THESIS ABSTRACT

Master of Business Administration
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School of Postgraduate Studies

Title: PREDICTIVE FACTORS INFLUENCING EMPLOYEE RETENTION AT BOTSWANA UNION CONFERENCE OF THE SEVENTH-DAY ADVENTIST CHURCH IN BOTSWANA

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Retaining employees is critical to the success of the business. The goal of this study was to look into the predictive factors influencing employee retention at the Botswana Union Conference of the Seventh-Day Adventist Church in Botswana. 68 workers who are both permanent and eligible for pensions, as well as all pastors and support personnel with three years or more of service were the participants. Workers with contracts and who have been working for fewer than three years of experience were excluded from the study. Extrinsic and intrinsic factors were found to be the two factors of influence. A quantitative causal study design was employed. A partially adopted questionnaire was used to gather the information. Likert scale evaluations with a five (5) point range were utilized in this study. The findings showed that there is a significant impact of both the extrinsic (Financial Benefits, Leadership, Working Environment), with an adjusted r-square of .096, and intrinsic factors, with an adjusted r-square of .238 (Internalization of Organizational Values & Beliefs, Faith Factor, Sense of Security, Contentment with the Job, Organizational Commitment) on employee retention. However, extrinsic factors were found to have less weight than intrinsic ones. Among the extrinsic factors, the areas of strength were the financial benefits and good working environment while the weakness was leadership. Continuance and normative commitment were the weakest among the intrinsic factors. Among the intrinsic factors, the areas of strength were the Faith factor and affective commitment. Based on the findings it was recommended that the BUC and local Conference leaders must improve on the financial benefits, leadership, and good working environment to effectively retain their personnel. Being faith-based institutions, it is advised that the organization encourage the employees to put their faith into practice in the workplace to follow their calling and know that they are God's stewards wherever they are found.

Keywords: employee retention, extrinsic factors, intrinsic factors, Botswana

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A thesis

presented in partial fulfillment

of the requirements for the degree

Master of Business Administration

by

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I dedicate this paper to my dear mother Seleseng Keepilwe. She has never been to any formal school but understands the value of education so much that she has been around to cheer me on throughout. Her support, love, care, and endurance kept me going. I also dedicate this paper to my siblings; Pontsho, Tsholofelo, Lazarus, Elijah, Dorcus and Botho.

I hope it will motivate, and encourage them to work smart in life because success is not just dreamt about, it is worked hard for. I pray to always be a good example to them.

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LIST OF ABBREVIATIONS

AUA-ISERC	Adventist University of Africa-Institutional Scientific and Ethics Review Committee
BGCSE	Botswana General Certificate of Secondary Education
BUC	Botswana Union Conference
ER	Employee Retention
HR	Human Resource
HRM	Human Resource Management
ID	Identity Card
JC	Junior Certificate
MAPS	Mogoditshane Adventist Primary School
NBC	North Botswana Conference
SBC	South Botswana Conference
SDT	Self-Determination Theory
SHRM	Strategic Human Resource Management
SID	Southern Africa-Indian Ocean Division

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Oh! What will I render to Jehovah? God has been so good to me throughout my studies. I have never been critically ill, He has always provided physically, financially, and otherwise. He took care of my family while I was away and He has seen me through. For that, I want to thank God in a very special way. Another special thank you goes to my mother for her continued support. This lady lifts me in prayer without ceasing. A special thank you to my dear brothers and sisters for their support. A special thank you to my sweetheart Keaogile for being so understanding and very supportive. Thank you, love.

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CHAPTER 1

INTRODUCTION

Background of the Study

According to Sandha & Kumar (2011) and Werner & Balkin (2021), employee retention is the norm of inspiring staff to remain with the firm for as elongated as feasible to maintain the organization's viability. Tadesse (2018) added that employers can prevent their key talents from changing jobs by implementing Employee Retention (ER) strategies. Although it may be arduous to keep employees, doing so is advantageous for both the business and the employee. If the human resources department successfully connects the ideal candidate with the ideal job at the ideal time and place, they will be more effective and efficient in managing the workforce (Tadesse, 2018). From the perspective of the employers, employee retention benefits the company. Indeed, keeping good employees on board is simpler than actively seeking new hires to fill critical positions (Tadesse, 2018).

Managing employee retention is a challenging task because it involves dealing with people. It is ultimately up to the individuals to decide whether they want to keep working for the company or not. The company can try to support, encourage, and motivate the employees to continue providing their services (Msengeti & Obwogi, 2015; Rao, 2012).

Among the largest issues in both the public and private sectors is employee retention (Muma et al, 2014). Unexpected employee departures are acknowledged as a global problem that has an impact on overall business performance across all industries (Tariq et al. 2013). The expense of losing these personnel and the ensuing pursuit for appropriate substitutes put a tremendous strain on firm resources (Bandura & Lyons, 2014; Rao, 2012). Efficient handling of talent strategies that can ensure the attraction and keeping of skilled workers has become more significant in the current competitive commercial environment to allow organizations to keep a competitive edge in several industries. Due to competition for the same talent pool, keeping employees has become difficult for the majority of businesses (Monari, 2021). Many different sectors' businesses are aware that having competent human capital is crucial to accomplishing successful company objectives. Businesses that can attract, keep, and develop these highly talented individuals prosper, whereas those that simply focus on resources are forced to compete on labor alone to be competitive. (Maamari & Alameh, 2016).

Wadhwa and Madan (2017), reported that management has been very concerned about the retention of skilled workers all over the world, and because of that, keeping employees is a critical strategy for the global workplace. Wadhwa and Madan (2017), suggested that ER has proven to be one of the most prevalent problems eminent among corporate managers and leaders in the interconnected globe of this era. Lack of qualified workers, economic expansion, heightened competitiveness, and high employee turnover as well as retaining talented employees have risen to the top of organizations' priorities (Wadhwa & Madan, 2017). Almost all organizations now consider having a committed and retained workforce to be a critical strategic component. It is no longer enough to hire the most brilliant individuals (workers) to survive in the current environment. How businesses retain these workers needs to be handled with more care. The most valuable resource for any organization should ultimately be its employees (Wadhwa & Madan, 2017).

Part of the reasons employees stay is because of the degree of dedication they have to their jobs (Newton et al. 2014). Shahid (2018), alluded that recognizing the factors that contribute to employee retention might help reduce turnover. It is crucial to understand what employees feel about the company and the working environment, regardless of the industry. The relationship between an employer and employee is strengthened through a friendly and upbeat work environment that fosters inspiration and trust (Shahid, 2018). Employees perform at a high level and stick at the company for a longer period when organizational leaders treat them with the respect they deserve as individuals rather than just as labor resources (Shahid, 2018).

Many charitable associations struggle with a stumpy rate of ER and find themselves having to face it (White, 2019). According to Laing, (2019), government-supported organizations' retention rate is as low as 43%, whereas privately financed institutions' retention rate is 55%. Kang et al., 2015 also confirmed that ER is a problem for nonprofit companies, which affects productivity, effectiveness, and efficiency. It poses several business challenges, including the incapability to provide society with essential social service initiatives and offer employees a competitive benefits package (Laing, 2019). Muchanje (2015), suggested that a very high degree of training and education, a commitment to community service with a strict rule of behavior, and great regard from the general public are all traits shared by professionals that have reached specialized rank. Just as much as these people have an opportunity and can find greener pastures others with fewer opportunities may not. This category of employees, therefore, choose to stay working even if they may not be entirely satisfied.

Africa is a developing continent and generally, people are struggling to make ends meet, therefore; there is a lot of migration of people going to other African countries with better economies as well as outside the continent for greener pastures (Musinya, 2021). Educated employees are mainly the ones that leave for greener pastures and the ones with the low level of education have no option to move elsewhere so they are rather forced by the circumstances to stay where they at least are employed to do hand-to-mouth and to put bread on their family’s tables. The average global employee retention rate, according to 2020 research by LinkedIn, is over 80%. Yet, this figure might vary greatly based on the sector, kind of employment, and size of the organization. According to a 2018 World Bank report, staff churn rates are often high in Africa, reaching up to 20–30% annually in some nations (Kanchana & Jayathilaka, 2023). This is brought on by several things, including a lack of work stability, poor salary, and few possibilities for career progression (Kanchana & Jayathilaka, 2023). According to Matimbwa and Ochumbo, (2019), the following studies show that academic staff retention at HLIs is low in Tanzania, as it is in many other African and East African nations like Uganda. It was found that during the previous 20 years, Sokoine University of Agriculture has lost more than 90 senior personnel whilst attending the University of Dar es Salaam (UDSM), to other universities, more than 50 senior employees are now on unpaid leave. In his research at Dar es Salaam at the University, Kiunsi, (2008) discovered that employee retention is low as a result of, among other things, unfavorable working conditions, low pay, a lack of advancement and growth, and boring job. Anything is done to improve these institutions' capacity to draw and keep the best talent. Kiunsi, (2008) outlined that there were 180 personnel examined, and of them, 41 (22.8%) were permanent workers, 87 (43.8%) were employed under a contract, 33 (18.3%) were on probation, and 19 (10.5%) were administrators. 75 (42%) females and 105 (58.3) males participated in the research. According to Kiunsi, (2008), findings showed that 135 (75% of the employees) were not entirely pleased with their salaries and working conditions. 111 (61.7%) of the employees surveyed expressed some degree of dissatisfaction with subtle punishment. Among the 183 employees surveyed (46.1%), 83 did not feel that their effort had been fully appreciated. 69 people (38.3%) did not find empathetic assistance for personal issues to be satisfactory. The survey also showed that one of the elements influencing employee turnover at the University of Dar es Salaam is short-term employment.

Southern African region finds herself in the same predicament where employees move within and even outside the region to look for greener pastures as well as better working conditions, for example; South Africa is facing a lack of expertise, and because of their distinctive qualities, knowledge workers are challenging to retain (Michael & Crispen, 2009). As a result of the scarcity of skills, open talent competition is stimulated and turnover is increased (Khoele & Daya, 2014). In Zimbabwe, it has turned out to be difficult for the people of Zimbabwe who are in manufacturing to keep talented workforces because of the republic's deteriorating economy, which is distinguished by a high rate of inflation (Magaisa & Musundire, 2022).

Botswana has found herself in the same predicament as employees move from one company to another and even outside the country to try to make ends meet. This is confirmed by Sunday Standard newspaper (2022) that unknown numbers of nurses from Botswana, numbering in the hundreds have applied to work in the UK. The Botswana Nurses Union (BONU) is running a campaign to assist its participants in locating work overseas at the same time that the UK is launching an aggressive recruitment drive to address a shortage of 40% of the National Health Service's nurses (NHS). This is anticipated to worsen Botswana's already crippled and overworked health sector, which currently has a nursing staffing vacancy rate of more than 30%. Earlier in June a 2022 recruitment team for the Essex Partnership University NHS Trust spent eight days in Botswana where they claim to have interviewed hundreds of applicants looking to work in the UK (Sunday Standard newspaper, 2022; Motlhatlhedi & Nkomazana, 2018).

In as much as there is a lot of movement from across different sectors, still, there are many who do not move. There are various reasons why people remain. These include social baggage (remaining because family members or relatives are indisposed to remain without physical presence and due care), patriotism (remaining because they want to serve their country notwithstanding meagre salaries), Marriage (protecting marriage from long distance relationships), prohibitive criminal records, fear of social dissociation, low level of or no education and fear of new places with a cultural, racial as well as religious gaps. Some employees who are quite dissatisfied with their jobs stick with them mostly out of concern for the environment. For instance, they can feel too old to start over or financially reliant on corporate benefits; they might also believe it would be hard for them to get employment outside of the firm. If you fall into this category, you have two choices: either you seek outside help (from unions), or you decide to get even with the corporate or change your behavior and do precisely what you are instructed and no more (Hughes & Flowers, 1973; Ghosh, et al. 2013; Feliu, 2018). Empirically there are not many studies stating the reasons why employees stay.

