age, level of education, job position and years of experience do not significantly describe the employee perceptions on job retention amongst employees at ROCIP.

### **Hypothesis 3**

Alternative Hypothesis ( $H_1$ )

There is significant relationship between the variables such as induction, training and development, the job itself, workplace relations, supervision, the balance between work and life and pay and benefits with job satisfaction amongst employees at ROCIP.

### **Hypothesis 4**

Alternative Hypothesis ( $H_1$ )

Demographic variables like gender, age, level of education, job position and years of experience significantly describe the employee perceptions on job retention amongst employees at ROCIP.

## **1.6 Significance of the Study**

The current study will be important to both the employees and the employers in Botswana in their decision making of whether to hire or retain the existing employees. The motivation behind the study was derived from the importance ROCIP in promoting The Botswana Government's Economic Diversification strategy. The findings of the study will be important

in the followings ways; they will assist policy makers in their decision making. That is, to know those factors which constitute to retaining an employee who wants to exist from ROCIP. The study will inform the management of ROCIP on various issues facing their department.

The study will be significant in that it will be using first-hand information for making its inferences and most importantly, will be organisation specific. The methodology that will be adopted will address all its objectives.

### **1.7 Format of the Study**

This study was divided according to the following chapters.

#### **Chapter 1 Introduction**

This chapter outlined the background of the study, aims and objectives, research questions, hypotheses and significance of the study.

#### **Chapter 2 Overview of Talent Retention Management in Botswana**

This chapter introduces ROCIP and its structures and the challenges the department faces in terms of the need to have highly talented staff and to retain and nurture such skilled staff at ROCIP.

#### **Chapter 3 Literature Review**

This chapter focuses on the various approaches to talent management, motivation and motivation strategies, job satisfaction and organisation commitment.

#### **Chapter 4 Research Design and Methodology**

This chapter describes the framework for executing this study. Issues like research design, research philosophy, research strategy, target population, sampling, the research instrument, questionnaire construction, pilot study, administration of the questionnaire, validity and reliability, limitations of the study, elimination of bias and ethics are explained.

#### **Chapter 5 Data Analysis and Discussion of Findings**

This chapter uses output from the statistical package to analyse and discuss the findings of the study. The starting point in this chapter is the coded data from questionnaires which is captured into the statistical package to generate frequency tables and charts and then the output is used together with the findings from the literature review to compare and contrast the two sets of data.

## **Chapter 6 Conclusions and Recommendations**

This chapter highlights key findings from secondary and primary studies and then uses them to compile a list of recommendations. The chapter ends with an action plan and a conclusion.

### **1.8 Conclusion**

This chapter focuses on providing a brief background of ROCIP and the topic under investigation – talent retention management. The objectives, research questions, hypotheses and significance of the study were also outlined. The next chapter, chapter 2, focuses on the overview of talent management in Botswana.

## **Chapter 2 Overview of Talent Retention Management in Botswana**

### **2.1 Introduction**

This chapter focuses on providing an overview of talent retention management in Botswana government structures. A case study on talent retention management will be conducted at ROCIP. ROCIP will be the department of focus and as such, it is important to discuss this department and why it values talent retention management and how it attempts to deal with issues pertaining to talent retention management.

### **2.2 General Approach**

Taylor (2013) presents that it is paradoxical that Botswana's rapid economic progress has exacerbated the problem of securing public-service personnel of high caliber. Despite the increased size of the public sector, there is still a lack of highly trained and skilled publicservants.

With reference to Botswana, Philips and Connell (2012) notes that there continues to be labour market mismatch and, more particularly, there continues to be a shortage of highly trained individuals willing and able to accept employment in the Public Service. This is the result of rational choices being made by skilled citizens to pursue much more lucrative opportunities in the private sector. It is equally observed that a career in the Botswana Public Service is not as prestigious as before. For example, at independence and for several years afterwards, a career in the Public Service was a prize that was sought after by the most able citizens. However, and this is now true in most developing countries, seeking and accepting employment with the Public Service is a last resort for many highly skilled individuals or it is usually only a temporary measure before they either move to the private sector or emigrate – the brain drain phenomenon (Philips and Connell, 2012).

### **2.3 A Case Study of Register of Companies and Intellectual Property (ROCIP)**

ROCIP is a department under the Ministry of Trade and Industry in Botswana. The department is charged with the responsibility of incorporating companies, registering business names and Intellectual property. Intellectual property includes Industrial property and Copyright. Based on vision of the ROCIP, "By 2016 and beyond, investors will enjoy full access to exclusive protection of legitimate rights through the office of Registrar of Companies". The department exist to incorporate companies, register business names and to protect intellectual property

rights in order to create a conducive environment for promoting development of entrepreneurship, creativity and technological progress.

The mandate of this department is of paramount importance towards attracting a foreign direct investor which every developing country long to attract a sustainable one. Its mandate is of crucial importance to new entrepreneurs who want to start up a new company or would like to get information on how to get right over their innovation.

ROCIP has various units of operation which individual unit mandate is crucial for an efficient running of the department. The divisions of operation include the administration unit, Business name unit, companies unit, copyright unit and intellectual property unit.

### **Administration**

This unit performs generic support services to the department. The unit is responsible for office accommodation, office operations, staff welfare and also department revenue.

### **Business Names**

This unit is responsible for business name registration and administered by the business name act. The registered business name must be unique before being made available to the client. Some of the processes within this division include notice of any change, stop of business operation.

### **Companies**

This is a unit deals mainly with registering companies. Although there are different types of companies, including public, external, foreign, company limited by guarantee but most of the companies are registered as private. There is a new company type called close company.

The companies section has a division called compliance. This division takes care of the incorporation of annual returns and notification of changes. Every company registered must pay annual returns; the first annual return must be paid within eighteen (18) months of incorporation and then thereafter be submitted annually. Companies unit also makes copies of the customers' companies' documents but sometimes customers make online searches.

### **Copyright**

This unit administered by Copyright and Neighbouring Rights Act CAP 68:02. It is responsible for the sale of security device called hologram. This device is used to sure the originality of the DVDs, CDs and cassettes sold in Botswana. This device can be bought by the author himself or

the producer. The unit is also responsible for recording of copyright works for future references and a proof of recording of work is produced but not a certificate because copyright works are not registered.

### **Industrial Property (IP)**

This unit is governed by the IP act and they are responsible for registration of trademarks, utility models, granting patterns and also registering industrial designs. All these need to be renewed after some period of time.

The different division of ROCIP implies that the department employs a variety of professionals in order to facilitate an effective running of the department.

There are practices in place that encourages the retention of employees, for instance the organisation inspires commitment and meaning in their employees by providing them with work opportunities that have a greater purpose, or that provide meaning to others. Through the actual work that the employees do, they feel they are able to positively impact on the country. Support is provided to employees through different organisation strategies namely: encouraging team work that fosters employee connectedness and support systems; Employees are rewarded for their exceptional work efforts during annual recognition ceremonies; the department attempt to provide improved career prospects to some specifically identified officers by giving them the opportunity to progress upwards via two parallel lines.

The basic objective is to attract and retain qualified and experienced officers with scarce skills who are highly required by the department. As per the scheme of service, every permanent and pensionable employee is eligible for promotion after every two years of employment for recognition and to motivate them to work harder. All these practices encourage the retention of key employees within this specific unit.

Retention is significant to the organisation as they invest in their employees, by supplying them with in-depth training and knowledge. The organisation maintains a supportive culture by providing stress management to employees to assist them with coping with their work roles.

Thus, the participating organisation did not have a specific talent management strategy in place. However, as was explained above the organisation did have elements of such a practice according to the general talent management literature. The phases that are in evidence within the organisational strategy are those of workforce planning, talent development, retention and

evaluation.

#### **2.4 Conclusion**

This chapter gave an insight of talent retention management strategies within the government of Botswana structures in general and within ROCIP in particular. This chapter highlighted the fact that talent is critical in the operations of various government departments but is not adequately managed and retained. Clear strategies are required to attract more employees to work for departments within Botswana government structures. Presently most employees use the Botswana government as a stepping stone to better paying jobs in the private sector or abroad.

## Chapter 3 Literature Review

### 3.1 Introduction

This chapter focuses on literature review. Areas like theories of talent management, motivation and motivation strategies, job satisfaction and organisation commitment will be covered. The chapter concludes with a summary.

### 3.2 Approaches to Talent Management

#### 3.2.1 Definitions and Concepts

It is difficult to identify the precise meaning of “talent management” because of the confusion regarding definitions and terms and the many assumptions made by authors who write about Talent Management. A cursory review of the talent management literature reveals a degree of debate as to the conceptual boundaries of the topic. Indeed, Aston and Morton (2012: 30) noted that there “...isn't a single consistent or concise definition” of talent management.

Notwithstanding this criticism, Lewis and Heckman (2013) identified three key streams of thought around the concept of talent management. Firstly, those who merely substitute the label talent management for human resource management. Studies in this tradition often limit their focus to particular HR practices such as recruitment, leadership development, succession planning and the like. The contribution of this literature is relatively limited beyond the strategic HR literature, as it largely amounts to a rebranding of HRM. A second strand of literature emphasises the development of talent pools focusing on “projecting employee/staffing needs and managing the progression of employees through positions” (Lewis and Heckman, 2013: 140).

Studies in this tradition typically build on earlier research in the manpower planning or succession planning literatures. While adopting a relatively narrow focus, studies in this tradition at least provide a degree of differentiation as to what talent management is vis-à-vis HRM. The third stream focuses on the management of talented people. This literature argues that all roles within the organisation should be filled with “A performers”, referred to as “top grading” (Philips and Edward, 2013) and emphasises the management of “C players”, or consistently poor performers, out of the organisation (Michaels *et al.*, 2011).

While the third approach is highly influential, we recognise limitations to this approach and argue it is neither desirable nor appropriate to fill all positions within the organisation with top performers. Equally, if the talent management system is applied to all of an organisation's employees (i.e. including poor performers as well as top performing employees), it is difficult to differentiate talent management from conventional human resource management. Managing talent, for these authors, requires doing what HR has always done but doing it faster (via the internet or outsourcing) or across the enterprise (rather than within a department or function). Dibble (2013) offers a characteristic view, "A company's traditional department-oriented staffing and recruiting process needs to be converted to an enterprise wide human talent attraction and retention effort"(Dibble, 2013).

### **3.2.2 Employee Satisfaction and Talent Retention Strategies**

Employee satisfaction and retention have always been important issues for employers and managers. This is mainly because satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and organisational output (McCooney, Holtom, Mitchell, Lee and Inderrieden, 2012). Furthermore, these authors also argued that managers and organisations who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive business environment that demands quality and cost-efficiency. Organisations can use several strategies to manage and retain talent within their structures. They are discussed below:

The flight of talent can be controlled through an effective retention strategy that incorporates an efficient recruitment policy. Such policies enable prospective candidates which a greater chance of leaving the job to be identified and eliminated through the recruitment process. In this respect, Ettore (2013) argues for strategic placement which is a mixture of how to maintain high potential workers and those who are strategically important and talented, while recruiting new ones who are less likely to leave soon. In a Harvard University study document by Mengel (2011), it was disclosed that nearly eighty percent of staff who leave their work is due to recruitment errors.

Another strategy to the implementation of a feasible talent retention policy is through the conducting of exit interviews and root cause of talent flight investigations. Dibble (2002) as cited in Sutherland (2014) stressed that exit interviews are a critical factor in retention cycle and should be considered more seriously. Dibble (2009) further argued that exit interviews are an excellent feedback strategy for companies attempting to implement change, especially change in talent retention patterns. According to Momana (1999) cited in Harris (2012), data

from exit interviews is channeled to managers in separate divisions of the organisation to create talent retention policies that are specific to their divisions.

A new strategy in talent retention management is that retention tools need not be targeted at all groups of employees but instead at important ones Woodruffe (2011) as cited in Sutherland (2014) posits that the function in a business should be split into periphery and core. The core functions are very important for a business and employees in such functions must be retained at all costs, while those in periphery functions can be hired and can leave since they can be replaced with ease (Catelli, 2013) strongly supports that only critical staff must possess retention objectives while recommending three talent retention schemes as – those employees that the business will want to keep for a very long time; those with certain skills that are presently scarce; and those that are in easy-to-fill posts where investment in talent management is not needed.

Sometimes it is inevitable that talented employees will eventually leave the organisation because of the intense competition for such skilled staff especially in economies where salaries are low and temptations to move on to better paying jobs are always present. Hendricks (2013) argues that rather than trying to create a talent retention policy that will aim to keep critical employees forever, companies should instead put in place a strategy that will keep talented employees for minimal utilisation as long as it is profitable to both the employee and the organisation. It is crucial for companies to come up with extensive talent retention plans that will maintain important staff until a certain period when they would have justified the extensive investment made on them by their employers.

The Botswana government has put in place strategies and legislation that allow heads of departments in the civil service to retain critical staff and attract others to be employed by the civil service. The Scarce Skills Allowance is one just example of a strategy. It covers areas such as information technology, accounting, and veterinary sciences, among others. Employees employed in these areas receive significant allowances on top of their salaries with the purpose of retaining employees with talents in these fields.

### **3.3 Motivation**

Theories of motivation can be used to explain the behaviour and attitude of employees (Rowley, 2013; Weaver, 2014). The theories include content theories, based on the assumption that people have individual needs, which motivate their actions. Theorists such as Maslow (1954), McClelland (1961), Herzberg (1966) and Alderfer (1969) are renowned for their works in this field. In contrast to content theories, process theories identify relationships among variables which make up motivation and involve works from Heider (1958), Vroom (1964),

Adams (1965), Locke (1976) and Lawler (1973). The main focus of this study, however, is on Herzberg's theory of motivation.

Managers and management researchers have argued that organisational goals are unattainable without the enduring commitment of members of the organisations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. Stoke (1999), in Capelli (2013) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance. Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organisations.

If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2013), "it is goal-directed, and therefore cannot be outside the goals of any organisation whether public, private, or nonprofit".

### **3.3.1 Strategies of Motivating Workers**

Bernard in Stoner, *et al.* (2012) accords due recognition to the needs of workers by stating that the ultimate test of organisational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed. Bernard looks at workers, in an organised endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. In this era of the information superhighway, employers should to meet the needs of their employees. Otherwise, they will discover they are losing their talented and creative professionals to other organisations who are ready and willing to meet their needs and demands. The question here is what strategies can be used to motivate workers so as to maximise their output? The strategies include the following:

- (a) **Salary, Wages and Conditions of Service:** Tella, Ayeni and Popoola (2013) opine that for salaries to be used as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organisation attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special

allowances, associated with factors such as scarcity of particular skills, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other establishments is taken into consideration in determining the pay structure of their organisation.

**(b) Money:** Akintoye (2013) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolises intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, *et al.* (2012) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. Banjoko (2013) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

**(c) Staff Training:** No matter how automated an organisation may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The management team of every organisation should have good training programme in place for its staff. This will give the employees opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

**(d) Information Availability and Communication:** One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2013). Basically, there is no known organisation in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. For example, Vinokur, Jayarantne, and Chess (1994) examine agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Colvin (2014) shows that financial incentives will get people to do more of what they are doing, Silverthorne (2013) investigates motivation and managerial styles in the private and public sector. The results indicate that there is a little difference between the motivational needs of public and private sector employees, managers, and non-managers.

### **3.4 Job Satisfaction**

Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to Mitchell and Lasan (1987), it is generally recognised in the organisational behaviour field that job satisfaction is the most important and frequently studied attitude. While Luthan (2014) posited that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation; as such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organisation participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These are: the work itself, pay, promotion opportunities, supervision and coworkers.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organisational commitment (Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Jamal, 1997). Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a

greener pasture. The later according to Nwagwu (1997) is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries. In such countries, people tend to migrate to better and consistently paying jobs. Explaining its nature some researchers (e.g. Armentor, Forsyth, 2012; Flanagan, Johnson and Berret, 2013) tend to agree that job satisfaction is essentially controlled by factors described in Capelli's (2013) perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standard (Osagbemi, 2013), and extent to which they resemble work conditions of other professions in the locality.

