Extent and Effects of Employee Turnover on Parastatal Organisations in Botswana

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Abstract

This study investigates the extent and effects of employee turnover on parastatal organisations in Botswana between 2010 and 2012. Using in depth face to face structured interviews, the study finds that employee turnover is low among parastatal organisations in Botswana. The study further revealed that employee turnover does have some positive and negative effects on parastatal organizations. The results also indicate that parastatal organisations have devised a raft of measures which are geared towards preventing and controlling high employer turnover.

The findings of this study have implications on strategies used by parastatal organisations to combat employee turnover. The findings could also help to develop a framework for effective and efficient strategies in combating employee turnover not only in parastatal organisations but also in private and public listed corporations.

Key words: Employee Turnover, Parastatal Organisations, State Owned Enterprises (SOEs)

Introduction

Employee turnover is defined as a movement (in and out) of employees within a particular firm, organization or company and is an important measure of the health of an organization (Neal, 1998). Furthermore, despite the term falling in pluralism definitions, it simply refers to the termination of employees and the hiring of other individuals to replace them. This is a complex phenomenon requiring a systematic view and an awareness of many variables within both the work and external environments. Shamsuzzoha and Sumon (2010) argue that employee turnover is one of the factors which productivity depends upon, and employee turnover is considered to be one of the challenging issues in business nowadays.

According to Suliman and Obaidli (2011) an annual turnover of 25% is considered to be normal while 30% and above is considered to be a problem that can lead to organisation collapse. Apparently New Zealand is one of the countries hit by high employee turnover in the Asian-pacific sphere. A study on employee turnover by Boxall and Purcell (2003) revealed that motivation for job change in New Zealand is multidimensional and that no one factor can explain it. The study also revealed that age, tenure, overall satisfaction, job content, intentions to remain on the job and commitment were all negatively related to turnover. High turnover in New Zealand is said to be triggered by various factors including: inadequate training and career development, uncompetitive pay and poor working conditions.

According to Neal (1998) turnover is characterised by two variables; job satisfaction and opportunity. Job satisfaction, the "push" of internal organizational factors, is the extent to which employees have positive and affective attitudes towards their jobs. Opportunity, the "pull" of the external labour market, is the extent to which alternative occupational roles are available (Neal, 1998; 14). Shamsuzzoha and Sumon (2010) contend that the impact of employee turnover has received considerable attention by senior management, human resources professionals and industrial psychologists.

According to Armstrong (2006) employee turnover could either be voluntary and involuntary turnover, as well as avoidable and unavoidable separations. Avoidable separations relate to the conditions the employer has some control over such as wages, benefits, and working conditions. Unavoidable separations generally are not controllable by management and include retirement, death and maternity leave. Voluntary turnover is frequently referred to as quits or resignations initiated by the employee while involuntary terminations, such as dismissals or layoffs, are initiated by the employer (Armstrong, 2006). Like many other countries in the Sub-Saharan Africa, Botswana is no exception to the concept of employee turnover. Botswana attained independence in 1966 with virtually no economic base.

The country was among the 25 poorest countries in the world at that period of time; no formal sector jobs were established and all the economy depended on agriculture (particularly cattle farming) (Maikano, 1977). A profitable beef export industry linked to European markets and a successful diamond mining industry changed the country's fortunes which led to more companies identifying the country as a suitable destination for investment capital, also coupled by a conducive political environment. Despite its low population, Botswana faces employee turnover in various ways (Motshegwa, 2011).

According to the Labour Force Survey Report (2008) parastatal organisations are the third largest formal employers in the Botswana, after the private sector and central government respectively. Table 1: Individuals Currently Employed, by Sector and Gender presents data on the highest employers in Botswana in terms of industrial sector and gender. Data from Table 1 also indicates that parastatal organisations are a male dominated sector with 63.8% of its workforce being males.

Table 1: Individuals Currently Employed, by Sector and Gender

Sector	Total	Male	Female
Total	539, 150	281, 762	257, 388
Central government	76, 037	37, 976	38, 060
Local government	35, 503	15, 657	19, 845
Parastatal	19, 740	12, 589	7, 151
NGO	3, 377	1, 791	1, 586
Private households	42, 453	23, 874	18, 579
Private sector	232, 555	116, 460	116, 095
Subsistence	129, 486	73, 413	56, 072

(Adopted from Labor Force Survey Report, 2008)

Parastatals in Botswana have also borne the brunt of high employee turnover. For instance reports in the media indicate that several parastatal organisations experienced high employee turnover for various reasons e.g. Local Enterprise Authority (LEA) is experiencing high staff turnover because of low pay (Lesemela, 2012). Similarly, Francistown College of Technical and Vocational Education (FCTVE), experienced high turnover of staff for similar reasons. It is not clear whether these are the only reasons behind this high staff turnover. However, the assumption is that employees depart for greener pastures (Bothoko, 2012). The University of Botswana has not been an exception because high numbers of staff left the organisation possibly for greener pastures across the Southern African Community Region (SADC) (Lesemela, 2012). According to Seitshiro (2013) Botswana Stock Exchange (BSE) has also been hit by high staff turnover as senior management under various portfolios quit the organisation citing among other factors, poor management style at the local bourse. The increasing massive exodus of employees in Botswana parastatal organisations either to private limited companies or

other avenues of employment has of recent raised a major concern to many organizations.

As such this study seeks to first, investigate the extent and effects of employee turnover on parastatal organisations in Botswana during the years 2010, 2011 and 2012. Second, the study also seeks to investigate mitigating strategies devised by parastatal organisations in Botswana to curb the high level of employee turnover in Botswana. Reports in the media indicate that parastatal organisations experienced the highest turnover during the period under investigation (Seitshiro, 2013), hence the choice of the period in question. This study focuses on voluntary employee turnover in Gaborone, because of the following factors; Gaborone is the first city of note in Botswana ina ddition to being the capital city, second, the city comprises of a lot of organisations and people from diverse backgrounds who proved to be the best target population for the study. Third, target organisations are based in Gaborone hence easily accessible.