Statement of the Problem

In the Botswana Union Conference (BUC) and its lower organizations, it appears that most employees tend to stay within the organization from the time they are hired until they have to retire, be fired, or die. The situation seems to be contrary to the prevalent situation in certain sectors like the healthcare industry (Motlhatlhedi & Nkomazana, 2018). In appearance, retention may not seem to be a problem. This is evidenced by the stable number of employees for the past 10 years. Table 1 below shows the same workers who chose to continue working for the company since 2012. However, the reasons why they stay are not explicitly known. For strategic reasons, management needs to understand what keeps them there (Tadesse, 2018). It does matter for personnel to remain in a company for a long period but the company's leadership must know and appreciate the reasons why their employees stay to know if it is for the right reasons or not. It is also crucial for employers to know that not all workers are perfect (Combs, 2017; Cronley & Kim, 2014; Dewah & Mutula, 2016). So far, there has been no empirical study to find the reason why the employees chose to stay at BUC, hence the need for this study to be carried out in BUC. Furthermore, there is very little literature that focuses on the topic of employee retention in faith-based institutions in Sub-Saharan Africa particularly in Botswana. The purpose is to find the predictive factors influencing the level of retention of employees at BUC.

Table 1 below shows how many staff there are who chose and still choose to toil in the BUC, NBC, and SBC of the SDA Church for the past 10 years.

Table 1. Employee Retention Statistics in BUC

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
BUC	13	13	13	13	14	14	14	14	15	15	15
NBC	20	20	20	18	13	13	18	21	21	19	18
SBC	25	29	32	35	37	38	40	40	44	47	49

Source: As supplied by the HR Office of BUC, NBC & SBC

The table depicts that employees at BUC stay mostly from the moment of hiring until the period they retire or die so employee turnover is not a problem at

BUC. The differences we see are that a few do resign, and retire, and here and there some find themselves in unfortunate circumstances where they have to be fired but the majority do stay in BUC.

There are also service calls where employees find themselves moving between these church entities to work hence continuing to serve in the church for so long. For Example, the North Botswana Conference from 2012 to 2014 had 20 employees who had worked for 3 years and above then in 2015, 2 of them retired leaving 18 employees. In 2016 about 5 retired again leaving 13 employees till 2017. 2018, 5 were service called making the employees 18. In 2019, 3 more employees were brought in by service calls now making the number to be 21 for the years 2019 and 2020. Then in 2021, 2 employees resigned leaving the number to be 19, and again in 2022, 1 more employee resigned now leaving the number 18 employees in the North Botswana Conference up to date (Source: As supplied by the HR Office of NBC). This summary shows that employee retention in the Seventh-day Adventist Church in BUC is not a problem like in many organizations however, the reasons for the high rate of retention are not known.

Research Questions

The research questions that this study aimed to solve are as follows:

1. What is the level of extrinsic factors of the employees measured by:
   (a) Financial Benefits
   (b) Leadership
   (c) Working Environment
2. What is the level of intrinsic factors of the employees measured by:
   a. Internalization of Organizational values and beliefs
   b. Faith Factor

c. Sense of Security

d. Contentment with the Job

e. Organizational Commitment (Affective, Continuance & Normative)

3. What is the level of retention of the employees?

4. To what extent do extrinsic factors have an effect on employee retention at BUC and its lower organizations?

5. To what extent do intrinsic factors have an effect on employee retention at BUC and its lower organizations?

Null Hypotheses

$H_0$1: The extrinsic factors have no statistically significant effect on employee retention.

$H_0$2: The intrinsic factors have no statistically significant effect on employee retention.

Conceptual Framework

Several variables were identified that have an impact on or are crucial to employee retention. Some factors are independent variables meaning their value is not affected by other variables. The independent variables in this study are further divided into extrinsic and intrinsic factors meaning the extrinsic ones are extraneous, foreign, and alien all referring to something outside of its fundamental nature or initial character (Chatzoudes & Chatzoglou, 2022). Extrinsic refers to something that is external to the thing in question or that is not a part of or derived from its fundamental nature. Intrinsic factors in the workplace refer to a type of drive generated internally by the workers (Bagga & Bhatt, 2013). The extrinsic factors chosen for this study are financial benefits, leadership, a working environment, and Job Security (Shakeel & But, 2015).

Independent Variables   Dependent Variable

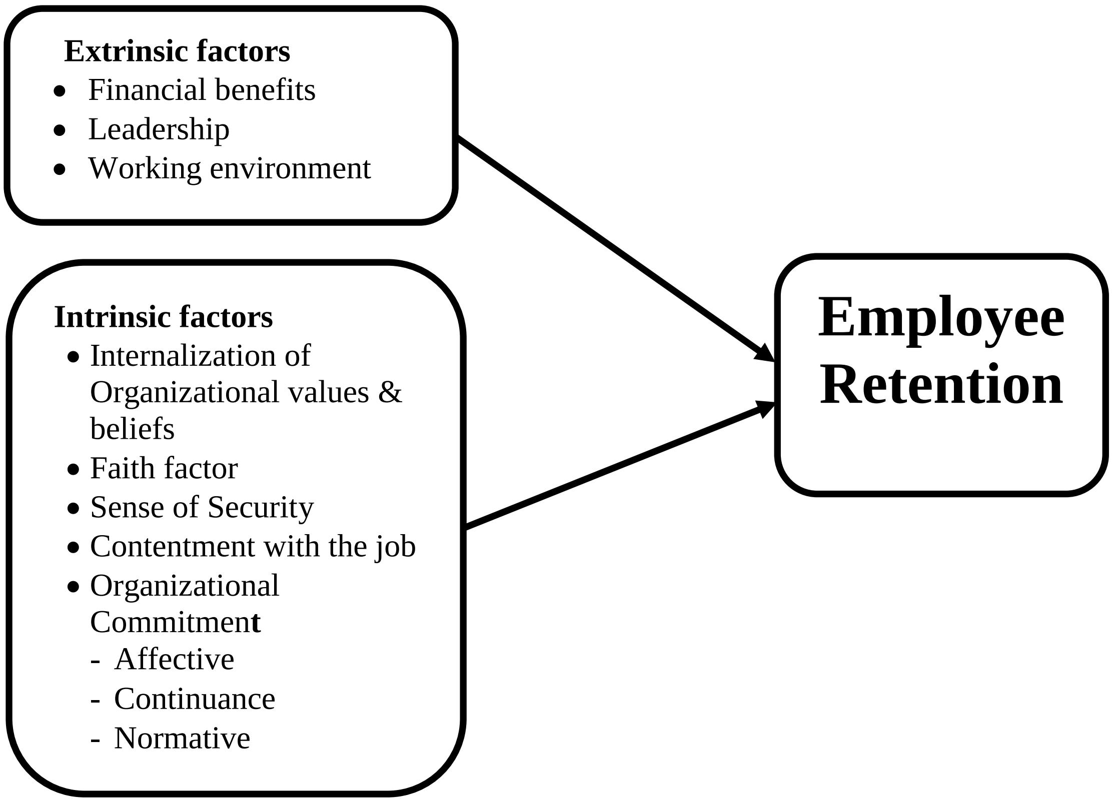

Figure 1. Conceptual Framework

Compared to extrinsic factors, intrinsic factors are less tangible and more challenging to quantify. These are particular factors that are found within an individual that are personally rewarding to that particular person. Intrinsically driven people take actions just because they like doing so, find them personally difficult, or give them a sense of success. The intrinsic factors for this study are the internalization of organizational beliefs & values, faith factor, a sense of security, contentment with the job, and organizational commitment (Affective, continuance & normative) (Shakeel & But, 2015).

Retention is the dependent variable in this study. Every variable whose value depends on an independent variable is said to be dependent. Sometimes the dependent variable is referred to as the result variable (Fraenkel et al. 2012). In this study, retention depends on financial benefits, leadership, a working environment (extrinsic), and internalization of organizational values & beliefs, a sense of security, contentment with the job, the faith factor (intrinsic factors) which means the value of retention is affected by extrinsic and intrinsic factors. These independent variables are then strengthened by organizational commitment; the three types of commitment: emotional, persistent, and normative to bring about retention which is the result variable (Ghorbanhosseini,2013).

Significance of the Study

This research might be useful and pertinent for fields other than the management of the Botswana Union Conference, Local Conferences, Employees of the Union, local conferences, and the researcher even beyond. It might be beneficial also to the entities and organizations who work for the not-for-profit organizations and who encounter the same type of situation.

This study might be important in that it will help church administration and other decision-makers, see the complexity of the interrelationship of the work and personal related factors as influenced by job commitment in ensuring that employees are retained in the Seventh-day Adventist Church in Botswana and most probably even in other countries, hence knowing if that is good or bad for the organization.

This study examined the circumstances that have a significant impact on human resources in totality which may consequently motivate both employers and employees to do the right thing when it comes to being retained or supervision retention. Empirically, this study might add insights to a study that has primarily been conducted in the context of (for-profit) business organizations from a faith-based (not-for-profit) perspective. (Mpofu, 2018). The study findings will help companies that are struggling with the employee retention problem.

Scope & Limitations of the Study

The scope of this study was the employees of the Botswana Union Conference and the two local Conferences which are the NBC and the SBC. The research focused on the predictive extrinsic and intrinsic elements that affect how long individuals stay on the job in the Botswana Union Conference, a faith-based institution. The total population of eighty-two (82) comprising all the employees was used for this study. The population used was only workers who have been working for three or more years, and who are permanent and pensionable. Therefore, it did not cover those who are on contract. Caution was exercised to ensure that only those relevant to the study took part. Participants were always reluctant to answer the questionnaires because they claimed that they did not have time, so to mitigate this, I went to meet them. Meetings with the participants were arranged. I explained the procedure of the research before issuing the questionnaire to the participants so that they appreciated and understood what was expected of them as well as to clarify why other employees were not allowed to take part.

Operational Definition of Terms

Affective commitment – how emotionally connected an employee is to the organization.

Contentment with the job - The degree of serenity employees feel with their jobs. In addition to their usual duties, this also covers their interaction with coworkers and managers, their assessment of the company's policies, and how their personal lives are impacted by their employment.

Continuance commitment – what will the employee lose by leaving the organization?

Employee Retention – Employee Retention is the ability of employees to stay working for the company for a very long time even up to retirement or death.

Extrinsic Factors – These are factors that are found at work and probably are the reasons why an employee keeps going back to work every day of their life. The work-related factors in this study were the financial benefits, leadership, and a working environment.

Faith Factor – The belief in God that compels employees to believe that their work is a calling and they have to be there for the rest of their lives or till Jesus Christ comes, whichever will come first.

Financial Benefits – They are both monetary and non-monetary benefits that workers receive directly or indirectly from their employers and that may allow them to remain or leave the company.

Internalization Organizational Values & Beliefs - The principles and norms that direct and advance an organization. These hazy ideas may even have inspired the company's formation since they influence how personnel inside an organization think and act in all they do.

Intrinsic Factors – These are factors that affect individuals differently and in a personal manner. They can be different from employee to employee in how they each look at them. They are internal within a person and personal. They will be limited to the level of faith, Mission of the church, and personal satisfaction with working.

Leadership – This referred to the officers (Presidents, Executive Secretaries, Chief Financial Officers) and all departmental directors who make up the administration of the Union and the two Conferences in the Seventh-day Adventist Church in Botswana.

Normative commitment – a worker who feels obligated to stay with the company.

Organizational Commitment – In this study, Organizational Commitment meant the driver of a person's actions and decisions that propel an individual to desire to cooperate, put out effort, and regularly make deliberate decisions to support the organization's goals over time. It was gauged by an employee's affective, continuance, and normative commitment.

Predictive Factor – A feature that envisages or determines another element. Factors that predict or determine retention will be identified.

Retention – The fact that an employee has been employed by an organization at least for three or more years and they have no plans of leaving.

Sense of Security - Job security in this study is an internal feeling that an employee experiences assuring him/herself that they are safely secured and belongs to the organization. An inside feeling that this job no matter what is mine. An assurance that one will continue working at his/her current job for a considerable time to come, with the feeling of being protected from things like dismissals, belonging, financial downturns, and other potential employment-impacting elements.

Working Environment – An environment in which employees' ideas are taken into consideration, their grievances are addressed, and they do their assignments as well as duties in a peaceful space where they are permitted to exercise originality and creativity in a stress-free workplace.

CHAPTER 2

REVIEW OF RELATED LITERATURE

This section covered the research literature about factors influencing employee retention. Extrinsic, intrinsic factors, and employee retention will be looked into. Physical books from the library and predominantly AUA-produced lecture materials served as scholarly sources. E-resources like the ProQuest and EBSCO databases were also looked at.

Theoretical Framework

This research is anchored on two theories: Herzberg's (Two-Factor) Theory and Self-Determination Theory (SDT). Both theories explain the effects of both external and internal motivation on employee retention.