### **3.5 Organisational Commitment**

A wide variety of definitions and measure of organisational commitment exist. Becker, Randal, and Riegel (2012) defined the term in a three dimensions:

1. A strong desire to remain a member of a particular organisation;
2. A willingness to exert high levels of efforts on behalf of the organisation;
3. A defined belief in and acceptability of the values and goals of the organisation.

To Northcraft and Neale (2013), commitment is an attitude reflecting an employee's loyalty to the organisation, and an ongoing process through which organisation member express their concern for the organisation and its continued success and well-being. Organisational commitment is determined by a number of factors, including personal factors (e.g., age, tenure in the organisation, disposition, internal or external control attributions); organisational factors (job design and the leadership style of one's supervisor); non-organisational factors (availability of alternatives). Mowday, Porter, and Steer (1982) see commitment as attachment and loyalty. These authors describe three components of commitment:

1. An identification with the goals and values of the organisation;
2. A desire to belong to the organisation; and
3. A willingness to display effort on behalf of the organisation.

A similar definition of commitment emphasises the importance of behaviour in creating it. Salancik (1977) conceives commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. From this definition, it can be inferred that three features of behaviour are important in binding

individuals to act: visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. To Salancik therefore, commitment can be increased and harnessed to obtain support for the organisational ends and interests through such things as participation in decision-making.

Based on the multidimensional nature of organisational commitment, there is growing support for a three-component model proposed by Meyer and Allen (1991). All three components have implications for the continuing participation of the individual in the organisation. The three components are:

1. *Affective Commitment*: Psychological attachment to organisation.
2. *Continuance Commitment*: Costs associated with leaving the organisation.
3. *Normative Commitment*: Perceived obligation to remain with the organisation.

Guest (1991) concludes that high organisational commitment is associated with lower turnover and absence, but there is no clear link to performance. It is probably wise not to expect too much from commitment as a means of making a direct and immediate impact on performance. It is not the same as motivation. Commitment is a broader concept and tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organisation as a whole. When creating a commitment strategy, Armstrong, 1999 asserts that "it is difficult to deny that it is desirable for management to have defined strategic goals and values. And it is equally desirable from management point of view for employees to behave in a way that support those strategies and values." Creating commitment includes communication, education, training programmes, and initiatives to increase involvement and ownership and the development of performance and reward management systems.

Studies on commitment have provided strong evidence that affective and normative commitments are positively related and continuance commitment is negatively connected with organisational outcomes such as performance and citizenship behaviour (Shore and Wayne, 1993). Based on this finding, it is important for employers to identify employees' commitment pattern and map out strategies for enhancing those that are relevant to organisational goals. Researchers (e.g. Mayer and Allen, 1997) have found that age was positively correlated with affective and normative commitments, but not to continuance commitment. Meyer and Allen (1991), in an exploratory and confirmatory analysis of factors that can significantly predict job satisfaction and organizational commitment among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic

exchange, as well as extrinsic and intrinsic rewards, were related to commitment.

Dornstein and Matalon (2014) describe eight variables that are relevant to organisational commitment. These are interesting work, coworker's attitudes towards the organisation, organizational dependency, age, education, employment alternatives, attitude of family and friends. These variables explain 65% of the variance in organisational commitment. Glisson and Derrick in Capelli and Aroma (1999) in their study of 319 human service organisation workers analysed the effects of multiple predictors (job, organisation, and worker characteristics) on satisfaction and commitment. They showed that skill variety and role ambiguity are best predictors of satisfaction, while leadership and the organisation's age are the best predictors of commitment. Elemi, Gilder, and Heuvel (2014) found that background variables as gender, level of education, or team size were not clearly related to three forms of commitment. Capelli (2013) reported a positive correlation between education and organisational commitment. Irving, Coleman, and Cooper (1997) found that age was not related to organisational commitment. Meyer and Allen (1997) earlier argued that age might be correlated with commitment by postulating that it serves as proxy for seniority that is associated with opportunity to better one's position in the work. On the issue of gender, Mathieu and Zajac (1990) reported its relationship to organisational commitment. Similarly, it was found by Irving, *et al.* (1997) that the men in their sample had higher level of commitment than the women.

### **3.6 Summary**

The review revealed that a number of factors account for why people leave their present jobs for another. These factors include: desire to seek better remuneration, better job satisfaction or lack of organisational commitment in one's present job. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. Introduction of incentive wage systems also has the ability to attract, retain, and motivate individuals towards higher performance. In the same vein, job satisfaction is also crucial determinant on why people leave their jobs for another. Hence, Moser (1997) informs us that this factor is so important in that its absence often leads to lethargy and reduced organisational commitment. Jamal (1997) on his part states that lack of job satisfaction is a predictor of quitting a job. Generally, people move from one job to another that is considered a greener pasture. Sometimes the movement is from public to the private sector and vice versa.

## 4 Research Design and Methodology

### 4.1 Introduction

This chapter will provide a description of the research procedures that will be adopted to investigate of some factors that influences retaining of civil servant in ROCIP. It will explain the study design that will be used, describe how the study population will be selected and the sampling techniques. This chapter will also discuss the ethical consideration, research tool or instrument which will be used in data collection, how the data will be collected and analysed with reference to the objectives of the study.

### 4.2 Research Design and Methodology

This section discusses research design and methodology. The "Research Onion" will be used to discuss theories in this section up to the section on the research instrument (Saunders, *et al*, 2009).

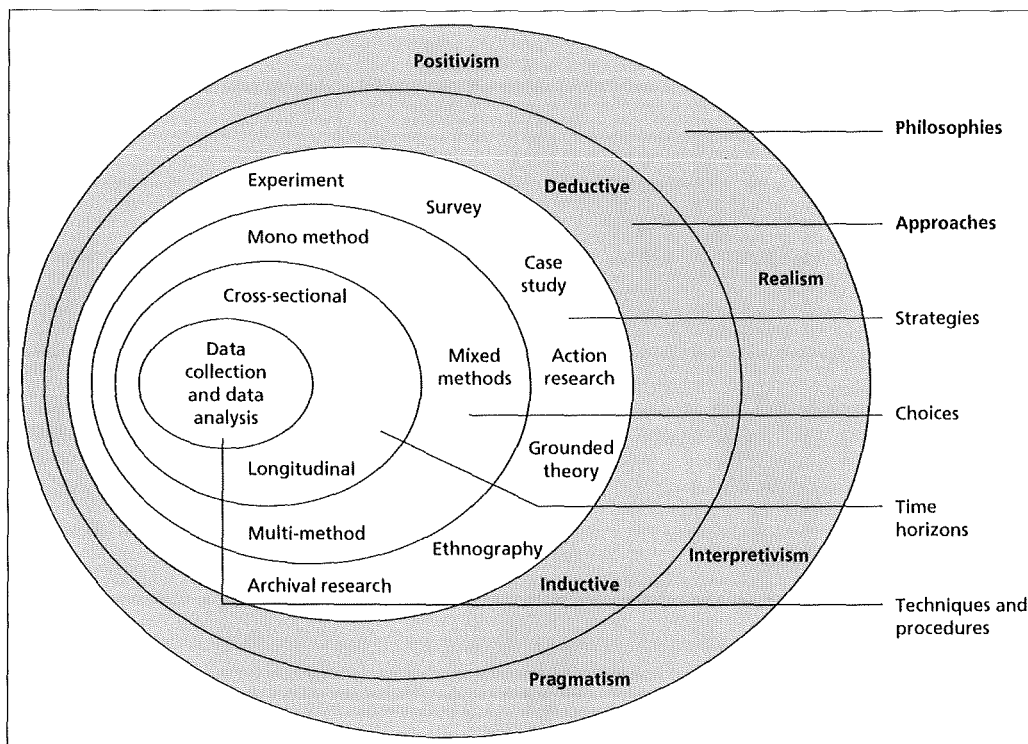


Figure 4.2: The "research process onion" (Saunders, *et al*, 2009)

#### 4.2.1 Research Methodology/Philosophy

According to Miller (2012) a research methodology (or philosophy) is a body of knowledge that serves as a rationale for the research and the standards or criteria the researcher uses for interpreting data and reaching conclusions. A researcher's methodology determines such factors as how or hypotheses are written and what level of evidence is necessary to make the

decision whether or not to reject a hypothesis. Relationships between variables and investigated and described based on some initially agreed level of acceptance (Cresswell, 2013). Various research philosophies exist such as Positivism, Realism, Interpretivism and Pragmatism. However, this study was confined to the Positivist approach which will be explained and justified below.

According to Cresswell (2012), a Positivist approach emphasises on the discovery of scientific laws. Researchers can use methods of natural sciences, such as experimentation, to study and explain physical phenomena. Most positivists tend to use quantitative techniques including computer simulation and techniques of data reduction, scaling, and statistical analysis. They also tend to formulate rather rigorous hypotheses that are amenable to test (verification).

A survey is the most popular Positivist research strategy (Saunders, *et al*, 2009). This study was executed using a survey approach. A questionnaire was distributed to 120 ROCIP employees to complete and return in order to facilitate data capture and analysis.

#### **4.2.2 Research Approach**

A deductive approach was used in this study. A Positivist strategy favours a deductive approach (Cresswell, 2012). With a deductive approach, firstly, a theory is advanced. Secondly, concepts and variables are derived from the theory. Fourthly, hypotheses or research questions are developed from the theory. Fifthly, the concepts and variables are conceptualised into visible, definable indicators so that they can be measured. Lastly, a research instrument is used to measure the variables and operationalised indicators to test the hypothesis.

#### **4.2.3 Research Strategy**

A survey was the adopted research strategy. According to Saunders, *et al* (2009), in a survey, a sample is selected from a population and studied to make an inference about a population. Surveys typically use questionnaires and interviews in order to determine the opinions, attitudes and preferences and perceptions of persons of interest to the researcher. Statistical techniques are then used to assess the applicability and generalisation of the findings to the entire population. To ensure greater reliability and validity, the researcher must also ensure that the questionnaire and interview do not reveal bias in the way the items and questions are presented.

#### **4.2.4 Research Choice**

The researcher used mixed methods to gather data for this study although the methods were used in one research instrument – a questionnaire. The questionnaire captured both quantitative and qualitative data and the researcher had the option to make follow-ups in order to gain an

in-depth understanding of the phenomena under study. The use of multiple research methods enables the researcher to increase the reliability and validity of the findings. The weaknesses of one method are balanced by the strengths of other methods incorporated in the study (Cresswell, 2012).

#### 4.2.5 Research Time Horizon

The research was cross-sectional, that is, it was conducted at a particular time. This study was conducted specifically for academic purposes and needed to be completed at a particular time, the last semester of my Masters degree. This approach also helped the researcher to adopt a survey approach which coopted the use of a questionnaire (Saunders, *et al*, 2009).

#### 4.2.6 Research Techniques and Procedures

This section covers data collection and analysis procedures. A questionnaire was distributed to 120 ROCIP employees who completed and the researcher collected the completed questionnaires after five working days. A statistical package (SPSS, version 20.0 was used to capture and analyse the responses from ROCIP employees. These will be discussed in greater details in subsequent sections.

### 4.3 Population and Sampling Strategy

The size of the sample is an important parameter of the sample design because it affects the precision, the cost and duration of the survey more than any other factor. The determination of the sample was based on some statistical determinants such as margin of error, design effect, total population of ROCIP. The Creative Research Systems (2013), a sample size calculator which makes use of the above 3 stated statistical determinants were employed in the determination of a statistically appropriate sample size. Using the sample size calculator (Creative Research Systems, 2013) and allowing an error margin of 5% and 99% confidence level that the response from the sample will be the same as that of the entire ROCIP employees; this population size gives the desired sample size of at least three quarter of ROCIP population.

Table 3.1 shows the sample size used in this study:

**Table 4.1: Study Sample**

Name of ROCIP Department	Population	Number in Sample
Information Technology	20	5
Administration	100	27
Revenue	40	11
Company Section	125	33
Intellectual Property	75	20

Copyright Section	25	7
Senior Management	40	11
Records Division	25	7
<b>Total</b>	<b>450</b>	<b>120</b>

#### **4.3.1 Sampling Techniques**

The study is used stratified random sampling method to choose participants. This method ensured that all the key groups were represented. Secondly, stratified random sampling generally has more statistical precision than simple random sampling. The population of the study was divided according to units in the department of ROCIP as shown in Table 4.1 above.

#### **4.4 Research Instrument**

A questionnaire was used to gather data from ROCIP employees who participated in this study. As stated previously, a Positivist strategy is executed through the use of questionnaires and interviews. Time constraints forced the researcher to use a questionnaire. The next section discusses advantages and disadvantages of a questionnaire as a research instrument in a study such as this one.

##### **Advantages of a Questionnaire**

A questionnaire has the following advantages:

- The instrument can be distributed by one person and this makes the choice cheaper and convenient especially if it is done in one area like at ROCIP.
- A questionnaire allows participants to answer the instrument at their own convenience and this enhances ethical issues like privacy. This also allows participants room to cross-check some questions they are not clear with.
- Interviewer bias is non-existent in this method since the respondents completes the questionnaire in the absence of the researcher. All questions are presented uniformly for all participants.
- Large amounts of information can be obtained within a short time and this helps to deal with issues like time constraints if time is a critical success factor to reach desired goals. This was the case in this study where everything had to be done in about six months.
- Use of the questionnaire is less intrusive, unlike the telephone interview or face-to-face methods. With the questionnaire, the respondent is free to complete the questionnaire at her own pace.

(Saunders, *et al*, 2009)

## **Disadvantages of a Questionnaire**

A questionnaire has the following disadvantages:

- There are delays in turnaround time if there are issues which require clarifications from both the researcher and the participant. In this study, the researcher also allowed room for such clarifications either way to improve the reliability of the data.
- There is a possibility of low response rate with this method since the researcher is not there to wait while respondents complete the instrument. This is unlike other methods like telephone or face-to-face where the researcher obtains instant responses.
- The researcher is unable to probe responses, for example to seek clarification or provide clarification. This has the potential to impact negatively on the validity and reliability of the findings. In this study, this problem was significantly overcome through the insertion of comment boxes below each closed question.
- Questionnaires are not suitable for illiterate or semi literate participants. It is natural that in any survey the educational differences of participants impact on their level of understanding of the set questions.
- It is difficult or impossible to ascertain that the person who returns the completed questionnaire is the one who completed it. Many times questionnaires are completed by colleagues or subordinates if they are distributed in business or academic settings, and by partners if they are distributed to households. This loophole negatively impacts on the findings of the study.

(Saunders, *et al*, 2009)

### **4.4.1 Questionnaire Construction**

The questionnaire was structured as follows:

#### **Section A – Biographical Information**

This section captured participants' biographical information such as gender, age, highest level of education, job position and number of years the employees has worked for ROCIP.

#### **Section B – Factors Influencing you to Keep your Job at ROCIP**

This section required participants to give their responses on their induction at ROCIP, their training and development opportunities, an assessment of their job, their workplace relations, their level of supervision, their work/life balance and their pay and benefits. This section had a combination of both closed and open-ended questions in order to gather as much data as possible.

#### **Section C – Intention to Leave ROCIP**

This section gathered responses from participants on those factors which have the potential to

make them leave ROCIP. Participants were required to prioritise the list of given responses from 1 (most important why an employee would leave ROCIP) to 11 (least important why an employee would leave ROCIP).

#### **Section D – Why did you Leave ROCIP?**

This section required former employees of ROCIP to specify why they left ROCIP employment. It is important to note that it was not possible to search for these former employees due to time constraints related to this dissertation. This section was not completed as a result.

