

THESIS ABSTRACT

Master of Business Administration
Emphasis in Finance

Adventist University of Africa

School of Postgraduate Studies

**TITLE: THE EFFECT OF EMPLOYMENT TERMS OF SERVICE ON
EMPLOYEE RETENTION OF SELECTED SEVENTH-DAY
ADVENTIST INSTITUTIONS IN BOTSWANA**

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The purpose of this research was to investigate the relationship between employment terms of service and employee retention, and possible mediating effects of job security, job satisfaction and organizational commitment on the relationship between employment terms of service and employee retention in selected Seventh-day Adventist institutions in Botswana. Although contract employees receive gratuities at the end of each contractual period, it appears that contract employees desire to opt out of contract employment to join government civil service. A seven (7) point interval Likert scale self-administered questionnaire was used to collect data from a population of 215 and a participation of 140 was achieved through a census study. Data collected was analysed using the Statistical Package for the Social Sciences (SPSS) through descriptive, and multiple regression analysis methods to establish cross-sectional causal relationship between the independent and the dependent

variables with and without mediator models. Results indicated that there is significant effect of employment terms of service on employee retention. Affective and cognitive job satisfaction, and affective and continuance organizational commitment have significant mediating effects on the relationship between employment terms of service and employee retention. However, affective and cognitive job security and normative organisational commitment do not have mediating effects on the relationship between employment terms of service and employee retention. It appears that an assurance of a stable retirement plan is a factor for employee retention. Thus, contract employees express disengagement and a desire to opt out of contract employment to government civil service.

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THE EFFECT OF EMPLOYMENT TERMS OF SERVICE ON EMPLOYEE
RETENTION OF SELECTED SEVENTH-DAY ADVENTIST INSTITUTIONS
IN BOTSWANA

A thesis

presented in partial fulfillment

of the requirements for the degree

Master of Business Administration

by

Gift Mpofu

April 2018

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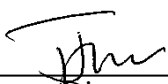
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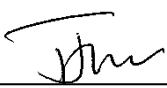
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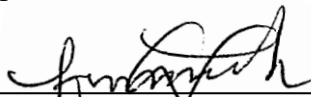
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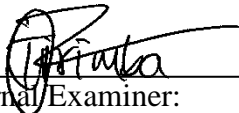
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CHAPTER 1

INTRODUCTION

Background of the Study

The biggest challenge for most organizations worldwide, whether great or small, prestigious and respected, is to keep secure and fulfilled employees. Job security is the probability of an individual's continuance of employment in an organization and the key aspect in the career ladder is the search for stable and secure employment (Jarosch, 2014), where security derives from the existence of a job beyond the immediate control of a worker or employer.

The Seventh-day Adventist Church in the Southern Africa Indian Ocean Division has a remuneration system that includes a Defined Benefit Pension Plan (DBP) which is basically a "members only" package arrangement (Southern Africa-Indian Ocean Division, 2013). The retirement plan is, therefore, exclusive of those who are non-members. Membership is determined by defined policies as spelt out in the Z policies of the Southern Africa Indian Ocean Division. When employees are not defaulted into the employer's preferred retirement scheme (DiCenzo, 2007) because of the employment status of short term fixed contracts, is a sure recipe for job insecurity.

According to the Southern Africa-Indian Ocean Division working policy of Seventh-day Adventists, in order to receive retirement benefits, employees must have been remunerated according to the denominational wage scale and applicable

allowances. The employees should have served at least 15 years in the Seventh-day Adventist organization (Southern Africa-Indian Ocean Division, 2013). There is seemingly, however, an exclusion of “those in any institution who are not paid according to a denominational wage scale” even though they would qualify in all other aspects of the general requirements (General Conference Working Policy, 2013).

Somehow, many studies regarding the issues of job satisfaction, organizational commitment and job security have been carried out on business organizations and none have been carried out on faith-based organizations. Hence this study will focus on a not-for-profit, faith-based organization, the Seventh-day Adventist Church in Botswana.

Kanye Seventh-day Adventist Hospital and Kanye Seventh-day Adventist College of Nursing are institutions of the Seventh-day Adventist Church in Botswana. Started in 1922 by Dr and Mrs. Kretschmar Kanye Adventist Hospital has been a medical facility run by the Seventh-day Adventist Church, (Willmore, 1922; Gabasiane, 2014). According to the former CEO of Kanye Institutions, Dr Bangwato Sikwa, the College of Nursing at Kanye opened its doors for students in 1947 (Mosetlha, 2014). These two institutions were fee charging amenities providing state of the art health care and training services. They were, at the time, fully sponsored by the Seventh-day Adventist Church.

In 1975, the government of Botswana recognizing the value and importance of the two facilities in Kanye and their limitations in terms of funding entered into a five year renewable Memoranda of Understanding (MoU) (Mosetlha, 2014) with the church which has been renewed and still in force up to this day. In the MoU, the church would continue to run the Hospital and College infrastructures and the

government would provide the so much needed funding for the operations of the institutions (Health, 2013).

The government also has its seconded employees which are paid directly by the government in the same institutions. The terms of employment are different and government employees are permanent and pensionable, enjoying other added benefits like medical insurance and a Defined Contribution Plan (DCP) pension which are not available to contract workers. This disparity has brought about discontent to those employed on contracts who are performing the same duties as those paid by government treasury directly. As a result there have been a number of Contract employees wishing and successfully opting out of church work employment status to join government civil service.

Recently also, employees have shown concerns over their economic insecurity as they approach the retirement phase of life. Although gratuity is an attractive alternative to pension, there has been an outcry, from all stakeholders, for a Seventh-day Adventist administered retirement plan funded by gratuities earmarked for contract employees to curb an exodus of valuable employees primarily to government employment through the opting exercise. Thus the need for a study to establish the effect of employment terms of service on employees' retention in selected Seventh-day Adventist Church institutions in Botswana.

Statement of the Problem

The Seventh-day Adventist Church engages a considerable number of non-cleagy employees in the Kanye Adventist Institutions who are not government employees by default of not opting to government employment and are not considered church regular employees by Southern Africa-Indian Ocean Division and General Conference working policy exclusions and are hereby referred to as contract

employees. These are employees sponsored by a third party organization (the government) who are in the Seventh-day Adventist Church employment system but do not meet the membership criteria to be considered church employees (Southern Africa-Indian Ocean Division, 2013) and therefore are not eligible to the Church's sponsored Defined Benefit Pension plan and at the same time are not entitled to the government Defined Contributions Plan pension. Thus they are within two systems while not being considered to be part of either.

Kanye Institutions need to keep qualified and capable administrative and general staff in their employment in order to carry on the legacy of Adventist philosophy and standards in Christian education and health care services (<https://medicine.llu.edu/>). The introduction of the Memorandum of Understanding between the Seventh-day Adventist Church and the Government of Botswana seems to have changed the alignment of employees affected by the change of the employees' employment terms of service contained in the agreement. Employees ceased to be permanent and pensionable but became contract employees on three to five year renewable contracts with gratuity payments at the end of each period.

The SID working policy exclusions as outlined in the Z policy regulate membership to a Defined Benefit Pension scheme. It appears to have fuelled valuable employees of Kanye Seventh-day Adventist Hospital and Kanye College of Nursing, Adventists and Non-Adventists alike, to start opting out of contract employment to join government civil service. Once they have crossed over to government employment, it is easy for them to be deployed away from the Kanye Adventist institutions. It is, therefore, needful to examine the effects of employees' employment terms of service on employees' retention, and how job security, job satisfaction, and organizational commitment mediate the relationship between employees' employment

terms of service on retention in selected entities of the Seventh-day Adventist Church in Botswana.

Research questions

The following are the research questions that this study attempted to address:

1. What is the effect of employment terms of service on job security?
2. How do employment terms of service affect job satisfaction?
3. In which ways do employment terms of service affect organizational commitment?
4. What is the effect of employment terms of service on employee retention?
5. Does job security exert a mediating effect on the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions in Botswana?
6. Does job satisfaction have a significant mediating effect on the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions in Botswana?
7. Does organizational commitment significantly mediate the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions in Botswana?

Null Hypotheses

1. Employment terms of service have no significant effect on job security.
2. Employment terms of service do not have significant effect on job satisfaction.
3. Employment terms of service in no ways have significant effect on organizational commitment.
4. Employment terms of service have no significant effect on employee retention.

5. Job security does not exert significant mediating effect on the relationship between employment terms of service and employee retention in selected Seventh-day Adventist institutions in Botswana.
6. Job satisfaction does not have significant mediating effect on the relationship between employment terms of service and employee retention in selected Seventh-day Adventist institutions in Botswana
7. Organizational Commitment does not significantly mediate the relationship between employment terms of service and employee retention in selected Seventh-day Adventist institutions in Botswana

Conceptual Framework

For purposes of this study, employment terms of service (Contract or Government employment) was viewed as an independent variable with job satisfaction, organizational commitment, and job security, as possibly mediating the relationship between employment terms of service and retention, herewith referred to as a dependent variable displayed in Figure 1 below.

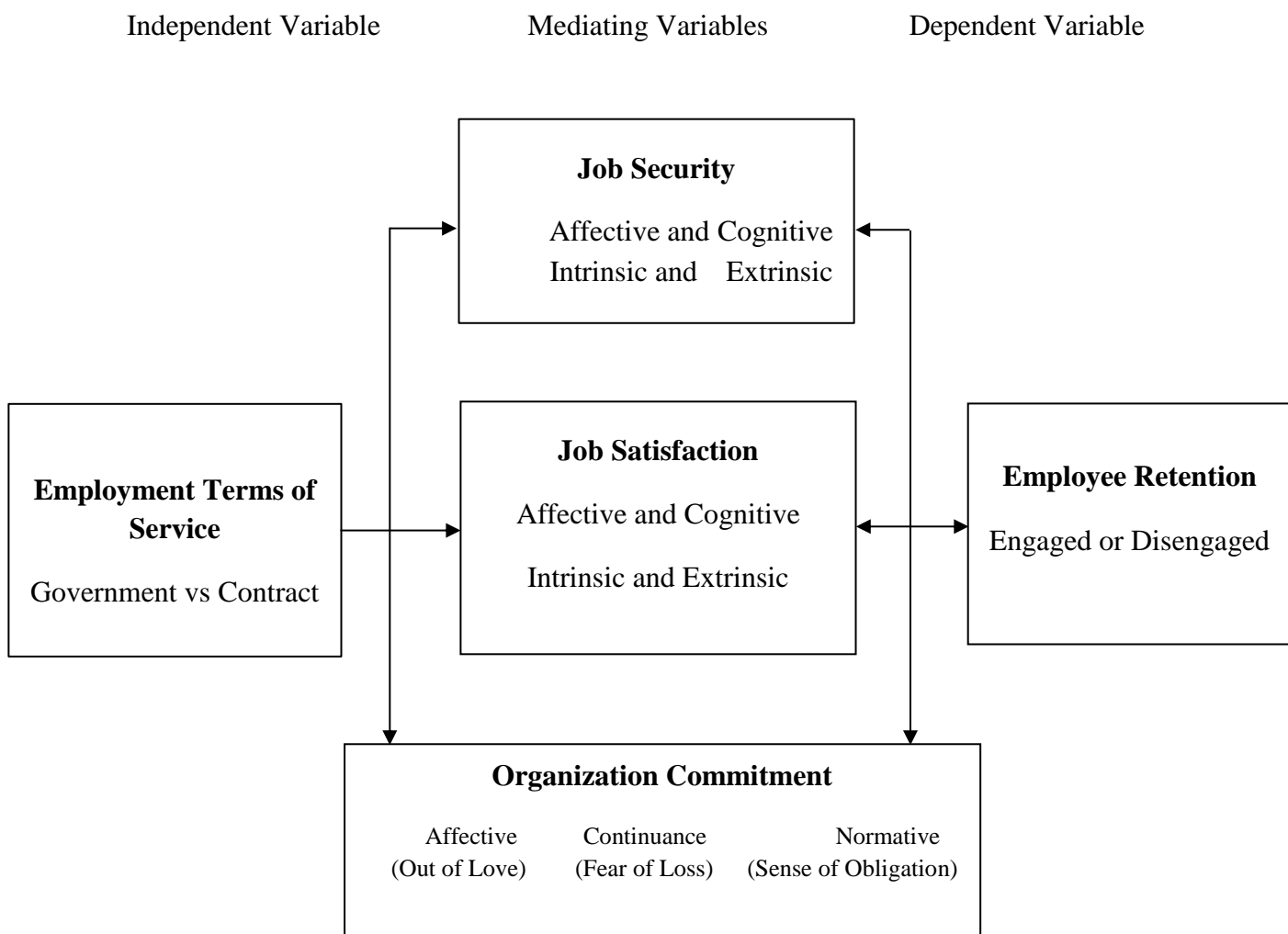


Figure 1: Conceptual Framework

Significance of the Study

First and foremost, this research is important because it will help as an eye opener to church administration and other decision makers, at various levels, of the complexity of interrelationship of job attitudes as influenced by situational factors, the job environment and disposition characteristics of individual employees that most organizations, including not-for-profit organizations, very much neglect. This study addresses the realities seriously affecting human resource management in non-ecclesiastic institutions of the Seventh-day Adventist Church. It, therefore, invites for

a search for solutions to the problem of employees opting out of contract employment to civil service and it will help church as well as secular organizations management to intentionally put in place employee retention strategies to curb employee defections and turnover. The study will also influence the revision of the Seventh-day Adventist Retirement Plan (the Z) policies from the Union level, through the Divisions of the General Conference of the Seventh-day Adventist Church, all the way up to the General Conference Working Policy.

Secondly, the study will assist employees that are excluded from the provisions of the SID working policies to engage in collective bargaining that will enable them to achieve alternative ways of providing an assured future flow of income in the form of a retirement plan. This will also help employees to remain working in institutions and work environments that they prefer and perceive conducive than opt out to civil service that can deploy them away from their preferred work environment.

Also, empirically, this research provides findings from a faith-based (not for profit) perspective to a study that has predominately been done in the (for profit) business organizations settings. Review of literature suggest that employment terms of service, the elements of an employment relationship agreed upon for a job by an employer and an employee (Investopedia, 2017), whether on short-term contract or permanent and pensionable engagements, affect job attitudes and job security. The purpose of the study is to find out if this holds true within the area and institutions under study too and how this could possible affect employee retention.

Scope & Limitations of the Study

The scope of this study was limited to Kanye Village involving employees of the Kanye Seventh-day Adventist Hospital and Kanye College of Nursing, former

employees, administrators and selected retired employees of Kanye Seventh-day Adventist Hospital and Kanye College of Nursing. The findings may not necessarily be applicable to another setting outside of Kanye village. The variables chosen are employment terms of service viewed as an independent variable with a casual effect on retention – a dependant variable. However, job attitudes (job satisfaction and organizational commitment), and job security were treated as possible mediating variables in the relationship between employment terms of service and employee retention. Other variables may have been chosen but the study was limited to these variables.