Results of this study could greatly help in explaining ways of dealing with the problem of employee turnover in parastatal organisations in Botswana. Second, the findings could also be helpful to parastatal organisations in Botswana by revealing the main triggers of employee turnover, thereby giving a platform for the best preventative measures. Third, results of the study could also to develop a framework for effective and efficient strategies in combating employee turnover in parastatal organisations, public as well as the private sector organisations in Botswana. Furthermore, the findings of this study could be used to sensitize the top management and human resources practitioners on the importance of combating employee turnover.

The rest of the paper is organised as follows; section 2 discusses the literature and theoretical framework while section 3 presents the research design and methodology. Section 4 presents empirical results while concluding remarks are in section 5.

Literature & Theoretical Framework

Literature Review

Studies on employee turnover have been conducted both in the developed and developing world. However, literature on employee turnover tends to employ quantitative research methods (see, Samuel and Chipunza, 2009, Pillay, Beer, Duffy, 2012; Motshegwa, 2011; Malik, Kiyani, Malik, Waheed, 2010; Suliman and Obaidli, 2011; Jafari, Aziz, hussain, Aktar, Rehman, 2011). The use of quantitative analysis alone may not be sufficient to gain an understanding of in-depth attitudes, beliefs and anecdotal data from respondents. In order to enhance findings from these studies, the proposed research employs qualitative research design. For instance, the study employs in-depth face to face structured interviews as a data

collection method. This approach yields richest data, details and new insights. The approach also affords the researcher opportunity to explore topics in depth and ability to experience the affective as well as cognitive aspects of responses (Saunders eta al., 2007). Further the approach also allows the interviewer to explain or help clarify questions, increasing the likelihood of useful responses (Saunders eta al., 2007).

Secondly, most studies on employee turnover also tended to focus in one industrial sector e.g. educational institutions (see Motshegwa, 2011; Ngobeni and Bezuidenhout, 2011; Naris and Ukpere, 2010; Netswera, Rankhumise and Mavundla, 2005; Masatisi and Naluyele, 2011), and this makes their applicability to other sectors somewhat limited. Other researchers conducted their studies on the banking sector alone, (see Malik, Kiyani, Malik, Waheed, 2010; Suliman and Obaidli, 2011; Jafari, Aziz, Hussain, Aktar, Rehman, 2011), while others restricted themselves to adopting a case study approach in their studies, (see Curran, 2012; Naris and Ukpere, 2010; Motshegwa, 2011). The findings from a case study cannot necessarily be generalised to the wider population (Saunders et al., (2007). In order to address these limitations the current research collects data from parastatal organisations across industrial sectors. As such the findings from the study may be generalizable to other industrial sectors.

The researchers are not aware of a study on employee turnover on parastatal organisations in Botswana. As such, this study contributes to the literature as it is the first empirical work to study employee turnover in a developing country using parastatal organisations as a unit of analysis. Parastatal organisations or sate owned enterprises (SOEs), are arm's length corporate entities established to pursue public policy and commercial objectives (Bozec, 2005, p. 1922). According to Bozec (2005) SOEs may be wholly owned by federal government or provincial government and are similar to private firms in the way they operate and function.

The next section attempts to discuss theories used by the researchers to explain the relationship(s) between the variables under investigation.

Theoretical Framework

In order to investigate the extent and effects of employee turnover on parastatal organizations in Botswana, as well as to unearth measures put in place by the aforementioned organizations to reduce employee turnover two theories were employed to explain the relationship between the variables under investigation.

Firstly, the Two Factor Theory of Job Satisfaction (Motivation-Hygiene Theory) proposed by Herzberg (1959) is the most influential theory associated with what this study seeks to achieve. The theory is based on the notion that one set of job characteristics or incentives leads to employee satisfaction at work, while another separate set of job characteristics leads to dissatisfaction at work. The set of characteristics that leads to satisfaction is known as satisfiers or motivators, while the set that leads to dissatisfaction is known as dissatisfiers or hygiene factors. The term hygiene here is used to imply that the hygiene factors are maintenance factors that are necessary to avoid dissatisfaction but by themselves they do not provide satisfaction. It is worth noting that satisfaction and dissatisfaction are independent, in a sense that the factors causing satisfaction are different from those causing dissatisfaction, hence the two feelings cannot be treated as opposites of one another. This is to say, the opposite of satisfaction is not dissatisfaction, but rather no satisfaction and the opposite of dissatisfaction is no dissatisfaction.

The theory emphasizes that attitudes influence the way the job is done and that favourable attitudes affect performance more than unfavourable attitudes. In terms of turnover, the theory states that negative attitudes results in some degree of physical and psychological withdrawal from the job. With regard to attitude towards the organisation, the theory states that an organization can expect a degree of loyalty to vary with the degree of job satisfaction.

In most cases, organizations focus on hygiene factors in an attempt to improve productivity and increase satisfaction. However, Herzberg (1959) argues that, this is a wrong approach, rather, the organizations should improve motivation factors in order to increase satisfaction. Increased satisfaction, on the other hand will lead to positive attitudes, leading to employee retention. According to Herzberg (1959) in order to increase satisfaction, jobs should be restructured to increase the ability of workers to achieve goals related to doing the job. He also states that job satisfaction can be reached by matching the individual's work capacity to the work he will need to do during the selection process. Furthermore, Herzberg (1959) emphasizes that it is equally important to recognize the supervisors' role in job satisfaction. The supervisors must provide recognition when needed and effectively plan and organize the work.