#### **4.4.2 Pilot Study**

Before the actual survey is carried out, it is important to conduct a pilot study. A pilot study is a small survey carried out on a representative sample with the intention of testing the research instrument (Denzin, N. K. & Lincoln, 2011). A pilot study allows initial testing of the hypotheses that results in more accurate testing of the hypothesis in the main study. A pilot study may result in the adjustment of the hypotheses or a complete change of some of the hypotheses. A pilot study gives the study clues, approaches and ideas that may not have been predicted before executing the study (Mertens and McLaughlin, 2011). Such clues and ideas increase the probability of obtaining more enhanced results in the main study. It allows a detailed check of the agreed analytical and statistical steps, providing the study room to explore their significance for the data.

In this study a pilot study was conducted using ten (10) ROCIP employees who were given the questionnaire to complete and the completed questionnaire was collected after five (5) days. This pilot study allowed the researcher to remove certain questions, paraphrase others and swap some questions which were not in logical sequence. A more improved research instrument resulted after the pilot study.

#### **4.4.3 Administration of the Questionnaire**

Data was collected through a hand-delivered questionnaire which was distributed to 120 ROCIP employees in different divisions. The employees were given five working days to complete and the researcher collected the questionnaires when they were completed.

Each questionnaire was accompanied with a covering letter introducing the researcher and explaining the topic and purpose of the study. A confidentiality clause was also included in the covering letter to give the respondents assurance that their views will be kept secret.

#### **Advantages of Hand-Delivered Questionnaires**

The following are advantages of using hand-delivery of questionnaires by the researcher in this

study:

- There is reduced turnaround time compared to other methods like email postal surveys. The researcher has the advantage of making personal followups on collecting and reminding participants to complete the questionnaire.
- Participants have the chance to seek clarifications from the researcher should need be.
- The response is significantly higher if questionnaires are collected by the researcher in person.

(Murnane and Willett, 2013)

#### **Disadvantages of Hand-Delivered Questionnaires**

The following are disadvantages of using hand-delivery of questionnaires by the researcher in this study:

- There is an element of time constraint on the part of the researcher since she has to visit participants at their premises to either collect the questionnaires or remind them to complete the questionnaires.
- Followups have the potential to make some of the participants uncomfortable since such followups make them feel uncomfortable due to compromised privacy.

(Murnane and Willett, 2013)

#### **4.4.4 Collection of the Questionnaire**

The questionnaires were collected from participants after five days and the researcher kept them in a secure and locked cabinet before capturing responses from them during the data analysis phase of the study.

#### **4.5 Data Analysis**

Data analysis followed the capture of responses from participants. Data analysis facilitates the understanding of the study's original research questions. Given that two types of data were to be collected, quantitative and qualitative, the two methods of data analyses were used. The statistical methods were used to analyse quantitative data collected at employee's level. These analyses were done to identify the demographic characteristics, knowledge, attitudes towards department of ROCIP; and to identify factors that influence retaining civil servant in ROCIP. To do this SPSS was used. This software is very appropriate for analysing and presenting statistical data. Results were presented in table and charts for easy reading and interpretation.

Qualitative data generated from focus group discussions and key informant interviews was transcribed and analysed using thematic approach. The process involved identification of patterns, perspectives, attitudes and factors influencing retaining employees in ROCIP. The study

adopted Herzberg and Maslow theories in designing its research instruments. The results from the two analyses were triangulated during the compilation of the study report.

Statistics such as means and standard deviations were also incorporated into the analysis to enhance statistical rigour.

#### **4.6 Validity and Reliability**

This section discusses validity and reliability and how the researcher dealt with these two challenges.

##### **4.6.1 Validity**

The validity of a measuring instrument may be defined as the extent to which differences in scores on it reflects true differences among individuals on the characteristic that is being measured, rather than constant or random errors (Trochim, *et al*, 2013). In scientific usage a measurement of a given phenomenon (as designated by the given concept) is viewed as a valid measure if it successfully measures the phenomenon.

Several aspects of validation were used by the researcher.

##### **Face Validation**

Face validation checks whether the measuring instrument is really measuring the kind of behaviour that the investigator assumes it is, and whether it provides an adequate sample of that kind of behaviour. The researcher ensured face validity by aligning the research instrument items with the original hypotheses and also pilot testing the instrument. A sample size calculator was also used determine the sample size to be used, margin of error and design effect(Trochim, *et al*, 2013).

##### **Criterion Validity**

Criterion validity involves multiple measurements of the same concept. The process entails the use of a second measure of the concept as a criterion by which the validity of the new measure may be checked. For example, if one had a measuring instrument that one knew to be a valid measure of prejudice, a respondent's score on the new measuring instrument could be compared with his/her score on the old instrument. If the two scores were similar, the new measure could be said to have criterion validity(Trochim, *et al*, 2013). To ensure criterion validity, the researcher used a structured questionnaire and incorporated the Likert scale on the majority of the questions. The questionnaire was designed using simple English expressions. A structured questionnaire is a tried and tested instrument which is used to investigate various topics in science and social studies including talent retention management.

##### **Construct Validity**

Construct validity tests the association between two variables in a study. The relation between

each variable is independently tested with another broader variable. If both variables reflect a common association with the broader variable then we say the two variables exhibit construct validity (Trochim, *et al*, 2013). For example, one might investigate a relationship between social class and IQ and between social class and life expectancy. If investigations reveal that there is direct relationship between social and IQ in the first experiment and also direct relationship between social class and life expectancy then we say life expectancy has construct validity. In this study the researcher incorporated construct validity through the use of a set of roughly five questions for each original hypothesis. A pattern from participants' responses was then investigated during the data analysis stage of the study.

#### **4.6.2 Reliability**

Reliability is the consistency of a measure. A measure is said to be reliable if the measurement does not change when the concept being measured remains constant in value. However, if the concept being measured does change in value, the reliable measure will indicate that change. In the case of a business-research instrument such as a questionnaire, the unreliability also lies within the scale and may be due to such things as questions or answer categories so ambiguous that the respondent is unsure how he or she should answer and thus does not answer consistently (Trochim, *et al*, 20137).

The researcher employed two techniques to ensure reliability. Firstly, reliability was ensured through the use of a pilot study prior to the execution of the main study. This pilot study ensured that ambiguous questions were eliminated from the research instrument. The questionnaire was also designed in such a way that questions around a common theme (hypothesis) were similar or tackled the same objective.

Secondly, SPSS was used to compute the Cronbach's Alpha value to test for internal consistency between the questionnaire items which were designed to follow the Likert Scale. A value of 0.773 was obtained from the SPSS run, indicating good internal consistency between the questionnaire items.

#### **4.7 Delimitations and Limitations of the Study**

This section discusses limitations and delimitations of the study.

##### **Delimitations of the Study**

The study was delimited to the ROCIP department premises at Game City Mall in Gaborone city. Most of the subjects of this study are working in this department together with the researcher. It was, as a result, convenient for the researcher to gather the initial and subsequent data related to the study. A mixed methods approach (both quantitative and qualitative) was

used in order to enhance research quality and make room for explanations which may not be clear when only one strategy is adopted.

### **Limitations of the Study**

The study was conducted over a period of slightly one semester and this was a significant limitation on the research. The researcher could not reach a wider area than anticipated and could not adopt other methods and strategies due to lack of time and resources like money and manpower. Mixed methods were incorporated into the same research instrument (questionnaire) rather than through two different instruments. The questionnaire used captured numeric and qualitative data in the form of comments from respondents. The researcher had the option of making physical follow ups on sections which needed further clarifications.

### **4.8 Ethical Considerations**

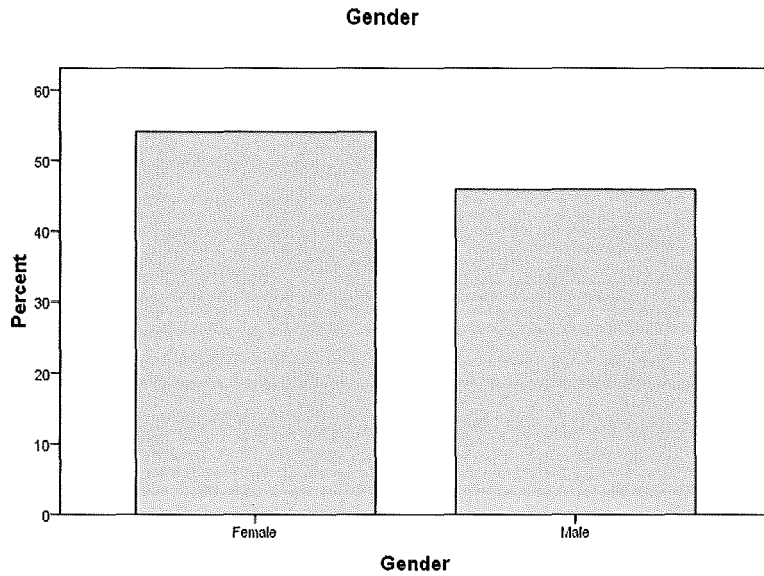
The proposal was forwarded to the Development Research Committee (DRC) of the Ministry of Trade and Industry, Botswana for approval in relation to meeting all ethical considerations before the commencement of the study. The purpose of the study was explained to the Board of ROCIP before administering the instruments. The participants were informed that participation in the study is voluntary, and that there would be no payment made for participation and that they were free to withdraw from participating at any time. They were assured of confidentiality of information obtained and their responses were coded to ensure anonymity. Participants willing to participate in the study were asked to give written consents. Participation in this study was exclusively to ROCIP employees.

### **4.9 Conclusion**

This chapter focused on research methodology and design. The research methodology offers the study its blueprint and is crucial to the execution of the entire study. This study adopted a Positivist approach. Data was mainly quantitative although qualitative data was also gathered through open-ended questions given to participants.

The study sampled 120 ROCIP employees who participated in the research. A statistical tool, SPSS version 20.0 was used to capture and analyse the data gathered from the respondents. Graphs and frequency tables were used to do the data analysis and discussion of the findings.

The next chapter, Chapter 5, focuses on analysis of results and discussion of findings.



**Figure 5.1: Gender of Respondent**

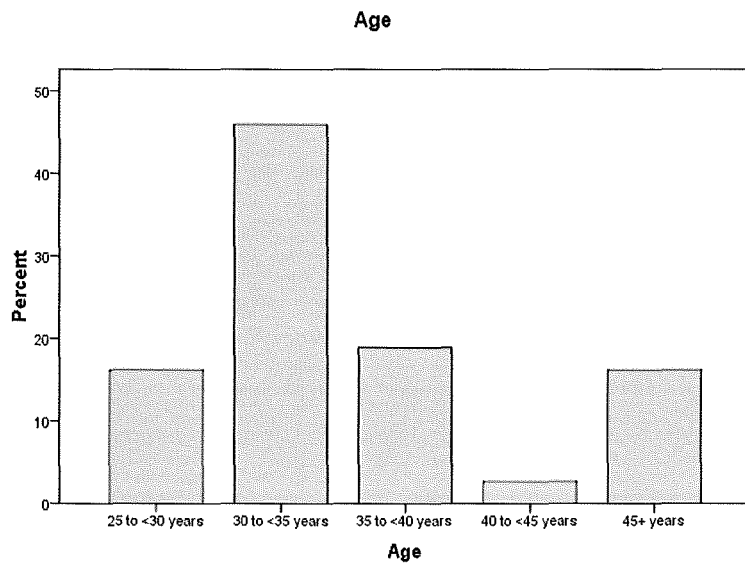
### 5.2 Age Group

This section discusses the age groups of the participants of the study.

**Table 5.2: Age Group**

Age Group	Frequency	Percent
25 to <30 years	14	16.2
30 to <35 years	41	45.9
35 to <40 years	17	18.9
40 to <45 years	2	2.7
45+ years	14	16.2
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings show that 16.2% of participants were aged 25 to less than 30 years, 45.9% were aged 30 to less than 35 years, 18.9% were aged 35 to less 40 years, 2.7% were aged 40 to less than 45 years and 16.2% were aged 45 years and above. Figure 5.2 below shows the findings in the form of a bar chart.



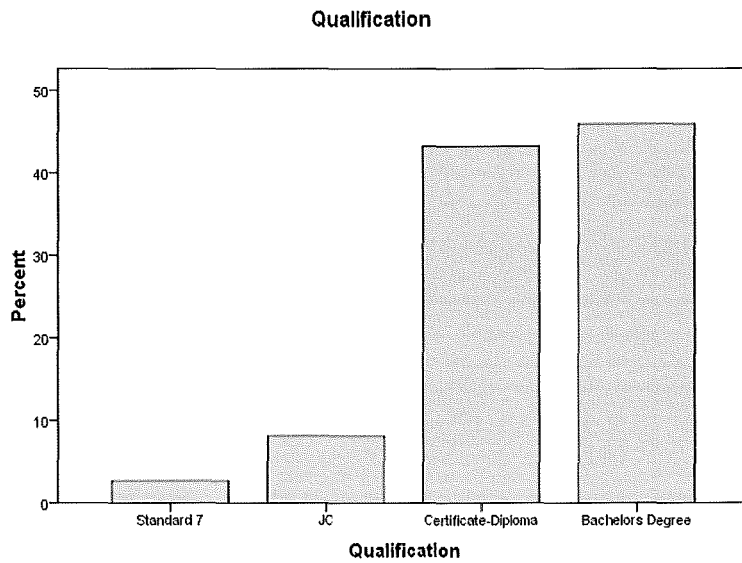
**Figure 5.2: Age Group**  
**5.3 Highest Qualification**

This section discusses the highest qualification of participants.

**Table 5.3: Highest Qualification**

Highest Qualification	Frequency	Percent
Standard 7	2	2.7
JC	7	8.1
Certificate-Diploma	38	43.2
Bachelor's Degree	42	45.9
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings show that 2.7% of respondents had Standard 7 as their highest qualification, 8.1% had Junior Certificate as their highest qualification, 43.2% had a Certificate or Diploma as their highest qualification and 45.9% had a Bachelor's Degree as their highest qualification. Figure 5.3 below shows the findings in the form of a bar chart.



**Figure 5.3: Highest Qualification**

**5.4: Job Position of Participant**

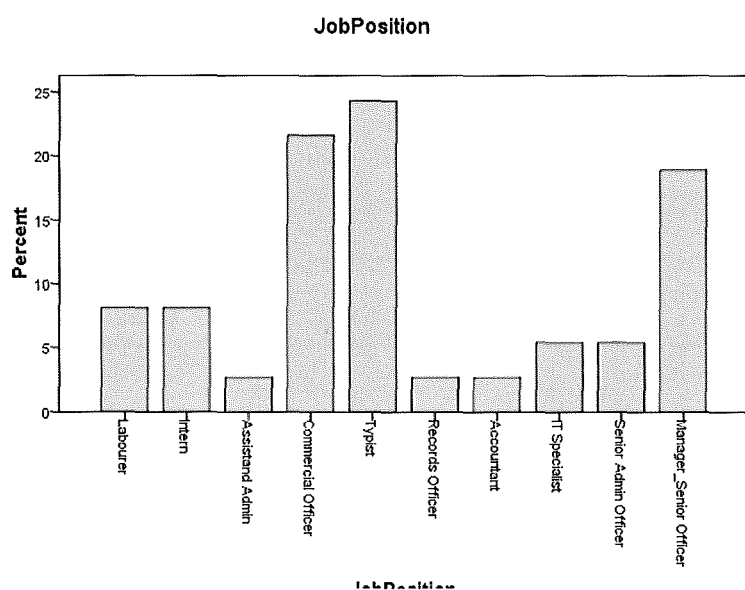
This section discusses the job position of participants

**Table 5.4: Job Position of Participant**

Job Position	Frequency	Percent
Labourer	7	8.1
Intern	7	8.1
Assistant Admin	2	2.7
Commercial Officer	19	21.6
Typist	22	24.3
Records Officer	2	2.7
Accountant	2	2.7
IT Specialist	5	5.4
Senior Admin Officer	5	5.4
Manager or Senior Officer	17	18.9
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings show that 8.1% of respondents were employed as labourers, 8.1% were employed as interns, 2.7% were employed as assistant administrators, 21.6% were employed as commercial officers, 24.3% were employed as typists, 2.7% were employed as records officers, 2.7% were employed as accountants, 5.4% were employed as IT specialists, 5.4% were employed as senior administrative officers, and 18.9% were employed as managers or occupied senior positions at ROCIP. Figure 5.4 below shows the findings in the form of a bar

chart.