Herzberg’s (Two-Factor) Theory

A two-factor hypothesis, sometimes referred to as Herzberg's (Two-Factor) hypothesis, was put out in 1959 by behavioral scientist Frederick Herzberg (Iasiello, et al. 2020). Herzberg contends that some aspects of the profession contribute to contentment while others shield against it. Herzberg defined the causes of job unhappiness/ dissatisfaction as hygiene issues, whereas the causes of job satisfaction as motivators (Zameer et al. 2014). Despite its advanced age, the Two-Factor Theory is still essential for managing employee retention in today’s quickly growing service and knowledge-based organizations (Ahmad, & Azumah 2012).

According to Gregoire and Lachance (2015); Jansen and Samuel (2014), the inducers come from the task itself and include the following; accomplishment, acknowledgment for accomplishment, accountability for the job, interest in the job, advancement to more challenging responsibilities, and growth. Motivators are associated with high levels of work satisfaction. Hygienic elements are needed to ensure workers are not unhappy with the workplace. The hygiene-related aspects include working circumstances, pay, supervision quality, interpersonal interactions, status, organizational rules and policies, and safety (Herzberg, et al. 1959).

According to Herzberg, motivation is a direct outcome of enjoyment and psychological progress rather than hygienic issues (Derby-Davis, 2014; Jansen & Samuel, 2014). Herzberg's TFT applies to this study because job satisfaction correlations among employees are significant determinants in figuring out what drives workers to remain devoted and effective. Herzberg later developed the theory in his works in 1966, 1968, and 1974 (Combs, 2017).

The Herzberg two-factor theory has been cited by a large number of researchers (DeTienne, et al. 2012; Alshmemri et al. 2017 Civre, et al. 2013; Datt & Washington, 2015; Derby-Davis, 2014; Lukwago, 2014; Dhevabanchachai & Wattanacharoensil, 2013; Chien, 2013; Grégoire & Lachance, 2015;). According to these authors' examination of the connection between employee motivation and performance in organizations, hygiene considerations do not encourage staff, but, they avert workplace discontent.

The most valuable assets in a company are its employees. Their importance to organizations necessitates both the need to hire the best talent and the need to keep that talent for an extended period (Kossivi et al. 2016). Many companies treat this clause seriously to maintain a healthy output with their personnel. ER is a wide topic/concept and many companies, private or public struggle with it (Bisht et al. 2016). There is not one formula for retaining workers; because staff retention is a complicated concept (Sinha & Sinha, 2012).

Employees are a company's most valuable asset because they form the foundation of any kind of company. It is they who increase an organization's value in terms of both quality and quantity (Anitha & Begum, 2016). Not just to lower turnover costs or the price of recruiting and educating new hires, retention is essential in a business. However, keeping employees on board is crucial to preventing talent from being stolen (Knight, 2015). Many companies take this clause seriously to preserve good staff morale. (Bisht et al. 2016).

Benefits of Herzberg's (Two-Factor) Theory. This theory of motivation places more emphasis on employees' internal motivation rather than external variables. This is to say, a firm that adopts this principle assures that it may enhance its working conditions and surroundings so that workers feel encouraged to work hard, which will ultimately benefit the company as a whole (Parikh, 2018). It also places connections between coworkers, career advancement, and recognition above financial rewards as the primary motivators. Herzberg's theory makes a difference in a society where everything is judged in terms of money by gauging employee happiness through other equally significant aspects rather than in terms of money (Parikh, 2018).

Limitations of Herzberg's Two-Factor Theory. The major drawback of this idea is that job pleasure is merely one of the elements contributing to increased job productivity; it is not a guarantee that happy employees will result in higher corporate production. Therefore, if the corporation believes that a rise in job happiness would result in a rise in job productivity, it may be setting itself up for disappointment (Parikh, 2018). It is also worth noting that Herzberg's theory has been explained by many people in diverse ways. Some people may prefer flexible work schedules, while others may find them laborious. Likewise, some people prefer to have a higher salary than promotions and power, while others place a higher value on these factors. To this, whether it comes to income, employment perks, promotions, or other things, young people and old people have different perspectives (Parikh, 2018). Knowing these limitations of this theory gives a blind spot check for the researcher to be aware of what might arise during the study to avoid surprises and to be cognizant of what the outcome may be.

Self-Determination Theory (SDT)

Self-Determination Theory (SDT), an inspiration and personality model, focuses on the fundamental elements that affect people's behavior. It was created by psychologists Edward Deci and Richard Ryan in the 1980s (Deci & Ryan, 1985; Riley & English, 2016), and it has since become one of the motivation theories that has been the subject of the most research. According to SDT, human flourishing, and healthy functioning depend on the three fundamental psychology required to foster self-motivation-autonomy, competence, and relatedness. The ability to make decisions that are dependable on one's own beliefs and interests can be used to define the need for autonomy. When we discuss competence, what we really mean is the desire to feel successful, capable, and in control of one's deeds and the sagacity of mastery over the challenges we face. The concept of "relatedness" refers to the need for a sense of belonging and attachment as well as a connection to other people.

SDT divides motivation into intrinsic and extrinsic types. Inspiration from the inside comes from an internal feeling of fulfillment or interest in the task at hand. On the other hand, external inspiration is derived from outward factors such as rewards or penalties and is not inherently fascinating or enjoyable. According to SDT, optimal motivation and well-being happen when a person's basic psychological needs are met and they are motivated by internal factors. On the other hand, if a person's basic needs are unmet or primarily motivated by external circumstances, their motivation and well-being may decline (Ryan & Deci, 2017; Chen et al. 2015).

The autonomous motivation that is intrinsic in nature is unique. It discusses behaviors whose motivation is the conduct itself. The instinctive excitement and enjoyment associated with the action provide benefits when a person is inwardly driven. Even though it is a typical human attribute, the intrinsic drive is most clearly seen in youngsters who enthusiastically engage in activities without the need for rewards or encouragement from others. Inward inspiration is surprisingly essential even at work, but it can also be seen in adult activities like sports and hobbies. Employees may be inwardly inspired by at least some aspects of most, if not all, of their duties. When this is the case, high-quality behavior is frequently displayed (Deci et al. 2017).

Motivation from without. A specific action must be taken to gain a certain reward, whether real or immaterial. This is known as extrinsic motivation. In other words, all instrumental acts are covered by extrinsic incentives. SDT has always contended that extrinsic incentives can have a range of functional significances that result in improvements, diminutions, or no impacts on intrinsic motivation (Deci, 1972), as opposed to considering all extrinsic motivation as "bad," as some writers (Gerhart & Fang, 2015) have stated. Furthermore, and this is crucial, SDT has long made a distinction between extrinsic motivation into distinct types that can all be identified at work and vary from being less to more independent (Deci & Ryan, 1985).

Benefits and Limitations of Self-Determination Theory (SDT). Self-determination theory's key advantages, it may be said, are the variety of subjects it can be applied to and the substantial quantity of research it has produced in recent years. According to Moore (2018), SDT is very important because it establishes an environment that prioritizes autonomy, competence, and relatedness and enhances financial success, retention of talent, affective engagement, and overall well-being. Its intricacy and poor forecasting ability are its key drawbacks (Moore, 2018). Furthermore, the idea has come under fire for overemphasizing individualistic cultures while downplaying the influence of collectivist cultures on behavior and motivation (Moore, 2018).

Several variables that affect employee retention have been identified by experts in the area of managing human resources. The study's subsequent sections will examine factors that affect employee retention based on existing literature.

Extrinsic Factors

These are external factors that are driven by outside forces which can easily be identified and predicted. Extrinsic factors are outward-oriented. Extrinsic variables, or external factors, are those that affect the performance of an organization or the work environment's ability to retain employees (Ricciardelli, et al. 2021). Examples of extrinsic variables that might affect employee retention include Compensation and benefits: Workers who believe they are adequately rewarded are more inclined to remain with the company (Ricciardelli, et al. 2021). This covers pay, incentives, health coverage, retirement packages and other perks provided by the company, possibilities for career progression, and skill development: workers are more inclined to remain with a company if they see prospects for these things. This includes having access to mentorship relationships, promotions, and training and development programs (Bektaş, 2017). Work-life balance: Companies that allow remote work choices or flexible scheduling might increase employee retention. These can include opportunities for remote work, flexible work schedules, and parental leave policies (Aizza Anwar, 2018). Workload and job structure: Workers are more inclined to remain with a company if they can manage their workload and work on worthwhile initiatives. Likewise, employees have a higher likelihood of sticking with the company if they perceive their jobs to be tough yet doable. In general, firms may retain talent and increase productivity by addressing external variables that affect employee retention (Bektaş, 2017; Aizza Anwar, 2018).

Financial Benefits

Financial rewards include salary, bonuses, fringe benefits, health and medical insurance, life insurance, and benefits like eating facilities and paid time off. Salary refers to the systems of compensation that employees believe are just and appropriate given their qualifications and expectations (Yousaf, et al. 2014). Pay is a financial incentive provided to employees for their work and is a fundamental requirement in human resource management. High achievers believe that compensation should be directly related to performance. Hardworking employees demand fair compensation that meets their needs. They feel valued when they are paid fairly, therefore they anticipate receiving compensation commensurate with their work since they do not want their contributions to go unpaid (Yousaf, et al. 2014). Since people need money to meet their basic needs, money is the most effective motivator for employees. This is why it is listed as the top motivator for producing motivation. It is generally accepted that those with greater financial resources are more powerful in society than those with less wealth. Thus, it is simpler for them to get what they want. For this reason, many people see money as an indication of success and personal achievement (Yousaf, et al. 2014).

According to Yousaf, et al. (2014), bonuses are financial rewards that employees receive from their employers. Upon meeting project completion quotas and specific goals, a professional who handles and performs more than the set target or goals will be eligible for a bonus. Sometimes even when the company has realized financial growth in terms of profits and high performance, employees normally receive a bonus at the end of a specified time.

Extra perks that employees receive in addition to pay as part of their job are known as fringe benefits (Yousaf, et al. 2014). The motivation of employees is impacted by the availability of fringe perks. Providing fringe benefits will encourage a positive, inspiring work environment while increasing output and sales. A motivated workforce is associated with excellent quality, profitability, cost control, and organizational excellence (Yousaf, et al. 2014). Fringe perks are crucial for motivating employees since they push workers to put in more effort on par with monetary rewards. Pay is unquestionably important in motivating employees, but benefits are equally important. Supervisors need to understand that giving workers excellent working conditions and perks is crucial to motivating them to give their best job (Yousaf, et al. 2014).

Health insurance: According to Yousaf, et al. (2014) health insurance is when the insurer pays for the employee's medical and surgical expenses. It is a source of both motivation and talent recruitment because healthcare expenditures have increased over time and it relieves employees of some of their financial obligations while simultaneously enhancing their dedication and inspiration (Yousaf, et al. 2014). The health insurance covers the insured's medical expenses or reimburses the medical provider for the illness or injury. It includes visits as well as hospital stays and medical expenses (Yousaf, et al. 2014).

Holiday allowance: The company provides paid holidays to its employees as a means of ensuring their well-being. Employees are only eligible for seven, fifteen, and twenty years if they have worked for a longer period than seven years. These leaves of absence may benefit staff members who require additional time to take care of elderly parents or complete other tasks (Yousaf, et al. 2014).

Pension: A deferred income that employees accrue throughout their working careers and that becomes theirs at the end of a predetermined time (Yousaf, et al. 2014). According to the Southern Africa-Indian Ocean Division (SID) Working policy, (2018), an employee is eligible for the company pension plan after fifteen years of work and reaches a specific age of sixty-five and /or sixty-eight. Motivating and retaining staff is the goal of the pension plan. It is provided as a perk for workers who stick with the company until they retire. If an employee quits or is fired before retirement, they are not eligible for the pension award (Yousaf, et al. 2014).

Financial Benefits and Employee Retention

Since remuneration allows employees to meet their material and financial needs and achieve social recognition, it is one of the most frequently discussed retention factors (Tadesse, 2018). Remuneration and other financial benefits have historically been a defining moment aspect of the business partnership. Organizations must comprehend whether knowledge workers are drawn to various types and levels of financial rewards to retain a competitive advantage and attract the much-needed knowledge workers (Schlechter, et al. 2014).

Many organizations continue to use compensation as a strategy to bind their employees to the company. Companies work to make leaving the company difficult and pointless by offering their employees benefits and a comprehensive incentive to stay with the company. Employees identified important driving forces that affected keeping them in the organizations as things like competitive salary, satisfying interpersonal interactions, a friendly workplace, and job stability. It is getting harder for businesses to differentiate themselves from their rivals through compensation because of the trend toward benchmarking, which lessens the result of monetary incentives on ER (Bogdanowicz & Bailey, 2002; Benson & Brown, 2007; Tadesse, 2018; Bektaş, 2017; Kamalaveni et al. 2019).