Secondly, Maslow's Hierarchy of Needs Theory will also be used to explain the relationship between the variables under investigation. Maslow (1943) states that there are five sets of goals that individuals seek to achieve. These goals may be referred to as basic needs, and they include; physiological, security, affiliation, esteem and self-actualisation. Individuals, including employees in organisations are motivated by the desire to achieve, or maintain different conditions upon which these basic satisfaction rest and by other more intellectual desires. Individuals are a continuously desiring group. Ramlall (2003) is of the view that the satisfaction of these wants is not mutually exclusive, but only tends to be.

The implication of the theory provides important insights for managers. The theory suggests that managers need to find ways of motivating employees by devising programs or practices aimed at satisfying emerging unmet needs. The theory goes on to suggest that organisations need to implement support programs and focus groups to help employees deal with stress especially during more challenging times, and taking the time to understand the needs of the respective employee (Kreitner 1998). Steers and Porter (1983) advocate that, organisations need to create an appropriate climate in which employees may be able to develop to their fullest potential. They further state that failure to provide such a climate may increase employee frustration and could result in poor performance, low satisfaction and increased withdrawal from the organisation hence increased employee turnover.

One of the aims of this study is to investigate measures put in place by organizations to prevent, and control employee turnover. Maslow's Needs Hierarchy Theory suggests that, physiological needs may be satisfied by the provision of basic salary and safe working condition; Security needs may be satisfied by provision of job security and fringe benefits; Affiliation needs may be satisfied by encouraging social interactions, for example, by creating team spirit and through facilitating outside social activities; Esteem needs may be satisfied by designing challenging jobs for employees and self-actualization may be satisfied by providing advancement opportunities and encouraging creativity. Champagne and McAfee (1989) indicate that managers who use the above strategies are generally viewed more favourably by employees and are thought to be more considerate, supportive and interested in their employees' welfare.

Research Design & Methodology

The population for this study comprised of all human resource personnel and line managers in 54 parastatal organisations in Botswana. However, this study focussed on parastatal organisations in the capital city of Gaborone because of several factors. First, since the study employed face to face interview as a method of data collection, this required the researchers to travel to all places where parastatal organisations are found in Botswana. Due to limited resources such as time and financial resources the researchers limited the study to parastatal organisations in Gaborone. Furthermore, as Gaborone is the capital city of the country most parastatal organisations are in Gaborone and even those parastatal organisations that are outside Gaborone have their head offices in Gaborone. Hence the researchers choice to focus on parastatal organisations in Gaborone.

Letters of request were sent to 20 parastatal organisations based in Gaborone to request them to partake in the study. Ten parastatal organisations turned down the request citing issues of confidentiality. In

addition two parastatal organisations decline to answer some critical questions of the study. These were eliminated resulting in only eight parastatal organisations available for the study. Othata and Magang (2004) argue that the key problem faced by researchers in Botswana is confidentiality. They contend that organisations uphold high level of secrecy when it comes to their operations, and this strong culture of secrecy exists because of a general lack of understanding of research and its role in society.

For an organisation to take part in this study, it had to be a parastatal/SOE. Furthermore, the selected parastatal organisations must have figures on their employee turnover for the 3 year period (being 2010, 2011 and 2012). This period corresponds to a time when parastatal organisations were reported to have experienced high employee turnover in Botswana (Seitshiro, 2013).

In order to answer the research questions for this study interviews were conducted with human resource personnel of 8 parastatal organisations in Botswana. Overall sixteen participants (twelve human resource personnel and four line managers) finally agreed to take part in this study. Human resource personnel keep records of staff in organisations since they are responsible for hiring and sometimes firing staff. As such they were deemed relevant as a source of data for this study. Other sources such as employees who resigned from parastatal organisations could also provide insights with respect to the objectives of this study. However, due to unavailability of data regarding these employees, the researchers chose the former to gain insights on employee turnover in parastatal organisations.

An interview guide (refer to Appendix 3) consisting of the main themes to be explored in the interviews was developed. Each interview lasted approximately 30 minutes. The first research question which seeks to investigate the extent of employee turnover on parastatal organisations in Botswana required the researchers to establish the exact number of employees who left their employers for the period from 2010 to 2012.

The research other questions on the effects of employee turnover on the parastatal organisations in Botswana and the measures put in place by parastatal organisations to try and stem the tide of employee turnover were purely qualitative. In order to answer these research questions, the researchers used in-depth face to face structured interviews (see Appendix I: Interview Guide).

Methods of data collection

In order to gain consent from the prospective interviewees, an introductory letter was provided to the lead researcher to introduce the researcher and the study to the respondents and to give credibility to the researcher. The letter outlined the research topic,

research objectives and how the findings of the study would benefit the researched and the country at large. The interviewees were also notified both in the consent form and the introductory letter that the interviews would be tape recorded. Permission was sought from the Institution Review Board under the University Research Office. This board is tasked with reviewing proposals for researchers to conduct research in Botswana to ensure that whoever takes part in the research is exposed to no harm. The researchers also developed a consent form to be completed by the respective participants. The consent form was developed in both English and Setswana so as to be understood by all, and also as per the requirements of the Institution Review Board (refer to Appendix II). Two parastatal organisations declined to have their participants be tape recorded which the researchers respected and resorted to taking notes only during those interviews.

After being granted access to conduct the study on the researched, the researchers booked interviews with human resource personnel and line managers. The copies of the interview template (refer to Appendix I) were made, which the researchers carried to the interviews. Fourteen interviews were recorded, in addition to taking short notes during interviews. All the interviews were carried out at the participants' premises boardrooms.