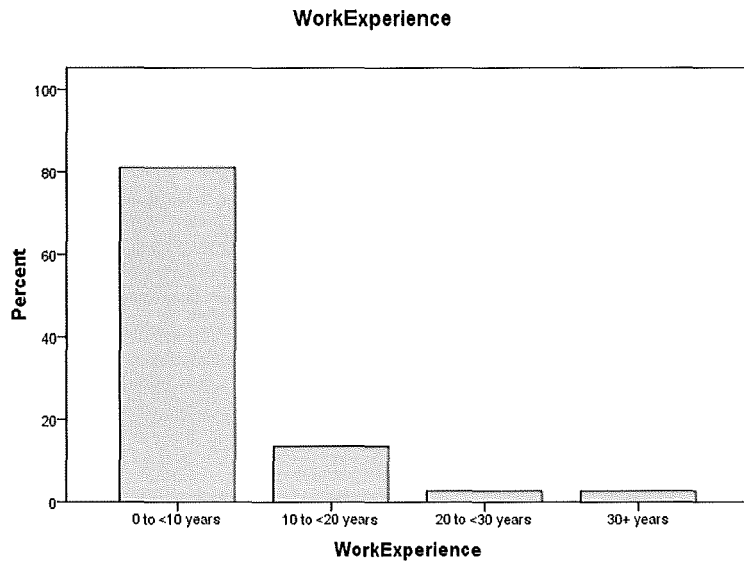
**Figure 5.4: Job Position of Participant  
5.5 Work Experience**

This section discusses the work experience of respondents.

**Table 5.5: Work Experience**

Work Experience	Frequency	Percent
0 to <10 years	72	81.1
10 to <20 years	13	13.5
20 to <30 years	2	2.7
30+ years	2	2.7
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings show that 81.1% of respondents have worked at ROCIP for at most 10 years, 13.5% have worked at ROCIP for between 10 to less than 20 years, 2.7% have worked at ROCIP for between 20 to less than 30 years, and 2.7% have worked at ROCIP for at least 30 years. Figure 5.5 below shows the findings in the form of a bar chart.



**Figure 5.5: Work Experience**

**SECTION B FACTORS INFLUENCING YOU TO KEEP YOUR JOB AT ROCIP**

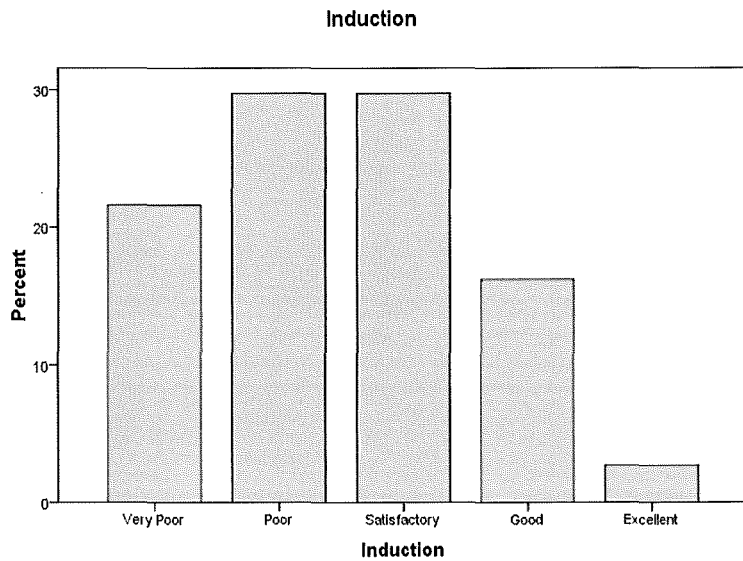
**5.6 Your Induction**

This section discusses views on respondents’ induction at ROCIP.

**Table 5.6: Your Induction**

Response	Frequency	Percent
Very Poor	19	21.6
Poor	27	29.7
Satisfactory	27	29.7
Good	14	16.2
Excellent	2	2.7
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings reveal that 21.6% of respondents stated that their induction at ROCIP was very poor, 29.7% stated that it was poor, 29.7% stated that it was satisfactory, 16.2% stated that it was good and 2.7% stated that it was excellent. The mean and standard deviation were 2.49 and 1.096 respectively, thus reflecting the average response “Poor.” Figure 5.6 below shows the findings in the form of a bar chart.



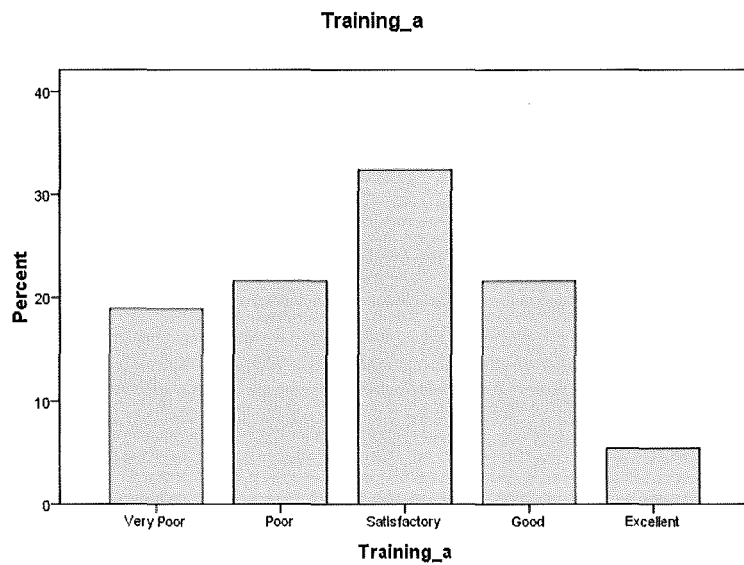
**Figure 5.6: Your Induction**  
**5.7 Your Training and Developing Received at ROCIP**

This section discusses respondents' views on their training and developing they received upon joining ROCIP.

**Table 5.7: Your Training and Developing Opportunities**

Response	Frequency	Percent
Very Poor	17	18.9
Poor	19	21.6
Satisfactory	29	32.4
Good	19	21.6
Excellent	5	5.4
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings show that 18.9% of respondents agreed that the training and development they received upon joining ROCIP was very poor, 21.6% agreed that it was poor, 32.4% agreed that it was satisfactory, 21.6% agreed that it was good and 5.4% agreed that it was excellent. The mean and standard deviation were 2.73 and 1.170 respectively, thus reflecting the view that the training and development at ROCIP was poor (almost satisfactory). Figure 5.7 below shows the findings in the form of a bar chart.



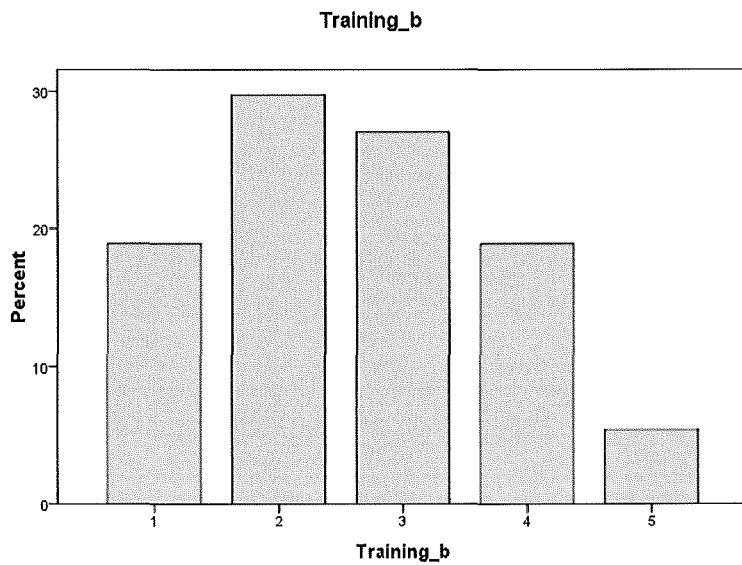
**Figure 5.7: Your Training and Developing Opportunities**  
**5.8 Opportunities for Career Development and Promotion**

This section discusses respondents' views about their opportunities for career development and promotion.

**Table 5.8 Opportunities for Career Development and Promotion**

Response	Frequency	Percent
Very Poor	17	18.9
Poor	26	29.7
Satisfactory	24	27.0
Good	17	18.9
Excellent	5	5.4
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings reveal that 18.9% of participants revealed that their opportunity for career development and development at ROCIP is very poor, 29.7% revealed that it is poor, 27.0% revealed that it is satisfactory, 18.9% revealed that it is good and 5.4% revealed that it is excellent. The mean and standard deviation were 2.62 and 0.893 respectively, thus favouring the response "Poor." Figure 5.8 below shows the findings in the form of a bar chart.



**Figure 5.8 Opportunities for Career Development and Promotion**

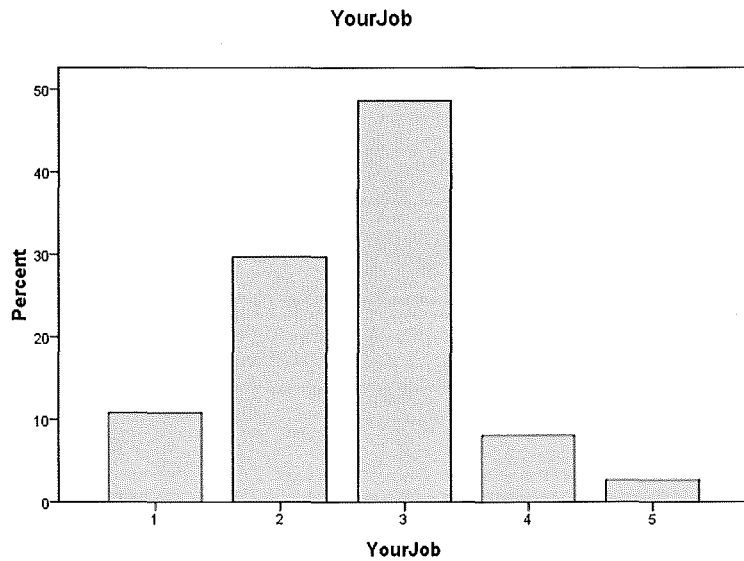
**5.9 Your Job**

This section focuses participants' views on their job status.

**Table 5.9: Your Job**

Response	Frequency	Percent
Very Poor	10	10.8
Poor	26	29.7
Satisfactory	44	48.6
Good	7	8.1
Excellent	2	2.7
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings reveal that 10.8% of study participants agreed that their job status is very poor, 29.7% agreed that it is poor, 48.6% agreed that it is satisfactory, 8.1% agreed that it is good and 2.7% agreed that it is excellent. The mean and standard deviation were 2.62 and 0.1163 respectively, thus reflecting the view "Poor." Figure 5.9 below shows the findings in the form of a bar chart.



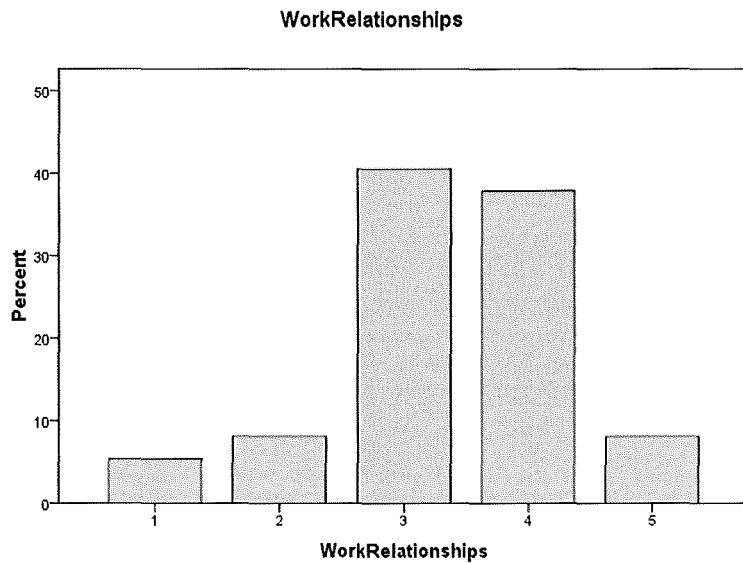
**Figure 5.9: Your Job**  
**5.10 Work Relationships**

This section discusses the work relationships amongst employees at ROCIP.

**Table 5.10: Work Relationships**

Response	Frequency	Percent
Very Poor	5	5.4
Poor	7	8.1
Satisfactory	36	40.5
Good	34	37.8
Excellent	7	8.1
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings reveal that 5.4% of participants of this study stated that their work relationships are very poor, 8.1% stated that their work relationships are poor, 40.5% stated that they are satisfactory, 37.8% stated that they are good and 8.1% stated that their work relationships are excellent. The mean and standard deviation were 3.35 and 0.949 respectively, reflecting the view “Good.” Figure 5.10 below shows the findings in the form of a bar chart.



**Figure 5.10: Work Relationships**

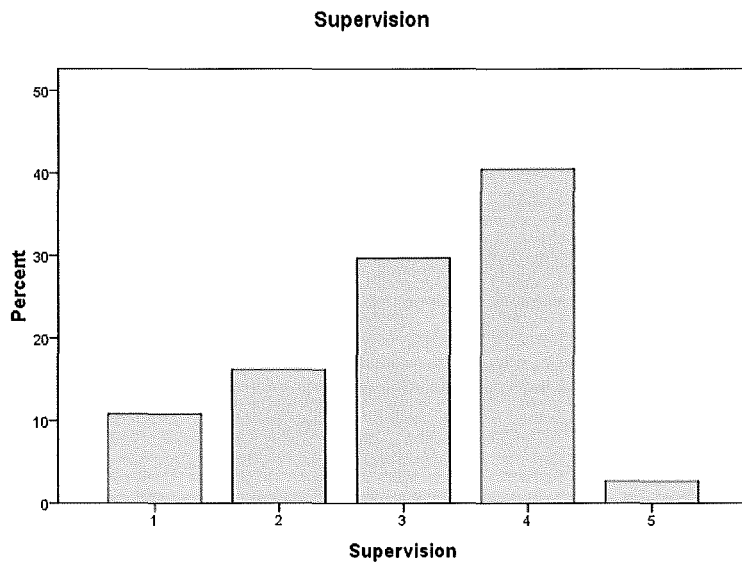
**5.11 Your Supervision**

This section discusses the views of participants on their level of supervision at ROCIP.

**Table 5.11: Your Supervision**

Response	Frequency	Percent
Very Poor	10	10.8
Poor	14	16.2
Satisfactory	26	29.7
Good	36	40.5
Excellent	2	2.7
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings show that 10.8% of respondents agreed that their level of supervision at ROCIP was very poor, 16.2% agreed that it was poor, 29.7% agreed that it was satisfactory, 40.5% agreed that it was good and 2.7% agreed that it was excellent. The mean and standard deviation were 3.08 and 1.064 respectively, thus supporting the view “Satisfactory” supervision. Figure 5.11 below shows the findings in the form of a bar chart.