It is also worth noting that the study was a cross-sectional study and not a longitudinal study to be able to observe the effects of employment terms of service on employee retention over a period of time. There is no replica of such institutions in the country and neighbouring countries where a pilot study could be done prior to collecting data. That in itself presents grave limitations – the ability to test predictor (causal assumptions) variables and the resultant effect on the outcome (criterion) variables (Hayes, 2015). In this instance, the study relied exclusively on self-report measures on the self-administered questionnaire used to collect data from the respondents.

Operational Definition of Terms

Defined Benefit Pension: refers to a defined benefit pension type of retirement scheme whereby the employer sponsors the entire pension fund and promises future pay-outs to employees using a pre-determined formula based on a wage history and years of service (DiCenzo, 2007).

Job satisfaction is the level of a pleasurable feeling and contentment with one's job, arising from one's perceptions about the experience they derive from their interactions in the work environment (Jandaghi*, Mokhles, & Bahrami, 2011).

Job security: is the probability of an individual's continuance of employment in an organization because of the existence of a stable and secure job situation (Jarosch, 2014).

Non-ecclesiastical organizations: are institutions of the Church that are not financially supported by tithe funds and are operated by non-tithe funds – like offerings, donations and earned income from service fees (Southern Africa-Indian Ocean Division, 2013).

Organizational commitment: primarily is the reason for individual behaviour and choices associated with his or her willingness to align, work and repeatedly continue to intentionally choose to relate to the cause of the organization over time (Jovičić, Vujičić, Oreščanin, & Lalić, 2013).

Non-pastoral employees: are those workers of the church who do not perform priestly functions that go with ordination to the ministry or direct preaching of the word of God (Southern Africa-Indian Ocean Division, 2013).

Employees who have opted out of church employment are those employees that once were on the church employment terms and later accepted the offer to join government civil service or other private sector employment (Health, 2013).

Contract employees are those employees that are regarded as church employees in the memorandum of understanding hired on short-term period renewable employment contracts (Health, 2013).

Employment terms of service: For this study, the employment terms means the assurance, by the employer, of a stable pension plan after retirement.

Retention: For this study, the retention refers to the ability of the SDA church to keep under its employ employees who have the option to choose to join public service. (Southern Africa-Indian Ocean Division, 2013)

CHAPTER 2

REVIEW OF LITERATURE

In the area of workplace psychology, there is an overlap in job satisfaction theories and those theories explaining human motivation which in turn influence the social exchange theory where employees' commitment is associated with organizational efforts. In this study inference was made to Maslow's needs hierarchy theory, and Herzberg's motivator-hygiene theory.

Job Security

Working life is subject to dramatic changes that require organizations to adapt strategies, as a matter of consequence, to remain relevant and competitive in a tempestuous and unpredictable environment. As such, humans have also learnt techniques of cushioning themselves from unpleasant surprises. However, understanding the dimensions of job satisfaction, job security, motivation, performance and commitment does help organizations to manage employee engagement toward a lasting affective, and continuance organizational commitment (Allen & Mayer, 1997).

For lack of proper placement, job insecurity is perceived to be "situated between employment and unemployment because it refers to employed people who feel threatened by unemployment (Hartley, Jacobson, Klandermans, & van Vuuren, 1991) (Dachapalli & Parumasur, 2012). Although entire organizations and workplaces are more or less marked by job insecurity (Bussing, Bissels, Fuchs, &

Perrar, 1999; Ferrie, Shipley, Marmot, Stansfeld, & Smith, 1998), temporary employment is defined as an objective type of job insecurity characterised by an uncertain availability of that job in the future (Pearce, 1998). For this reason, issues of job security need to be addressed because they ultimately affect engagement and productivity (Molimi, 2014).

According to Reilly(2013), and many studies on public sector compensation benefits, which are often inclusive of DBP, have proven to yield higher total lifetime compensation. When employees are defaulted to a pension scheme of any kind, be it DBP, DCP or Cash Balances, it is perceived as a promise for future security. Employees consider this gesture an investment that will provide capital gains, interest, and a stream of income in the future (Bhalla, 2008). When this is not made available to employees, even though gratuities would be provided as an alternative, job security would be uncertain. In focus, job security begets job satisfaction and organizational commitment while job insecurity is a stressor which begets far reaching unpleasant consequences for employees, proven to include negative emotions and subsequent health and well-being issues and complications (Sverke, Hellgren, & Näswall, 2006).

Employees, in search of security, tend to go or desire to go where it looks “greener on the other side of the fence” (Johnson, 2015) when in fact it may not necessarily be greener. The tendency of frequent change of employment is usually attributed to peer and counterpart compensation comparisons (Reilly, 2013) which include Public vs. Private sector compensation (Reilly, 2013) but can also be a sign of job dissatisfaction and job insecurity (Sverke et al., 2006). Westman, Etzion, & Danon (2001) noted that stresses related to issues of job security may spill over to affect family members like spouse and children which in turn, normally, is evidenced by negative attitudes toward work and thoughts aimed at a disconnect. Beyond work

stressors, De Witte (1999) suggests that the degree to which an individual reacts to job security issues is influenced by demographic characteristics like age, gender and social status.

To prevent most of the negative impact of job insecurity, organizations ought provide accurate information and have clear lines of communication to avoid speculations and incorrect perceptions (Hartley et al., 1991). Similarly, Pozner & Randolph, (1980) suggest that participation in some decision-making and having perceptions of a just system and fair processes, provides for some form of security with less adverse reactions to job security as was observed in studies of hospital employees (Brockner, 1990; Parker, Chmiel, & Wall, 1997; Sverke et al., 2006).

There are, however, some who want to ‘have their cake and eat it too’ (Swift, 1841). In the book Ecclesiastes chapter 3, the wiseman Solomon inscribed the realities of life that there is a season and a time for every purpose under the heavens; ... a time to be born and a time to die, a time to work and a time to retire from active work (Bible, KJV). This time element, with its uncertainty, gives rise to the impetus to face the future with fear of the unknown, especially if proper structures and systems have not been put in place to socialize members of a community on how to work and provide for retirement. Although not tracked cognitively, job security has emerged as one of the major concerns in the working environment and has led to the introduction of Unionization of workers in the various sectors. It is this “sense of powerlessness to maintain desired continuity in a threatened job situation”(Greenhalgh & Rosenblatt, 1984; Sverke et al., 2006) that employees view change of employment terms of service as a first phase of a process toward job loss (Dachapalli & Parumasur, 2012). Subjectively, this insecurity is a result of individual perceptions and interpretations of the immediate work environment (Hartley et al., 1991); (Dachapalli & Parumasur,

2012). Borg & Elizur, (1992), identified two rampant focuses within job security - the likelihood of a job loss and just the fear of a job loss - as cognitive and affective job loss insecurity respectively.

Effects of Job Insecurity

Job insecurity is more than the perceived threat of job loss. It includes thoughts about losing valued job features, such as pay, status (Dachapalli & Parumasur, 2012), opportunity costs of staying and possibilities of becoming unemployable and a loss of a whole career (Greenhalgh & Rosenblatt, 1984). Perception of Job insecurity is frequently linked to reduced organizational commitment (Borg & Elizur, 1992); Dachapalli & Parumasur, 2012), job dissatisfaction (Lord & Hartely, 1998) management distrust (Ashford, Lee, Bobko, 1989; Forbes, 1985) as cited by Dachapalli & Parumasur (2012) and intention to leave the organization (Ashford et al., 1989). Dachapalli & Parumasur (2012) continued to associate job insecurity with non-compliance, reduced work concentration, higher levels of burnout, anxiety and stress disorders (De Witte, 1999; Hartley et al., 1991) with older workers feeling more threatened with loss of job features (Mohr, 2000; Sverke, Hellgren & Naswall, 2006) and employees younger than 24 years not fearing for the total loss of their jobs when contrasted to those above 45 years. Studies reveal that term workers on fixed-term contracts react differently to perceived likelihood of loss of job features than those on permanent contracts (Maurin & Postel-Vinay (2005) as cited by Dachapalli & Parumasur (2012). Consequently, Bender and Sloane (1999) found a strong and direct relationship between contract employment and powerlessness.

Rosenblatt, Talmud & Ruvio (1999) found out that men are more susceptible to feelings of insecurity in comparison with women with regard to possible loss of job

features because of traditional financial and family responsibilities attached to the gender – male. Nonetheless, Elizur (1994) and Rosenblatt et al., (1999) found out that females attach more importance to their jobs than males. Therefore each group would react differently to perceived threats of job loss in their strongest dimension of insecurity. Job security is of vital concern for both employees and employers. (Sverke et al., 2006).

Maslow's hierarchy of needs theory was one of the first theories that identified and examined the important elements leading to job satisfaction. According to Maslow's theory, human needs are met progressively in a pyramid fashion. Organizations meet the physiological needs through financial compensation and healthcare provision, the safety through the work environment as well as job security having appropriate company structures and working policies. These two levels form what Maslow refers to as basic needs. Once these needs have been met, employees seek for feelings of belonging in the form of acceptance, affection and affiliation to the organization. When this level has been satisfied, next is the need for employees to feel approved, recognized, and respected as they interact with colleagues and supervisors. Finally, the crowning of all the progressive levels reaches the self-actualisation peak where the individual feels the need to grow and develop to the person of their dreams by achieving the highest possible they can become (OSHwiki, 2017).

Werther & Davis (1999) present the favourableness or unfavourableness with which employees view their job experience as the level of job satisfaction that undoubtedly is tied to organizational commitment. Studies have shown that support from co-workers and fulfilling work itself (Rajeswari & Rajakrishnan, 2015) have a significant positive influence on both employees' job satisfaction and organizational

commitment. Very little is mentioned expressly or on implied terms the role of policy application and the effects of policy variations on employees' job satisfaction and organizational commitment.

Job Satisfaction

In effect, job satisfaction according to Locke (1976) is “a pleasant emotional state which is the result of one's job or work experience” (Jovičić, Vujičić, Oreščanin, & Lalić, 2013) or as Spector, (1997) put it, “job satisfaction is a feeling people have about their job and different job aspects.” Wright, (2006) observed that Hopok introduced the issue of job satisfaction in the science realm with a theory that job satisfaction was a combination of psychological, physiological, as well as environmental factors that caused employees to either be happy or unhappy with their job (Jovičić, Vujičić, Oreščanin, & Lalić, 2013).

Job satisfaction is a complex interaction of variable factors that influence the state of the work environment where external - extrinsic or hygiene factors like material compensation, working conditions, supervisor relationships, job security and company working policies do not actually give job satisfaction but the absence of which definitely lead to job dissatisfaction (Herzberg, 1959). Internal – intrinsic factors work as motivators and sources of job satisfaction (Herzberg, Mausner, & Snyderman, 1959, 2007). Job satisfaction comes most often from factors intrinsic to work: achievements, job recognition, and work that was challenging and interesting, accompanied by hierarchical responsibility that allows for independence, creativity and some authority (Herzberg et al., 1959). So what a person feels about their job is a summation of satisfaction with individual job aspects (Jovičić, Vujičić, Oreščanin, & Lalić, 2013)

Job satisfaction is made up of several correlated dimensions that independently and collectively have roles in motivating employees (Dixit & Bhati, 2012). Dixit & Bhati, (2012) reasoned that employees attach themselves to organizations based on perceptions of the accumulation of 'valued side bets' they are likely to receive like pension, relocation, skill transferrability and self-investment. Presumably, even if the other commitment dimensions being satisfied – the affective and normative commitments – if the continuance commitment dimension is not adequately satisfied employees, because of perceived insecurity, were more inclined to seek other job alternatives (Greenhalgh & Rosenblatt, 1984). Those approaching retirement especially would want to get assurance of future comfort at all costs.

Employees are individuals who are also different in their tastes and aspirations. They also come with differing skills and talents to the workplace. This makes job satisfaction a unique and an individual capsule appreciated in the context of co-worker relationships, remuneration, supervision and job security. This can be as diverse just as rewards are as different as the people who receive them (Ismail & Ahmed, 2015). The Hackman and Oldham, (1974) job characteristics model suggests that five core job dimensions affect certain personal and work related outcomes, including job satisfaction (Ali, Said, Yunus, Kader, & Munap, 2014). The five well studied core job dimensions are autonomy, feedback, skill variety, task identity, and task significance

For this study we are more interested in the social exchange that associates employees' commitment and organization outcomes with organizational efforts. This is the measure of contentment with his or her job (Rajat, 2009). Happy employees have a contagious behaviour that attracts customers, and influences co-workers.

Organizational Commitment

Adnan Iqbal (2014) as cited by Backer (1960) and Kanter (1968) suggest that commitment primarily is a function of individual behaviour and choices to be willing to align, work and repeatedly continue intentional choices associated with the organization over time. Lalopa (1997), cited by (Jovičić, Vujičić, Oreščanin, & Lalić, 2013) did point out that when employees feel satisfied with their job, they will commit themselves to the organization and continue their engagement there for a pretty long time. In addition, Spinelli and Canavos (2000) concluded that workers feel more satisfied if they have been enabled to participate in processes of decision making and also engage in continuing education (Lam et al., 2001) as cited by (Jovičić, Vujičić, Oreščanin, & Lalić, 2013). Job aspects that measure workers attitudes according to the Minnesota Satisfaction questionnaire include but are not limited to: activity, independence, variability, social status, philanthropy and volunteerism, supervision of others, supervision of processes, moral values, security, social service, authority, working policies and practices, fair compensation, promotion opportunities, responsibility, creativity, working conditions, recognition, peer-supervisor relationships and work related achievements.

Schinder et al (1970) demonstrated that there is another dimension of commitment at which attitudinal commitment occurred - when the goals of the organization and those of the members of the organization intergrated. Attitudinal commitment here viewed as the state in which an individual identifies with a particular organization's vision, mission and core values (Iqhal, 2014). The individual and the organization enter not into a marriage of convenience but a holy matrimony only seperable by death or retirement, whichever comes first. Employees are more

committed in a supportive, corporative and energetic climate – conducive to a more positive job satisfying environment (Iqbal, 2014) than in a chaotic one.

Commitment can therefore be defined as a willingness of an individual to spend and be spent by organizational systems that egoistically express their inner affective or emotional desires; a fulfilling appreciation of dedication by compensating rewards including valued side bets like pension, funeral packs, and social status that usually unearth unparalleled loyalty (Kanter, 1968; Dixit & Bhati, 2012; Brown, 1969). Allen & Mayer (1990) claim that commitment is a psychological state of mind that binds the individual to an organization. This psychological state of mind blends the individual with the said organization in a perfect fit such that they continue to solicit personal decisions aimed at continued membership in the organization (Allen & Mayer, 1997).