Data Analysis

In order to analyse the data, first the researchers transcribed the interviews and then content analysed transcribed data for common themes to answer the research questions in accordance with the interview coding template (see Appendix III). The strategy that was employed to identify common themes was coding. Bums (2002) define coding as a process of classifying and categorising data into themes, issues, topics or concepts. This means the researcher systematically going through data line by line, phrase by phrase and writing a descriptive code by the side of each piece of data and noting the regularities and recurring ideas or themes in the setting or people (Cohen et al., 2000).

As suggested by Delamont (1992) coding can either be done by hand or by using a computer software programme. For the purposes of this study, coding was done by hand. Delamont (1992) states that there are three ways of coding by hand. The first way (multiple coding) can be attached to one version of the data with coloured pens, highlighting, symbols, or thin slips of coloured paper sellotaped to the text and sticking out over the edge. Multiple copies of data being the second method, is where everything relating to a particular category is filled together in a box labelled with a particular code. The last method (data indexing system) enables the researcher to record the coding on cards, leaving the data untouched except for page and line numbers.

The researchers adopted the 3 methods of coding suggested by Delamont (1992) e.g. multiple coding, multiple copies of data and data indexing system. Coloured pencils were used to highlight some of the participants' responses that answered the research questions. Different colour codes were adopted for different themes. The researchers then brought together all responses relating to a particular theme and stuck them together with a stapler. Later the colour codes were recorded in a separate sheet of paper. This process continued until all the 16 interview transcripts were coded. Once the coding process was complete, the researchers then attempted to make sense of the data as well as draw conclusions and recommendations from the data.

Empirical Results

Extent of employee turnover in parastatal organisations

Table 2: **Employee Turnover for the Period 2010 to 2012 for Parastatal Organisations in Gaborone,** presents descriptive data on employee turnover for the period under investigation.

Table 2: Employee Turnover for the Period 2010 to 2012 for Parastatals Organisations in Gaborone

Parastatal	Employee Turnover								
	2010	%	2011	%	2012	%	Total	%	Current Employed
A	22	1.62%	14	1.03%	18	1.32%	54	3.97%	1 361
B	1	0.06%	0	0.00%	3	0.19%	4	0.25%	1 579
C	26	0.69%	19	0.51%	44	1.18%	89	2.38%	3 742
D	14	0.78%	16	0.89%	37	2.05%	67	3.72%	1 801
E	33	1.97%	25	1.50%	31	1.85%	89	5.32%	1 672
F	19	1.53%	17	1.37%	21	1.69%	57	4.59%	1 241
G	5	0.45%	9	0.81%	7	0.63%	21	1.89%	1 112
H	12	0.69%	17	0.98%	22	1.26%	51	2.93%	1 742
Total	132	0.93%	117	0.82%	183	1.28%	432	3.03%	14 250

Quantitative data indicates that during the years, 2010 to 2012, overall staff turnover for the eight parastatal organisations which took part in the study was 3.03% (432) of the current staff complement for all the organisations. Parastatal organisations E and F experienced the highest staff turnover of 5.32% (89) and 4.49% (57) respectively for the period in question. This is not surprising considering that these organisations are in the telecommunications (information technology) industrial sector. The rest of the parastatal organisations experienced a staff turnover of less than 4%. Parastatal organisations B and G experienced the least staff turnover of 0.25% (4) and 1.89% (21) for the three year period respectively. These corporations are in the services (utilities) industrial sector. The highest staff turnover among the 8 parastatal organisations was recorded in 2012 at 1.28% (123) while the lowest was recorded in 2011 at 0.82% (117) of the current staff complement. This could be attributed to the fact that in 2012 the country's economy was stabilising after the global economic recession. Hence people were finding better employment opportunities in other companies. Moreover, in 2012 a new parastatal organisation was formed and around that time the Botswana government re-structured and merged other parastatal organisations. Therefore there were more attractive job openings in newly established parastatal organisations, leading to employees leaving their employers to seek employment in the new parastatal organisations.

According to Suliman and Obaidli, (2011) an annual turnover of 25% is considered to be normal while 30% and above is considered to be a problem that can lead to organisation collapse. This therefore implies that the employee turnover in the investigated organisations in Botswana is still under control. Quantitative results therefore indicate that employee turnover in Botswana was not higher than the normal threshold of 25% and did not have any detrimental effects on the achievement of parastatal organisational objectives.

Factors Contributing to Employee Turnover: Respondents generally indicated that employee turnover is common amongst employees in the age group between 25 and 35 years and that the highest turnover is realised in information technology and marketing departments. Participants indicated that the information technology division is a highly skilled field with high market demands hence needing a sound retention strategy in order to retain employees.

All the interviewees stated that almost all the employees who resigned from the parastatal organisations left them because they had found better job opportunities elsewhere, and in most cases better opportunities meant higher pay. Half of the participants stated that employees resigned from parastatal organisations because of lack of training opportunities.

The other reasons for leaving stated included the need to find a more challenging and meaningful work. The findings of the study revealed that some employees left their organisations because they felt their contribution and hard work in building that organisation were unrecognised. This finding confirms Maslow hierarchy of need whereby employees would seek to satisfy their esteem or self-actualization need after satisfying the lower level needs and that these needs (lower level) do not motivate employees once satisfied, hence why employees seek better fulfilling positions elsewhere. Moreover, some leavers cited poor working relationships (unhealthy) with colleagues and some supervisors as one of their reason for leaving. Similarly an in accordance with Herzberg (1959) two factor theory negative attitudes results in some degree of physical and psychological withdrawal from the job, hence why employees choose to resign from parastatal organisations because of sour relations with work mates and or supervisors. Only four participants stated harsh working conditions and long working hours as a reason cited by the leavers for leaving their employers. In this context employees leave parastatal organisations because of the presence of dissatisfies or hygiene factors (Herzberg, 1959). Change of environment was another reason stated by the participants as a reason cited by the leavers.