**Figure 5.11: Your Supervision**

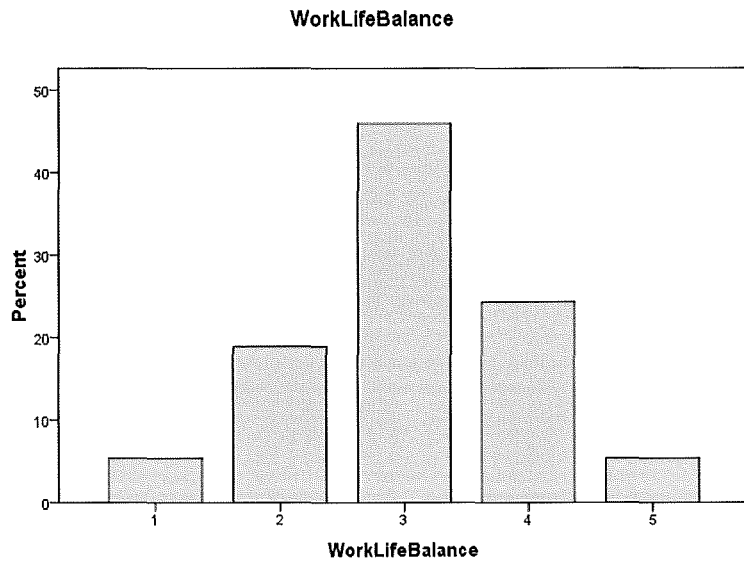
**5.12 Your Work/Life Balance**

This section discusses the respondents' balance between work and life.

**Table 5.12: Your Work/Life Balance**

Response	Frequency	Percent
Very Poor	5	5.4
Poor	17	18.9
Satisfactory	41	45.9
Good	21	24.3
Excellent	5	5.4
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings reveal that 5.4% of participants of this study agreed that their balance between work and life was very poor, 18.9% agreed that it was poor, 45.9% agreed that it was satisfactory, 24.3% agreed that it was good and 5.4% agreed that it was excellent. The mean and standard deviation were 3.05 and 0.941 respectively, thus reflecting satisfactory balance between work and life. Figure 5.12 below shows the responses in the form of a bar chart.



**Figure 5.12: Your Work/Life Balance**

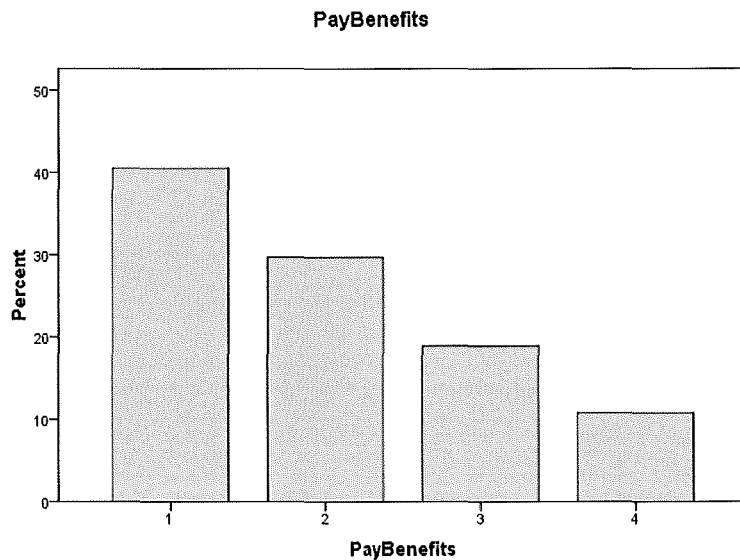
**5.13 Your Pay and Benefits**

This section discusses respondents' views on their pay and benefits at ROCIP.

**Table 5.13: Your Pay and Benefits**

Response	Frequency	Percent
Very Poor	36	40.5
Poor	26	29.7
Satisfactory	17	18.9
Good	10	10.8
<b>Total</b>	<b>89</b>	<b>100.0</b>

The above findings reveal that 40.5% of respondents agreed that their pay and benefits at ROCIP are very poor, 29.7% agreed that they are poor, 18.9% agreed that they are satisfactory and 10.8% agreed that pay and benefits at ROCIP are good. The mean and standard deviation were 2.00 and 1.027 respectively, thus reflecting the view "Poor" pay and benefits. Figure 5.13 below shows the responses in the form of a bar chart.



**Figure 5.13: Your Pay and Benefits**

### SECTION C INTENTION TO LEAVE ROCIP

This section gathered views of study participants on those factors which have the potential to make them leave ROCIP. They are discussed according to what respondents considered to be their highest priority for leaving ROCIP (Priority 1) and their lowest priority (Priority 11).

#### 5.14 Priority 1

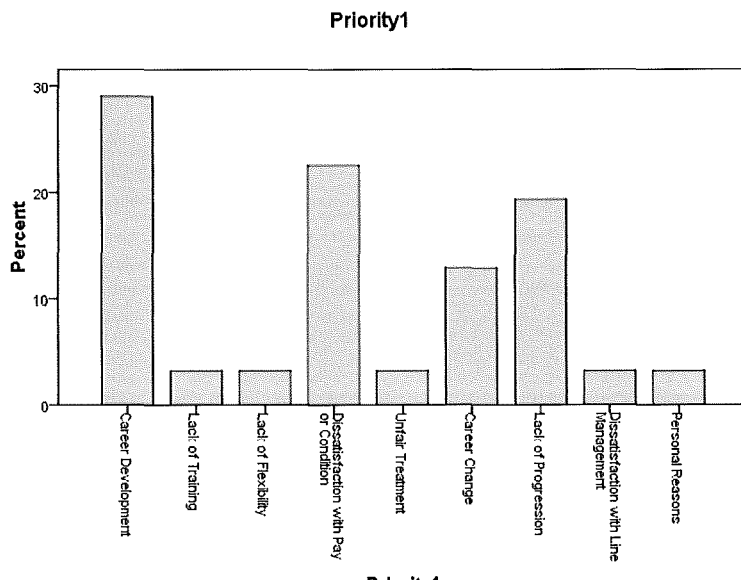
This section discusses the main reason why ROCIP employees want to leave the department.

**Table 5.14: Priority 1**

Reason for leaving ROCIP	Frequency	Percent
Career Development	22	24.3
Dissatisfaction with Pay or Condition	17	18.9
Lack of Progression	14	16.2
Career Change	10	10.8
Lack of Training	2	2.7
Lack of Flexibility	2	2.7
Unfair Treatment	2	2.7
Dissatisfaction with Line Management	2	2.7
Personal Reasons	2	2.7
Missing values	14	16.2

The above findings reveal that the most important reason (Priority 1) why ROCIP employees consider leaving the department relate to lack of career development at ROCIP (24.3%), followed by dissatisfaction with pay or condition (18.9%), followed by lack of progression (16.2%), and career change (10.8%). About 16.2% of respondents did not indicate their highest

priority for leaving ROCIP. The mean and standard deviation were 4.90 and 3.102 respectively. Figure 5.14 shows the same findings in the form of a bar chart.



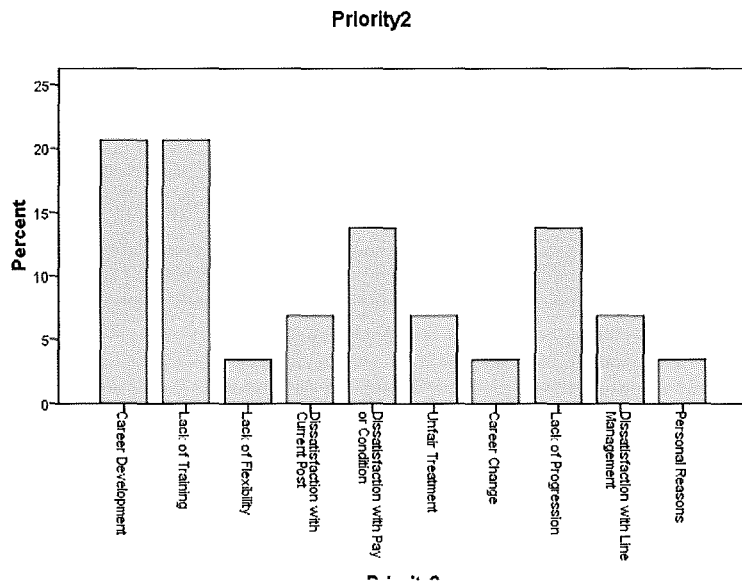
**Figure 5.14: Priority 1**  
**5.15 Priority 2**

This section discusses ROCIP employees' second most important reason why they contemplate leaving the department.

**Table 5.15: Priority 2**

Reason for leaving ROCIP	Frequency	Percent
Career Development	14	16.2
Lack of Training	14	16.2
Dissatisfaction with Pay or Condition	10	10.8
Lack of Progression	10	10.8
Dissatisfaction with Current Post	5	5.4
Unfair Treatment	5	5.4
Dissatisfaction with Line Management	5	5.4
Lack of Flexibility	2	2.7
Career Change	2	2.7
Personal Reasons	2	2.7
Missing values	19	21.6

The above findings reveal that career development (16.2%) was the second most important (Priority 2) reason why ROCIP employees want to leave the department, followed by lack of training (16.2%), followed by dissatisfaction with pay or condition (10.8%) and lack of progression (10.8%). About 21.6% of participants did not indicate their second priority of leaving ROCIP employment. The mean and standard deviation were 4.52 and 3.147 respectively. Figure 5.15 shows the same findings in the form of a bar chart.



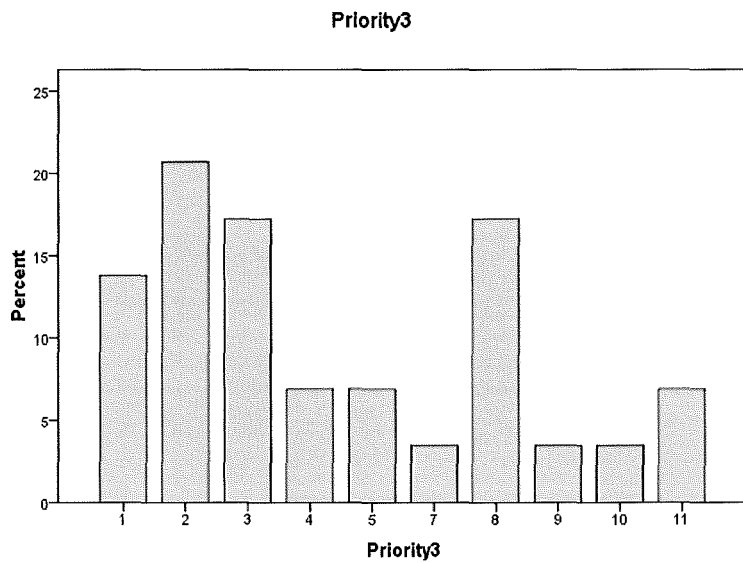
**Figure 5.15: Priority 2**  
**5.16 Priority 3**

This section discusses ROCIP employees' third most important reason why they contemplate leaving the department.

**Table 5.16 Priority 3**

Reason for leaving ROCIP	Frequency	Percent
Lack of training	6	16.2
Lack of flexibility	5	13.5
Lack of progression	5	13.5
Career development	4	10.8
Dissatisfaction with current post	2	5.4
Dissatisfaction with pay or conditions	2	5.4
Personal reasons	2	5.4
Career change	1	2.7
Ill health	1	2.7
Dissatisfaction with line management	1	2.7
Missing values	8	21.6

The above findings show that the third most important (Priority 3) reason ROCIP employee consider leaving the department relate to lack of training (16.2%), lack of flexibility (13.5%), lack of progression (13.5%) and career development (10.8%). About 21.6% of participants did not indicate their third priority of leaving ROCIP employment. The mean and standard deviation were 4.72 and 3.272 respectively. Figure 5.16 shows the same findings in the form of a bar chart.



**Figure 5.16 Priority 3**  
**5.17 Priority 4**

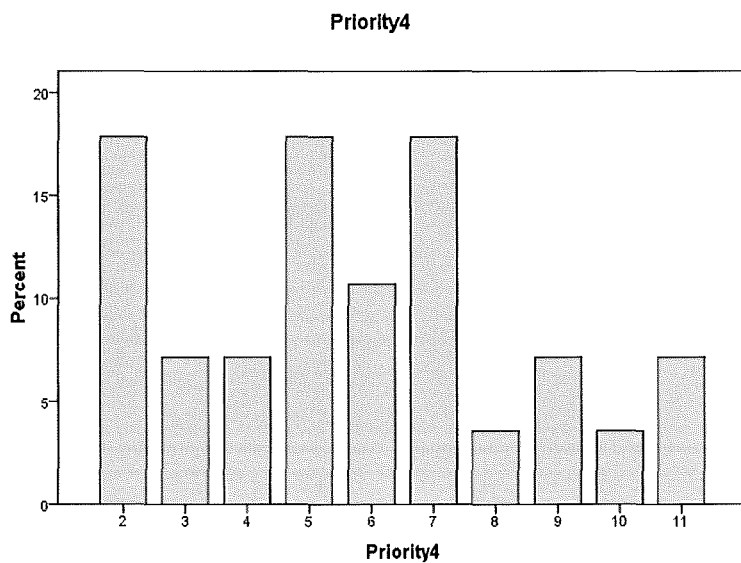
This section discusses ROCIP employees' fourth most important reason why they contemplate leaving the department.

**Table 5.17 Priority 4**

Reason for leaving ROCIP	Frequency	Percent
Lack of training	12	13.5
Dissatisfaction with pay or conditions	12	13.5
Career change	12	13.5
Unfair treatment	7	8.1
Lack of flexibility	5	5.4
Dissatisfaction with current post	5	5.4
Ill health	5	5.4
Personal reasons	5	5.4
Dissatisfaction with line management	2	2.7
Lack of progression	2	2.7
Missing values	22	24.3

The above findings show that the fourth most important (Priority 4) reason ROCIP employee consider leaving the department relate to lack of training (13.5%), dissatisfaction with pay or conditions (13.5%), career change (13.5%) and unfair treatment (8.1%). About 24.3% of participants did not indicate their fourth priority of leaving ROCIP employment. The mean and standard deviation were 5.71 and 2.733 respectively. Figure 5.17 shows the same findings in

the form of a bar chart.



**Figure 5.17 Priority 4**  
**5.18 Priority 5**

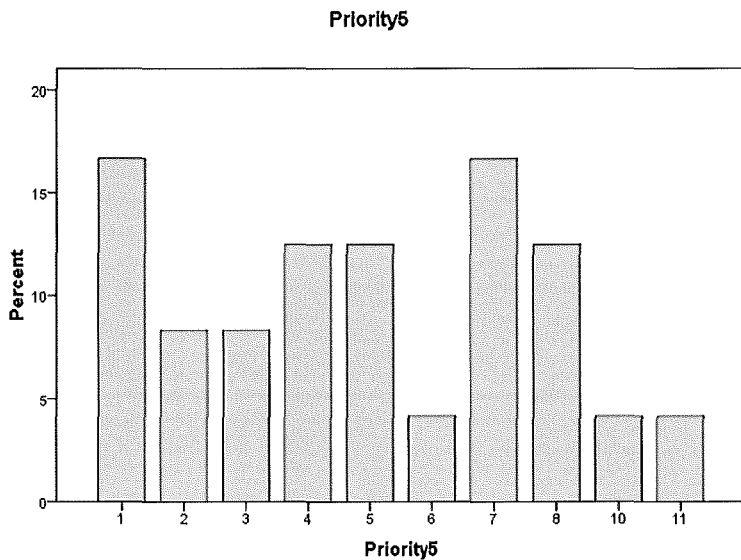
This section discusses ROCIP employees' fifth most important reason why they contemplate leaving the department.