Leadership

There is no denying the importance of leaders and leadership. Individual leaders establish strategy, carry out choices, oversee talent, cultivate future talent, and behave competently. Understanding and carrying out expectations is essential for effective leadership. However organizational leadership is more important. Establishing a pool of future leaders capable of molding an organization's culture and establishing successful patterns is the first step toward leadership (Ulrich & Smallwood, 2012).

Leadership and employee retention

According to Kossivi et al. (2016), management has influenced employee retention, and the leadership style employed by management might both be taken into consideration. Tian et al. (2020) suggested that leadership is essential for improving organizational citizenship behavior and employee retention. Allen et al. (2010) noted that organizations with better employee-management/supervision relationships were discovered to be more capable of maintaining their talent than tense relationships. Kossivi et al. (2016) emphasized that a company's capacity to retain its employees has a direct impact on how people are controlled and how the management is executed. They continue to assert that the connection between an employee and their manager has a substantial impact on how they perceive an organization.

They further emphasized the idea that a manager needs to be an effective leader to positively influence retention. They were more specific in their analysis of the relationship between management and retention and believed that an active leadership style contributes to staff retention. Kossivi et al. (2016) and Kang, et al. (2015) believed that a participative leadership style is important for retaining employees. However, they acknowledged that management influences employee retention and established a connection between manager behavior and employee retention. There are two ways to look at how management affects employee retention: leadership approach and management backing. Participating in making decision processes gives workers a sense of belonging in the company, which boosts loyalty and retention. Participation in decision-making by employees encourages them to remain with a company.

Supportive, high-exemplary management and leadership that respects workers is an advantageous effect on employee retention (Kang, etal.2015). Kossivi et al. (2016) emphasized that being supported by one's supervisors is a factor in retention. As a determinant in retaining employees, management has highlighted helpful supervision. Nasir and Mahmood (2018) have added that ER is greatly influenced by help from the immediate supervisor or boss. Since the interactions and connections between employees and their managers significantly affect how employees perceive their workplaces, these organizations have a higher likelihood of retaining employees for longer periods. If there is open and honest communication between employees and their managers, it increases employee involvement and engagement in their work. The boss-employee interaction will help the workers enhance their talents and competencies. As a result of this grooming, the individuals will acquire strong intents to remain with such firms for a longer period.

Golden and Veiga (2008) suggested that a lack of communication and understanding between a superior and a subordinate may cause the employee to feel more burdened than necessary, which can lead to stress among workers and a decline in efficiency as well as performance. Consequently, it may eventually cause an employee to be unwilling to work under this type of supervisor. The connection between a supervisor and a subordinate must be supportive and encouraging to increase an organization's effectiveness and competency (Smith, 2005).

Working Environment

Flexibility, pleasant work environments, and sufficient resources all contribute to a productive workplace (Zeytinoglu & Denton, 2006). Tadesse, (2018) alluded that flexibility, having enough resources to do the task, and having a nice or enjoyable place to work are the main characteristics of a conducive work environment. Improved working conditions boost dedication and output from employees. It increases productivity and motivates employees more. Employees are more motivated in a work setting where they feel that they have a purpose and enjoy what they do. When workers are not given enough supplies, software, tools, training, or resources at work, they get demotivated and produce less (Yousaf, et al. 2014).

Working Environment and Employee Retention

A conductive work environment appears to be a key factor influencing staff retention (Kossivi et al. 2016). The enormous impact of the workplace on employee retention has been made clear by several academics. The working environment has a significant impact on employee retention (Zeytinoglu & Denton, 2006). Certain employment outcomes, such as participation, dedication, and intention to stay with an organization, are often influenced by the workplace environment, which can be either positive or negative (Ollukkaran & Gunaseelan. 2012). According to Mangi et al. (2011), a good working environment, such as a pleasant and tidy atmosphere, motivates individual employees to accomplish their tasks and is anticipated to have a favorable impact on employees' retention and commitment. The Social Exchange Theory (Blau, 1964) claims that since people and organizations engage in exchange relationships where mutual advantages are provided, reciprocity duties, adequate recompense, and job stability offered by an institution should theoretically be able to improve employees' retention (Raihan, 2012). However, empirical findings on how Human Resource Management practices (that is pay and job stability) affect worker retention were contradictory Griffeth et al. (2000); Ovadje (2009); Paik et al. (2007); Samuel and Chipunza (2009); Parnell and Crandall (2003); and others.

Considering the conflicting results of earlier studies, the present research will include using the workplace as a moderator to influence the connection between pay, job security, and employee retention. According to Baron and Kenny's (1986) research, the assertion that a moderating variable is recommended included the occurrence of a weak or erratic connection between the criteria and the predictor variable. Similarly, Jaworski (1988) argued that internal and external contingency variables could affect how effective various control mechanisms are. Consequently, this points to a moderator variable's necessity. According to this research, the workplace may moderate the relationships to comprehend the impact of pay, job security, and employee retention.

Research has previously looked at the moderating effect of the impact of the workplace on the association between entrepreneurial inclination and business performance (Aarakit & Kimbugwe, 2015), the commitment and retention of Western expatriates in overseas assignments (Nguyen et al. 2013), as well as learning motivation and perceived training transfer, are among the subjects covered by Kim-Soon et al. (2014). The available research demonstrates that no studies have been conducted on the role of the workplace environment in mediating the association between HRM practices and employee retention. As a result, to close this knowledge gap, this study moderates the connection between wages, employment security, and staff retention (Bibi et al. 2016). Employees will feel obligated to repay the company by being loyal and working there for a longer period if it provides a favorable workplace (Setton et al. 1996; Bibi et al. 2018).

Intrinsic Factors

Intrinsic factors are internal. They are found within an individual and are very difficult as well as hard to tell or predict. They are mainly inward-oriented. The term "intrinsic factors" refers to internal elements that affect employee retention, such as aspects of the employee's personality, outlook, and ideals. Here are some illustrations of intrinsic variables that might affect employee retention: Work satisfaction: If they feel valued by their employers, workers are more inclined to love and find purpose in their work (Bektaş, 2017). This includes elements like the ability to feel appreciated, a sense of direction, and accomplishment in one's line of work. Employee engagement: Because they sense a connection to both their work and the company, more engaged workers are more likely to stick with the organization. This entails having a sense of pride in one's job and being aware of one's place within the company (Bektaş, 2017; Aizza Anwar, 2018). The motivation of employees: Workers who are naturally driven by their tasks and objectives are more inclined to remain with the business. This involves having the opportunity to apply their skills and qualities, as well as feeling pushed by their work (Aizza Anwar, 2018). Job fit: The likelihood of employees staying with a company is higher when they believe that their values and skill sets match those of the position and the organization. Feeling as though their employment is important and in line with their values and personal aspirations falls under this category (Bektaş, 2017; Aizza Anwar, 2018).

Internalization of Organizational Values and Beliefs

Internalization of organizational values and beliefs occurs when an individual's personal value system incorporates the principles and appropriate conduct promoted by the organization. Organizations have the power to actively contribute to the internalization of values and beliefs (Presbitero et al. 2016). Anitha, (2016) continued that the ideas and standards that guide an organization's operations are known as its values. These impersonal concepts direct the thoughts and behaviors of individuals inside an organization and may even serve as the basis for the establishment of the corporation.

Internalization of Organizational Values and Beliefs and Employee Retention

According to Presbitero et al. (2016), increasing the alignment between employee and organizational values can increase the efficacy of HRM practices in addressing employee retention. HRM practices can be strategically utilized to improve the match between an employee's values and those of the organization to boost retention since workers are less inclined to depart when their employers share their beliefs.

ER is among the difficulties Indian companies face. The most valuable assets in a company are its employees. They are the ones who increase an organization's value in terms of both quality and quantity. ER is the umbrella term for several strategies and directives that motivate staff to stick around for a considerable amount of time.

To handle all of these circumstances, including obtaining competitive advantage, optimum resource utilization, and organizational effectiveness, employees must be kept in a real spirit. The perceptions of organizational culture are also taken into account when determining the current rates of employee retention. The findings show that Organisational Culture has a big impact on employee retention (Anitha, 2016). According to Chatterjee's (2009) argument, employee allegiances are changing, making it crucial for businesses to hire the best candidates who will fit in with how the organization is run. One of the non-financial factors impacting employee retention is the organization's values and beliefs (Singh, 2013).

The Faith Factor

Working out your faith involves being sincere, true, and acting on it with all of your heart (Hassan et, al. 2015). The diversity of the workforce raises awareness of the need for spiritual leadership within the company (Hassan et, al. 2016). According to studies on the advantages of spirituality at work, people and organizations who identify as being more "spiritual" tend to be more imaginative, industrious, and adaptable (Hassan et, al. 2015; Hassan et, al. 2016). According to Fry and Matherly (2006), in social circumstances, spiritual leaders draw on their spiritual resources; they carry out God's will by living according to higher moral standards. According to several studies by Barton (2018) and Sparks (2008), a spiritual leader must have faith in and acknowledge God, obey God, follow God's path, and be motivated by God's love so that they may be able to lead properly.

The Faith Factor and Employee Retention

Employee satisfaction, morale, and productivity have all been shown to rise in workplaces where spirituality is practiced. People not reaching their full potential, a decrease in innovation, a fear of change, resistance to it, high staff turnover, fatigue, and truancy, are some risks related to ignoring workplace satisfaction. The diversity of the workforce raises awareness of the need for spiritual leadership within the company

Most religions emphasize how important it is for people to work and take action. Therefore, in religion, work is seen as a duty and an obligation in addition to a right. The essential element is the conviction that one's employment is not the result of chance or deliberate action on the part of the individual, but rather that one is "put" in one's position to fulfill a higher purpose (Davidson & Caddell, 1994). The results of one study by Roundy, (2009), differ from those by SHRM. The third factor, organizational spirituality, conforms to Roundy's idea by changing the relationship between religious calling and occupational contentment. The relationship will be strengthened by "spiritual" organizations, whereas it will be weakened or destroyed by non-spiritual organizations. According to the study, employees of all faiths should endeavor to enhance the spiritual atmosphere of their workplace if employers intended to promote employee happiness. According to Hassan, et al. (2015), workers now are much more likely to desire to practice their religion at work than they were in the past, which was unimaginable. They found that the customary barrier dividing jobs and religion appears to be falling at a quickening pace. These trends imply that since a sizeable portion of people consider religion to be a significant aspect of their lives and a growing portion of employees combine their religion and work, it is desirable to have some knowledge of how religious ideas work to influence choices and results (King, 2007). A person may feel more satisfied knowing that their religious practices or principles are effectively incorporated when they can fulfill the requirements of their religion through their work. People who feel that their employment is a spiritual calling may believe that their occupations are more significant or weighty than professions that are not religious callings. Another link between a religious calling and job contentment is that the more meaning individuals gain from their professions, the more content they are with them, according to studies by Bokemeier and Lacy (1987).

Sense of Security

The degree to which organizations offer their workers stable roles determines how secure they feel (Herzberg, 1968). Additionally, it deals with how long each employee anticipates staying in their current role. Employees who are certain they will not lose their employment are more devoted and want to work for the firm for a longer amount of time. Similar to this, the job embeddedness hypothesis supports this assertion (Mitchell et al. 2001). As a result, according to Conklin and Desselle (2007), one of the key markers of how each person feels about their role in the organization is a sense of security

Sense of Security and Employee Retention

The feeling of safety has been emphasized as one of the most important HRM tactics for keeping employees and increasing productivity (Chang & Chen, 2002). It is one of the most important factors in inspiring and retaining people. Furthermore, it was shown that employee retention in both public and private sector organizations was significantly impacted by a sense of security (Samuel & Chipunza, 2009). Likewise, Parnell and Crandall (2003) argued that a feeling of security had a favorable effect on staff retention. The significance of a sense of security as a factor in employee retention was highlighted by Min (2002) once more.

Conklin and Desselle (2007), who discovered the same phenomenon in their research of faculty surveys, highlighted a sense of security as one of the crucial criteria for faculty members to decide whether they would stay or go. The discussion above suggests that a feeling of security may be a trustworthy predictor of employee retention. Additionally, it is believed that a sense of security would increase staff retention (Bibi et al. 2016).