Effects of employee turnover: Although common themes emerged from the participants' responses regarding effects of employee turnover, there were noticeable gaps and variations on their perceived effects of employee turnover on their organisations. Some felt employee turnover had no positive effects on their organisations, while some felt employee turnover does have both positive and negative effects on their organisations. The majority of the employees who stated that employee turnover has positive effects on their organisations stated that employee turnover helps remove ineffective and troublesome employees and it helps bring in new employees with fresh ideas. This is consistent with (Thomas, 2008; p.77)'s view who attests that employee turnover is helpful because it helps get rid of "bad eggs" and brings in "new blood" which is a good sign of growth.

All of the participants stated that employee turnover affects their organisations somehow in a negative way. Most of which stated that employee turnover increases their costs especially recruitment and training costs. Of the same view were Ponnu and Chuah, (2010) whose findings indicated that high employee turnover is always a burden on human resource and line managers as they are forced to constantly recruit and train new employees.

Other participants stated that employee turnover slows down productivity in their organisations, which is consistent with Shamsuzzoha and Sumon (2010)'s findings who stated that employee turnover causes

replacement which is costly and time consuming as many formalities have to maintain to replace the leavers and during that time production is hampered to a great extent. The findings of the present study also revealed that employee turnover leads to inconsistent services being rendered to customer. Chiboiwa, et al. (2011) also declared that employee turnover causes loss of efficiency, lack of commitment, as well as inconsistent service provision.

The current study's results indicate that employee turnover has a negative effect because it leads to loss of proactive, skilled, and experienced employees. Shamsuzzoha and Sumon (2010) also came to the same conclusion in their study. They revealed that employee turnover is costly not only in financial terms, but also in that it leads to loss of skills, knowledge and experience and it causes disruptions to operations and has a negative effect on workforce morale. Also consistent with Pillay, et al. (2012)'s findings, the current study revealed that employee turnover affects business continuity in a negative way.

Measures put in place to control employee turnover: Armstrong (2006) argues that in highly competitive labour markets, employers adopt various attraction strategies. The findings of this study indicate that parastatal organisations have devised a raft of measures to try and to attract and retain employees. For instance, the study finds that parastatal organisations have a socialisation policy in the form of induction of new employees as soon as they join the organisation. Second, participants indicated that their employers reward employees with bonuses at the end of a successful year in an attempt to demonstrate appreciation of their contribution to meeting organisational targets. All these are consistent with Samuel and Chipunza, (2009)'s findings that revealed that variables such as training and development, recognition, and reward for good performance can enhance employee retention. The results indicate that in order to try find out ways of satisfying and retaining their employees some employers administer satisfaction surveys. This is in agreement with Pillay, et al. (2012)'s recommendation that firms should simultaneously measure and manage employee turnover. Pillay et al. (2012) stated that measuring involved such things as surveys, consultation processes, exit interviews and leaver profiling. Employee engagement was another measure raised by participants, that prastatal use to try and retain employees. Naris and Ukpere (2010) recommended that a retention strategy should include challenging tasks, autonomy, more responsibility and employee engagement.

Conclusion

Contrary to the much publicised high employee turnover in Botswana parastatal organisations by the local media, results of this study revealed that generally, employee turnover in Botswana parastatal organisations is very low. There were some variations between the participants' point of view regarding the effects that employee turnover has on parastatal organisations. Participants stated that employee turnover has positive effects on their organisations, while negative effects were also noted. Similarly, there were some noticeable gaps on the measures that the organisations have put in place to try and control employee turnover. Some participants stated that they do not have any measure in place to try control employee turnover, while others stated several approaches used to retail employees. Generally, the study finds that labour practitioners from parastatal organisations deem it beneficial to control employee turnover. The benefits of controlling employee turnover are cost reduction, (in terms of recruitment and training costs), improved service delivery, productivity and employee morale. Employee retention also helps in retaining talented employees, driving organisational goals and building solid organisational experience. Moreover, controlling employee turnover helps in building a good reputation for an organisation and it also helps strengthens the organisational culture.

On the contrary, the labour practitioners also welcomed staff turnover in parastatal organisations. For instance some of the benefits cited include; opening opportunities for new proactive and effective employees with fresh perspectives, getting rid of ineffective employees and trading off redundant posts by creating new posts that do not exist but are vital to the organization. In addition, it was also found that labour turnover helps prastatal organisations to cut costs when a post is not filled. The current study also revealed that employee turnover also affects parastatal organisations in a negative way because it increases recruitment and training costs, slows down productivity and delays the meeting of organisational goals. The findings also indicated that employee turnover leads to loss of skilled and experienced employees which negatively affects business continuity. Furthermore, employee turnover leads to loss of institutional memory and organisational culture.

The study also finds that measures put in place by different parastatal organisations to control employee turnover include; new employee induction, retention policies, performance appraisal and rewarding good performance. Other incentives like health and wellness or satisfactory staff welfare are also put in place by organisations to try and retain employees. Additionally some parastatal organisations negotiate better interest rates on loans for their employees with lending institutions like banks. This creates an attachment to the organisation. In addition, some parastatal organisations

ensure that employees engaged in every decision that concern them, and some parastatal organisations administer satisfaction surveys as a way of trying to find out what satisfy employees to be able to come up with better ways to satisfy them and in turn retain them.