Continuance commitment, on the other hand, comes as a result of a perception of the cost of leaving a known environment, culture or climate for the unknown. This fear leads to the commitment of members to stay in an organization even though unfulfilled (Allen & Mayer, 1990; Dixit & Bhati, 2012). Continuance commitment is accepting to bear the opportunity costs of staying with the organization (Angle & Perry, 1981). It is the individual's willingness to sacrifice all for the sake of maintaining previously appraised relatively pleasurable emotional job experiences and related satisfaction (Dixit & Bhati, 2012).

Normative commitment is maintaining loyalty to an organization because of job status, social attachment, experience, the organization's image and financial stability, and probably a sense of indebtedness to the organization for one's development.

Value commitment on the other hand is commitment to support the goal of the organization (Angle & Perry, 1981). It is the type of commitment that desires to protect and continue the worth and legacy of an organization (Angle & Perry, 1981).

Recognition is the most most powerful motivator of all (Ismail & Ahmed, 2015) and just that act of recognizing deserving performers in the organization may reduce turnover and the cost that comes with it. Ismail & Ahmed (2015) further stated that motivation, reward and recognition programs are very important tools that can be used to retain well qualified employees. The results of a study carried out by Business Research Lab indicated that there is a positive correlation between reward recognition programs and continuance commitment in their work places. Ismail & Ahmed, (2015) go further to explain that employees enjoy working in environments that allow them to express themselves professionally at the same time making a difference. Robert Half International Inc also found that limited recognition and praise were the top reason for exodus.

Dean R. Spitzer, in an article “Power rewards: rewards that really motivate” featured in the Management Review of May, pages 45-50, (1996) as cited by (Ismail & Ahmed, 2015) said that it may not make sense to give rewards that recipients don’t find rewarding because “rewards are as different as the people who receive them.” Therefore, rewards should be tailor-made to suit the needs of the recipients (Ismail & Ahmed, 2015). Unfortunately, many employers waste thousands of dollars on incentives that are not appealing to employees.

Ismail & Ahmed (2015) also agree with many scholars that coming up with a truly inclusive definition of motivation were very difficult since it is linked with human psychology which in itself is very complicated. Craig C. Pinder (1998), as cited by Ismail & Ahmed (2015), in an effort to coin a definition that accommodates

several attempts at understanding motivation stated that “work motivation is a set of energetic forces that originate both intrinsic as well as extrinsic to initiate work-related behaviour and these forces determine the form, direction, intensity and duration” (p 202) of excitement to commit to lasting goal oriented voluntary activities.

According to many studies it has been proven that sustained productivity is strongly related to employees’ organizational commitment which has a great influence in aiding the organization towards attaining a sustained competitive edge (Dixit & Bhati, 2012). Organizations, as noted by Sverke, Hellgren & Näswall (2006), to remain afloat and profitable do one of two options – increase profits or decrease costs. The very susceptible in the workforce are contract employees compared to the permanent and pensionable (Sverke, Hellgren, & Näswall, 2006).

Retention

Retention is the ability to keep valuable, skilled and talented employees in an organisation to continue the legacy and the competitive edge of that organisation. (Heathfield, 2017) Buckingham (2000) and Arkin (2001) as cited by Molimi (2014) have stated that turnover is an intellectual capital loss to the organization. And Retention is subtly knit together with other job outcomes like job security, job satisfaction and organisational commitment posing a major challenge in all organizations (Molimi, 2014). What motivates employees in many instances is totally different from what employers and supervisors think would. Human Resource Management practices, as suggested by Molimi, (2014) deal with policy application and variations which must be applied fairly and equitably otherwise to secure and retain scarce and valuable employees in organizations may be an uphill task.

Before organizations endeavour to keep the best, they must recruit the best employees of a certain quality, calibre and of high demand. But best employees that organizations want to keep seek frequent opportunities to learn, to grow, to advance in the career chain, knowledge, and skills (Heathfield, 2017). If there are bottlenecks in the system that managers do not intentionally remove out of their way, such employees look elsewhere for opportunities or where such seem to be available. Employees also desire to be noticed, challenged with complex assignments and tested with leadership opportunities. Retention therefore may well depend on recognition, appreciation, and appropriate rewards.

Success must be retained because losing an employee can be costly to the organisation. Just saying thank you for a well-executed plan, job, exceptional skill, and counsel or feedback is adequate. But if it was accompanied by monetary rewards like bonuses and presents a thank you can all the more be appreciated (Heathfield, 2017). If the salary raise (pay) is attached to performance, accomplishment, and achievement, and not just done across the board, it helps retain staff.

The influence of employees who exit the organisation may cause a tidal wave of resignations. Other employees may start wondering if they don't have to start looking out for new opportunities also. This, therefore, gives reason why job satisfaction and employee retention should be every HR manager's top priority (Heathfield, 2017). Satisfied employees want to know what to do every day and what is expected of them (Heathfield, 2017) to enjoy their stay in a company. This should enhance their stay.

Employees are different and they are unique. But all want to be valued and thus compensated at or above Market rates (Heathfield, 2017) and have good side benefits (Grusky, 1966; Dixit et al., 2012). Employees want to be challenged

individually and at times collectively. They desire and can create an exciting environment if managers so permit. When employees work as a team for a common goal they can be likened to a soccer team where some of the players in the team are strikers, ready to shoot and score. Some are like defenders, who want to win as a team if they are given a chance to protect the organization secrets that result in success. And there are those who play the role of mid-fielders who can cast a vision, and who through their skills, experience and collaboration join the efforts of defenders and strikers to become a mighty force to reckon with (Olenski, 2015).

Of course no team is strong without spectators. Employees want to hear accolades of the company's success through non-members. This helps employees to commit themselves to the organization and continue their engagement there for a pretty long time (Jovičić, Vujičić, Oreščanin, & Lalić, 2013).

Word of mouth on the success of a company gives the employees reason to remain in the organisation. Retention, therefore, begets organisational commitment. Retention starts from the first day to 1 week or more an employee sets foot in an organisation with on-boarding and orientation a must (Half, 2017). Employees should be introduced to organisational culture and that they should not develop their own.

The organisations that sponsor extramural activities in order to help strike a work-life balance retain long enough their employees. If workable and not injurious to the organisation, telecommuting or flexible schedules can be offered to improve employee work-life balances (Half, 2017). Late-nights necessary to seal projects compensated boost the employees moral and such gestures are appreciated. The work-life balance can be achieved by setting clear objectives, organisation goals, individual and collective roles, organization expectations and enough room for creativity. Retention strategies reviewed annually stay current on salaries, benefits and best

practices that help the organisation culture and employee-management relations (Half, 2017).

Financial compensation is a costly exercise to the organization on its own but may not achieve the intended goal – job satisfaction and retention (Jovičić, Vujičić, Oreščanin, & Lalić, 2013). Employees like to associate with organisations that are known to be philanthropic (Jennings, 2006). Social responsibility can be used to harness employees to remain in the organisation (Half, 2017). One may ask, “Why do some employees want to work for Undertakers?” It is a scary work environment requiring working with most peaceful human remains. But it could be that it is because they are assured salary at the end of the month. Yet over and above, they may be enjoying a chance to offer social services to people who are at their lowest at the point in time. And such employees feel fulfilled in doing activities of this nature regardless of the pay. Good managers capitalise on that to make employees feel and realise their worth and potential.

Although some people may think employee turnover is not a good thing, many scholars indicate that it is a healthy undertaking because it allows for those employees that are low performance to exit and the injection of new blood into the organisation without incurring emotional and monetary costs (Olenski, 2015). A conventional 15% turnover rate is regarded as reasonable and normal but anything lower than a 90% retention rate should be worrisome.

Molimi (2014) suggests that at times there is no tangible turnover but productivity, effectiveness, and compromised product quality are indicative of employee dissatisfaction. Intrinsic rather than extrinsic factors (Herzberg, 1968) are considered more important to job satisfaction and retention in the Southern Africa labour market (Molimi, 2014).

In designing retention programmes, managers should identify individual needs and then tailor-make compensation packages towards satisfying those needs rather than applying or imposing a “one pack fits all” compensation system that may not necessarily be valued by those it is designed to please (Molimi,2014)

To minimize turnover, managers ought to compensate employees adequately based on performance. Minimal turnover as well as organizational commitment can be achieved if incentives such as individual and group bonuses, letters of appreciation and recognition, employee of the month, and quality product certificates are implemented on a regular basis. In the absence of transparency and accountability the continuity of employees is minimal (Ongori, 2007) and high turnover may be an indicator of poor compensation and personnel policies, poor recruitment policies, unsatisfactory employment terms of service, deplorable supervision practices, poor grievance procedures and or lack of motivation, (Ismail & Ahmed, 2015) (Ongori, 2007).

CHAPTER 3

METHODOLOGY

This section deals with the study design and methodology, the type of study, the survey instruments, data collection method, the sampling technique, sample size, procedures, data analysis and statistical treatment.

Research Design

A causal cross-sectional quantitative study was used to assess the existence and magnitude of causal effects of the employees' employment terms of service on a dependent variable - retention. The study investigated which of the following factors: job security, job satisfaction, and organizational commitment have significant mediating effect on the relationship between employees' employment terms of service and retention in the selected Seventh-day Adventist Institutions

Population & Sampling Procedure

A sample population of 215 participants was used (see Table 1). This was made up of 100 church employees who are termed contract employees, 105 government employees which includes 15 former contract employees who will participate in questionnaire survey and 10 available retirees and former Administrators who participated in selective interviews for both the College of nursing and Kanye Adventist Hospital.

Since the study population is rather small, the study had endeavoured to use the whole target population for the study. However, a convenience sampling technique of participants was used since the institutions had some of their employees out on annual leave and the hospital side works on three-shift day system. The sample included the doctors, nurses, professionals, lecturers, administrators, office staff, and general workers. The list includes those employees who opted out of Church (contract) employment to Government (civil service) employment.

Table 1. Distribution of Study Population

Participants	Kanye College of Nursing	Kanye Adventist Hospital
<u>Contract Employees</u>		
Administrators	6	5
Professional Staff	17	24
Support/Helping hands Staff	33	50
<u>Government Employees -</u>		
Professional Staff	8	23
Support/Helping hands Staff	15	30
(Former Church Employees)		
<u>Retirees</u>	2	2
Totals	81	134

Instrument for Data Collection

The self-administered questionnaire used for the survey was an adaptation from several questionnaires for collecting data for job security, job satisfaction and organizational commitment from the participants. Questions were adapted from the Organizational Commitment Questionnaire (OCQ) (Allen & Mayer, 1990; Kanning & Hill, 2012), the Minnesota Satisfaction Questionnaire (MSQ) (Martins & Proença, 2012) and the Job Insecurity Questionnaire (JIQ) (Allen & Mayer, 1990). Within the

survey a section that collected employees' demographic data questions relevant to this study.

As a major data collection instrument, the self-administered questionnaire was distributed to the employees of Kanye Adventist Hospital and Kanye College of Nursing - the study population - to collect data. The instrument used a 7 point interval Likert Scale ratings. The Likert scale interval ratings range was from 1 to 7, where 1 represents strongly disagree, and 7 representing strongly agree.

Numbers 1-9 were short phrases extracted from the Minnesota job satisfaction questionnaire (MSQ) where the participant marked with an X the box that best indicated their level of agreement or disagreement to the statement aimed at evaluating their perception of job satisfaction. This section endeavoured to collect data to answer question 2 "How do employment terms of service affect job satisfaction (affective and cognitive) and question 6 "Does job satisfaction have a significant mediating effect on the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions?" The study helped establish the effects of employment terms of service on the level of employees' affective and cognitive job satisfaction.

Numbers 10-14 were short phrases extracted from the job insecurity questionnaire (JIQ) where the participant marked with an X the box that best indicated their level of agreement or disagreement to the statement aimed at evaluating their perception of affective and cognitive job security. This section collected data to answer question 1 "What is the effect of employment terms of service on job security?" and question 5 "Does job security exert a mediating effect on the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions?" the research questions meant to establish the

extent with which the employment terms of service affect the level of job security as perceived by the employees and thereby in-turn affect employee retention. The self-administered question 10 tested employees for affective job security while question 11 tested for cognitive job security.

Numbers 15 – 18 were short phrases extracted from the organizational commitment questionnaire (OCQ) where the participant marked with an X the box that best indicated their level of agreement or disagreement with the statement aimed at evaluating their organizational commitment. This section collected data to answer research questions 3 “In which ways do employment terms of service affect organizational commitment?” and question 7 “Does organizational commitment significantly mediate the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions in Botswana?” The questions were divided into three to assess affective, continuance and normative organizational commitment. Self-administered questionnaire questions 17 and 18 focused on assessing affective organizational commitment, question 16 focused on continuance organizational commitment and question 15 assessed for normative organizational commitments. The data collected helped establish in which ways employment terms of service affect the employees’ commitment to the organization which ultimately have an effect on employee retention.

Numbers 19 – 23 were short phrases dealing with retention. The participants marked with an X the box that best indicated their level of agreement or disagreement with the statement aimed at evaluating their intents to remain with the organization in the immediate short-term period. This section collected data to answer research question 4 “What is the effect of employment terms of service on employee

retention?” This helped establish whether employment terms of service do affect the retention of employees.

Numbers 24 – 34 collected demographic information. Participants marked with an X the box next to the statement or tab that represented the most appropriate answer from a given range. Selected demographic variables included: employment category, age, gender, position, gross income, level of academic training, social status, years of service experience, whether the individuals opted out of contract employment to government employment, and religious identity.

Validity & Reliability of Instruments

The instrument validity is a measure of how well it has been designed to measure the concept it is intended to measure. (Sekaran & Bougie, 2013) Since the self-administered questionnaire was an adaptation of three different renowned instruments for the measure of job security, job satisfaction and organizational commitment which experts validate that the instruments measure what the names suggest they measure adequately, the instrument passes for content validity and face validity (Sekaran & Bougie, 2013). The questions adapted were from an established measure but were rephrased and modified slightly to suit the setting of a hospital and a college. It is rare to construct an instrument that is 100% valid and this is the reason a reliability test was done to measure internal consistency in a group of related measures for job security, job satisfaction and organizational commitment.

Two groups of employees exist, working side by side, in the two institutions. These are contract as well as government employees who perform identical responsibilities for the same organization but rewarded differently depending on the employment terms of service. Cronbach’s Alpha is a test of reliability of a scale for

the number of participants and a number of individual items that they responded to in a Likert scale. A test for reliability was done before the analysis of the data was done.

The self-administered questionnaire had seven possible responses to 23 variables grouped in four categories – job satisfaction, job security, organizational commitment, and retention, alongside with demographics - all items forming scales. Items 1 to 23 in the variable view were tagged as interval scale and items 24 to 34 were loaded as nominal scales in a Likert scale.