**Table 5.18 Priority 5**

Reason for leaving ROCIP	Frequency	Percent
Personal reasons	16	18.0
Career change	10	10.8
Career development	10	10.8
Dissatisfaction with current post	7	8.1
Dissatisfaction with pay or conditions	7	8.1
Lack of progression	7	8.1
Lack of training	5	5.4
Lack of flexibility	5	5.4
Unfair treatment	2	2.7
Ill health	2	2.7
Dissatisfaction with line management	2	2.7
System	16	35.1

The above findings show that the fifth most important (Priority 5) reason ROCIP employee consider leaving the department relate to personal reasons (18.0%), career change (10.8%), career development (10.8%), dissatisfaction with current post (8.1%), dissatisfaction with pay or conditions (8.1%) and lack of progression (8.1%). About 35.1% of participants did not indicate their fifth priority of leaving ROCIP employment. The mean and standard deviation

were 5.00 and 2.934 respectively. Figure 5.18 shows the same findings in the form of a bar chart.



**Figure 5.18 Priority 5**  
**5.19 Priority 6**

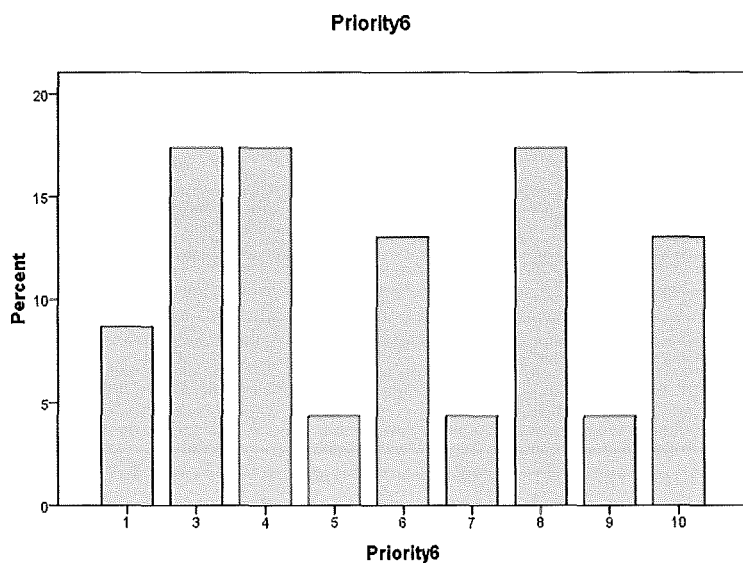
This section discusses ROCIP employees’ sixth most important reason why they contemplate leaving the department.

**Table 5.19 Priority 6**

Reason for leaving ROCIP	Frequency	Percent
Lack of flexibility	10	10.8
Dissatisfaction with current post	10	10.8
Lack of progression	10	10.8
Unfair treatment	7	8.1
Dissatisfaction with line management	17	8.1
Career development	5	5.4
Dissatisfaction with pay or conditions	2	2.7
Career change	4	2.7
Ill health	5	2.7
Missing values	34	37.8

The above findings show that the sixth most important (Priority 6) reason ROCIP employee consider leaving the department relate to lack of flexibility (10.8%), dissatisfaction with current post (10.8%), lack of progression (10.8%), unfair treatment (8.1%) and dissatisfaction with line management (8.1%). About 37.8% of participants did not indicate their sixth priority of leaving ROCIP employment. The mean and standard deviation were 5.70 and 2.819

respectively. Figure 5.19 shows the same findings in the form of a bar chart.



**Figure 5.19 Priority 6**

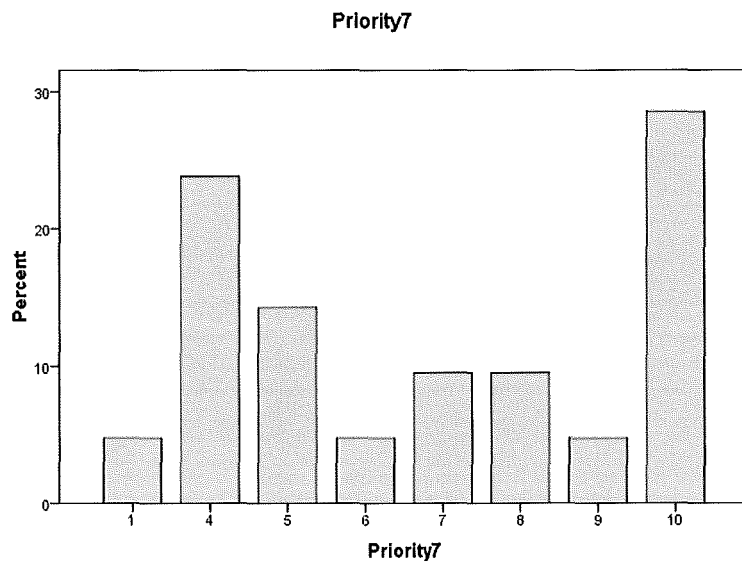
**5.20 Priority 7**

This section discusses ROCIP employees’ seventh most important reason why they contemplate leaving the department.

**Table 5.20 Priority 7**

Reason for leaving ROCIP	Frequency	Percent
Dissatisfaction with line management	14	16.2
Dissatisfaction with current post	12	13.5
Dissatisfaction with pay or conditions	7	8.1
Career change	5	5.4
Lack of progression	5	5.4
Career development	2	2.7
Unfair treatment	2	2.7
Ill health	2	2.7
Missing values	38	43.2

The above findings show that the seventh most important (Priority 7) reason ROCIP employee consider leaving the department relate to dissatisfaction with line management (16.2%), dissatisfaction with current post (13.5%) and dissatisfaction with pay or conditions (8.1%). About 43.2% of participants did not indicate their seventh priority of leaving ROCIP employment. The mean and standard deviation were 6.71 and 2.759 respectively. Figure 5.20 shows the same findings in the form of a bar chart.



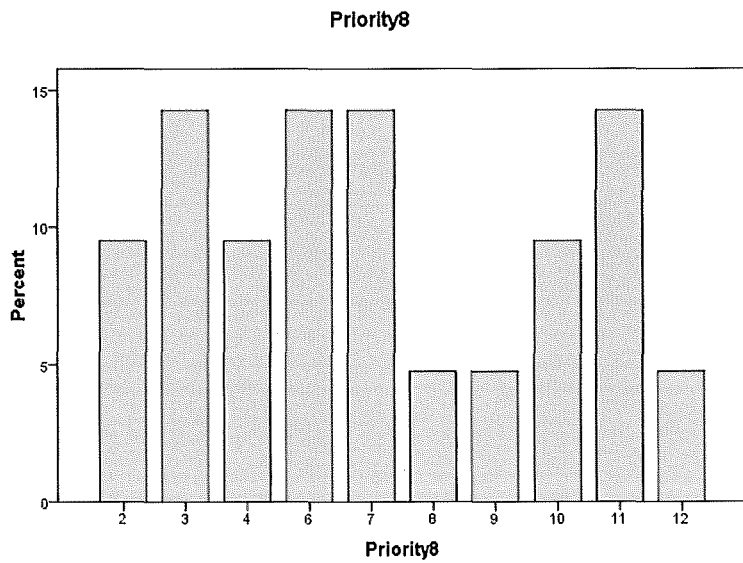
**Figure 5.20 Priority 7**  
**5.21 Priority 8**

This section discusses ROCIP employees' eight most important reason why they contemplate leaving the department.

**Table 5.21 Priority 8**

Reason for leaving ROCIP	Frequency	Percent
Lack of training	7	8.1
Dissatisfaction with pay or conditions	7	8.1
Unfair treatment	7	8.1
Dissatisfaction with line management	7	8.1
Career development	5	5.4
Lack of flexibility	5	5.4
Ill health	5	5.4
Career change	2	2.7
Lack of progression	2	2.7
Personal reasons	2	2.7
Missing values	38	43.2

The above findings show that the eight most important (Priority 8) reason ROCIP employee consider leaving the department relate to lack of training (8.1%), dissatisfaction with pay or conditions (8.1%), unfair treatment (8.1%) and dissatisfaction with line management (8.1%). About 43.2% of participants did not indicate their eight priority of leaving ROCIP employment. The mean and standard deviation were 6.76 and 3.270 respectively. Figure 5.21 shows the same findings in the form of a bar chart.



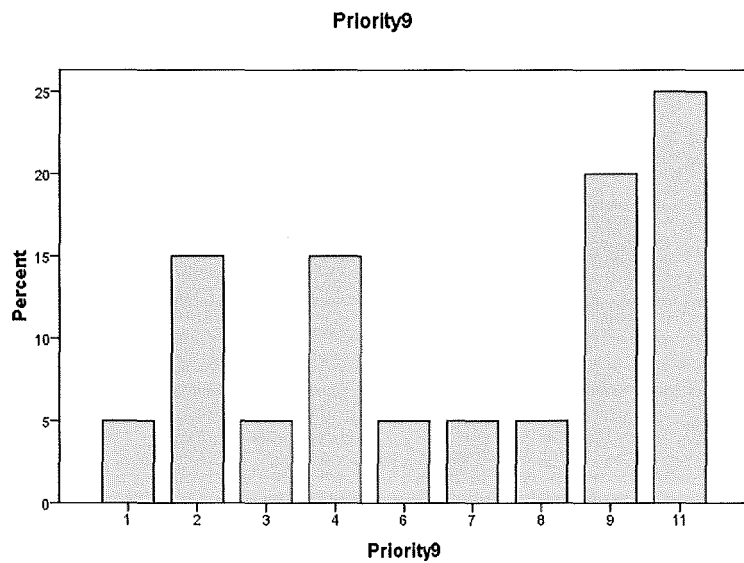
**Figure 5.21 Priority 8**  
**5.22 Priority 9**

This section discusses ROCIP employees' ninth most important reason why they contemplate leaving the department.

**Table 5.22 Priority 9**

Reason for leaving ROCIP	Frequency	Percent
Dissatisfaction with line management	12	13.5
Ill health	10	10.8
Lack of training	7	8.1
Dissatisfaction with current post	7	8.1
Career development	2	2.7
Lack of flexibility	2	2.7
Unfair treatment	2	2.7
Career change	2	2.7
Lack of progression	2	2.7
Missing values	41	45.9

The above findings show that the ninth most important (Priority 9) reason ROCIP employee consider leaving the department relate to dissatisfaction with line management (13.5%), ill health (10.8%), lack of training (8.1%) and dissatisfaction with current post (8.1%). About 45.9% of participants did not indicate their ninth priority of leaving ROCIP employment. The mean and standard deviation were 6.70 and 3.629 respectively. Figure 5.22 shows the same findings in the form of a bar chart.



**Figure 5.22 Priority 9**

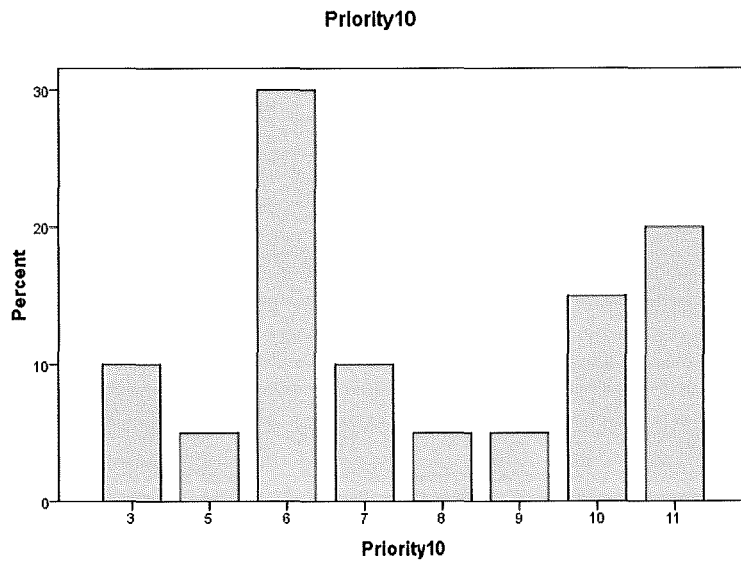
**5.23 Priority 10**

This section discusses ROCIP employees' tenth most important reason why they contemplate leaving the department.

**Table 5.23 Priority 10**

Reason for leaving ROCIP	Frequency	Percent
Unfair treatment	14	16.2
Personal reasons	10	10.8
Dissatisfaction with line management	7	8.1
Lack of flexibility	5	5.4
Career change	5	5.4
Dissatisfaction with pay or conditions	2	2.7
Lack of progression	2	2.7
Ill health	2	2.7
Missing values	41	45.9

The above findings show that the tenth most important (priority 10) reason ROCIP employee consider leaving the department relate to unfair treatment (16.2%), personal reasons (10.8%) and dissatisfaction with line management(8.1%). About 45.9% of participants did not indicate their ninth priority of leaving ROCIP employment. The mean and standard deviation were 7.60 and 2.624 respectively. Figure 5.23 shows the same findings in the form of a bar chart.



**Figure 5.23 Priority 10**

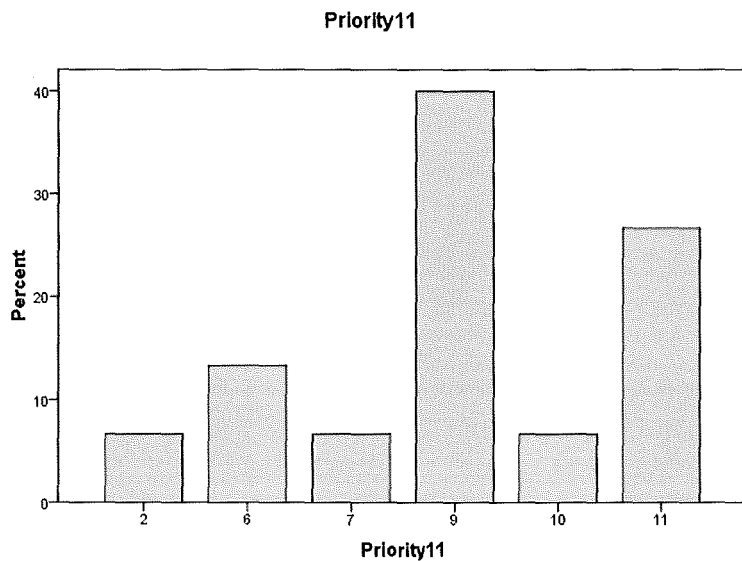
**5.24 Priority 11**

This section discusses ROCIP employees' eleventh most important reason why they contemplate leaving the department.

**Table 5.24 Priority 11**

Reason for leaving ROCIP	Frequency	Percent
Ill health	14	16.2
Personal reasons	10	10.8
Unfair treatment	5	5.4
Lack of training	2	2.7
Career change	2	2.7
Dissatisfaction with line management	2	2.7
Missing values	53	59.5

The above findings show that the eleventh most important (priority 11) reason ROCIP employee consider leaving the department relate to ill health (16.2%) and personal reasons (10.8%). About 59.5% of participants did not indicate their ninth priority of leaving ROCIP employment. The mean and standard deviation were 8.60 and 2.473 respectively. Figure 5.24 shows the same findings in the form of a bar chart.



**Figure 5.24 Priority 11**

### 5.25 Summary of Findings

The following is a list of findings from the study:

- The majority of ROCIP employees (62.1%) were aged below 35 years of age.
- The majority of ROCIP employees (45.9%) were holders of Bachelors Degrees.
- The majority of ROCIP employees (81.1%) have worked in the department for less than 10 years.
- The majority of ROCIP employees (51.3%) felt that their induction at the department was poor. Employees complained that induction was not conducted except on-the-job training. In the few instances where induction was conducted it was general and did not cover detailed specifications of the job. On the positive side, some employees stated that the new norm is for induction to be done within three months of the employee's contract and such induction gives new recruits an insight of the various divisions at ROCIP.
- The majority of ROCIP employees (59.4%) felt that their training and development opportunities were at least satisfactory. However, employees who gave further comments suggested that their training was not based on performance and some of the training sessions were not based on what they were doing in their divisions. Promotions at ROCIP are not based on merit but on favouritism since some employees can be promoted within a few months of their engagement whilst others spend several years

before they get promoted. Some employees felt that since they work with customers they should be taken to courses on customer service. On a positive note, some employees felt that the training programs they received at ROCIP have helped them to quickly learn about the department and they suggested they attend more similar workshops.