Limitations of the Study: The study only focused on eight parastatal organisations in Gaborone, Botswana and this might limit its generalisability to other countries. Furthermore the data collected from only eight parastatal organisations may not adequately and proportionately represent the entire population. The study was only limited to interviews, no questionnaires were handed out to individual employees to get their views and no observations made on how employee turnover affects each individual employee as well as productivity. Therefore the results are entirely based on the view of the participants. During the interviews, some participants explained some concepts in Setswana and transcribing the interviews from Setswana to English may have led to the originality of the participants' words occasionally being lost during translation.

Directions for future research: This study only focussed on parastatal organisations in Gaborone, and it was only directed towards voluntary turnover of employees leaving the organisations. Future research could explore factors attracting employees to parastatal organisations in Botswana. Other avenues for future research could be methodological such as investigating the concept of employee turnover from the perspective of employees e.g. those currently employed by the parastatal organisations and those who voluntarily resigned from parastatal organisations.

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Appendix I

Appendix I: Interview Template

Interview Template
Name: _____
Gender: _____
Designation: _____
Organization: _____

Section A

1. Quantity of employee turnover

1.1 How many employees do you currently have in your organization?
_____

1.2 How many employees resigned from your organization in 2010, 2011 and 2012?
_____
_____
_____

2. Concentration of the employee turnover

2.1 In which departments do you have the most turnover?
_____
_____
_____

2.2 Mostly, the leavers are in which age group?
_____
_____

Section B

2. Where the leavers usually migrate to.

3.1 Where do the leavers go normally from here?

_____
_____
_____

4. Triggers of employee turnover

    4.1   Do you conduct exit interviews for the leavers?
_____
_____

    4.2   What are the cited reasons for their departure?
_____
_____
_____
_____
_____

Section C

5. Effects of employee turnover.
    5.1   As far as you are concerned are there any effects of employee turnover to your organization?
_____
_____

    5.2   What are the positive effects of employee turnover to your organization?
_____
_____
_____
_____

    5.3   What are the negative effects of employee turnover to your organization?
_____
_____
_____
_____
_____
_____
_____

Section D

6. Measures in place to control employee turnover
    6.1   Do you have any measures in place to control employee turnover in your organization?
_____
_____
_____

    6.2   What are the measures you have put in place to control employee turnover in your organisation?
_____
_____
_____
_____
_____
_____
_____

    6.3   Do you see the measures in place benefiting your organisation?
_____
_____

_____
_____
_____

Section E

7. Benefits of combating employee turnover
    7.1 Is it of any benefit to control employee turnover?
_____
_____
_____
_____

    7.2 What are the benefits of controlling employee turnover?
_____
_____
_____
_____
_____
_____
_____
_____

8. Additional information
    8.1 Do you have any additional information that you would like to add in conclusion?
_____
_____

Appendix II

Informed Consent Form

Project Title: Extent And Effects Of Employee Turnover On Parastatals: A Case Of Gaborone

Principal Investigator: Dimakatso Gopane
Phone number(s): 72271276 / 73448061

What you should know about this research study:
- We give you this informed consent document so that you may read about the purpose, risks, and benefits of this research study.
- You have the right to refuse to take part, or agree to take part now and change your mind later.
- Please review this consent form carefully. Ask any questions before you make a decision.
- Your participation is voluntary.

Purpose
    You are being asked to participate in a research study of: Extent and Effects of Employee Turnover on Parastatals: A Case of Gaborone. The purpose of the study is to contribute to the organizations in Botswana. The study proposes to find out the extent and effects of employee turnover on parastatals in Gaborone, Botswana. Understanding these factors could help in explaining ways of dealing with the problem. This research could be helpful to the organizations by revealing the main triggers of employee turnover, thereby giving a platform for the best preventative measures. Finding out the extent of the problem thus making the organization aware if the situation is deteriorating or it is now critical and therefore needs immediate intervention. The study could also be used to improve the strategies that are already in place being used by these parastatals in combating employee turnover. The findings of this study will also help to develop a framework for effective and efficient strategies in combating employee turnover in the parastatals, public and private sectors. Furthermore, the findings of this study could be used to sensitize the top management and human resources practitioners on the importance of combating employee

turnover. Moreover, the findings of this study will be used as a partial requirement to the fulfilment of the Master's degree in Business Administration. You were selected as a possible participant in this study because, being an employee in one of ter parastatals in Gaborone you are deemed to be in a position to provide answers to the issue under investigation. Before you sign this form, please ask any questions on any aspect of this study that is unclear to you. You may take as much time as necessary to think it over.

Procedures and Duration

If you decide to participate, you will be invited to an interview that is estimated to last for about 45 minutes.

Risks and Discomforts

There are no known risks that you will encounter if you decide to participate in this research study, nor are there any costs for participating in the study. However, you are hereby notified that the aforementioned interview will be tape recorded so that the researcher can refer to it in future when analysing the data collected. However, if you are not comfortable with being recorded you may indicate so and the researcher will only take hand notes during the interview.

Benefits and/or Compensation

Kindly note that there will be no compensation for taking part in this study. However if you so wish a copy of the complete dissertation findings will be handed to your organization at the end of the study. Also note that the information you provide will help the researcher understand how best to satisfy the needs of organizations and the needs of employees. The information collected from you may not benefit you directly, but what the researcher learns from this study should provide general benefits to employees, companies, and other researchers as well as the country at large.

Confidentiality

Kindly be assured that the data you provide will remain confidential and will not be used in any manner other than for the researcher's academic purposes only. Moreover, information you share will be kept confidential at all times and can only be accessed by the researcher and her supervisor. Identifiable codes will be used instead of your real names to identify the interview transcripts. This is done to ensure that there will be no way for anyone to identify which interview was done by you, hence your anonymity is guaranteed. Interview venues will also be kept confidential and will be located at negotiated locations acceptable to both you and the researcher. This means seeking your respect to ensure that all the discussions and activities carried out for the research must be kept between you and the researcher. The interviews shall also be conducted in a private room at your organisation.