Contentment with the Job

According to Cole (2000), employees prefer to stay employed by companies that provide them a sense of success, pride, and acknowledgment for several reasons, including incentives and recognition, supervisor support and collaboration, and work-life balance rules. People will therefore put forth their best effort, assisting the organization in achieving a high level of contentment. According to MacDuffie (1995), contingent rewards and helpful feedback from superiors are the essential elements of exceptional individual enactment that will raise the degree of contentment inside an organization.

Contentment with the Job and Employee Retention

A person is far less likely to attempt to quit their work if they enjoy what they do. Once more, the intention to quit an organization must be explained in terms of relationships. The findings also demonstrate that an employee's desire to leave is considerably lower when they feel valued (Dave et al. 2016). Employee contentment with the job rises when companies adopt policies that foster positive working relationships because employees feel that their abilities are being utilized and that their dedication and service are valued. Better levels of work contentment then typically translate into better employee retention rates (Dave et al. 2016).

Dave et al. (2016) added that employee retention is higher when employees are content with their jobs, the culture of the business, and their entire experience. This can lower employee churn rates, saving the company money on hiring and training new staff.

It may be claimed that content workers with their jobs are more inclined to be loyal to the business, which eventually leads to high levels of employee retention (Bektaş, 2017). According to Heneman et al. (2003), contentment with the job enhances employee retention and decreases the cost of acquiring new workers.

Organizational Commitment

Hanaysha, (2016) has noted that in companies, commitment is frequently seen as an essential element of worker success and retention. It relates to how devoted staff members are to their work, their group, and their company. Three different kinds of commitment exist normative, continuance, and emotional. An emotional tie to work or organization is referred to as affective commitment, expenses associated with quitting a job or organization are referred to be continuance commitment, and the feeling of having to do something for a job or organization is referred to as normative commitment. Promoting employee organizational commitment is one of the main factors in attaining organizational performance. This is so that businesses may gain from loyal employees (Joo, 2010; Tella, et. al. 2007; Chalofsky & Krishna, 2009; Xiaojun et al. 2013). Organizational commitment: Workers with strong loyalty to their employer are likelier to stick around. This involves having a sense of allegiance to the company and having faith in its principles and goals (Bektaş, 2017).

Commitment generally is very important in all aspects of life because it keeps people on their toes to excel and perform to their utmost excellence. Most of the time when employers and employees are committed to their job, great results are achieved and realized. When people commit to what their hands find to do, they will not rest until everything reaches completion, be it projects, assignments, or day-to-day duties (Anitha & Begum, 2016). Commitment is referred to as employee loyalty to the company. Employees who are devoted to their company generally experience a sense of belonging, a connection, and a knowledge of its goals. Employees who display these qualities are more likely to be kept because they are more committed to their jobs, work very hard, and take the initiative to help others which then results in them being retained (Beloor et al. 2017). Although retention is a major issue in organizations, one way to mitigate the problem is to warrant that workers stay dedicated to the company (Beloor et al. 2017).

Organizational Commitment and Employee Retention

Employee engagement is the extent to which an employee supports the mission and basic values of the organization (Al-Emadi, 2015). An employee's degree of involvement is different from their level of commitment because engagement is related to how focused and attentive an individual is when performing the duties of their position. According to the researchers, numerous indicators can be used to control a worker's commitment and retention abilities, and a link to the team. The researchers added that indicators of employee retention include appropriate work-life stability, recognition, a positive work environment, rewards, and product quality.

Employee retention may be positively impacted by the employee's dedication to the company (Peters et al., 2010).

Organizational commitment permits the individual to remain employed with the organization during tough times when alternative options would have permitted them to depart from their job with the firm. Strong organizational congruence is necessary for commitment (Vecina et al. 2012). Knowing the organization's mission, vision, and principles might encourage employees to show more loyalty to the company. According to Cronley and Kim (2014), organizational commitment does not improve employees' perceptions of the caliber of the services they receive. Employees' desire and emotional engagement in the business to help the organization succeed are examples of organizational commitment. Social service organizations that use strategic planning provide better services with less effort. The implementation of the proper organizational commitment program may increase employee retention (Laing, 2019).

Organizational commitment increases employee job commitment, which benefits employee retention (Nawab & Bhatti, 2011). Enhancing this commitment early has a big effect on keeping the worker while doing so later on will result in them being extremely capable (Bashir & Ramay, 2008). Linking, fitting, and making sacrifices when a work has three dimensions, it is more likely to have embeddedness (Mitchell et, al. 2001). Additionally, the Veldsman model attests to the organization's commitment to employee welfare, employer preference, and climate within the workplace (Roodt & Kotze, 2005). Three organizational commitment dimensions: Affective, Continuance, and Normative Commitments were developed from Allen and Mayer's approach. (Idris, 2014).

To acquire a competitive edge, maximize resource utilization, and achieve organizational efficiency, employees must be maintained in a true spirit. The perceptions of organizational culture are also taken into account when determining the current rates of employee retention. Organizational commitment has previously been studied, and three primary categories have been identified: affective, continuation, and normative commitment (Moon & Choi, 2017). Each sort of organizational dedication reflects a mentality that affects a worker's willingness to stay with the company (Xu & Payne, 2018). A good example is the emotional commitment which entails the mental ties that a worker develops with the company. Affective commitment causes employees to feel emotionally connected to and be affiliated with the company (Halbesleben & Tolbert, 2014). High-affective commitment workers are more likely to have long-term plans for staying with the organization (Krajcsák, 2018). Thus, these individuals will remain employed with the firm because they want to (Borhani, et al. 2014). High levels of emotional commitment among employees will keep them with the organization because of their personality traits and their values (Xu & Payne, 2018).

Continuance commitment is required for the employee to stay with the organization in light of the possible expenses of quitting (Shen, 2017). The outcome of economic decision-making, which takes into account the resource investments of employees in terms of their time, money, and effort, is continuance commitment (Mercurio, 2015). The employee's opinions regarding the availability of alternative occupations have an impact on their decision-making as well (Potipiroon & Ford, 2017). Under a continuance commitment, the primary factor influencing employee retention is the evaluation of the negative consequences (Halbesleben & Tolbert, 2014). Although such factors could lead to short-term retention, a worker who is extremely committed to their ongoing work would persistently look for alternative job options (Krajcsák, 2018). Extrinsic motivators that involve monetary rewards can help retain these workers over the long run (Krajcsak, 2018).

Normative commitment results from predetermined norms that compel people to work for the company (Shen, 2017). Workers may attempt to preserve equal relationships with employers, and they are likely to show their devotion and dedication to the company in return for fair treatment (Halbesleben & Tolbert, 2014). Workers who exhibit normative commitment keep working for the corporation out of a sense of duty and to pay off debts (Borhani et al., 2014). Some workers believe they must stay with the company (Potipiroon & Ford, 2017). The commitment profile of exchange-based workers has a low emotional commitment but a high normative or continuity commitment (Xu & Payne, 2018). Compared to values-based commitment profiles with high degrees of affective commitment, profiles based on exchanges show a lower level of internal dedication to the company (Xu & Payne, 2018). Organizational leadership and organizational culture are two additional, equally significant elements determining employee retention in addition to organizational commitment (George, 2015).

Employee Retention

Das and Baruah (2013) defined ER as encouraging employees to remain with the organization for a long period. The firm encourages employees to stay on as long as they can or until the project they are working on is complete. Employee retention, according to Holliday (2021), is the capacity of an organization to lower employee turnover or the amount of employees who quit their positions either freely or involuntarily. Employee retention rates have a direct influence on a company's performance and profitability (Dewah & Mutula, 2016).

Employees may decide to stay for many reasons. A lot of research (Singh, 2019; Tadesse, 2018; Rakhra, 2018; Houssein et al. 2020; Combs, 2017) has focused on the intrinsic and extrinsic reasons: good working conditions; good teamwork; a feeling of belonging; fulfillment at work, and psychological attachment to the job. Ong et al. (2019); Shakeel and But, (2015) have also found that there are other reasons at play too: personality, family, low aversion to risk, attachment to the community, socio-political factors, and faith. Both sets of reasons contribute to some degree to the employees' dedication they feel toward the organization. For the organization to encourage retention, the employer must understand the reasons why their employees want to stay (Zimmerman et al. 2019).

The regulations created and implemented by an organization's Human Resource Unit directly affect how long employees stay with the company. An organization must give every employee the tools they need to meet their needs professionally and ethically. Al-sharafi et al. (2018) asserted that the drive of a worker increases their likelihood of staying with the company. The two categories of motivational elements, inward and outward are then separated. These two motivational factors are crucial for producing a lot of effectiveness and improving their delivery in accordance. An employee's ability to become productive is enabled by motivation, which is responsive, effective, and fruitful, claim Dhanya and Prashath (2019). High employee motivation could help them reach their full potential and be more satisfied at work, which would raise the worth and productivity of their companies.

There are a few factors that proactively increase employee motivation. Intrinsic motivation and extrinsic motivation are the two basic groups of these elements. For employees to be as content as possible, both internal and extrinsic motivating variables are critical. Theoretically, non-financial intrinsic motivating elements might increase employee happiness. According to Kuvaas et al. (2017), extrinsic motivating variables, on the other hand, are monetary considerations that increase employee happiness. Extrinsic motivation frequently consists of incentives like bonuses, perks, and competitive pay. Various businesses have various motivational elements depending on the demands. Both of these strategies are successful and efficient, and they eventually help businesses and boost worker productivity.

Employee engagement is a huge make that affects approximately human resource management in its entirety. If every part of human resources is not dealt with suitably, employees, therefore, will fail to completely engage in their work as a response to this sort of unprofessional behavior. On the foundation of earlier ideas like work satisfaction, staff commitment, and organizational civic behavior, employee engagement is formed (Douglas & Roberts, 2020).

The intention of employee turnover is significantly influenced by interpersonal relationships. Employees may find it challenging to manage relationships with their coworkers and managers in an organization where interpersonal dynamics are complicated. As a result, they may expend a lot of energy cultivating relationships within the company and be more likely to quit (Bi, et al. 2016).

When an Employee decides to leave a company, the motives are normally because of a range of factors, some of the reasons why they leave the organization might be that they have found better-paying jobs elsewhere, an awful relationship with the administrator/manager, pursuing advanced studies/ profession, having to go stay in another place because of family reasons, dismissed from the company. There are two different forms of turnover: the first is selected by the individual and is referred to as voluntary turnover; the second is chosen by the organization and is referred to as unintended turnover. Unintentional turnover typically occurs when either a firm is reorganizing or an employee's performance is below par. (Diwakar, 2019). Satisfied workers are keen to remain in their organizations, contributing to a decline in the turnover rate (Mandhanya, 2015).

According to Lam et al. (2015), talent retention, often known as employee retention, refers to the length of time a person stays with a company. They said that employee retention not only shows the consistency of employment inside a company, but also exhibits a worker's inclination to stay with a company for a long period. The pleasure and opportunity an employee feels and obtains inside any organization determine how stable their employment is. An attractive compensation package, fringe benefits, flexible work hours, empowerment, opportunities for training and career development, growth, and learning, a fair and objective appraisal system, and a welcoming work environment, are just a few of the factors that contribute to employee satisfaction (Kossivi et al. 2016; Mabuza & Proches, 2014; Nyanjom, 2013). To keep their important resources, numerous organizations employ diverse variables by creating distinct tactics.

According to Tiwari (2015), businesses that look after their staff naturally provide good customer service and client pleasure. Tiwari (2015) put forth a framework that includes elements that fall under the category of business and organizational attributes, such as working hours removed from socialization, low wages, low skill requirements, and so forth, that have direct or indirect effects on the dimensions and work-life balance of individual employees. Tian et al. (2020) continued to mention that retaining employees is crucial for businesses to succeed and stay successful.

Empirical Studies

Support from the supervisor has a constant, positive association with commitment and retention, according to empirical studies (Walumbwa et. al 2005). Price & Mueller’s (1981) findings suggested that supervisor support should increase employee retention. Similarly, Silbert (2005) suggested that since competent workers have so many options for good jobs, workplaces, and positions elsewhere, businesses should build a friendly environment that supports management’s encouragement to retain them. Additionally, Tuzun and Kalemci (2012) revealed that assistance from supervisors had a favorable effect on worker retention. Billah (2009) suggests that while conducting a study on Bangladeshi workers of commercial banks, it was discovered that there is no discernible relationship between supervisory encouragement and employees' choices to remain. Additionally, Abeysekera (2007) discovered that there is a negligible correlation between supervisor support and staff retention in the Sri Lankan environment.

Thus, it can be inferred from the literature that there is still no consensus regarding the relationship between employee retention and supervisor support. Additionally, the inconsistent results highlight the necessity for further analysis of this connection (Cho et al. 2009).