Below are the specific reliability tests for the various groups starting with job security? The generally acceptable Cronbach Alpha coefficient level is 0.700 (Nunnally and Berntsein, 1994) and anything less than that is considered less reliable. However, some scholars have indicated that this conclusion is subjective and that results are mainly dependant on the type of research. But what should be considered of great importance are the effect sizes that determine the statistical significance relationships (Steyn, 2002).

Table 2. Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Security	0.689	0.690	2
Job Satisfaction	0.809	0.805	9
Organization Commitment	0.820	0.825	4
Retention	0.823	0.825	4

The Cronbach's Alpha coefficient reliability statistics for job security ($\alpha = 0.690$ for 2 items), job satisfaction ($\alpha = 0.805$ for 9 items), organizational commitment ($\alpha = 0.825$ for 4 items) and employee retention ($\alpha = 0.825$ for 4 items) based on standardized items from the 140 participants indicate highly reliable and

acceptable scores that are higher than a 0.70 coefficient according to Nunnally and Berntsein (1994) guidelines

Each group was analysed item statistics, scale, scale if item was deleted and correlation. The descriptive results would indicate the number of items and the number of missing values, the Cronbach's Alpha, and Cronbach's Alpha based on standardised items should there be missing items. Indicated in the summary of case statistics were items mean and standard deviation.

Ethical Considerations

Authorization and consent was sought from the participating institutions to collect data from the employees. Although many studies have potential risks of compromising confidentiality and anonymity of data sources, the nature of this study does not pose such risks. But should there be any such risks, there would be very minimal because the reporting was in aggregate without specific individual cases highlighted. The collection of data through a self-administered questionnaire aimed at achieving utmost anonymity and confidentiality as far as the study can allow.

Participants were encouraged to volunteer participation but should any feel uncomfortable were free to withdraw from participating. Data collection was limited to what was needed for this specific study and informed consent was paramount in this instance.

Studies involving human subjects always have concerns of how to mask data collected from interviewees be it through structured or unstructured interviews. Therefore, there is a need to ensure confidentiality of interviewees to protect the participants from the risk of participation. Most studies or researchers do not give an elaborate methodology on the interviewing procedures but focus on reporting the

findings. This was the approach as a way to conceal the likelihood of a reconstructed identity of possible interviewees.

Although the topic may not be that sensitive to discredit anyone or the organization, the researcher endeavoured to conduct individual interviews as much as was possible to avoid any possibility of victimization and negative publicity of participants if interviewed as a group. Additionally, the data would be kept in a safe place until the study was completed and then shredded.

Data Collection Procedure

The questionnaires were distributed amongst the Kanye Seventh-day Adventist Hospital and Kanye College of Nursing employees. With the help of Human Resource personnel in the Hospital and the College, all the groups of employees, supposedly Church employees (contract) and government employees, were issued with the questionnaire to participate in the study. 215 questionnaires were issued through the Heads of Department and HR personnel to give to the participants. The reason for HR personnel assistance was to make sure the data collected was credible.

The data collection procedure was done as follows:

1. Data Collection Procedure began with getting approval from Adventist University of Africa and an introduction letter to the institutions to be studied.
2. The researcher called, made appointments and met with the Administrators of the Institutions and sought consent for the study.
3. Counted out 100 self-administered questionnaires for the Heads of Departments at Kanye College of Nursing, and 115 to the Human Resource personnel at Kanye Adventist Hospital for distribution to the target group.
4. Collected filled questionnaires.

Method of Data Analysis

The data collected using the self-administered questionnaire – the quantitative research technique - was analysed using the Statistical Package for the Social Sciences (SPSS) v.20.0 software, a Data Analysis tool package to handle nominal, ordinal, and interval scales. The first step was to describe the data by displaying the data to show the manner of distribution through means, standard deviations, and skewness just to describe what is going on in the data (Buitendach & Rothmann, 2004). The study also used inferential statistics to make inferences from the sample data to general population of the two institutions – Kanye Adventist Hospital and Kanye College of Nursing.

CHAPTER 4

RESULTS & DISCUSSION

This chapter presents and discusses the results of the study according to the research questions.

The first objective of the study was to establish the effect of the employment terms of service on employee retention in selected Seventh-day Adventist institutions in Botswana. The second objective being to determine if job security, job satisfaction, and organizational commitment have significant mediating effect on the relationship between employment terms of service and retention in selected Seventh-day Adventist Institutions.

Since there are two groups of employees that exist in the two institutions working side by side, namely contract workers and government employees, who perform identical responsibilities for the same organizations but rewarded differently depending on their terms of employment, results from the collected data will either help to reject or accept the seven hypotheses. The data was analysed in the backdrop of demographic variables of employment category, age, gender, years of service, qualification, gross salary, religious affiliation and marital status used as predictor constants. Descriptive, Bivariate and Multiple Regression methods were used extensively.

Response Rate

Below is table 3 showing the summary of employment categories in Kanye Adventist College of Nursing and Kanye Adventist Hospital.

Table 3. Case Processing Summary Employment Categories

Employment Categories					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contract	88	62.9	62.9	62.9
	Government Employee	52	37.1	37.1	100.0
	Total	140	100.0	100.0	
Total		140	100.0		

The number of respondents was 140 out of 215 questionnaires that were issued to the target population. Some of the participants exercised their right not to participate in the study. At both Kanye College of Nursing and Kanye Adventist Hospital, the data collection was done during the time when some of the staff had taken their annual leaves. Following below is the summary characteristics of the participants based on demographics.

Characteristics of Respondents

The summary demographic statistics of the participants show that all variables were responded to at rates more than 95% participation. A detailed breakdown of specific categories per variable are listed on the following tables below.

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Table 4. Demographic Items Statistics ...Age

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 25yrs	4	2.9	2.9	2.9
	26 - 35yrs	50	35.7	36.2	39.1
	36 - 45yrs	50	35.7	36.2	75.4
	46 - 55yrs	27	19.3	19.6	94.9
	56 - 65yrs	7	5.0	5.1	100.0
	Total	N = 138	98.6	100.0	
Missing	System	2	1.4		
Total		N = 140	100.0		

As indicated on Table 4, the highest age distribution indicates that the majority (75.4%) of employees are a young to middle age workforce with ages not exceeding 45 years and 24.6% of the employees are aged between 46 and 65 years. Two (1.4%) did not indicate their age possibly for fear of identification by re-construction.

Table 5. Demographic Items Statistics ... Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	41	29.3	29.3	29.3
	Female	99	70.7	70.7	100.0
	Total	N = 140	100.0	100.0	

The Table above shows that there were 41 males (29.3%) compared to 99 females (70.7%) that participated in the survey. From the table below, one hundred and thirty (92.9%) of the respondents were Botswana citizens and the rest of the nationalities (10 in number) accounted for 07.1% of the workforce.

Table 6. Demographic Items Statistics ... Citizenship

Citizenship		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Botswana	130	92.9	92.9	92.9
	Zambia	2	1.4	1.4	94.3
	Zimbabwe	2	1.4	1.4	95.7
	Malawi	1	.7	.7	96.4
	Other	5	3.6	3.6	100.0
	Total	N = 140	100.0	100.0	

Looking at the level of education, Certificate and Diploma holders (42.1%) are the highest number of employees in the institutions followed by Junior Certificate holders at 18.6% and Bachelor's degree holders stood at 15%. The Professional degree holders from Associate Degrees to Doctoral Degree holders made up 22.1% of the study group's education attainment. Just 2 participants (1.4%) indicated that they had no formal education at all and 7.9% had Primary School level education. (See table below)

Table 7. Demographic Items Statistics ... Level of Education

Level of Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Schooling at all	2	1.4	1.4	1.4
	Primary school	11	7.9	7.9	9.3
	Junior Certificate	26	18.6	18.6	27.9
	Form 5 with no diploma	11	7.9	7.9	35.7
	Certificate/Diploma level	59	42.1	42.1	77.9
	Associate Degree	1	.7	.7	78.6
	Bachelor's degree	21	15.0	15.0	93.6
	Master's degree	6	4.3	4.3	97.9
	Professional Degree	2	1.4	1.4	99.3
	Doctoral degree	1	.7	.7	100.0
	Total	N = 140	100.0	100.0	

Table 8. Marital Status and Employment Statistics

Item	Category	Frequency	Percent
Marital Status	Single	77	55.0
	Married	59	42.1
	Widowed	4	2.9
Employment Category	Contract (Mission)	88	62.9
	Government Employee	52	37.1

The table above shows that 77 (55.0%) of the study population were single, 42.1% were married and 2.9% widowed. This whole group was made-up of two groups – 88 Contract (Mission) employees (62.9%) and 52 Government seconded employees accounting for 37.1%. The Employment Category was the independent variable defining the employment terms of service – Contract or Government employment terms.

Table 9. Descriptive Demographics - Years of Service to Religion

Item	Category	Frequency	Percent
Years of Service	Less than 2 years	24	17.1
	2 - 5 years	21	15.0
	6 - 10 years	24	17.1
	11 - 20 years	53	37.9
	21 - 30 years	15	10.7
	31 - 40 years	3	2.1
	Total	140	100.0
# Dependents	None	16	11.4
	One	10	7.1
	Two	19	13.6
	Three	25	17.9
	More than Three	70	50.0
	Total	140	100.0
Gross Monthly Income	Less than 5,000	60	42.9
	5,000 - 10,000	28	20.0
	11,000 - 20,000	45	32.1
	21,000 - 30,000	7	5.0
	Total	140	100.0
Religion	Adventist	46	32.9
	Non-Adventist	94	67.1
	Total	140	100.0
Opted Out to Civil Service	Yes	19	13.6
	No	121	86.4
	Total	140	100.0

From the table above, the majority (53) of the workforce in the two institutions have put in 11- 20 years of service (37.9%) followed by the 6 - 10 years and less than 2 years of service groups which are tied at 17.1% each and the 21 – 40 years of service (18 in number) accounted for 12.8% of the total workforce. 50% of the employees had more than three dependents within the two year period leading to the study date. Just 11.4% of the participants had no dependents during that same period.

Still from the table above 42.9% of the participants earned less than BWP 5,000 per month and this was the highest number group followed by those earning between BWP 11,000 – 20,000 (32.1%), then those who earn between BWP 5,000 - 10,000 (20.0%) per month and finally only 5% earned between BWP 21,000 – 30,000.

There were 46 Seventh-day Adventists (32.9%) compared to 94 who responded as non-Seventh-day Adventists (67.1%). There were 19 (13.6%) of the participants who indicated that they opted out of contract employment to government civil service.

Before the data was analysed, a construct suggested that there are two groups of employees in the Kanye Adventist Hospital and Kanye College of Nursing working side by side who may be having effect on each other based on the employment terms of service and the possible mediating variable factors that this study is desirous to link with organizational outcomes – job security, job satisfaction, organizational commitment –and employee retention. In the variables used on the self-administered questionnaire, the variable “Employment Category” (EmplCat) was used to group the employees into two comparable lines of study to verify if belonging to a group that will receive pension at retirement brings about different organizational outcomes in comparison to the other group which will not receive a pension but gratuities. For this

reason, the total participants were studied in the lines of affective and cognitive job security, affective and cognitive job satisfaction, affective, continuance and normative organizational commitment, and engagement or disengagement of employees related to employee retention.

Descriptive Statistics of Study Variables

The item mean of greater than 4.5000 meant that the greater number of participants perceive that they agreed with the statements on the questionnaire either positively or negatively and a mean of less than 3.5000 indicates that the greater majority of respondents disagree with the statement. A standard deviation close to 0 denotes that data points tend to be close to the mean and a higher standard deviation indicates data points that are spread wider in a range of values in a scale.

Table 10. Descriptive - Contract and Govt Employees Affective Job Security

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Affective Job Security								
Contract	84	4.7500	2.10493	.22967	4.2932	5.2068	1.00	7.00
Government Employee	51	3.9020	2.41043	.33753	3.2240	4.5799	1.00	7.00
Total	135	4.4296	2.25448	.19404	4.0459	4.8134	1.00	7.00

From table 10 above the comparison of means indicates that contract employees affective job security (M = 4.7500; SD = 2.10493) was higher than that of government employees (M = 3.9020; SD = 2.41043). On the other hand the comparison of means on cognitive job security results indicate that contract employees (M = 4.5000; SD = 2.22318) exhibit higher cognitive job security when

compared to their counterparts – government employees ($M = 3.5962$; $SD = 2.39493$) as reflected on Table 13 below.

Table 11. Descriptive - Contract and Govt Employees Cognitive Job Security

Cognitive Job Security	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Contract	88	4.5000	2.22318	.23699	4.0290	4.9710	1.00	7.00
Government Employee	52	3.5962	2.39493	.33212	2.9294	4.2629	1.00	7.00
Total	140	4.1643	2.32166	.19622	3.7763	4.5522	1.00	7.00

From table 12 below, the comparison of means on affective job satisfaction indicates that contract employees ($M = 5.1496$; $SD = 1.70998$) exhibit higher affective job satisfaction than that of government employees ($M = 4.0128$; $SD = 1.78466$). On the other hand the comparison of means on cognitive job satisfaction results indicate that contract employees ($M = 4.3538$; $SD = 1.40161$) exhibit higher cognitive job satisfaction when compared to their counterparts – government employees ($M = 3.3865$; $SD = 1.32949$).

Table 12. Descriptive – Affective and Cognitive Job satisfaction

Affective Job Satisfaction	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Contract	84	5.1496	1.70998	.18228	4.7873	5.5119	1.00	7.00
Government Employee	51	4.0128	1.78466	.24749	3.5160	4.5097	1.00	7.00
Total	135	4.7274	1.81732	.15359	4.4237	5.0311	1.00	7.00
Cognitive Job Satisfaction								
Contract	84	4.3538	1.40161	.14941	4.0568	4.6508	1.60	7.00
Government Employee	51	3.3865	1.32949	.18437	3.0164	3.7567	1.00	6.83
Total	135	3.9945	1.44848	.12242	3.7525	4.2366	1.00	7.00

From table 13 below the comparison of means on affective organizational commitment indicates that contract employees ($M = 5.5341$; $SD = 1.76784$) exhibit higher affective organizational commitment than that of government employees ($M = 4.0481$; $SD = 2.13344$).

Table 13. Descriptive Affective and Continuance Organizational Commitment

Affective Organizational Commitment	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Contract	84	5.5341	1.76784	.18845	5.1595	5.9087	1.00	7.00
Government Employee	51	4.0481	2.13344	.29585	3.4541	4.6420	1.00	7.00
Total	135	4.9821	2.03602	.17207	4.6419	5.3224	1.00	7.00
Continuance Organizational Commitment								
Contract	86	4.6628	2.35951	.25443	4.1569	5.1687	1.00	7.00
Government Employee	52	3.3654	2.47362	.34303	2.6767	4.0540	1.00	7.00
Total	138	4.1739	2.47591	.21076	3.7571	4.5907	1.00	7.00

On the other hand, still on Table 13 above, the comparison of means on continuance organizational commitment results indicate that contract employees ($M = 4.6628$; $SD = 2.35951$) exhibit higher continuance organizational commitment when compared to their counterparts – government employees ($M = 3.3654$; $SD = 2.47362$).