Voluntary Participation

Participation in this study is voluntary. If you decide not to participate in this study, your decision will not affect your future relations with the University of Botswana, its personnel, and associated institutions. If you decide to participate, you are free to withdraw your consent and to discontinue participation at any time without penalty. Any refusal to observe and meet appointments agreed upon with the central investigator will be considered as implicit withdrawal and therefore will terminate the subject's participation in the investigation without his/her prior request.

Authorization

You are making a decision whether or not to participate in this study. Your signature indicates that you have read and understood the information provided above, have had all your questions answered, and have decided to participate.

_____   _____
Name of Research Participant (please print)   Date

_____   _____
Signature of Staff Obtaining Consent   Date
(Optional)

You will be Given a Copy of this Consent Form to Keep.

If you have any questions concerning this study or consent form beyond those answered by the investigator, including questions about the research, your rights as a research participant; or if you feel that you have been treated unfairly and would like to talk to someone other than a member of the research team, please feel free to contact the

Office of Research and Development, University of Botswana, Phone: Ms Dimpho Njadingwe on 355-2900, E-mail: research@mopipi.ub.bw, Telefax: [0267] 395-7573.

Setswana Consent Form

Mokwalo Ya Tumalano
Setlhogo Sa Patlisiso: Selekanyo Le Ditlamorago Tsa Go Tlogela Tiro Ga Babereki Ba Dikompone Tse Puso E Nang Le Seabe Mo Tsamaisong Ya Tsone Tse Di Mo Gaborone

Leina la Mmatlisisi; Dimakatso Gopane
Dinomore tsa Megala; 72271276/ 73448061

Se O Tshwanetseng Go Se Itse Ka Patlesiso E:
- O neelwa mokwalo o wa tumalano gore o kgone go itse ka botlhokwa, bodiphatsa, le dipoelo tsa patlisiso e.
- O nale tetla ya go dumalana go tsaya karolo, kana wa tsaya karolo mme wa tla wa fetola mogopolo mo tsamaong ya nako.
- O kopiwa go bala mokwalo o ka kelotlhoko le go botsa dipotso pele ga o tsaya tshwetso.
- Go tsaya karolo ga gago e tshwanetse ya bo ele ka boithaopo jwa gago.

O kopiwa go tsaya karolo mo patlesisong e ya: Selekanyo le ditlamorago tsa go tlogela tiro ga babereki ba dikompone tse puso e nang le seabe mo tsamaisong ya tsone tse di mo Gaborone. Maikaelelo a patlisiso e ke go nna le seabe le go thusa dikompone mo Botswana. Patlisiso e, e ikaelela go kanoka ditlamorago tsa go tlogela tiro ga babereki mo dikomponeng tsa go nna jalo. Maduo a patlisiso e a tlaa thusa mo go tlhaloganyeng mabaka a a dirang gore babereki ba tlogele tiro, ka jalo e thuse dikompone go tswa ka maano le methale ya go fokotsa go tlogela tiro ga babereki. Go itse selekanyo le ditlamorago tsa go tlogela tiro ga babereki go ka thusa mohiri go lemoga ha seemo se ya masweng jalo mohiri o tlaa nna le nako ya go tsiboga botoka go santse go nale nako. Dikompone di ka dirisa maduo a patlisiso e go thusa mo go betleng ditogamaano tsa tsone le go tsibosa boeteledipele jwa tsone ka seemo le ditlamorago tsa go tlogela tiro ga babereki mo dikomponeng. Mo godimo ga moo, mmatlisisi o tla dirisa patlisiso e, e ele bontlha bongwe jwa tse di tlhokwang go ka nna sealogane sa dithuto tsa Masters in Business Administration ko Unibesithi ya Botswana. O tlhopilwe go tsaya karolo mo patlisisong e ka gore jaaka mmereki wa kompone e puso e nang le seabe mo go yone o ka fa ditshwetso tse di lebanyeng. Pele ga o baya mokwalo o monwana, o kopiwa go botsa dipotso dipe fela tse o nang natso mabapi le patlisiso e, fa o sa tlhaloganyeng teng. O letlelesegile go tsaya nako e o e tlhokang go seka seka tshwetso e o tla e tsayang

Tsamaiso Le Nako
Fa o tsere tshwetso ya go tsaya karolo mo patlisisong e, o tlaa nna le potsoloso le mmatlisisi e e tla tsayang lebaka la metsotso e le masome a mane le botlhano go araba dipotso ka patlisiso e.

Bodiphatsa Le Dituelo
Go ya ka mmatlisisi, ga gona diphatsa dipe tse di ka go tlhagogelang fa o ka tsaya tshwetso ya go tsaya karolo mo patlisisong e, mme ebile ga gona dituediso dipe tse di ka lopiwang go tswa mo go wena. Mme le fa go ntse jalo, o itsesiwe gore potsoloso e o tla nnang nayo le mmetlisisi e tla gatisiwa ka sekapa mantswe. Se se direlwa gore mmatlisisi a kgone gore mo tsamaong ya nako a kgone go boa a reetsa puisanyo e fa a ntse a tsweletse ka patlisiso. Le fa go ntse jalo, fa wena ka esi o sa eletse go kapiwa lentswe mo potsolosong e, o ka bolela seo mme wa seka wa kapiwa lentswe.