According to Skelton et al. (2019), the effectiveness of the relationship between managers and job happiness is positively impacted by the workforce. Frye et al. (2020), concurred that workers' overall job satisfaction is positively impacted by a pleasant working environment. The same is true for the workplace's quality when perceived as desired and entertaining, to have impacts on employees' job satisfaction that are substantially comparable (Narayanan et al., 2019; Chatzoudes, 2022).

Kumar, (2017) revealed that particular elements have a significant role in determining an employee's decision to join or leave a company, which is significant given the increased pressure on businesses to keep the best people in the face of competition. A competitive compensation package, job stability, recognition and reward for outstanding performance, and training and growth are a few examples of these elements. However, it's important to recognize the importance of other aspects while developing a retention strategy. Only a balanced blend of intrinsic and extrinsic motivating variables would be able to reduce the high rate of staff turnover in our diverse organizations.

Ng'ethe, et al. (2012) claim that as businesses continue to explore and compete for the greatest people, employee retention is getting more challenging. Retaining skilled staff is essential for every business's success, according to Akila (2012). Employee retention is determined by both intrinsic and extrinsic advantages, according to Chinyio, et al. (2018). Additionally, it relies on whether the employee believes the benefit is enough to meet their needs (Musinya, 2021).

Empirical Studies on Faith-based Institutions

A descriptive research design was carried out in Kenya and they concluded that many health institutions struggle with the issue of staff retention in faith-based health institutions (Mwema, 2022). The research findings indicate that in Christian faith-based health facilities, incentive management plays a crucial role as a precondition for staff retention (Mwema, 2022). The study also found that the association between incentive management and employee retention is significantly moderated by transformational leadership. According to the study, the administration at Christian, faith-based healthcare facilities should aim to monitor and properly administer incentives (Mwema, 2022). For faith-based organizations to continue operating sustainably, volunteer retention is essential (Faletehan, 2024). A study done by Tabatabai, et. al (2013) in southern Tanzania showed that staff migrated mostly from faith-based to public sectors: 60.6% (n = 60/99) of hospital staff gains and 69.1% (n = 105/152) of hospital staff losses. Tabatabai, et al. (2013) found out that faith-based hospitals have challenges related to staff retention and motivation beyond financial concerns. Salary disparities are no longer the only factor contributing to this pattern of relocation (Tabatabai, et al. 2013). There might be serious repercussions for the communities around faith-based hospitals, which could hinder opportunities for collaboration between the public and private health sectors (Tabatabai, et al. 2013).

The research was carried out at the Anglican Church of Kenya Kibera Paper Project, a faith-based organization located in Nairobi County, Kenya's Kibra Sub-County to investigate the impact of staff recruiting and selection strategies on employee retention (Irungu, 2019). The study found that it was unclear what qualifications the hired personnel should have before being given the job. 84% of the participants stated that the initiative did not use a formal recruiting tool and instead used a referral system run by church leaders to find staff members(Irungu, 2019). According to 91% of the respondents, the majority of employees only knew how to weave beads and lacked a broad range of abilities. According to 77% of the respondents, working conditions were appa

lling, there was no job security, and compensation was not competitive (Irungu, 2019). The research findings indicate that the type of recruitment and selection methods used can impact an organization's ability to retain its workforce (Irungu, 2019).

CHAPTER 3

METHODOLOGY

This chapter dealt with research design, population, instruments for data collection, data collection procedures, method of data analysis, and ethical considerations.

Research Design

A quantitative type of study that used a causal design was adopted to examine whether employee retention is affected by extrinsic factors or intrinsic factors. According to Sekaran and Bougie (2016), a causal study is identifying the root cause of one or more issues between all variables to determine whether they are related or unrelated and how one variable changes as a result of another. A causative kind of study was used since the relationship was examined (Younas et, al. 2018). A non-contrived setting was used because this study is a natural setting with no interference from the researcher to manipulate the environment in field studies or field experiments. This then meant that the natural environment was used to analyze organizational personnel (Malik, et al. 2011). This study was cross-sectional meaning that the data was gathered at a particular time to investigate the predictive factors that influenced employee retention at the Botswana Union Conference of the Seventh-day Adventist Church in Botswana based on the objectives of the study and the conceptual framework.

Population and Sampling Procedure

This study uses the term population to refer to the full set of people, events, or intriguing occurrences (Sekaran & Bougie, 2019). The whole group about whom you wish to make conclusions is referred to as a population. The entire collection of items, whose description is the study's primary objective (Sekaran & Bougie, 2019; Ott & Longnecker, 2015). According to Sekaran and Bougie (2019), the set of people who will truly take part in the study is known as the sample. This study's sample was the staff at:

- BUC
- NBC and
- SBC of the Seventh-Day-Adventist Church

Sekaran and Bougie (2019) continue to say that you must carefully consider how you will choose a sample that is representative of the group as a whole if you hope to derive meaningful inferences from your findings. We refer to this as a sampling approach. The following is the sampling procedure that was used.

Inclusion & Exclusion Criteria

The term "inclusion criteria" refers to the crucial traits of the intended subject group that the researchers used to address their research question. Geographical, clinical, and demographic variables are frequently used as inclusion criteria. Exclusion criteria, in contrast, are attributes of potential research participants who meet the inclusion criteria but display additional traits that may compromise the study's efficacy or increase the chance of a poor outcome. Exclusion criteria that are frequently used include characteristics of eligible participants that make them very likely to be lost to follow-up, miss data collection visits, provide inaccurate data, have comorbidities that may skew the study's findings, or increase their risk for adverse events (most relevant in studies testing interventions). The correct inclusion and exclusion criteria must be specified when organizing a study, and researchers must also take into account how such decisions will impact the results' external validity. choosing variables as inclusion criteria that are unrelated to answering the research question, using the same variable to define both inclusion and exclusion criteria (for instance, listing being female as an exclusion criterion in a study excluding only men), and failing to describe key variables in the inclusion criteria that are required to claim the external validity of the study. (Patino & Ferreira, 2018; Connelly, 2020). This study will use the total population as per the inclusion and exclusion criteria.

Inclusion Criteria. Employees who are working on a permanent and pensionable basis and all pastors and support staff who have worked for 3 years or more. All the above-mentioned 68 employees and the employees of Mogoditshane Adventist Primary School are employed permanently.

Exclusion Criteria. Employees who are working on a contract basis and employees who have worked for less than 3 years. The employees of the Botswana Union Conference and those of the two local Conferences were chosen because their working conditions are the same. Most of them are hired on a permanent and pensionable basis. Botswana Union Conference has other institutions like schools and hospitals. These institutions were not chosen for this study because their working conditions are different. Most of them are hired on a contract basis. There was an exception for Mogoditshane Adventist Primary School which was used for the pilot study. Employees of MAPS were about 59 and out of that number only 10 were permanent and pensionable, so only the 10 qualified to be used as a pilot study.

Table 2 below shows the number of employees in the Botswana Union Conference territory that have been included in this study. A total of 68 participants with Conference A taking 22% of that total number, Conference B at 15% and Conference C taking the largest share of 63%.

Table 2. Number of Employees in BUC

Organization	Number of Employees
Conference A	15
Conference B	10
Conference C	43
Total	68

Source: As supplied by the HR Office of BUC, NBC & SBC

The Instrument for Data Collection

A questionnaire was used to gather the information. A questionnaire's objective was to gather data from respondents on their attitudes, experiences, and opinions. Questionnaires can be used to collect quantitative and/or qualitative data. It can be structured or closed-ended, open-ended (or unstructured), or combine elements of both closed and open-ended questionnaires (Zohrabi, 2013). A closed-ended (structured) questionnaire was chosen because it is simple to administer, affordable, and allows for the rapid collection of participant data as well as the straightforward evaluation of that data (Zohrabi, 2013).

It also helped me to get pertinent facts in the most trustworthy and legitimate way possible (Taherdoost, 2016). It was closed-ended questions given that gathering data required less time and responses would be easily classified making analysis straightforward (Singer & Couper, 2017). The questions that formed the questionnaire were derived from both the conceptual framework and the research questions. The questionnaire was self-administered and the questions were adapted from many surveys used to gather information to suit the study from the Organizational Commitment Questionnaire (OCQ) (Allen & Mayer, 1990; Kanning & Hill, 2012), the Minnesota Satisfaction Questionnaire (MSQ) (Maurin & Postel-Vinay, 2005), and the Job Insecurity Questionnaire (JIQ) (Allen & Meyer, 1990; Southern Africa- Indian Ocean Division, 2018). There was a part of the poll that asked pertinent questions about the employees' demographics.

The self-administered questionnaire was given to the study population, which consists of the staff of BUC, NBC, and SBC, as a primary data gathering tool. Likert scale evaluations with a 5-point range were utilized in this study (Allen & Meyer, 1990). The scale was interpreted for both the extrinsic/intrinsic as well as the retention variables as shown in Table 3.

Table 3. Likert Scale Evaluations

Scale	Response	Mean Interval	Verbal Interpretation
For extrinsic factors: financial benefits, Leadership, Working Environment			
1	Strongly Disagree	1.00 – 1.49	Very poor
2	Disagree	1.50 – 2.49	Poor
3	Not sure	2.50 – 3.49	Moderate
4	Agree	3.50 – 4.49	Good
5	Strongly Agree	4.50 – 5.00	Very Good
For intrinsic factors and retention: internalization of beliefs and values, sense of security, contentment on the job, faith, commitment, retention			
1	Strongly Disagree	1.00 – 1.49	Very low level
2	Disagree	1.50 – 2.49	Low level
3	Not sure	2.50 – 3.49	Moderate level
4	Agree	3.50 – 4.49	High level
5	Strongly Agree	4.50 – 5.00	Very high level

Instrument Validity and Reliability

According to Sekaran & Bougie (2016), a validity test determined how well, a tool that measured the specific notion that was being measured has been developed. A validity test gauged how valid the questionnaire's questions were. This study used content validity. To ascertain whether a concept is fully representational, look at its content validity. To produce accurate findings, a test, survey, or measuring method's content must include all relevant elements of the subject matter (Straub, et.al. 2004). I asked two human resource experts who are Human Resource professionals to validate the questionnaire to find out whether it was relevant and valid as well as to validate the instruments.

An instrument's applicability and consistency in measuring a notion objectively and without mistake is referred to as reliability (Sekaran & Bougie, 2016). Moreover, it guarantees that the instrument's numerous components are measured consistently across time (Sekaran & Bougie, 2016). The most often used internal consistency measure is the Cronbach Alpha coefficient is thought to be the best dependability indicator when utilizing the Likert scale (Whitley et. al, 2013; Robinson, 2010). Sekaran and Bougie (2019) advocated a minimum level of 0.6 Cronbach alpha value as acceptable, as is typical for business research. Before giving the questionnaire to the research population, the validity and reliability method, in brief, served to assess the suitability and grasp of the questions. Before giving the participants the questionnaire, a pilot study was done. The study used the employees of an institution that is not included in the study with employees. Cronbach Alpha indices were also determined and the questionnaire was revised accordingly.

Table 4 below shows the Cronbach's Alpha Reliability Statistics results.

Table 4. Cronbach's Alpha Reliability Statistics

	# of Items	Cronbach's Alpha
Financial Benefits	5	.60
Leadership	4	.89
Working Environment	5	.79
Values	4	.63
Security	4	.67
Contentment	6	.65
Faith	6	.79
Affective commitment	8	.83
Continuance commitment	6	.70
Normative commitment	5	.82
Retention	4	.72

Source: Researcher, 2024

As seen in Table 4, every item in the research had a Cronbach's alpha of more than 0.6.

Data Collection Procedures

Permission was sought from the Officers of the Union and the local Conferences as well as from the Adventist University of Africa. That is from the Presidents, Executive Secretaries, and Chief Financial Officers who were the top managers. The researcher gathered the information to make sure that the right data was collected from the right respondents. For those working in different areas of the Union Conference, the researcher devised ways of going to those areas to collect the data. In two months, all the data required for this study was gathered. The workers of the BUC, NBC, and SBC were given the self-administered questionnaire as a key data-collecting tool.

The researcher submitted their work to the AUA Institutional Scientific and Ethics Review Committee for oversight. After this, the researcher underwent an online ethics examination with three modules to be issued with Ethics training e-Certificates. After meeting all the necessary AUA-ISERC requirements a clearance was issued and it is attached as an appendix C.