Table 14. Descriptive - Normative Organizational Commitment

Normative Organizational Commitment	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Contract	85	5.9647	1.47557	.16005	5.6464	6.2830	1.00	7.00
Government Employee	52	4.7692	2.20174	.30533	4.1563	5.3822	1.00	7.00
Total	137	5.5109	1.87129	.15987	5.1948	5.8271	1.00	7.00

The comparison of means on normative organizational commitment results indicate that contract employees ($M = 5.9647$; $SD = 1.47557$) exhibit higher continuance organizational commitment when compared to their counterparts – government employees ($M = 4.7692$; $SD = 2.20174$).

Job Security

To answer question 1 of the research questions “What is the effect of employment terms of service on job security?” The bivariate regression method was used on the data collected and the following results obtained.

Regression Model for Affective Job Security

From the Table 15, the model shows that there is no significant effect of the predictors on the dependent variable. 6.30% of employee affective job security can be explained by employment category – contract or government employment (adjusted $r^2 = 0.063$), F change = 1.894; p -value is more than 0.05.

Table 15. Model Summary: Affective Job Security

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.367 ^a	.134	.063	2.19718	.134	1.894	10	122	.052

- a. Dependent Variable: Affective Job Security
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 16. ANOVA – Affective Job Security

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.454	10	9.145	1.894	.052 ^b
	Residual	588.967	122	4.828		
	Total	680.421	132			

- a. Dependent Variable: Affective Job Security
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 17. Coefficients – Employee Terms of Service -Affective Job Security

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.472	2.131		2.568	.011
	Age	.185	.258	.074	.718	.474
	Education	.006	.162	.005	.039	.969
	Marital	-.264	.369	-.065	-.714	.477
	Gender	-.112	.443	-.022	-.252	.801
	Employment Category	-.605	.443	-.130	-1.366	.174
	Years of Service	.181	.183	.106	.993	.323
	Depends	.261	.155	.153	1.688	.094
	Gross Income	-.489	.273	-.210	-1.794	.075
	Faith	-.476	.469	-.099	-1.016	.312
	Contract to Govt Option	-.009	.591	-.001	-.016	.987

- a. Dependent Variable: Affective Job Security

Regression Model for Cognitive Job Security

From the Table 18, the model 0.1% of employee cognitive job satisfaction can be explained by employment category – contract or government employment (adjusted $r^2 = 0.001$), F change = 1.009.

Table 18. Model Summary: Cognitive Job Security

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.271 ^a	.074	.001	2.32096	.074	1.009	10	127	.440

- a. Dependent Variable: Cognitive Job Security
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 19. ANOVA – Cognitive Job Security

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	54.339	10	5.434	1.009	.440 ^b
	Residual	684.132	127	5.387		
	Total	738.471	137			

- a. Dependent Variable: Cognitive Job Security
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 20. Coefficients – Employee Terms of Service on Cognitive Job Security

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.730	2.202		2.148	.034
	Age	-.111	.264	-.045	-.420	.675
	Education	-.031	.162	-.023	-.188	.851
	Marital	.035	.384	.008	.092	.927
	Gender	.072	.458	.014	.156	.876
	Employment Category	-.867	.458	-.182	-1.893	.061
	Years of Service	-.102	.180	-.059	-.564	.574
	Depends	.045	.151	.027	.297	.767
	Gross Income	-.260	.283	-.110	-.921	.359
	Faith	.051	.490	.010	.105	.917
	Contract to Govt Option	.809	.620	.115	1.306	.194

- a. Dependent Variable: Cognitive Job Security

Results from the regression test indicate that, for predictor Employment Category on dependant variable affective job security ($t=-1.366$; $\text{Beta}=-.130$; $p=0.174$) and cognitive job security ($t=-1.893$; $\text{Beta}=-.182$; $p=0.061$). Since $p>0.05$ the employment terms of service have no significant effect on job security, we therefore accept the null hypothesis #1 “Employment terms of service have no significant effect on job security.”

The interview confirms this fact. Many of the respondents said that even if they knew that their status has changed, it did not affect them. They still felt like the institutions were a secured place to work in.

Job Satisfaction

To answer question 2 of the research questions “How do employment terms of service affect job satisfaction? The regression method was used on the data collected and the following results obtained.

Regression Model for Affective Job Satisfaction

From the Table 21, the model shows that 14.7% of employee affective job satisfaction can be explained by employment category – contract or government employment ($\text{adjusted } r^2 = 0.147$), $F \text{ change} = 3.362$, $p = 0.001$

Table 21. Model Summary: Affective Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.458 ^a	.209	.147	1.68551	.209	3.362	10	127	.001

- a. Dependent Variable: Affective Job Satisfaction
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 22. ANOVA – Affective Job Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.522	10	9.552	3.362	.001 ^b
	Residual	360.800	127	2.841		
	Total	456.322	137			

- a. Dependent Variable: Affective Job Satisfaction
 b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 23. Coefficients – Employee Terms of Service on Affective Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.671	1.599		6.049	.000
	Age	.007	.192	.004	.039	.969
	Education	-.030	.118	-.028	-.251	.802
	Marital	-.306	.279	-.093	-1.096	.275
	Gender	-.773	.333	-.193	-2.323	.022
	Employment Category	-.828	.333	-.221	-2.490	.014
	Years of Service	-.302	.131	-.224	-2.308	.023
	Depends	-.117	.110	-.089	-1.067	.288
	Gross Income	.216	.205	.116	1.052	.295
	Faith	-.528	.356	-.137	-1.484	.140
	Contract to Govt Option	-.033	.450	-.006	-.074	.941

- a. Dependent Variable: Affective Job Satisfaction

Regression Model for Cognitive Job Satisfaction

From the Table 24, the model shows that 9.2% of employee cognitive job satisfaction can be explained by employment category – contract or government employment (adjusted $r^2 = 0.092$), F change = 2.386, p = 0.013

Table 24. Model Summary: Cognitive Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.398 ^a	.158	.092	1.38985	.158	2.386	10 ^a	127	.013

- a. Dependent Variable: Cognitive Job Satisfaction
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 25. ANOVA – Cognitive Job Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.082	10	4.608	2.386	.013 ^b
	Residual	245.322	127	1.932		
	Total	291.404	137			

- a. Dependent Variable: Cognitive Job Satisfaction
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 26. Coefficients – Employee Terms of Service on Cognitive Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.328	1.318		5.558	.000
	Age	-.028	.158	-.018	-.174	.862
	Education	-.082	.097	-.098	-.840	.403
	Marital	-.145	.230	-.055	-.628	.531
	Gender	-.581	.274	-.181	-2.118	.036
	Employment Category	-.888	.274	-.296	-3.238	.002
	Years of Service	-.067	.108	-.063	-.626	.532
	Depends	-.090	.091	-.085	-.989	.325
	Gross Income	.221	.169	.148	1.304	.194
	Faith	-.191	.293	-.062	-.650	.517
	Contract to Govt Option	.000	.371	.000	.001	.999

- a. Dependent Variable: Cognitive Job Satisfaction

Regression analysis for job satisfaction outcomes indicate that $p < 0.05$ is significant for predictor Employment Category on dependant variable affective job satisfaction ($t = -2.490$; $\text{Beta} = -0.221$; $p = 0.014$) and cognitive job satisfaction ($t = -3.238$; $\text{Beta} = -0.296$; $p = 0.002$). Since $p < 0.05$ the employment terms of service have significant effect on job satisfaction, we therefore reject the null hypothesis #2 “Employment terms of service do not have significant effect on job satisfaction” because indeed employment terms of service have a significant effect on job satisfaction.

The interviews revealed that the employees felt uncomfortable with the change in the terms of employment. They felt that the “spirit was gone” when the memorandum was introduced, even if the pay was welcome. One respondent said “it is not only about the pay, it is about the mission.”

Organizational Commitment

To answer question 3 of the research questions “What is the effect of employees’ employment terms of service on organizational commitment?” The bivariate regression analysis method was used on the data collected and the following results obtained.

Regression Model – Affective Organizational Commitment

From the Table 27, the model shows that 12.4% of employee affective organizational commitment can be explained by employment category – contract or government employment (adjusted $r^2 = 0.124$), F change = 2.937, $p = 0.002$

Table 27. Model Summary: Affective Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.433 ^a	.188	.124	1.90879	.188	2.937	10 ^a	127	.002

- a. Dependent Variable: Affective Organizational Commitment
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 28. ANOVA – Affective Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.017	10	10.702	2.937	.002 ^b
	Residual	462.723	127	3.643		
	Total	569.739	137			

- a. Dependent Variable: Affective Organizational Commitment
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 29. Coefficients – Employee Terms of Service on Affective Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.201	1.811		5.081	.000
	Age	.201	.217	.092	.927	.356
	Education	-.017	.134	-.015	-.130	.897
	Marital	.296	.316	.081	.937	.351
	Gender	-.496	.377	-.111	-1.317	.190
	Employment Category	-1.084	.377	-.259	-2.880	.005
	Years of Service	-.140	.148	-.093	-.947	.345
	Depends	.049	.125	.033	.394	.694
	Gross Income	-.235	.232	-.113	-1.012	.313
	Faith	-.597	.403	-.139	-1.482	.141
	Contract to Govt Option	-.596	.510	-.096	-1.169	.245

- a. Dependent Variable: Affective Organizational Commitment

Regression Model - Continuance Organizational Commitment

From the Table 30, the model shows that 8.7% of employee continuance organizational commitment can be explained by employment category – contract or government employment (adjusted $r^2 = 0.087$), F change = 2.284, $p=0.017$

Table 30. Model Summary: Continuance Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.393 ^a	.155	.087	2.35420	.155	2.284	10 ^a	125	.017

- a. Dependent Variable: Continuance Organizational Commitment
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 31. ANOVA – Continuance Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	126.600	10	12.660	2.284	.017 ^b
	Residual	692.782	125	5.542		
	Total	819.382	135			

- a. Dependent Variable: Continuance Organizational Commitment
- b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 32. Coefficients – Employee Terms of Service on Continuance Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.482	2.242		4.229	.000
	Age	.047	.270	.017	.172	.863
	Education	.040	.168	.028	.239	.812
	Marital	.431	.393	.098	1.098	.274
	Gender	-.591	.466	-.110	-1.269	.207
	Employment Category	-.837	.464	-.166	-1.802	.074
	Years of Service	-.156	.183	-.085	-.851	.396
	Depends	.040	.160	.022	.249	.804
	Gross Income	-.342	.287	-.136	-1.191	.236
	Faith	-1.108	.501	-.211	-2.213	.029
	Contract to Govt Option	-.629	.629	-.085	-.999	.319

a. Dependent Variable: Continuance Organizational Commitment

Regression Model – Normative Organizational Commitment

From the Table 33, the model shows that 7.2% of employee Normative organizational commitment can be explained by employment category – contract or government employment (adjusted $r^2 = 0.072$), F change = 2.041, $p=0.034$

Table 33. Model Summary: Normative Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.376 ^a	.141	.072	1.81122	.141	2.041	10 ^a	124	.034

a. Dependent Variable: Normative Organizational Commitment

b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 34. ANOVA – Normative Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.963	10	6.696	2.041	.034 ^b
	Residual	406.785	124	3.281		
	Total	473.748	134			

- a. Dependent Variable: Normative Organizational Commitment
 b. Predictors: (Constant), Contract to Govt Option, No. of Depends, Gender, Employment Category, Gross Income, age, Marital status, Faith, Years of Service, Education Level

Table 35. Coefficients – Employee Terms of Service on Normative Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.008	1.733		5.774	.000
	Age	.191	.209	.092	.915	.362
	Education	-.038	.130	-.035	-.293	.770
	Marital	-.080	.302	-.024	-.265	.792
	Gender	-.292	.360	-.071	-.811	.419
	Employment Category	-.907	.359	-.236	-2.524	.013
	Years of Service	-.120	.141	-.086	-.856	.394
	Depends	-.164	.123	-.117	-1.332	.185
	Gross Income	.007	.226	.004	.033	.974
	Faith	-.440	.384	-.110	-1.144	.255
	Contract to Govt Option	-.672	.484	-.119	-1.388	.168

- a. Dependent Variable: Normative Organizational Commitment

Regression analysis for organizational commitment outcomes indicated that $p < 0.05$ is significant for predictor Employment Category on dependant variable affective organizational commitment ($t = -2.880$; $Beta = -0.259$; $p = 0.005$), continuance organizational commitment ($t = -1.802$; $Beta = -.166$; $p = 0.074$) and normative organizational commitment ($t = -2.524$; $Beta = -.236$; $p = 0.013$). Employment terms of service have significant effect on affective organizational commitment and normative organizational commitment both with a significance of $p < 0.05$, we therefore reject the

null hypothesis #3 “Employment terms of service do not have significant effect on organizational commitment.” However, continuance organizational commitment has no violation of the null hypothesis because $p > 0.05$. We therefore accept the null hypothesis for continuance organizational commitment “Employment terms of service do not have significant effect on organizational commitment.’

The discussion with the interviewees reveals that for some employees they were still committed to the institutions even though they felt that things have changed. For others, their level of commitment vacillated when they saw that it was more profitable to work for the government than to stay with the church.

Retention

To answer question 4 of the research questions “What is the effect of employment terms of service on employee retention?” The multiple regression analysis method was used on the data collected and the following results obtained.

Regression Model – Retention

From the Table 36, the model shows that 3.40% of employee Retention can be explained by employment category – contract or government employment (adjusted $r^2 = 0.034$), F change = 5.853, $p = 0.017$

Table 36. Model Summary: Employment Terms of Service on Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.202 ^a	.041	.034	1.89140	.041	5.853	1	137	.017

- a. Dependent Variable: Retention
- b. Predictors: (Constant) Employment Category

Table 37. ANOVA – Retention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.937	1	20.937	5.853	.017 ^b
	Residual	490.104	137	3.577		
	Total	511.041	138			

- a. Dependent Variable: Retention
- b. Predictors: (Constant), Employment Category

Table 38. Coefficients – Employment Terms of Service on Retention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.982	.483		6.175	.000
	EmplCat	.802	.332	.202	2.419	.017

- a. Dependent Variable: Retention

Regression analysis for retention outcomes indicate that $p < 0.05$ is significant for predictor Employment Category on dependant variable retention ($t = -2.419$; $Beta = -0.202$; $p = 0.017$) Since $p < 0.05$ the employment terms of service have significant effect on retention, we therefore reject the null hypothesis # 4 “Employment terms of service have no significant effect on employee retention” because indeed employment terms of service have significant effect on retention.