- The majority of ROCIP employees (59.4%) felt that their job was at least satisfactory. Employees felt that their work was enjoyable and that they worked as a team and cooperate to push any backlog even though they are not paid for overtime work. Some workers felt that the new system they are using is challenging and they have a reason to enjoy their work. However, some employees felt that their job was more clerical than managerial, especially those who had degrees as their qualifications. Staff constraints and overheads also ensured that the few who were available could not cope hence the need for regular unpaid overtime.
- The majority of ROCIP employees (86.4%) felt that their work relationships were at least satisfactory. Team work exists in various divisions at ROCIP and supervisors are helpful and supportive to their subordinates. On the downside, employees complained about staff shortages and this impacted on teams. Some supervisors and managers do not follow prescribed procedures and rely on favouritism and this leads to disgruntlement of employees.
- The majority of ROCIP employees (72.9%) felt that their supervision was at least satisfactory. However, the majority of comments were negative with some employees complaining that their supervisors were emotional and lacked supervisory skills. Employees were not engaged by their supervisors when key decisions were made in their divisions.
- The majority of ROCIP employees (75.6%) felt that their work/life balance was at least satisfactory. They could balance their work and lived quite well. However, some employees felt that their scope was very narrow since they were employed on a part-time basis. Others felt that they spent too much time at their workplaces and this impacted on their family lives. Supervisors in some instances had unnecessary control over employees private/personal matters, for example, on issues relating to reasons for leave application and visitors at the workplace.
- The majority of ROCIP employees (70.2%) felt that their pay and benefits were poor. They felt that their salaries were not commensurate with market rates. The Botswana

government salary structure is very stagnant and employees have no control over this issue. Their salaries could not afford them basics like their own houses to live in, cars to take them to work, food, medical cover and servicing loans with commercial banks. Employees felt that their salaries should be increased and that they should be given housing and medical aid allowances. Salaries for graduates are far much lower than for their counterparts in the private sector and the government should seriously consider raising graduate salaries.

- The main reasons why most (24.3%) ROCIP employees want to leave the department relate to poor prospects in career development.
- The second most important reason why most (16.2%) ROCIP employees want to leave the department relate to poor prospects in career development and lack of training.
- The third most important reason why most (29.7%) ROCIP employees want to leave the department relate to lack of training.
- The fourth most important reason why most (13.5%) ROCIP employees want to leave the department relate to lack of training.
- The fifth most important reason why most (18.0%) ROCIP employees want to leave the department relate to personal reasons.
- The sixth most important reason why most (10.8%) ROCIP employees want to leave the department relate to lack of flexibility, dissatisfaction with current post and lack of progression.
- The seventh most important reason why most (16.2%) ROCIP employees want to leave the department relate to dissatisfaction with line management.
- The eighth most important reason why most (8.1%) ROCIP employees want to leave the department relate to lack of training, dissatisfaction with pay or conditions and unfair treatment.
- The ninth most important reason why most (13.5%) ROCIP employees want to leave the department relate to dissatisfaction with line management.
- The tenth most important reason why most (13.5%) ROCIP employees want to leave the department relate to unfair treatment.
- The eleventh most important reason why most (16.2%) ROCIP employees want to leave the department relate to ill health.

## **CHAPTER 6 CONCLUSIONS AND RECOMMENDATIONS**

### **6.1 Introduction**

This chapter focuses on conclusions and recommendations of the study. The study focused on talent retention management at ROCIP. Talent retention is crucial at every organisation if it is to remain viable and competitive in the business environment. Findings from literature review will be discussed together with those from the primary study and a list of conclusions and recommendations drawn. The chapter winds up with an action plan and a conclusion.

### **6.2 Findings from the Study**

The study aimed at investigating talent retention management at ROCIP. Preliminary findings from the literature review indicated that most employees within the civil service use government employment as a stepping stone to better employment elsewhere, for example, in the private sector or abroad. The Botswana government is faced with staff shortages and has expanded tertiary educational institutes' capacity to create more prospective employees but it is not realising dividends from this effort. The brain drain continues due to low salaries given to graduates and the stagnant payment regime within the Botswana civil service.

Findings from the literature review are confirmed by those from the primary study which concur that payments and benefits for employees are very low and cannot afford employees the opportunity to pay for basics such as food, shelter, transport and medical expenses. Salaries are not commensurate with qualification and experience. Staff is overwhelmed with work because of the brain drain and overtime work is not remunerated for. Opportunities for training and development are scarce and in most cases the only option is to leave government employment.

### **6.3 Findings from Literature Review**

There is lack of skilled workforce within the Botswana government civil service (Legwaila, 2011). This is despite the measures taken by the Botswana government to send students overseas to acquire tertiary education in greater numbers than before. Locally, the government has privatised tertiary education so that more citizens have access to education at tertiary level.

Government employees feel better off seeking better paying jobs in the private sector and only take government offers for jobs as a temporary measure (Hope, 2012). This impact on the government's effort to retain skilled and leaned employees within its services.

ROCIP, being a government department is also affected by this brain drain. ROCIP is at the centre of attracting foreign direct investment to Botswana and this drive requires skilled

manpower. Several processes within the department also require the skills of talented employees –copyright unit, intellectual property unit and industrial property unit, just to mention a few (ROCIP, 2013).

Currently, ROCIP does not have an effective talent retention management strategy to deal with human resource problems affecting the department.

#### **6.4 Findings from Primary Research**

- The majority of ROCIP employees (62.1%) were aged below 35 years of age.
- The majority of ROCIP employees (45.9%) were holders of Bachelors Degrees.
- The majority of ROCIP employees (81.1%) have worked in the department for less than 10 years.
- The majority of ROCIP employees (51.3%) felt that their induction at the department was poor. Employees complained that induction was not conducted except on-the-job training. In the few instances where induction was conducted it was general and did not cover detailed specifications of the job. On the positive side, some employees stated that the new norm is for induction to be done within three months of the employee's contract and such induction gives new recruits an insight of the various divisions at ROCIP.
- The majority of ROCIP employees (59.4%) felt that their training and developing opportunities were at least satisfactory. However, employees who gave further comments suggested that their training was not based on performance and some of the training sessions were not based on what they were doing in their divisions. Promotions at ROCIP are not based on merit but on favouritism since some employees can be promoted within a few months of their engagement whilst others spend several years before they get promoted. Some employees felt that since they work with customers they should be taken to courses on customer service. On a positive note, some employees felt that the training programs they received at ROCIP have helped them to quickly learn about the department and they suggested they attend more similar workshops.
- The majority of ROCIP employees (59.4%) felt that their job was at least satisfactory. Employees felt that their work was enjoyable and that they worked as a team and cooperate to push any backlog even though they are not paid for overtime work. Some workers felt that the new system they are using is challenging and they have a reason to enjoy their work. However, some employees felt that their job was more clerical than

managerial, especially those who had degrees as their qualifications. Staff constraints and overheads also ensured that the few who were available could not cope hence the need for regular unpaid overtime.

- The majority of ROCIP employees (86.4%) felt that their work relationships were at least satisfactory. Team work exists in various divisions at ROCIP and supervisors are helpful and supportive to their subordinates. On the downside, employees complained about staff shortages and this impacted on teams. Some supervisors and managers do not follow prescribed procedures and rely on favouritism and this leads to disgruntlement of employees.
- The majority of ROCIP employees (72.9%) felt that their supervision was at least satisfactory. However, the majority of comments were negative with some employees complaining that their supervisors were emotional and lacked supervisory skills. Employees were not engaged by their supervisors when key decisions were made in their divisions.
- The majority of ROCIP employees (75.6%) felt that their work/life balance was at least satisfactory. They could balance their work and lived quite well. However, some employees felt that their scope was very narrow since they were employed on a part-time basis. Others felt that they spent too much time at their workplaces and this impacted on their family lives. Supervisors in some instances had unnecessary control over employees private/personal matters, for example, on issues relating to reasons for leave application and visitors at the workplace.
- The majority of ROCIP employees (70.2%) felt that their pay and benefits were poor. They felt that their salaries were not commensurate with market rates. The Botswana government salary structure is very stagnant and employees have no control over this issue. Their salaries could not afford them basics like their own houses to live in, cars to take them to work, food, medical cover and servicing loans with commercial banks. Employees felt that their salaries should be increased and that they should be given housing and medical aid allowances. Salaries for graduates are far much lower than for their counterparts in the private sector and the government should seriously consider raising graduate salaries.
- The main reasons why most (24.3%) ROCIP employees want to leave the department relate to poor prospects in career development.

- The second most important reason why most (16.2%) ROCIP employees want to leave the department relate to poor prospects in career development and lack of training.
- The third most important reason why most (29.7%) ROCIP employees want to leave the department relate to lack of training.
- The fourth most important reason why most (13.5%) ROCIP employees want to leave the department relate to lack of training.
- The fifth most important reason why most (18.0%) ROCIP employees want to leave the department relate to personal reasons.
- The sixth most important reason why most (10.8%) ROCIP employees want to leave the department relate to lack of flexibility, dissatisfaction with current post and lack of progression.
- The seventh most important reason why most (16.2%) ROCIP employees want to leave the department relate to dissatisfaction with line management.
- The eighth most important reason why most (8.1%) ROCIP employees want to leave the department relate to lack of training, dissatisfaction with pay or conditions and unfair treatment.
- The ninth most important reason why most (13.5%) ROCIP employees want to leave the department relate to dissatisfaction with line management.
- The tenth most important reason why most (13.5%) ROCIP employees want to leave the department relate to unfair treatment.
- The eleventh most important reason why most (16.2%) ROCIP employees want to leave the department relate to ill health.

## **6.5 Conclusions**

The following conclusions can be made from the study based on the above findings:

**Objective 1** – To use theories of motivation to identify those factors which organisations use to retain talent within their structures.

- Organisations use succession planning as the basic method to retain talent within their structures. The latter structures include projecting employee needs and managing employees through creating positions within their job hierarchies (Olsen, 2013).
- Salaries, wages and conditions of service are crucial in retaining talent within organisations. A typical salary structure consists of four components, which are job rate, payment, personal or special allowances and fringe benefits. Fulfillment of these

four components and aligning them with market conditions will help an organisation to retain talent within its structures (Ayeni and Popoola, 2013).

- Money can be used by managers within organisations to propel employees to higher productivity. Money possesses significant motivating power in as much as it symbolises intangible goals like security, power, prestige, and a feeling of accomplishment and success (Akintoye, 2013).
- Staff training is also another tools which can be used by managers to motivate workers (Bartlett, 2011). The management team of every organisation should have good training programmes in place available for their staff.
- Effective communication is another strategy management can use to motivate employees in an organisation. It is through communication that management can stimulate motivation by giving relevant information on the consequences of their action to their subordinates (Olajide, 2013).
- Job satisfaction also contributes to employee motivation and retention. According to Moser, 1997), dissatisfied employees are less committed to their work are will eventually quit an organisation. Job satisfaction might be aligned to the job, its pervasive social climate and extent to which workers perculiar needs are met.
- Organisational commitment is also another factor which determines an employee's tenure within an organisation (Becker, Randal and Riegel, 2012). Commitment is as a result of factors such as job design, leadership style, age, tenure, disposition and non-organisational factors. Management can create employee commitment through the fostering of communication, enhancing training programmes, and creating initiatives to increase the involvement and ownership and the development of performance and reward management systems (Amstrong, 1999).

**Objective 2** – To determine the underlying reasons why employees in the civil service in general and in ROCIP in particular decide to leave their civil service employment.

- The study has revealed that the most important reason why employees decide to leave their employment is because of poor pay and benefits. As noted earlier, Botswana government salaris are low and the structures are rigid. Employees find it difficult to use their salaries to satisfy themselves in terms of basics such as shelter, food, transport and other necessities.

- The findings of the study also indicated that lack of career development within the civil service was another contributing factor to the high staff turnover within the Botswana civil service. Promotions are hard to come by and in some instances favouritism and nepotism are considered by supervisors during promotions and this creates disgruntlement on the part of those sidelined.
- Another reason why employees decide to leave the civil service was given as lack of training. Findings of the study revealed that training was not relevant to employee's areas of specialisation and was not benchmarked in order to improve service delivery. In some cases it took a long time before employees were taken for further training and this created frustration on the part of employees.
- Employees also gave personal reasons as the main reason why they decided to leave government employment and ROCIP. It is likely that these personal reasons actually relate to work-related reasons which translate to frustration, work-related fatigue, stress and poverty.
- Employees also stated that their work was not flexible and this routine nature of work resulted in the flight of employees to greener pastures. Employees reported problems of doing the same tasks over and over. They also highlighted the fact that it took too long to be promoted from one grade to another.
- Dissatisfaction with line management was also blamed for the exodus of employees from the civil service. Supervisors have been cited as operating with emotions, use favouritism instead of merit and probe personal issues which relate to their subordinates. On issues of promotion, line managers were accused of favouring their friends and relatives and this created disgruntlement and flight of employees from the civil service.
- Unfair treatment was another factor for the exodus of employees from ROCIP to greener pastures. Issues such as emotional supervisors, favouritism, nepotism, poor progression and lack of training impacted on ROCIP employees and amounted to unfair treatment.
- Ill health was also cited as another reason why employees left government employment.

**Objective 3** – To determine if there are any strategies in place to retain staff at ROCIP

Literature and primary findings have revealed that there are very few or no clear strategies to retain and manage talent at ROCIP. Pay and benefits have been cited as the most important reason why employees leave government jobs but presently there are no plans by the government to increase salaries so that they are commensurate with those within the private sector. Employees are also not given allowances to complement their meager earnings.

The government has recently introduced the scarce skills allowance but this allowance has only benefitted employees in very few fields and its implementation has met a lot of challenges. A piece-meal approach is being used to implement this strategy and this is further creating frustrations to those employees who feel that they deserve to receive this allowance.

**Objective 4** – To recommend how such retention strategies can be implemented at ROCIP

These recommendations are given in the next section below.

## **6.6 Recommendations**

The following recommendations can be suggested based on the above conclusions:

- Government departments in Botswana should have clear strategies in place to retain and manage talent within its structures. Without clear strategies employees will continue to leave government employment for greener pastures.
- The Botswana Government should consider significantly increasing salaries of civil servants if it is to retain talented staff. Previously the government used to be a source of lucrative employment opportunities but this is no longer the case because the government has not revised its salary structures for a very long time. People primarily work for money and if there is no money they move to those organisations which offer marginal differences in salaries and benefits.
- When employees join ROCIP they expect to get formal job-related induction and further training but currently this is hardly the case at ROCIP. Induction should be done as soon as an employee joins the civil service and should be related to the job. The current scenario of induction after more than three months is frustrating employees. Training should also be done regularly and should also be related to the work the employee is doing.
- ROCIP should introduce clear communication channels and strategies to deal with employee grievances and updates on issues which impact on their work and life.

Currently clear and effective communication channels do not exist at ROCIP, hence the cropping up of issues of disgruntlement and frustration within the workforce.

- The working environment should also be conducive so that employees are satisfied with their work. Staff shortages through vacant posts and employees who leave for greener pastures result in overworked employees and removes satisfaction on their jobs. Poor supervision also diminishes chances of satisfaction

### **6.7 Action Plan**

The Botswana Government should engage consultants with human resource specialisation, especially on talent retention management. Such consultants should look into issues like the skills needs of ROCIP and related salary structures in other sectors, for example the private sector. They can compile recommendation on what can be done to address issues of talent retention. Important stakeholders like employees, supervisors, managers and government representatives should be involved in this exercise. It is important for those involved to look at market conditions so that whatever they do is aligned with what exists within the market. Such a plan should not take more than a year to be formulated and implemented.