Method of Data Analysis

The data analysis strategy must be applied for the descriptive section where the mean and standard deviation, and the inferential part were for the causal (Bougie & Sekaran, 2019). Research Question 1 was descriptive with mean and standard deviation. Research Question 2 was descriptive with mean and standard deviation. Research Question 3 was descriptive with mean and standard deviation. Research Question 4 was regression analysis. Research Question 5 was regression analysis (Bougie & Sekaran, 2019).

Ethical Considerations

In social research, the most crucial ethical principles are refraining from deceiving people and refraining from harming them (Flick, 2015; Connelly, 2014). The researcher made sure that the data gathered for this research was used solely for its intended purpose. All participants were given enough information about this research so that they were allowed to decide in an informed way if they wanted to participate or not. Citations and references were made to acknowledge the authors to avoid plagiarism.

First, it was made sure that no participant suffered from embarrassing information being revealed. Second, the respondents were sufficiently informed on the subject of the investigation, increasing the likelihood that they may participate. The researcher respected the privacy of every respondent by not interfering with their personal affairs unless permitted to do so in a contented manner. The respondents' consent and right to privacy were exercised throughout the research and they were able to withdraw whenever they wished. The responders were also guaranteed total secrecy and anonymity.

This was accomplished by hiding their genuine identities by using code phrases to stand in for their names. Participants' private data was carefully maintained, restricted, and as is already mentioned, coded as a way to respect the privacy of respondents. All the participants were given information on who was doing the research and for what so that they may be at ease to take part as well as for them to share their private information since it will be needed for this research. The researcher made sure that they obtained the informed approval of the material's creators online in order not to infringe on their confidentiality and privacy while carrying out the research. The researcher also gathered data after getting approval from the Adventist University of Africa Institutional Ethics Review Committee.

The researcher got an ethical clearance from the Conference management to make sure that this research was done ethically and procedurally. There was an intention to give the management of the Botswana Union Conference and the two Conferences a copy of the results each. Consent approval was sought from the School of Postgraduate Studies, AUA, to authorize the study concept and the questionnaire.

The researcher asked the participating institutions for institutional permission and consent as she paved the door for data collecting which was in the process.

Finally, by displaying a letter from the school and the researcher's student ID card, respondents were persuaded that the researcher was engaging in an authentic academic activity free of any fraud. By using the aforementioned techniques, the researcher guaranteed impartiality and objectivity, assisting the findings in reflecting the respondents' points of view.

CHAPTER 4

RESULTS AND DISCUSSION

The study's findings are presented and discussed in this chapter in light of the research questions. The study's primary goal was to determine the level of Job Commitment of the employees at Botswana Union Conference and its lower organizations.

Study Area Setting

Ten Administrative districts, two cities, five towns, and eleven Sub-districts make up the nation of Botswana. Sixteen local authorities (district, city, or town councils) are in charge of overseeing them. There are about thirty-seven non-Tswana tribes and eight Tswana tribes living in Botswana. About 2.65 million people live in Botswana. In Botswana, females comprise about 50.6% of the population, while males comprise about 49.4%. In Botswana, 69.1% of the population lives in cities which is about 1,848,155 persons.

The Seventh-day Adventist Church in Botswana is divided into two conferences: the North Botswana Conference and the South Botswana Conference, both under one Union. The North Botswana Conference has ninety-four organized churches with a total of 25,800 baptized members, while the South Botswana Conference has seventy-three organized churches with 22,273 members. The Botswana Union Conference has a membership of about 1.8% of the total population of Botswana. The conference and union offices are situated in two cities: the North

Botswana Conference is located in Francistown, and the South Botswana Conference and Botswana Union Conference are located in the capital city of Gaborone.

Response Rate

Eighty-five questionnaires were distributed to the respondents in the Botswana Union Conference of the Seventh-day Adventist Church and the local Conferences. The respondents were sixty-eight and the researcher gave the remaining seventeen to the three offices as a backup. This was to assist them in case any respondent lost or made a mistake while filling out the questionnaire. Upon receiving the questionnaires the researcher ensured that she removed all the excess ones that were not filled. All the participants answered correctly and returned the questionnaires. The response rate was 100%. According to Story and Tait (2019), a valid and reliable response rate of at least 40% with a precision margin of ideally less than 5% that sufficiently addresses the research topic are essential component of a good survey research report. Table 4 below shows a summary of the response rate.

Table 5. Response Rate of Respondents

Organization	Frequency	%
Conference A	15	17.6
Conference B	10	11.8
Conference C	43	50.6
Surplus	17	20
Total	85	100

Source: Researcher, 2024

Demographic Characteristics of Respondents

The demographic characteristics: Organization, years of service, marital status, gender, age, number of children, and the academic qualifications of the respondents were analyzed using frequencies and percentages.

Organization of the Respondents

Table 6 shows the distribution of the respondents according to their institutional affiliation.

*Table 6.*Organization of Respondents

Organization	Frequency	Percentage %
Conference A	15	22
Conference B	10	15
Conference C	43	63
Total	68	100

Source: Researcher, 2024

Table 6 above shows that Conference C has 63% of employees who have worked for three years or more and are permanent and pensionable, followed by Conference A with 22% of employees and Conference B with 15% of employees, resulting in 100% of respondents.

Years of Service of The Respondents

Respondents were asked to indicate their years of service. Their responses are summarized in Table 7.

Table 7. Years of Service of Respondents

Years Of Service	Frequency	Percentage %
3 - 5	18	27
6 - 10	16	24
11 – 15	8	12
16 – 20	11	16
21 – 25	3	4
26 – 30	3	4
31 – 35	6	9
36 – 40	3	4
41 & Above	0	0
Total	68	100

Source: Researcher, 2024

Table 7 depicts the number of years of service which in a nutshell represents the length of employment of the employees. The years of most prevalent years of service group is 3 – 5 years which is 27% followed by 6 – 10 years which is 24%. Thus 51% of the employees have been with the organization between 3 to 10 years. The rest are less than 10% each. One interesting aspect is that no one responded for the 41 and above years of service, this is because in the church, employees retire at 65 and it is normal.

Marital Status of The Respondents

The respondents were asked to indicate their marital status. Table 8 is a summary of their responses.

Table 8. Marital Status of Respondents

Marital Status	Frequency	Percentage %
Single	14	21
Married	51	75
Divorced	3	4
Widowed	0	0
Separated	0	0
Total	68	100

Source: Researcher, 2024

In Table 8 above, 75% of the respondents indicated that they are married, 21% indicated that they are single, and 4% indicated that they are divorced. None of the respondents indicated to be widowed or separated. It, therefore, can be said that the majority of the BUC and its Conferences' employees are married.

Gender of The Respondents

The respondents were asked to indicate their gender. Table 9 is a summary of their responses.

Table 9. Gender of Respondents

Gender	Frequency	Percentage
Male	43	63
Female	25	37
Total	68	100

Source: Researcher, 2024

In Table 9 above, 63% of the respondents have indicated that they are male while 37% have indicated that they are female. This might be because generally in African cultures pastoral ministry is expected to be done by men and not women.

Women are employed normally to do office work while quite a few have tried to penetrate a man's world by being pastors regardless of the dictates of their societies.

Age of The Respondents

The respondents were asked to indicate their age distribution. Table 10 is a summary of their responses.

Table 10. Age of Respondents

Age	Frequency	Percentage %
20 - 25	2	3
26 – 35	17	25
36 – 45	20	29
46 – 55	15	22
56 – 65	12	18
Above 65	2	3
Total	68	100

Source: Researcher, 2024

Table 10 above shows that 29% of the respondents are from the group 36 – 45 years, 25% from 26 – 35 years, 22% from 46 – 55 years, 18% from 56 – 65 years, and 3% from 20 – 25 and above 65 respectively. Thus 54% of the employees are mature adults.

Academic Qualification of Respondents

The respondents were asked to indicate their academic qualifications. Table 10 is a summary of their responses.

Table 11. Academic Qualification of Respondents

Academic Qualification	Frequency	Percentage %
JC	3	4
BGCSE	2	3
Certificate	6	9
Diploma	9	13
Degree	33	49
Master’s Degree	8	12
Doctorate	2	3
Ph.D.	3	4
Any Other	2	3
Total	68	100

Source: Researcher, 2024

In Table 11 above, 49% of the respondents have indicated that they are degree holders, 13% have indicated that they are diploma holders, 12% have indicated to be Master’s Degree holders and 9% have indicated to be Certificate holders. 3 & 4% have any other qualifications. This is because the minimum entry to work nowadays is a degree. The employees of the Conference must be degree holders. There are also opportunities for further studies given to all employees to advance their studies especially those who started working back in the days when certificates and diplomas were considered.

Number of Children of Respondents

Respondents were asked to indicate their number of children. Table 12 is a summary of the responses.

Table 12. Number of Children of Respondents

Number of Children	Frequency	Percentage %
0	20	29
1	14	21
2	17	25
3	11	16
4 & Above	6	9
Total	68	100

Source: Researcher, 2024

In Table 12 above, 29% of the respondents have indicated that they do not have children, 25% have indicated that they have two children, 21% have one child, 16% have three children, and 9% have four or more children. This could be the fact that some employees are young and not married and the church does not believe in no sex before marriage. Some couples are still young and probably not yet ready to have children. Some of these could be medical or highly personal reasons. Other reasons could be financial constraints because Batswana generally live as extended families or communities meaning one can stay with his/her siblings, nephews, nieces, cousins, uncles, and aunties especially in cities and villages to try to assist them in life to do school or look for employment. In reality, this becomes expensive.

Descriptive Statistics of Variables

An examination of the administered questionnaire's results is covered in this section. To address research questions one through five, descriptive statistics were employed.

Research Question One

Research question one of the study was to find out the level of extrinsic motivation factors of the employees measured by financial benefits, leadership, and working environment.

Extrinsic Factors

The extrinsic factors that were included in this study were; financial benefits, leadership, and a working environment which are found at work and could probably be the reasons why employees keep going back to work every day of their lives. This section displays the survey's results based on the said extrinsic factors.

Financial Benefits. Table 13 shows the results based on Financial Benefits.

Table 13. Descriptive Statistics for Financial Benefits

Indicators	Mean	Std. Deviation	Interpretation
Fair rewards	3.54	1.01	Good
Important benefits	3.93	0.92	Good
Attractive wage	3.63	1.17	Good
Recognition through salaries and benefit	3.90	0.97	Good
Non-cash rewards	3.66	1.16	Good
Overall score	3.73	0.67	Good

Source: Researcher, 2024

Table 13 above shows the overall mean score for financial benefits M= 3.73 (Standard Deviation 0.67). The highest mean is 3.93 (Standard Deviation 0.92) and the lowest is 3.54 (Standard Deviation 1.01). The above mean range fell within the score interval of 3.54 – 4.49. It is also noted from Table 13, that Extrinsic Financial Benefits influence the likelihood of an employee to continue working with the BUC.

This implies that a sizeable portion of respondents concurred that monetary rewards are important in keeping workers on staff.

Leadership. Leadership is another essential factor for improving organizational citizenship behavior and ensuring employee retention. Table 14 shows results based on Leadership.

Table 14. Descriptive Statistics for Leadership

Indicators	Mean	Std. Deviation	Interpretation
Leader interaction with staff	3.53	1.20	Good
Work efforts recognized by leader	3.50	1.12	Good
Proper communication in the organization	3.31	1.09	Moderate
Manager inspires and motivates	3.50	1.12	Good
Overall score	3.46	0.99	Moderate

Source: Researcher, 2024

Leadership is perceived as being moderate, as depicted by Table 14 above, with an overall mean score of 3.46 (Standard Deviation 0.99). The highest mean score is 3.53 (Standard Deviation 1.20). When management cares about interacting with employees, that brings about positive results. It makes them feel wanted, appreciated, and recognized. Proper communication in the company has a moderate level of retention with a mean of 3.31 (Standard Deviation 1.09) which in this case is the lowest. This might mean that communication in these organizations may not be as good as desired and, therefore not adequate. Clearly, from Table 14, good leadership does matter. Leadership is the ability to take charge of a team or an organization (Tian et al. 2020).

Working Environment. The working environment, such as a pleasant and tidy atmosphere, motivates individual employees to accomplish their tasks and is anticipated to have a favorable impact on employees' retention and commitment. Table 15 shows the results regarding the working environment.