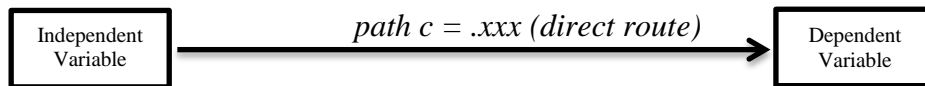
The interviews, again, revealed that for some employees they felt that the opportunity cost of staying with the institution was too great compared to the benefits attached to staying. They therefore left the organization. Others also left because they did not like the organizational climate anymore.

Mediating Variables Effects on Retention

From tables 39 to 43 using the bivariate regression and multiple regression analysis predictive methods, the model show the mediating effects of job security, job

satisfaction and organizational commitment on the relationship between employees' terms of service and retention through path (c) when there is not mediation and through path (a), (b) and (c) when there is mediation.

IV relationship to DV when Mediator not in the model



IV relationship to DV with Mediator in the model

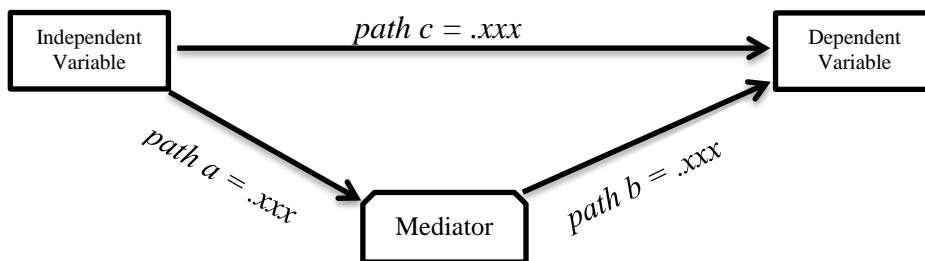


Figure 2. Mediation Analysis Using Regression

From the table 39, the model shows that the mediating effect of affective and cognitive job security can be explained by employment category – contract or government employment (total (c)*(b)).

Mediating Effect of Job Security

From the Table 39, the model proves that both affective and cognitive job security have no mediating effect on retention.

Table 39. Mediating Effects of Affective & Cognitive Security

Model 1		Unstandardized Coefficients		Standardized Coefficients	Sig.	95.0% Confidence Interval for B		Correlations	
		B	Std. Error	Beta		Lower Bound	Upper Bound	Partial	M ²
Affective Job Security									
Path	Bivariate regression								
(c)	<i>Employment</i>	.802	.332	.227	.017	.146	1.458	.202	4.2%
(a)	<i>Category</i>	.802	.332	.227	.017	.146	1.458	.202	4.2%
	<i>IV – Affective Job Sec</i>	.848	.395	-.183	.034	-1.629	-.067	-.183	3.35%
(c & b)	Multiple regression								
	<i>Employ Cat - Retention</i>	.973	.337	.243	.005	.306	1.640		5.7%
	<i>Affective Job Sec - DV</i>	.214	.073	.247	.004	.070	.358	.243	5.9%
	Total (a)*(b)			.060					
Cognitive Job Security									
Model 1		Unstandardized Coefficients		Standardized Coefficients	Sig.	95.0% Confidence Interval for B		Correlations	
		B	Std. Error	Beta		Lower Bound	Upper Bound	Partial	M ²
Path	Bivariate regression								
(c)	<i>Employment</i>	.802	.332	.227	.017	.146	1.458	.202	4.2%
(a)	<i>Category</i>	.802	.332	.227	.017	.146	1.458	.202	4.2%
	<i>IV – Cognitive Job Sec</i>	-.904	.400	-.189	.025	-1.695	-.112	-.189	3.6%
(c & b)	Multiple regression								
	<i>Employ Cat - Retention</i>	1.061	.319	.268	.001	.431	1.692	.263	6.9%
	<i>Cognitive Job Sec - DV</i>	.282	.066	.341	.000	.150	.413	.334	11.2%
	Total (a)*(b)			.091					

Mediating Effect of Job Satisfaction

From Table 40 below, the model proves that both affective and cognitive job satisfaction have a mediating effect on the relationship between employment terms of service and employee retention.

Table 40. Mediating Effects of Affective & Cognitive Job Satisfaction

Model 1 Affective Job Satisfaction		Unstandardized Coefficients		Standardized Coefficients	Sig.	95,0% Confidence Interval for B		Correlations	
		B	Std. Error	Beta		Lower Bound	Upper Bound	Partial	M ²
Path	<i>Bivariate regression</i>								
(c)	<i>Employment</i>	.802	.332	.227	.017	.146	1.458	.202	4.2%
(a)	<i>Category</i>								
	<i>IV – Affective Job Sat</i>	-1.137	.304	-.303	.000	-1.738	-.536		9.2%
(c & b)	<i>Multiple regression</i>								
	<i>Employ Cat - Retention</i>	.577	.343	.146	.095	-.101	1.255	.139	1.9%
	<i>Affective Job Sat - DV</i>	-.200	.091	-.189	.031	-.380	-.019	-.180	3.6%
	Total (a)*(b)			-.028					
Model 1 Cognitive Job Satisfaction		Unstandardized Coefficients		Standardized Coefficients	Sig.	95,0% Confidence Interval for B		Correlations	
		B	Std. Error	Beta		Lower Bound	Upper Bound	Partial	M ²
Path	<i>Bivariate regression</i>								
(c)	<i>Employment</i>	.802	.332	.227	.017	.146	1.458	.202	4.2%
(a)	<i>Category</i>								
	<i>IV – Cognitive Job Sat</i>	-.947	.241	-.324	.000	-1.443	-.492	-.324	10.5%
(c & b)	<i>Multiple regression</i>								
	<i>Employ Cat - Retention</i>	.288	.326	.073	.380	-.358	.933	.069	0.4%
	<i>Cognitive Job Sat - DV</i>	-.521	.109	-.392	.000	-.737	-.304	-3.70	13.7%
	Total (a)*(b)			-.029					

From Table 41 below, the model proves that affective organizational commitment and continuance organizational commitment have a positive mediating effect in the relationship between employees' employment terms of service and retention.

Therefore we reject hypothesis number 7 "Organizational Commitment does not significantly mediate the relationship between employment terms of service and employee retention in selected Seventh-day Adventist institutions in Botswana."

Mediating Effect of Organizational Commitment

Table 41. Mediating Effects of Affective & Continuance Organizational Commitment

Model 1		Unstandardized Coefficients		Standardized Coefficients	Sig.	95,0% Confidence Interval for B		Correlations	
	Affective Org Commitment	B	Std. Error	Beta		Lower Bound	Upper Bound	Partial	M ²
Path	<i>Bivariate regression</i>								
(c)	<i>Employment</i>				.017				
(a)	<i>Category</i>	.802	.332	.227		.146	1.458	.202.	4.2%
	<i>IV – Affective Org Com</i>	1.486	.334	-.354	.000	-2.147	-.825	-.354	12.5%
(c & b)	<i>Multiple regression</i>								
	<i>Employ Cat - Retention</i>	.249	.331	.063	.453	-.405	.903	.059	0.3%
	<i>Affective Org Com – DV</i>	.368	.079	-.390	.000	-.523	-.212	-.364	13.25%
	Total (a)*(b)			.025					
Model 1		Unstandardized Coefficients		Standardized Coefficients	Sig.	95,0% Confidence Interval for B		Correlations	
	Continuance Org Commitment	B	Std. Error	Beta		Lower Bound	Upper Bound	Partial	M ²
Path	<i>Bivariate regression</i>								
(c)	<i>Employment</i>				.017				
(a)	<i>Category</i>	.802	.332	.227		.146	1.458	.202.	4.2%
	<i>IV – Continue Org Com</i>	-1.297	.422	-.255	.003	-2.132	-.463	-.253	6.5%
(c & b)	<i>Multiple regression</i>								
	<i>Employ Cat - Retention</i>	.593	.338	.149	.082	-.076	1.262	.149	2.2%
	<i>Continue Org Com - DV</i>	-.165	.066	-.212	.014	-.297	-.034	-.202	4.5%
	Total (a)*(b)			.032					

From Table 42 below, the model proves that normative organizational commitment does not have mediating effect on the relationship between employment terms of service and employees retention. In this case we will accept the Null hypothesis “Organizational Commitment does not significantly mediate the relationship between employment terms of service and employee retention in selected Seventh-day Adventist institutions in Botswana” on account of normative organizational commitment. This is partially explained by the fact that the institutions are faith-based institutions. Indeed, the faith element comes out very strongly from the interviews. The people were proud to belong to a strong denominational institution where they could see what they believed practiced on a daily basis. They were committed to their institution, even if changes bring some drawbacks.

Table 42. Mediating Effects of Normative Organisational Commitment

Model	1	Unstandardized Coefficients		Standardized Coefficients	Sig.	95,0% Confidence Interval for B		Correlations	
		B	Std. Error	Beta		Lower Bound	Upper Bound	Partial	M ²
		Normative Org Commitment							
Path									
	<i>Bivariate regression</i>								
(c)	<i>Employment</i>	.802	.332	.227	.017	.146	1.458	.202	4.2%
(a)	<i>Category</i>								
(c &	<i>IV – Normative Org</i>	-1.195	.314	-.311	.000	-1.817	-.574		9.7%
b)	<i>Multiple regression</i>								
	<i>Employ Cat - Retention</i>	.732	.349	.185	.038	.041	1.423		3.1%
	<i>Normative Org Com - DV</i>	-.089	.091	-.087	.328	-.269	.091		0.7%
	Total (a)*(b)			-.016					

CHAPTER 5

SUMMARY, CONCLUSION & RECOMMENDATIONS

Summary

The research study was a causal cross-sectional quantitative and qualitative study comparing two sets of workers - contract and government employees. Qualifying Seventh-day Adventist employees would be admitted to receive a Defined Benefit Pension, Government employees are entitled to Defined Contribution Pension and Contract employees qualify to receive gratuities at the end of each contractual period. Since there were no qualifying Seventh-day Adventist employees because of the SID working policy provisions, the contract and government terms of service attained in Kanye Adventist Hospital and Kanye College of Nursing. The study, therefore, wanted to assess the existence of causal effect of the employment terms of service on employee retention. Further, to find out if employment terms of service do have an effect on employees' job security, job satisfaction and organizational commitment. Having established the effect of employment terms of service on job security, job satisfaction and organizational commitment the study wanted to diagnose if job security, job satisfaction and organizational commitment have mediating effect on the relationship between employment terms of service and employee retention.

Descriptive and Regression techniques were used to examine the census collected data for 140 participants out of a population of 215 with seven research questions:

1. What is the effect of employment terms of service on job security?

2. How do employment terms of service affect job satisfaction?
3. In which ways do employment terms of service affect organizational commitment?
4. What is the effect of employment terms of service on employee retention?
5. Does job security exert a mediating effect on the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions in Botswana?
6. Does job satisfaction have a significant mediating effect on the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions in Botswana?
7. Does organizational commitment significantly mediate the relationship between employment terms of service and retention in the selected Seventh-day Adventist Institutions in Botswana?

A seven point (7) Likert scale was used on the self-administered questionnaire.

The questions were adapted from the Organizational Commitment Questionnaire (OCQ) (Allen & Mayer, 1990; Kanning & Hill, 2012), the Minnesota Satisfaction Questionnaire (MSQ) (Martins & Proença, 2012) and the Job Insecurity Questionnaire (JIQ) (Allen & Mayer, 1990). The scoring of the 7 points was: (1.00-1.49) Strongly Disagree, (1.50-2.49) Mostly Disagree, (2.50-3.49) Somewhat Disagree, (3.50-4.49) Neither agree nor Disagree, (4.50-5.49) Somewhat Agree, (5.50-6.49) Mostly Agree and (6.50-7.00) Strongly Agree. Cronbach's Alpha coefficients for Job Security (JIQ), Job satisfaction, Organizational commitment (OCQ) and Retention were above the minimum acceptable levels. Findings indicate that employment terms of service do affect employee retention, job satisfaction, affective and continuance organizational commitment. But employment terms of

service have no significant effect on job security (affective and cognitive) and normative organizational commitment in Kanye Adventist Hospital and Kanye College of Nursing. However, findings established that although employment terms of service have effect on continuance organizational commitment, continuance organizational commitment has no mediating effect in the relationship between employment terms of service and employee retention. Job security has not mediating effect on the relationship between employment terms of service and employee retention. Definitely, the study established that job satisfaction (affective and cognitive) and organizational commitment (affective and normative) had effect on the relationship between employment terms of service and employee retention.

Conclusion

Based on the Descriptive and Regression analysis of the study, there is a significant variance in the means of job satisfaction, job security, organisational commitment and retention for the two groups under study – contract and government employees. However, employment terms of service do not affect employee job security (affective and cognitive) and cognitive organizational commitment. Employment terms of service affect job satisfaction (affective and cognitive) and affective and normative organizational commitment but normative organizational commitment does not mediate the relationship between employment terms of service and retention. Although continuance organizational commitment is not affected by the employment terms of service, continuance organizational commitment has mediating effect on the relationship between employment terms of service and retention.

Affective and Cognitive Job Satisfaction and Affective and Continuance Organization Commitment do have mediating effect on the relationship between employment terms of service and employee retention. And job security (affective and

cognitive) does not have mediating effect on the relationship between employment terms of service and employee retention.

The majority of the employees in the Kanye Adventist Institutions have at least basic qualifications from Certificate or Diploma to Post-Graduate degree level (79.1%) they feel and believe that they are not threatened in their work-place and therefore reasonably secure. Employability moderates the effect of job security or insecurity thereof on turnover (retention) and loyalty (commitment). (Berntson, 2010) Due to the fact that the majority of the employees in the Kanye Adventist Institutions have at least basic qualifications from Certificate or Diploma to Post-Graduate degree level (79.1%) they feel and believe that they are not threatened in their work-place, are reasonably secure, and have greater opportunities to have control of where they would want to work (Sverke, Hellgren, & Näswall, 2006) (Berntson, 2010) there is no sense of obligation (normative) to stay with the organizations. According to Maslow's hierarchy of needs, these employees are past the need for physiological and security needs stage and retention is influenced by peer and compensation comparisons (Reilly, 2013) which include but not limited to terminal benefits and this disparity has effect on employee retention (Sverke et al., 2006) (Dixit & Bhati, 2012).

Although contract employees receive gratuities, it appears that an assurance, by the employer, of a stable retirement plan is a factor for retention. This then explains the reason why contract employees express disengagement and a desire to opt out of contract employment to government civil service.

Recommendations

Since the government of Botswana cannot presently sponsor a pension scheme for contract employees and whereas the Seventh-day Adventist Church cannot admit non-members to the Tithes funded Church's Defined Benefit Pension plan, and whereas the contract employees will continue to receive gratuities at the end of each contract period, it would be wise to seek a private company that will be able to enrol Kanye Institutions employees into a Group Defined Contribution Plan that will be funded by gratuities and a personal share from the employees.