Dipoelo Le Dituelo
O itsesiwe fa go sena go nna le dituelo mo go tseyeng karolo mo patlisisong e. Le fa go ntse jalo, fa o nale keletso, kompone ya gago e ka hiwa mokwalo o o tletseng wa patlisiso e morago ga e sena go gatisiwa. Itse jaana gore, dikarabo tsa gago di tla thusa mmatlisisi go thusa dikompone tse puso e nang le seabe mogo tsone go tla ka mananeo a a botoka go thusa go lwantsha go tlogela tiro ga babereki. Wena ka esi, dikarabo tse o di fang di ka seke di go tswele mosola gone foo, mme o netehalediwa gore di tlile go thusa, bahiri, babereki, le babatlisisi ba bangwe mo tsamaong ya nako.

Mhapha
O itsesiwe gore dikarabo tse di tla tswang mo ba tsaya karolo ba patlisiso e di tla dirisiwa hela ke mmatlesisi jaaka patlisiso e e le nngwe ya tse di tlhokegang gore a hetse dithuto tsa gagwe. Gape, dikarabo tse o tla di fang di tla bonwa fela ke mmatlisisi le motlhatlhelela dithuto wa gagwe fela. O netefalediwa gore maina a gago ga ana a

tlhagelela gope fela mo patlisisong e. Se se direlwa gore ope a seka a itse gore o nnile motsaya karolo mo patlisisong e. Mafelo a puisano e tla tshwarelwang kwa go one le one a tla nna sephiri gore ope a seka a itse sepe ka ga one. Potsoloso e tla tshwarelwa kwa dikagong tsa kompone ya gago ka nako e e dumalenweng ke wena le mmatlisisi, mo phaposing e e faphegileng.

Go Tsaya Karolo Ka Boithaopo
Go tsaya karolo mo patlesisong e ke ka boithaopo jwa gago. Fa o tsaya tshwetso ya go sa tsaya karolo, itse gore tshwetso ya gago ga e kake ya nna sekgoreletsi sepe mo kamanong ya gago le Unibesithi ya Botswana, babereki ba Unibesithi, le makalana a dikolo tse di dirisanang nayo. Fa o tsaya tshwetso ya go tsaya karolo, o nale tetla ya go fetola mogopolo wa gago o bo o tlogela patlesiso e ntse e tsweletse go sena ditlamorago dipe. Go sa iponatse ka nako ya bokopano e e dumalanweng go tla potsolosong ya patlisiso go tla tsewa e le go ikgogela morago ga gago mo patlisisong e.

Teseletso
Go baya monwana fa tlase fa, go supa ha o badile mokwalo o, ebile o o tlhalogantse, gape dipotso tsotlhe tse o nang le tsone mabapi le patlisiso e di arabilwe, mme jaanong o tsaya tshwetso go tsaya karolo mo patlesisong e.

_____   _____
Leina la motsaya karolo   Letsatsi

_____   _____
Monwana wa motsaya karolo   Letsatsi
O Tla Fiwa Mokwalo O O Tshwanang Le O, Go O Ipeela
Fa o nale dipotso ka patlisiso e, kana mokwalo o wa tumalano, mme dikarabo tsa mmatlesisi di sa go kgotsofatse, kgotsa ka ditshwanelo tsa gago jaaka motsaa karolo mo patlisiso e, kgotsa o na le le tumelo ya gore ga oa tshwarwa sentle mme e bile o batla go bua le mongwe ko ntle ga mmatlisi, gololesega go ikgalaganya le ba dipatlisiso ya Unibesithi ya Botswana mmeo bue le Mme Dimpho Njadingwe mo mogaleng wa: 355-2900, Email: research@mopipi.ub.bw, Telefax: (00267) 395-7573.

Appendix III

Interview Coding Template

Section A

1 **Quantity of employee turnover**
    1.1 Number of employees currently in post
    1.2 Number of leavers
        1.2.1.1 In 2010
        1.2.1.2 In 2011
    1.2.2 In 2012

3. **Concentration of the employee turnover**
    3.1 Most affected department
        3.1.1 Marketing
        3.1.2 Accounting and/ Finance
        3.1.3 Information Technology
        3.1.4 Others

    3.2 Most affected age group
        3.2.1 25-30
        3.2.2 35-40
        3.2.3 40-45
        3.2.4 46-50
        3.2.5 51-55

4. **Where the leavers migrate to.**
    3.1 Where the leaver usually go after leaving the employer
        3.1.1   Private sector
        3.1.2   Public sector
        3.1.3   Other parastatals
        3.1.4   Start-up own businesses

Section B

4. **Triggers of employee turnover**
    4.1 Are exit interviews conducted.
        4.1.1   Yes
        4.1.2   No
    4.2 Cited reasons for leaving.
        4.2.1   Change of environment
        4.2.2   Search for a more challenging job.
        4.2.3   Low pay
        4.2.4   Lack of recognition
        4.2.5   Poor working conditions

Section C

5. **Effects of employee turnover**
    5.1 Are there any effects of employee turnover.
        5.1.1 Yes
        5.1.2 No
    5.2 Positive effects
        5.2.1 Cuts costs
        5.2.1 Brings in new employees with free perspectives
        5.2.3 Gets rid of troublesome employees
    5.3 Negative effects
        5.3.1 Slows down productivity
        5.3.2 Increases recruitment and selection costs
        5.3.3 Too much work load for the remaining employees
        5.3.4 Leads to low staff morale

Section D

6. **Measures put in place to control employee turnover**
    6.1 Are there any measures in place.
        6.1.1Yes
        6.1.2 No
    6.2 Measures in place
        6.2.1 Targeted recruitment and selection
        6.2.2 Attraction policy
        6.2.3 Retention policy
        6.2.4 Training policy

Section E
7. Benefits of combating employee turnover
    7.1 Are there any benefits to combating turnover.
        7.1.1Yes
        7.1.2 No
    7.2 Benefits of combating employee turnover
        7.2.1 Cutting costs
        7.2.2 High productivity
        7.2.3 High staff morale
        7.2.4 Good reputation for the organisation.