### **6.8 Conclusion**

This study focused on talent retention management at ROCIP. Factors which drive employees from Botswana government employment were discussed together with those which motivate workers to improve their productivity. Information was sourced from literature and the findings of the primary study to address the objectives of the study. The aim of the study was fulfilled since factors which result in the exodus of expertise from the government were investigated and explained during the course of this study. It is up to the Botswana government (and ROCIP in particular) and other stakeholders to use and implement the findings of this study.

## References

- Adams, J. S. (1965). *Inequity of social exchanges, advances in experimental social psychology*. New York: Academic Press.
- Akintoye, I.R. (2013). *The place of financial management in personnel psychology*. A Paper Presented as Part of Personnel Psychology Guest Lecture Series. Department of Guidance and Counselling, University of Ibadan, Nigeria.
- Alderfer, C. (1969). An empirical test of a new theory of human needs. *Organisational Behavior and Human Performance*, 4, 142–175.
- Alonso, P. & Lewis, G. (2011). Public service motivation and job performance: Evidence from the federal sector. *American Review of Public Administration*, 31(4), 363-380.
- application. Thousand Oaks, CA: Sage.
- Armentor, J. & Forsyth, C.J. (2012). Determinants of job satisfaction among social workers. *International Review of Modern Sociology* 25 (20), 51– 63.
- Aston, C., & Morton, L. (2012). “Managing talent for competitive advantage.” *Strategic HR Review*, 4(5), 28–31.
- Baldwin, J. N. (1984). “Are we really lazy?” *Review of Public Personnel Administration*, 4(2), 80-89.
- Baldwin, J. N. (1987). “Public versus private: Not that different, not that consequential.” *Public Personnel Management*, 16(2), 181-193.
- Baldwin, J. N. (2010). “Perceptions of public versus private sector personnel and informal red tape: Their impact on motivation.” *American Review of Public Administration*, 20, 7-28.
- Baldwin, J. N. (1991). “Public versus private employees: Debunking stereotypes.” *Review of Public Personnel Administration*, 11(2), 1-27.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Bandura, A. (1988). “Organisational applications of social cognitive theory.” *Australian Journal of Management*, 13(2), 275-302.
- Bandura, A., & Cervone, D. (1983). “Self-evaluation and self-efficacy mechanisms governing the motivational effects of goal systems.” *Journal of Personality and Social*

*Psychology*, 45, 1017-1028.

Bandura, A., & Cervone, D. (1986). "Differential engagement of self-reactive influences in cognitive motivation." *Organisational Behavior and Human Decision Processes*, 38, 91-113.

Bartlett, K. (2011). "The relationship between training and organisational commitment: A study in the health care field." *Human Resource Development Quarterly*, 12(4): 335-352.

Banjoko, S.A. (2013). *Human Resource Management*. Lagos: Saban Publishers.

Becker, T., E., Randal, D., M, &Riegel, C.D.(2012). "The multidimensional view of commitment and theory of reasoned action: A comparative evaluation." *Journal of Management* 21 (4), 617-638.

Bolarin, T.A. (1993). "Late payment of teachers' salary as it affects the quality of education inLagos state primary schools: A socio-psychological perspective." *Journal of National Association of Education Teachers* 6 (1), 11-15.

Brewer, G. A. & Seldon, S. C. (2014). "Whistle blowers in the federal civil service: New evidence of the public service ethic." *Journal of Public Administration Research & Theory*, 8(3), 413-439.

Brown, J. & Sheppard, B. (2012). *Teacher librarians in learning organisations*. Paper Presented at the Annual Conference of the International Association of School Librarianship, Canada. August 25-30.

Capelli, D.A. (2013). "Job involvement, career commitment, organisational commitment and job satisfaction of the Nigerian police. A multiple regression analysis." *Journal of Advanced Studies in Educational Management* 5(6), 35-41.

Colvin, G. (2014). "What money makes you do." *Fortune* 138 (4), 213-214.

commitment and behaviour at work. *Journal of Applied Psychology* 83 (3), 717-730.

commitment. *Human Resource Management Review* 1, 61-89.

Dibble S, (2013). *Keeping Your Valuable Employees- Retention Strategies for your Organization's most Important Resources*, John Wiley & Sons Publications.

Dornstein, M., &Matalon, Y. (2014). "A comparative analysis of predictors of organisational commitment. A study of voluntary army personnel in Israel." *Journal of Vocational Behaviour* 34(2), 192-203.

Ellemmer, N., Gilder, D., &Heuvel, H. (2014). *Career oriented versus team oriented*. New York: Wiley and Sons.

Guest, E.A. (2013). *Human Resource Management*. London: McGraw-Hill.

- Irving, P., G., Coleman, D.F., & Cooper, C.L. (2012). "Further assessment of a three component model of occupational commitment: Generalisability and differences across occupations." *Journal of Applied Psychology* 82, 444-452.
- Jamal, M. (2012). "Job stress, satisfaction and mental health: An empirical examination of self-employed and non-self-employed Canadians." *Journal of Small Business Management* 35 (4), 48-57.
- Lewis, R. E., & Heckman, R. J. (2013). "Talent management: A critical review." *Human Resource Management Review*, 16, 139–154.
- Locke, E.A. & Lathan, G.P. (2012). *Theory of goal setting and task performance*. Englewood Cliffs, N.J.: Prentice-Hall.
- Luthans, F. (2014). *Organisational Behaviour*. 8<sup>th</sup> ed. Boston: Irwin McGraw-Hill.
- Mathieu, J., E. & Zajac, D., M. (1990). "A review and meta-analysis of the antecedents correlates and consequences of organisational commitment." *Psychological Bulletin* 108, 171-199.
- McCooley, D. Holtom, B., Mitchell, T., Lee, T. & Inderrieden, E. (2011). *Keeping Good Employees on Board- Employee Retention Strategies to navigate any Economic Storm*, Cincinnati: Wordclay Publications.
- Meyer, J. P., & Allen, N. J. (2012). *Commitment in the workplace: Theory, research, and practice*. London: Sage.
- Meyer, J.P., & Allen, N.J. (2013). *A three component conceptualisation of organisational*. Boston: Mac-Graw-Hill.
- Michaels, E., Handfield-Jones, H., & Axelrod, B. (2011). *The war for talent*. Boston: Harvard Business School Press.
- Mitchell, T., R. & Lason, J., R. (2011). *People in organisation. 3rd Ed*. New York: McGraw-Hill.
- Moser, K. (1997). "Commitment in organisations." *Psychologies* 41 (4), 160-170.
- Mowday, R.T., Porter, L.W., & Steer, R.M. (2012). *Employees organisation linkages*. New York: Academic Press.
- Northcraft, T. & Neale, H. (2013). *Organisation Behaviour*. London: Prentice-Hall.
- Nwagwu, C.C. (2012). "The environment of crisis in the Nigerian education system." *Journal of Comparative Education* 33 (1), 87-95.
- Olajide, A. (2013). Getting the best out of the employees in a developing economy. A Personnel Psychology Guest Lecture Series. Department of Guidance and Counselling, University of Ibadan, Nigeria.

- Osagbemi, T. (2013). *How satisfied are academics with their primary tasks of teaching*. Manchester: Basson Publishers.
- Philips J., J, and Connell A., O. (2012). *Managing Employee Retention- A Strategic Accountability Approach*, Elsevier Butterworth Hethemann Publications.
- Phillips J., J, Edward L. (2013). *Managing Talent Retention*, John Willey & Sons Publications.
- Republic of Botswana. (2013). *Registrar of Companies and Intellectual Property (ROCIP)*. Gaborone: Government Printers.
- Research and Administration and Management Inc. (2012). *International Approaches Sustainable in Higher Education (2)*, 124 -136.
- Salancik, G.R. (2012). Commitment and the control or organisational behaviour and belief. In Staw and G. Salancik (ed), *New direction in organisational behaviour*. Chicago: St Clair Press.
- Shore, L.M., & Wagner, S.J. (2011). "Commitment and employees' behaviour. Comparison of affective commitment with perceived organisational support." *Journal of Applied Psychology* 78, 774-780.
- Silverthorne, C.P. (2013). "Motivation and management styles in the public and private sectors in Taiwan and a comparison with United States." *Journal of Applied Social Psychology* 26 (20), 1827-1837.
- Sinclair, R.R., Tucker, J.S., Cullen, J.C., & Wright, C. (2012). "Performance differences among four organisational commitment profiles." *Journal of Applied Psychology* 90 (6), 1280-1287.
- Smart, B. D. (2011). *Topgrading: How leading companies win by hiring, coaching, and keeping the best people*. Paramus, NJ: Prentice Hall Press.
- Taylor S. (2013). *The Employee Retention Handbook*. Washington, DC: The Cromwell Press.
- Tella, A., Ayeni, C. O., & Popoola, S. O. (2013). "Work motivation, job satisfaction and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria." *Library Philosophy and Practice* 2013.
- Vinokur, K.D., Jayaaratne, S., Chess, W.A. (2014). "Job satisfaction and retention of social workers in public agencies, non-profit agencies and private practice: The impact of work place conditions and motivators." *Administration in Social Work* 18 (3) 93-121.
- Wittmer, D. (2011). "Serving the People or Serving for Pay: Reward Preferences among Government, Hybrid Sector, and Business Managers." *Public Productivity and Management Review*, 14, 369-383.
- Wright, B. E. (forthcoming). *The role of work context in work motivation: A public sector*

*application of goal and social cognition theories.* Accepted for publication in Journal of Public Administration Research and Theory.

Wright, P. M. (1989). "Test of the mediating role of goals in the incentive-performance relationship." *Journal of Applied Psychology*, 74, 699-705.

## APPENDICES

### Appendix A: Permission Letter from North-West University



NORTH-WEST UNIVERSITY  
UNIBESITHA BOPHIRWA  
NORDEKUNIVERSITEIT

30<sup>th</sup> October 2013

TO WHOM IT MAY CONCERN

#### **RE: PERMISSION TO CONDUCT RESEARCH IN YOUR ORGANISATION**

I would like your good office to allow me to access your employees in order to complete questionnaires. As management is aware that am doing Masters in Business Administration at the University of Northwest, this will assist in the partial fulfillment of my degree.

The research is interested in the employee's experience on the organization and their current work. The findings of the study will be important in the followings ways: it will assist policy makers in their decision making. That is, to know which factors constitute in stagnating an employee who exist from RDCIP. The study will inform the management of RDCIP on various issues that was and is facing their department.

Participation is completely voluntary. Summarized results will be made available to you after completion of my dissertation. To ensure confidentiality, the questionnaires will be destroyed after my completion of study.

Your participation will be highly appreciated.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Kefentjatsie Katshtseeng'.

Kefentjatsie Katshtseeng.

**Appendix B – Permission Letter from ROCIP**

TELEPHONE: 3188754/3187300  
TELEGRAMS:  
REFERENCE:  
FAX: 3188130



REPUBLIC OF BOTSWANA

REGISTRAR OF COMPANIES AND  
INTELLECTUAL PROPERTY  
P O BOX 100  
GABORONE

ALL CORRESPONDENCE TO BE ADDRESSED TO THE REGISTRAR

05<sup>th</sup> November 2013

Ref: RC 8/7/43 I (190)

**RE: PERMISSION TO CONDUCT RESEARCH IN YOUR ORGANISATION**

Dear Madam

We acknowledge receipt of your letter dated 30<sup>th</sup> October 2013 regarding permission to conduct research within the organization.

It is with pleasure to indicate that permission has been granted to conduct your research as per your hypothesis. The study will help our organization to address all of its objectives.

Yours faithfully

S.K. Mollisi  
**For/ ROCIP**



## Covering Letter for Research Instrument

P O Box 40145

Gaborone

30 October 2013

Dear Respondent

**Re: Your Permission to participate in My Study**

My name is Keitumetse Modimakwane. I am pursuing a Masters Degree in Business Administration with North-West University. My topic of study is “**Talent Retention Management: A Case Study of Registrar of Companies and Intellectual Properties (ROCIP).**”

As part of the fulfillment of this program I am requested to conduct a research in which I will seek views from groups of respondents from different divisions within ROCIP. This will involve your completion of a short questionnaire. This task should take you 10 to 15 minutes to accomplish.

The views you are going to give in this study will be strictly confidential and will not be published to third parties. Your participation will also not be cohesive and you reserve the right to withdraw from the study at any point if you so wish.

Your will be given the opportunity to contact me as the researcher in this study to ask questions or seek any clarification.

Yours faithfully,

**Keitumetse Modikwane**

**Cellphone: 73366905**



NORTH-WEST UNIVERSITY  
 YUNIBESITHI YA BOKONE-BOPHIRIMA  
 NOORDWES-UNIVERSITEIT

Thanking you in advance for agreeing to fill out the questionnaire. Please answer all the questions to your best ability. There is no right or wrong answer and will assure of confidentiality of information obtained as the instruments are coded to ensure anonymity. The questionnaire is divided in four sections.

**A. Biographical Information**

Please tick the correct box or fill in the space provided

Female	Male

Age: \_\_\_\_\_

Highest Level of Education: \_\_\_\_\_

Job Position: \_\_\_\_\_

Number of years you have worked at this organisation: \_\_\_\_\_

**B .Factors influencing you to keep your job in ROCIP**

For part 1- 8 please rate your responses from very poor to excellent

<p><b>Part 3: Your induction(orientation)</b></p> <p>1. How would you rate your induction?                  Very poor <input type="checkbox"/> Poor <input type="checkbox"/> Satisfactory <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/></p> <p>2. Please explain your response below, including any suggestions for improvement:</p>    
<p><b>Part 4: Your training and development opportunities</b></p> <p>1. How would you rate the training and development you have received?                  Very poor <input type="checkbox"/> Poor <input type="checkbox"/> Satisfactory <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/></p> <p>2. How would you rate the opportunities you had for career development and promotion?</p>

:Very poor  Poor  Satisfactory  Good  Excellent

3. Please explain your response below, including any suggestions for improvement

**Part 5: Your job**

1. How would you rate your job satisfaction?

Very poor  Poor  Satisfactory  Good  Excellent

2. Please explain your response below, including the area(s) of your role you found most and least satisfying:

**Part 7: Your workplace relationships:**

1. How effective were your working relationships e.g. with colleagues/your line manager?

Very poor  Poor  Satisfactory  Good  Excellent

2. Please explain your response below:

**Part 8: Your supervision**

1. How would you rate the quality of supervision you received?

Very poor  Poor  Satisfactory  Good  Excellent

2. If you thought you were poorly managed, please explain why:

**Part 9: Your work/life balance**

1. How would you rate the work/life balance options available to you?

Very poor  Poor  Satisfactory  Good  Excellent

2. Please explain your response below, including any suggestions for improvement:

<p><b>Part 10: Your pay and benefits</b></p>
<p>1. How would you rate the pay and benefits you received:  Very poor <input type="checkbox"/> Poor <input type="checkbox"/> Satisfactory <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/></p> <p>2. Please explain your response below, including any suggestions for additional benefits you think we should be offering:</p>

**C .Intention to leave ROCIP**

<p>1. Please indicate your reason(s) for intending to leave ROCIP from list below. Please number your answers in order of priority from 1-11, and include all that apply:</p>			
Career development		Career change	
Lack of training		Lack of progression	
Lack of flexibility		Ill health	
Dissatisfaction with current post		Dissatisfaction with line management	
Dissatisfaction with pay or conditions		Personal reasons	
Unfair treatment		Other ( <i>please specify</i> )	

**D. Why did you leave ROCIP**

<p>2. Please explain your response(s) in more detail below:</p>