Suggestions for Future Research

Although the study is being done in a unique setting, in many countries the modern organization often presents a similar situation. That is, in many organizations the employees do not have the long term stability that existed half a century ago. Indeed, many of the workers are opting for a protean career, whereby they have to construct their own career path. It is therefore suggested that further research be carried in such organizations using the same variables and the results compared in an effort to understand the dynamics of the modern human capital management.

APPENDICES

APPENDIX A
SELF-ADMINISTERED QUESTIONNAIRE

Dear Participant

This questionnaire is part of a study carried out for an MBA thesis to assess your organization's work environment as a non-pastoral institution of the Seventh-day Adventist Church. Some questions will need your thoughts about future prospects of your organization and its employees. The information you will provide will help better understand your present working conditions and what could be done to address matters of employment terms of service, job security, job satisfaction and developments that can enhance a pleasant and a heavenly work atmosphere.

Please complete the whole questionnaire by responding to all the four sections of this questionnaire frankly and honestly. Your response will be kept strictly confidential and will only be used for the purposes of this research study.

Thank you for your time, cooperation and participation. Your input to this research study is greatly appreciated.

Sincerely



Gift Mpofo
AUA MBA Student

Please carefully and honestly rate the statements below, in your opinion, on a scale of 1-7 and mark your selection with **X** in the boxes provided.

1 – Disagree Strongly **2** – Disagree Moderately **3** – Disagree Slightly **4** – Neither agree nor disagree **5** – Agree Slightly **6** – Agree Moderately **7** – Agree Strongly

Questions 1, 3, and 4 tested for Affective Job satisfaction

		1	2	3	4	5	6	7
1	I appreciate being able to keep busy all the time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I am happy I am able to do things that don't go against my conscience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I'm given the chance to do something that makes use of my abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Questions 2, 5-9 tested participants for Cognitive Job Satisfaction								
2	I like the way my supervisor relates to us employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I am happy with my pay for the amount of work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I believe I have chances for advancement on this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I love the working conditions in this place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	I appreciate the way my co-workers get along with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	I value the praise I get for doing a good job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Question 10 tested participants for Affective Job Security								
10	I feel uncertain about the future of my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Question 11 tested participants for Cognitive Job Security								
11	It makes me anxious that I might become unemployed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	I am very sure that I will able to keep my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	I think that I will be able to continue working here	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	I am certain of my job environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Question 15 tested participants for Normative Organizational Commitment								
15	I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization be successful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Question 16 tested participants for Continuance Organizational Commitment								
16	I would accept almost any type of job assignment in order to keep working for this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 17 & 18 tested participants for Affective Organizational Commitment								
17	I am proud to tell others that I am part of this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Question 19-23 tested participants for Retention								
19	I think a lot about leaving my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	I am actively searching for an alternative to this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	As soon as it is practically possible, I will leave this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	If it were up to me, I will definitely be working for this organization for the next three years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	If I had another job offer that paid the same as the one I have, I'd leave here in minutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Questions 24 – 34 collected participants Demographic information

24. My Age is in the following range:

- under 25yrs 36-45years 56-65 years
 25-35yrs 46-55years over 65yrs old

25. I Am a citizen of: _____ eg. Botswana, Zambia, Zimbabwe,

(Please state country of your citizenship)

26. What is the highest degree or level of academic education you have completed?

- No schooling at all Certificate/Diploma level Professional degree
 Primary school Associate degree Doctorate degree
 Junior Certificate Bachelor's degree
 Form 5 – with no diploma Master's degree

27. Marital Status: Single Married Widowed

28. Gender: Male Female

29. Employment category: I am a Contract Govt

30. Years of service:

- Less than 2 years 11 – 20 years More than 40 years
 2 – 5 years 21 – 30 years
 6 – 10 years 31 – 40 years

31. Dependants: How many individuals were still dependants on you during the last 3years?

None One Two Three More than Three

32. Approximate gross income per month in Pula?

Less than 5,000 11,000 – 20,000 More than 30,000
 5,000 – 10,000 21,000 – 30,000

33. What is your religious identity? Adventist Non-Adventist

34. Did you opt out of church employment into government civil service?

Yes #: _____ No #: _____

Thank you for your time and valued information that you have provided. I wish you God's blessings as you serve Him in this institution.

APPENDIX B

STRUCTURED INTERVIEW QUESTIONNAIRE - ADMINISTRATORS

1) How many of you are under the categories of:

Contract: ____ Government: _____

2) Do you know what transpired when the Memorandum of Understanding was introduced in 1975? (Give us a briefing)

3) What have been the changes in the employment terms for non-pastoral employees in this institution

4) Were employees happy for the change? Why?

5) Was going on gratuities then, away from Church retirement scheme a welcome move?

(Why?)_____

6) How was the contract system received at the time of change?

7) How was the turnover rate of employees, then?

8) How is it now?

9) Do you think that your employees love working for this organization?

10) Would those that opted out want to come back to work as Church employees with recent changes that have taken place?

11) What would be your last comments?

APPENDIX C

STRUCTURED INTERVIEW QUESTIONNAIRE - INDIVIDUAL/NON- *

1) Which of these categories did you fall under?

Contract: _____ Government: _____

2) Did you opt out of church employment into government civil service?

Yes #: _____ No #: _____

3) What were the changes in the employment terms for non-pastoral employees in the institution you worked for?

4) Do you know what transpired when the Memorandum of Understanding was introduced in 1975? (Give us a briefing)

5) Were you happy for the change and why? _____

6) Did you perceived any job threats to your work category?

7) Did you prefer gratuities over a pension scheme?

(Why?) _____

8) Did you love working for your organization? _____

9) To make the work environment conducive what would you have changed?

10) What would be your last comments?

* Individual/Non- includes Retirees, Previous Administrators, and employees who left the organization for other employment

APPENDIX D

CORRELATIONS FOR AFFECTIVE JOB SECURITY

		Affect Job Security	Age	Education	Marital Status	Gender	Employment Category	Years of Service	No. of Dependents	Gross Income	Faith	Contract to Govt Option
Pearson Correlation	Affective Job Security	1.000	.199	-.181	-.015	.019	-.181	.123	.148	-.218	-.152	-.018
	Age	.199	1.000	-.157	.180	.061	-.162	.441	.173	-.075	-.294	.045
	Education	-.181	-.157	1.000	.092	-.201	.032	-.225	-.131	.626	-.069	.083
	Marital Status	-.015	.180	.092	1.000	-.105	-.004	.071	.265	.140	-.148	.083
	Gender	.019	.061	-.201	-.105	1.000	.006	.079	-.027	-.077	-.116	-.037
	Employment Category	-.181	-.162	.032	-.004	.006	1.000	.144	.077	.131	.390	-.069
	Years of Service	.123	.441	-.225	.071	.079	.144	1.000	.179	.104	-.049	-.172
	No. of Dependents	.148	.173	-.131	.265	-.027	.077	.179	1.000	.030	.032	.008
	Gross Income	-.218	-.075	.626	.140	-.077	.131	.104	.030	1.000	-.038	.075
	Faith	-.152	-.294	-.069	-.148	-.116	.390	-.049	.032	-.038	1.000	-.078
	Contract to Govt Option	-.018	.045	.083	.083	-.037	-.069	-.172	.008	.075	-.078	1.000
Sig. (1-tailed)	Affect Job Security		.011	.018	.432	.413	.019	.080	.045	.006	.041	.417
	Age	.011		.035	.019	.244	.031	.000	.023	.196	.000	.302
	Education	.018	.035		.147	.010	.359	.005	.067	.000	.215	.172
	Marital	.432	.019	.147		.115	.480	.209	.001	.054	.044	.171
	Gender	.413	.244	.010	.115		.470	.184	.380	.190	.093	.338
	Employment Category	.019	.031	.359	.480	.470		.050	.191	.067	.000	.216

	Years of Service	.080	.000	.005	.209	.184	.050	.	.020	.116	.288	.024
	No. of Depend	.045	.023	.067	.001	.380	.191	.020	.	.368	.356	.462
	Gross Income	.006	.196	.000	.054	.190	.067	.116	.368	.	.330	.194
	Faith	.041	.000	.215	.044	.093	.000	.288	.356	.330	.	.187
	Contract to Govt Option	.417	.302	.172	.171	.338	.216	.024	.462	.194	.187	.
N	Affective Job Security	133	133	133	133	133	133	133	133	133	133	133

APPENDIX E

CORRELATIONS FOR COGNITIVE JOB SECURITY

		Cognitive Job Security	Age	Education	Marital Status	Gender	Employment Category	Years of Service	No. of Dependents	Gross Income	Faith	Contract to Govt Option
Pearson Correlation	Cognitive Job Security	1.000	-.017	-.069	-.005	.009	-.197	-.118	-.007	-.136	-.051	.125
	Age	-.017	1.000	-.224	.199	.087	-.155	.448	.131	-.119	-.326	.045
	Education	-.069	-.224	1.000	.079	-.229	.018	-.219	-.074	.640	-.018	.076
	Marital Status	-.005	.199	.079	1.000	-.111	-.023	.106	.239	.128	-.166	.085
	Gender	.009	.087	-.229	-.111	1.000	.035	.060	.008	-.094	-.113	-.045
	Employment Category	-.197	-.155	.018	-.023	.035	1.000	.123	.094	.117	.391	-.073
	Years of Service	-.118	.448	-.219	.106	.060	.123	1.000	.138	.076	-.068	-.154
	# of Dependents	-.007	.131	-.074	.239	.008	.094	.138	1.000	.055	.056	-.014
	Gross Income	-.136	-.119	.640	.128	-.094	.117	.076	.055	1.000	-.011	.071
	Faith	-.051	-.326	-.018	-.166	-.113	.391	-.068	.056	-.011	1.000	-.078
Contract to Govt Option	.125	.045	.076	.085	-.045	-.073	-.154	-.014	.071	-.078	1.000	
Sig. (1-tailed)	Cognitive Job Security		.423	.209	.475	.460	.010	.084	.465	.056	.276	.073

	Age	.423	.	.004	.010	.154	.035	.000	.062	.082	.000	.299
	Education	.209	.004	.	.180	.004	.419	.005	.193	.000	.419	.187
	Marital	.475	.010	.180	.	.097	.392	.108	.002	.068	.026	.162
	Gender	.460	.154	.004	.097	.	.340	.242	.465	.137	.094	.300
	Employment Category	.010	.035	.419	.392	.340	.	.076	.136	.086	.000	.199
	Years of Service	.084	.000	.005	.108	.242	.076	.	.054	.187	.213	.036
	No. of Dependants	.465	.062	.193	.002	.465	.136	.054	.	.262	.258	.437
	Gross Income	.056	.082	.000	.068	.137	.086	.187	.262	.	.451	.205
	Faith	.276	.000	.419	.026	.094	.000	.213	.258	.451	.	.182
	Contract to Govt Option	.073	.299	.187	.162	.300	.199	.036	.437	.205	.182	.
N	Cognitive Job Security	138	138	138	138	138	138	138	138	138	138	138

APPENDIX F

CORRELATIONS FOR AFFECTIVE JOB SATISFACTION

		Affective Job Satisfacti on	Age	Edu c	Marit al Status	Gend er	Emplo y Catego ry	Years of Servi ce	No. of Depen d	Gross Inco me	Fait h	Contra ct to Govt Option
Pearson Correlati on	Affective Job Satisfactio n	1.000	-.073	.135	-.076	-.193	-.302	-.258	-.163	.056	-.177	1.000
	Age	-.073	1.000	-.224	.199	.087	-.155	.448	.131	-.119	-.326	-.073
	Education	.135	-.224	1.000	.079	-.229	.018	-.219	-.074	.640	-.018	.135
	Marital Status	-.076	.199	.079	1.000	-.111	-.023	.106	.239	.128	-.166	-.076
	Gender	-.193	.087	-.229	-.111	1.000	.035	.060	.008	-.094	-.113	-.193
	Employment Category	-.302	-.155	.018	-.023	.035	1.000	.123	.094	.117	.391	-.302
	Years of Service	-.258	.448	-.219	.106	.060	.123	1.000	.138	.076	-.068	-.258
	No. of Dependants	-.163	.131	-.074	.239	.008	.094	.138	1.000	.055	.056	-.163
	Gross Income	.056	-.119	.640	.128	-.094	.117	.076	.055	1.000	-.011	.056
	Faith	-.177	-.326	-.018	-.166	-.113	.391	-.068	.056	-.011	1.000	-.177
Contract to Govt Option	.063	.045	.076	.085	-.045	-.073	-.154	-.014	.071	-.078	.063	

Sig. (1-tailed)	Affective Job Satisfaction	.198	.057	.187	.012	.000	.001	.028	.256	.019	.
	Age	.198	.004	.010	.154	.035	.000	.062	.082	.000	.198
	Education	.057	.004	.180	.004	.419	.005	.193	.000	.419	.057
	Marital	.187	.010	.180	.097	.392	.108	.002	.068	.026	.187
	Gender	.012	.154	.004	.097	.340	.242	.465	.137	.094	.012
	Employment Category	.000	.035	.419	.392	.340	.076	.136	.086	.000	.000
	Years of Service	.001	.000	.005	.108	.242	.076	.054	.187	.213	.001
	No. of Dependents	.028	.062	.193	.002	.465	.136	.054	.262	.258	.028
	Gross Income	.256	.082	.000	.068	.137	.086	.187	.262	.451	.256
	Faith	.019	.000	.419	.026	.094	.000	.213	.258	.451	.019
Contract to Govt Option	.231	.299	.187	.162	.300	.199	.036	.437	.205	.182	.231
N	Affective Job Satisfaction	138	138	138	138	138	138	138	138	138	138

APPENDIX G

CORRELATIONS FOR COGNITIVE JOB SATISFACTION

		Cognitive Job Satisfaction	Age	Educ .	Marita l Status	Gende r	Employ Categor y	Years of Servic e	No. of Depen d	Gross Incom e	Faith	Contra ct to Govt Option
Pearson Correlatio n	Cognitive Job Satisfaction	1.000	-.013	.054	-.037	-.176	-.323	-.098	-.126	.054	-.143	1.000
	Age	-.013	1.00 0	-.224	.199	.087	-.155	.448	.131	-.119	-.326	-.013
	Education	.054	-.224	1.00 0	.079	-.229	.018	-.219	-.074	.640	-.018	.054
	Marital Status	-.037	.199	.079	1.000	-.111	-.023	.106	.239	.128	-.166	-.037
	Gender	-.176	.087	-.229	-.111	1.000	.035	.060	.008	-.094	-.113	-.176
	Employment Category	-.323	-.155	.018	-.023	.035	1.000	.123	.094	.117	.391	-.323
	Years of Service	-.098	.448	-.219	.106	.060	.123	1.000	.138	.076	-.068	-.098
	No. of Dependants	-.126	.131	-.074	.239	.008	.094	.138	1.000	.055	.056	-.126
	Gross Income	.054	-.119	.640	.128	-.094	.117	.076	.055	1.000	-.011	.054
	Faith	-.143	-.326	-.018	-.166	-.113	.391	-.068	.056	-.011	1.00 0	-.143
	Contract to Govt Option	.043	.045	.076	.085	-.045	-.073	-.154	-.014	.071	-.078	.043
Sig. (1-tailed)	Cognitive Job Satisfaction	.	.438	.266	.333	.019	.000	.125	.070	.265	.048	.
	Age	.438	.	.004	.010	.154	.035	.000	.062	.082	.000	.438
	Education	.266	.004	.	.180	.004	.419	.005	.193	.000	.419	.266

	Marital	.333	.010	.180	.	.097	.392	.108	.002	.068	.026	.333
	Gender	.019	.154	.004	.097	.	.340	.242	.465	.137	.094	.019
	Employment Category	.000	.035	.419	.392	.340	.	.076	.136	.086	.000	.000
	Years of Service	.125	.000	.005	.108	.242	.076	.	.054	.187	.213	.125
	No. of Dependents	.070	.062	.193	.002	.465	.136	.054	.	.262	.258	.070
	Gross Income	.265	.082	.000	.068	.137	.086	.187	.262	.	.451	.265
	Faith	.048	.000	.419	.026	.094	.000	.213	.258	.451	.	.048
	Contract to Govt Option	.309	.299	.187	.162	.300	.199	.036	.437	.205	.182	.309
N	Cognitive Job Satisfaction	138	138	138	138	138	138	138	138	138	138	138

APPENDIX H

CORRELATIONS FOR AFFECTIVE ORGANIZATIONAL COMMITMENT

	Affective Organizational Commitment	Age	Educ .	Marital Status	Gender	Employ Category	Years of Service	No. of Depen d	Gross Income	Faith	Contract to Govt Option	
Pearson Correlation	Affective Organizational Commitment	1.000	.159	-.068	.115	-.092	-.348	-.058	.015	-.154	-.253	1.000
	Age	.159	1.000	-.224	.199	.087	-.155	.448	.131	-.119	-.326	.159
	Education	-.068	-.224	1.000	.079	-.229	.018	-.219	-.074	.640	-.018	-.068
	Marital Status	.115	.199	.079	1.000	-.111	-.023	.106	.239	.128	-.166	.115
	Gender	-.092	.087	-.229	-.111	1.000	.035	.060	.008	-.094	-.113	-.092
	Employment Category	-.348	-.155	.018	-.023	.035	1.000	.123	.094	.117	.391	-.348
	Years of Service	-.058	.448	-.219	.106	.060	.123	1.000	.138	.076	-.068	-.058
	No. of Dependants	.015	.131	-.074	.239	.008	.094	.138	1.000	.055	.056	.015
	Gross Income	-.154	-.119	.640	.128	-.094	.117	.076	.055	1.000	-.011	-.154
	Faith	-.253	-.326	-.018	-.166	-.113	.391	-.068	.056	-.011	1.000	-.253
Contract to Govt Option	-.046	.045	.076	.085	-.045	-.073	-.154	-.014	.071	-.078	-.046	

Sig. (1-tailed)	Affective Organizational Commitment	.032	.216	.090	.141	.000	.248	.430	.036	.001	.	
	Age	.032	.004	.010	.154	.035	.000	.062	.082	.000	.032	
	Education	.216	.004	.180	.004	.419	.005	.193	.000	.419	.216	
	Marital	.090	.010	.180	.	.097	.392	.108	.002	.068	.026	.090
	Gender	.141	.154	.004	.097	.	.340	.242	.465	.137	.094	.141
	Employment Category	.000	.035	.419	.392	.340	.	.076	.136	.086	.000	.000
	Years of Service	.248	.000	.005	.108	.242	.076	.	.054	.187	.213	.248
	No. of Dependants	.430	.062	.193	.002	.465	.136	.054	.	.262	.258	.430
	Gross Income	.036	.082	.000	.068	.137	.086	.187	.262	.	.451	.036
	Faith	.001	.000	.419	.026	.094	.000	.213	.258	.451	.	.001
Contract to Govt Option	.296	.299	.187	.162	.300	.199	.036	.437	.205	.182	.296	
N	Affective Organizational Commitment	138	138	138	138	138	138	138	138	138	138	

APPENDIX I

CORRELATIONS FOR CONTINUANCE ORGANIZATIONAL COMMITMENT

		Continuance Organizational Commitment	Age	Education	Marital Status	Gender	Employment Category	Years of Service	No. of Dependants	Gross Income	Faith	Contract to Govt Option
Pearson Correlation	Continuance Organizational Commitment	1.000	.092	-.016	.128	-.100	-.274	-.082	.011	-.124	-.271	-.038
	Age	.092	1.000	-.187	.183	.083	-.151	.431	.161	-.105	-.324	.043
	Education	-.016	-.187	1.000	.104	-.230	.012	-.191	-.094	.641	-.029	.081
	Marital Status	.128	.183	.104	1.000	-.113	-.023	.089	.250	.136	-.169	.085
	Gender	-.100	.083	-.230	-.113	1.000	.043	.062	.028	-.089	-.101	-.049
	Employment Category	-.274	-.151	.012	-.023	.043	1.000	.124	.073	.112	.382	-.069
	Years of Service	-.082	.431	-.191	.089	.062	.124	1.000	.141	.088	-.073	-.156
	No. of Dependants	.011	.161	-.094	.250	.028	.073	.141	1.000	.040	.013	-.002
	Gross Income	-.124	-.105	.641	.136	-.089	.112	.088	.040	1.000	-.022	.074
	Faith	-.271	-.324	-.029	-.169	-.101	.382	-.073	.013	-.022	1.000	-.071
Contract to Govt Option	-.038	.043	.081	.085	-.049	-.069	-.156	-.002	.074	-.071	1.000	

Sig. (1-tailed)	Continuance Organization al Commitment	.144	.427	.069	.124	.001	.171	.449	.075	.001	.328	
	Age	.144	.015	.017	.168	.040	.000	.031	.112	.000	.311	
	Education	.427	.015	.113	.004	.443	.013	.138	.000	.371	.174	
	Marital	.069	.017	.113	.095	.394	.152	.002	.057	.025	.162	
	Gender	.124	.168	.004	.095	.310	.235	.372	.151	.120	.286	
	Employment Category	.001	.040	.443	.394	.310	.075	.200	.097	.000	.214	
	Years of Service	.171	.000	.013	.152	.235	.075	.051	.154	.200	.035	
	No. of Dependants	.449	.031	.138	.002	.372	.200	.051	.322	.441	.490	
	Gross Income	.075	.112	.000	.057	.151	.097	.154	.322	.401	.196	
	Faith	.001	.000	.371	.025	.120	.000	.200	.441	.401	.205	
	Contract to Govt Option	.328	.311	.174	.162	.286	.214	.035	.490	.196	.205	
	N	Continuance Organization Commitment	136	136	136	136	136	136	136	136	136	136

APPENDIX J

CORRELATIONS FOR NORMATIVE ORGANIZATIONAL COMMITMENT

		Normative Organizational Commitment	Age	Educ .	Marital Status	Gender	Employ Category	Years of Service	No. of Depen d	Gross Income	Faith	Contract to Govt Option
Pearson Correlation	Normative Organizational Commitment	1.000	.102	-.016	-.027	-.049	-.307	-.068	-.142	-.076	-.212	-.078
	Age	.102	1.000	-.179	.177	.056	-.159	.424	.145	-.095	-.306	.046
	Education	-.016	-.179	1.000	.104	-.212	.013	-.192	-.095	.643	-.047	.081
	Marital Status	-.027	.177	.104	1.000	-.133	-.018	.085	.246	.131	-.146	.083
	Gender	-.049	.056	-.212	-.133	1.000	.034	.034	-.011	-.090	-.095	-.045
	Employment Category	-.307	-.159	.013	-.018	.034	1.000	.128	.078	.133	.388	-.067
	Years of Service	-.068	.424	-.192	.085	.034	.128	1.000	.138	.093	-.041	-.158
	No. of Dependants	-.142	.145	-.095	.246	-.011	.078	.138	1.000	.045	.056	-.004
	Gross Income	-.076	-.095	.643	.131	-.090	.133	.093	.045	1.000	-.005	.067
	Faith	-.212	-.306	-.047	-.146	-.095	.388	-.041	.056	-.005	1.000	-.073
Contract to Govt Option	-.078	.046	.081	.083	-.045	-.067	-.158	-.004	.067	-.073	1.000	

Sig. (1-tailed)	Normative Organizational Commitment	.119	.426	.379	.285	.000	.218	.051	.190	.007	.184
	Age	.119	.019	.020	.261	.033	.000	.047	.138	.000	.299
	Education	.426	.019	.115	.007	.440	.013	.137	.000	.292	.176
	Marital	.379	.020	.115	.062	.419	.164	.002	.065	.045	.170
	Gender	.285	.261	.007	.062	.346	.348	.450	.150	.138	.303
	Employment Category	.000	.033	.440	.419	.346	.069	.185	.063	.000	.221
	Years of Service	.218	.000	.013	.164	.348	.069	.056	.143	.318	.034
	No. of Dependants	.051	.047	.137	.002	.450	.185	.056	.300	.260	.480
	Gross Income	.190	.138	.000	.065	.150	.063	.143	.300	.475	.221
	Faith	.007	.000	.292	.045	.138	.000	.318	.260	.475	.199
	Contract to Govt Option	.184	.299	.176	.170	.303	.221	.034	.480	.221	.199
N	Normative Organizational Commitment	135	135	135	135	135	135	135	135	135	135

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VITA

Gift Mpofu

April 12, 2018

Resume



Botswana Union Conference of Seventh Day
Adventists
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<http://www.bu.adventist.org>

D.O.B: 22 November, 1962

Place of Birth: Esigodini, Zimbabwe

Marital Status: Married

Number of Children: 4 (Three girls, 1 boy)

OBJECTIVES

To serve humanity wherever I may be, however possible,
whenever task calls for duty in whatever situation and locality.

EDUCATION

Mzingwane High School

1976 – 1979 Higher Education O' levels

Solusi College

1981-1982 Diploma in Business Administration.

Andrews University

1986–1988 Undergraduate Studies (Zimbabwe)
BBA.; Business Administration & Computer Science.

2001 - Did 100 hrs of film & slides shooting and production Mwanza, Tanzania

2008 NIIT Associate Diploma – IT(Core Concepts) NIIT, Gaborone Centre

EXPERIENCE

Chief Financial Officer | Botswana Union Mission

01 July 2010 - Current

Administration of BUM Treasury Department

Member of the SID Executive Committee

Member of Kanye Hospital Board

Member of the Budgeting and Strategic planning team for BUM.

Member of the Botswana Union Mission Education Board

1982 - 1988 Accountant | Bulawayo Adventist Secondary School

- Kept a General Ledger for the School - Plus a Student Ledger for over 480 pupils
- Did school budgets and credit control
- Was in-charge of the school tuck-shop
- Prepared all reconciliations and financial statements
- Helped create and electronic General Ledger and Student ledger

1988 – 1989 Accountant | Central Zimbabwe Field

- Helped stimulate fundraising and confidence in treasury department at the Field office
- Helped Identify and root-out some corrupt practices
- Helped install and program Accounting package

1989 – 1990 Special Assignment | **Lower Gwelo Adventist Sec. School**

- Helped re-build finances for the bankrupt school
- Helped restore capital assets to normal functioning condition.
- Helped create an electronic General Ledger and Student Ledger

1990 – 1990 Accountant | **Zimbabwe Union Mission**

- Posting transactions to and from EAD and Lower organizations and institutions
- Maintained all computer hardware and software for Zambesi Union & institutions Zimbabwe wide.
- Helped in the pioneering of the Sun System Accounting package used by the Seventh-day Adventist church for many years

1990 – 1991 Assistant Treasurer | **Zimbabwe Union Mission**

- Administration of Trust Funds from Lower organizations
- Supervised the Accounting Department
- Maintained all computer hardware and software for Zambesi Union & institutions Zimbabwe wide.
- Was responsible for International Students – sponsored by Zambesi Union Mission.

1991 - 1993 Secretary/Treasurer | **North Botswana Field**

- Helped create an electronic General Ledger
- Helped re-build finances
- Posting transactions to and from EAD and Lower organizations and institutions
- Did most of the secretarial work for the Field Office
- Helped distribute donated clothes from ADRA Canada – to organizations dealing with food-for-work programs and Drought Relief programs in Northern Botswana – Kasane, Seronga, Shakawe, Gumare, Sehithwa, Maun,

Matangwana, Jacklas 1 & 2, Serule, Selebi-Phikwe,
Palapye, Serowe, Mahalpye and Orapa Letlhakane

- Trained one Accountant and Cashier

1994 – 1998 Senior Accountant | **Botswana Adventist
Medical Services**

- Created a computerized billing system on Microsoft Access software
- Did networking for the whole office and clinic
- Introduced Sun Accounting System - for Clinic Business Ledger
- Trained and was consultant for the Sun Accounts software for the whole of Botswana institutions
- Maintained all computer hardware and software for all church organization institutions in Botswana
- Installed a proxy server for internet services of BAMS
- Helped source and import 15 donated vehicles from Japan for all our Church organizations:- NBC, SBC, Kanye Hospital, BAMS and Gaborone prison ministries
- Installed a new billing system – Eminence, transferred data from Access and trained BAMS staff to use the new software
- Did all the accounting functions for BAMS
- Trained annually, two AAT student attachés

Chief Financial Officer | Botswana Union Conference

01 July 2010 - Current

Administration of BUM Treasury Department

Member of the SID Executive Committee

Member of Kanye Hospital Board

Member of the Budgeting and Strategic planning team for BUM.

Am currently heading the SunPlus Team of the Union while looking f budgets

to hire an IT coordinator to take over because this is a very mobile office.

Have run Internal Control Seminars for the whole Union, Conference Hospital, Clinics and School Treasury Staff.

Am currently compiling data for the GC Commission that will be assessing Botswana Union Mission readiness to become an Union Conference. This commission will carry out this exercise May 26 – 29, 2013.

SKILLS

- Financial Management
- Building
- Budgeting
- Information Technology
- Motor mechanics
- Cooking and Baking
- Satellite Dish Installations

Have installed over 60 low-frequency Digital Satellite download equipment throughout Botswana and 8 in Zimbabwe – Bulawayo Area.

Interests

Music, Preaching, Witnessing, TV ;
Satellite Dish installations,
Jogging, Playing Lawn tennis,
gardening, reading, Architect &
building projects