Table 15. Descriptive Statistics for Working Environment

Indicators	Mean	Std. Deviation	Interpretation
Teamwork encouraged and practiced	3.38	1.00	Moderate
Pleasant surroundings	3.26	1.06	Moderate
Respect from others	3.46	0.87	Moderate
Effective and efficient teamwork	3.26	1.06	Moderate
Flexible work schedule	3.91	0.99	Good
Overall score	3.45	0.73	Moderate

Source: Researcher, 2024

Table 15 shows an overall mean score of 3.45 (0.73 Standard Deviation) interpreted as a moderate level of working environment. The surroundings as well as effective and efficient teamwork have the lowest mean of 3.26 (1.05 Standard Deviation) resulting in an interpretation of a moderate level of Working Environment. Flexibility, pleasant work environments, and sufficient resources all contribute to a productive workplace (Zeytinoglu & Denton, 2006).

From all the extrinsic factors above, Financial Benefits are the most important extrinsic factor for employees, with a mean rating of 3.73. This suggests that remuneration is crucial in helping employees meet their material and financial needs (Tadesse, 2018). Ultimately, we work to earn a living, which reflects the idea that fair compensation enables employees to fulfill their financial and material needs. It is important to also emphasize that other extrinsic factors, such as leadership and environment, are equally important.

Research Question Two

Research question two of the study was to find out the level of intrinsic motivation factors of the employees measured by internalization of organizational values and beliefs, faith factor, sense of security, contentment with the Job, and Organizational Commitment (Affective, Continuance & Normative)

Intrinsic Factors

Intrinsic factors are factors that affect individuals differently and in a personal manner. They can be different from employee to employee in how they each look at them and are internal. They include internalization of organizational values and beliefs, faith factor, sense of security, contentment with the Job, and organizational commitment. Tables 16 – 18 show the results based on the Intrinsic Factors.

Internalization of organizational values and beliefs. Table 16 shows results based on the Internalization of Organizational Values and Beliefs. This is the extent to which the employees perceive that they have espoused the values of the organization.

Table 16. Descriptive Statistics for Internalization of Organizational Values & Beliefs

Indicators	Mean	Std. Deviation	Interpretation
Personal and company's values are aligned	4.00	0.94	High
Organizational shared values and beliefs	4.05	1.94	High
Daily actions influenced by values	4.16	1.10	High
Business decisions guided by values	3.83	0.14	High
Overall score	4.01	0.68	High

Source: Researcher, 2024

Table 16 shows that the employees' values and beliefs match those of the organization. The overall mean score is 4.01 (0.68 Standard Deviation). The highest mean is 4.16 (1.10 Standard Deviation) while the lowest mean is 3.83 (1.14 Standard

Deviation). According to Presbitero et al. (2016), when employees have internalized the organizational values and beliefs, it becomes very easy for them to synchronize them with their values and beliefs hence resulting in them being deliberate in ensuring that the goals and objectives of the organization are realized.

Sense of Security. Employees always need an assurance that they will continue working at their current jobs for a considerable time to come, with the feeling of being protected from things like dismissals, belonging, financial downturns, and other potential employment-impacting elements which is why it has the highest mean. Table 17 shows results based on Sense of Security.

Table 17. Descriptive Statistics for Sense of Security

Indicators	Mean	Std. Deviation	Interpretation
Opportunity to progress in the organization	3.73	1.10	High
No worries about the future of my career	3.89	1.00	High
Certainty of employment	3.73	1.04	High
Assurance of retention makes me relax	4.13	0.86	High
Overall score	3.87	0.70	High

Source: Researcher, 2024

Table 17 has a total score of 3.87 (0.70 Standard Deviation). The highest mean is 4.13 (0.86 Standard Deviation) while the lowest is 3.73 (1.10 Standard Deviation) with the average mean score interpretation of a high level of Sense of Security. The above mean range fell within the score interval of 4.50 – 5.00. This indicates that there is a high level of motivation, a high level of commitment, and a high level of retention among employees in the BUC and its lower Conferences. Only a mean score of 4.13 with a Standard Deviation of 0.86 fell within the interval of 4.50 – 5.00 indicating a very high level of motivation, a very high level of commitment, and a very high level of retention among the workers at BUC and its lower Conferences. Sense of security has proven to be important in the bucket list of employees as shown in the table above. Sense of security deals with how long each employee anticipates staying in their current role (Mitchell et al. 2001).

Contentment With The Job. Contentment with the job is one of the important aspects of an employee's life as one spends a relatively large portion of one's life at work. Table 18 shows results based on Contentment With The Job

Table 18. Descriptive Statistics for Contentment with the Job

Indicators	Mean	Std. Deviation	Interpretation
Matching expectations and reality	3.95	0.95	High
I value being constantly active	4.11	0.92	High
Use of my abilities and talents	4.11	0.97	High
Decisions and principles do not conflict	4.45	0.63	High
Significance of my profession for my life	4.32	0.87	High
Benefit of my job for society	4.39	0.77	High
Overall score	3.87	0.70	High

Source: Researcher, 2024

Table 18 shows a total score of 4.22 (0.51 Standard Deviation) which implies that when employees are content with their job the level of retention becomes high. The highest mean is 4.45 (0.63 Standard Deviation) and the lowest is 3.95 (0.95 Standard Deviation). The above mean range fell within the score interval of 4.50 – 5.00. According to MacDuffie (1995), the key components of outstanding individual enactment that will increase the level of contentment inside an organization are contingent rewards and constructive criticism from superiors.

Faith Factor. Table 19 shows results based on the Faith Factor.

Table 19. Descriptive Statistics for Faith

Indicators	Mean	Std. Deviation	Interpretation
Working here is a calling	4.32	0.93	High
My work is a calling from God	4.33	0.83	High
Resigning from God's work scares me	4.29	0.91	High
My faith has something to do with my work	4.30	0.81	High
An outside power helped me choose my job	4.00	1.05	High
Something greater attracted me to my career	4.16	0.95	High
Overall score	4.23	0.64	High

Source: Researcher, 2024

The majority of respondents to the poll in Table 19 agreed, as indicated by the total score of 4.23 (0.64 Standard Deviation). The above mean range fell within the score interval of 4.50 – 5.00. This indicates that there is a very high level of motivation, a very high level of commitment, and a very high level of retention among workers in the BUC and its lower Conferences as a result of the Faith factor. From the table, the level of faith plays a pivotal role in the way people are retained in faith-based organizations. Employees may know that their employment is a calling from the Lord and treat it as such, that is why they may not see other variables as important as their level of faith. They might be seeing their work as a way for God to use their abilities and skills. The faith factor is believing that one is 'put' in a position to fulfill a higher purpose (Davidson & Caddell, 1994). Given that religious institutions are the subject of the current study, this variable is also crucial. Do the respondents think that their spirituality has a significant role in their involvement at work?

Organizational Commitment. Tables 20, 21, and 22 below are components of organizational commitment. Organizational Commitment has to do with how committed employees are to their jobs, their teams, and their employers

(Hanaysha,2016). It can be measured by affective commitment, continuance commitment, and normative commitment. Table 20 shows results based on Affective Commitment.

Table 20. Descriptive Statistics for Affective Commitment

Indicators	Mean	Std. Deviation	Interpretation
Emotional attachment to the organization	4.27	1.03	High
Happy to work till retirement	4.35	0.87	High
Interest in working at the organization	4.04	0.99	High
Pride in the work/job	3.80	1.10	High
No problem associating oneself with the job	3.94	1.10	High
Loyal towards the organization	4.08	1.11	High
Associating oneself with the organization’s problems	4.00	0.96	High
Considering the workplace as a family	4.04	1.18	High
Overall score	4.06	0.71	High

Source: Researcher, 2024

Table 20 shows that affective commitment has a total score of 4.06 (0.71 Standard Deviation). This is interpreted as a high level of affective commitment. The item with the lowest mean in the table concerns being proud of the work or job (Mean of 3.80 and 1.10 as Standard Deviation). The overall score suggests that the employees are emotionally attached to the organization.

Table 21 shows results based on Continuance Commitment.

Table 21. Descriptive Statistics for Continuance Commitment

Indicators	Mean	Std. Deviation	Interpretation
Resigning will disrupt one's life	3.57	1.03	High
Resigning is a hard thing to do	3.63	0.87	High
Firm decision to work in the organization	3.52	0.99	High
Resigning would require considerable forgoes	3.23	1.10	Moderate
Staying because of lack of alternative opportunities	3.33	1.10	Moderate
Too costly to leave the organization	3.11	1.11	Moderate
Overall score	3.40	0.71	Moderate

Source: Researcher, 2024

Table 21 shows that continuance commitment has both high and moderate levels of commitment. The highest mean is 3.63 (1.18 Standard Deviation) and the lowest is 3.11 (1.11 Standard Deviation). The total score interpretation of continuance commitment is moderate. In general, the employees seem to feel there is not much to lose by leaving the organization hence the moderate level of commitment. Considering the general trend in the region, where people are leaving to work abroad, this finding is not very surprising.

Table 22 shows results based on Normative Commitment.

Table 22. Descriptive Statistics for Normative Commitment

Indicators	Mean	Std. Deviation	Interpretation
Obligation to the people keep me working	3.29	1.35	Moderate
The organization deserves my loyalty	3.69	1.16	High
I owe a great deal to this organization	3.39	1.25	Moderate
I am obligated to continue working	3.42	1.23	Moderate
It is not right to leave this company	3.55	1.32	High
Overall score	3.47	0.97	Moderate

Source: Researcher, 2024

Table 22 shows that normative commitment has the lowest total mean of 3.29 (1.35 Standard Deviation) which is related to a social obligation to stay. On the other hand, the highest score is a mean of 3.69 (1.16 Standard Deviation) which denotes a sense of loyalty to the organization, maybe because it is faith-based and the employee feels that it is their place of ministry. Nevertheless, the total score is a moderate level of normative commitment.

From all the intrinsic factors above, The Level of Faith appears to be the highest with an overall mean score of 4.23. The essential element is the conviction that one's employment is not the result of chance or deliberate action on the part of the individual, but rather that one is "put" in one's position to fulfill a higher purpose (Davidson & Caddell, 1994). Employees may have gotten to know that; "Work could master and use you, but faith gives you a world and life view that shapes the character of your work."

Continuance commitment has the lowest overall mean score of 3.40. Even though it has the lowest mean it is clear that employees with a high level of ongoing commitment are more likely to remain with the business. This is proven by the fact that employees feel that resigning from their work will disrupt their lives which has a mean of 3.57. High continuance commitment employees are more likely to stick with the company which is why they feel that resigning is hard for them with the highest mean under continuance of 3.63. The differences within continuance commitment might be because an older worker might calculate the cost of leaving the organization. In contrast, the younger ones do not care about what will happen peradventure they leave since they still feel that they are marketable and have more time as well as chance in life.

Research Question Three

Research question three of the study was to find out the level of retention of the employees. Table 23 shows the results based on descriptive statistics for retention.

Table 23. Descriptive Statistics for Retention

Indicators	Mean	Std. Deviation	Interpretation
I am considering leaving this company (reverse coded)	3.31	1.58	Moderate
As soon as it is reasonable to resign I will go (reverse coded)	3.03	1.55	Moderate
I am looking for a job replacement (reverse coded)	3.85	1.34	High
Wish to stay until retirement	3.78	1.38	High
Overall score	3.49	1.08	Moderate

Source: Researcher, 2024

Table 23 above shows the descriptive statistics for retention with the highest mean of 3.85 (1.34 Standard Deviation) and the lowest mean of 3.03 (1.55 Standard Deviation). There is a moderate level of retention which is the total interpretation score. The questions were reversed coded to relate well with retention. Therefore, the results revealed that, in as much as some employees have a high desire to stay, others have a moderate desire to do so. Employee retention rates have a direct influence on a company's performance and profitability (Dewah & Mutula, 2016).

Research Question Four

Research question four sought to find to what extent predictive extrinsic factors have an effect on employee retention at BUC and its Conferences. To do the analysis, a regression is needed. Before proceeding with the regression analysis, however, the conditions for regression analysis needed to be tested, and only if they are met can the analysis be performed. Hence the conditions for the regression analysis are shown in the following paragraphs.

Conditions For Regression Analysis

Multicollinearity of The Independent Variable Test

When two or more predictors are correlated, a phenomenon known as multicollinearity occurs; the standard error of the coefficients will rise as a result. Higher standard errors indicate the possibility of detecting a meaningful difference between zero and the coefficients for some or all independent variables. Stated differently, multicollinearity causes certain variables to become statistically unimportant when they should be significant because it overinflates the standard errors (Daoud, 2017). Table 24 shows results based on the multicollinearity of the independent variables using VIF.

Table 24. Multicollinearity of The Independent Variables using VIF

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.491	.843		1.768	.082		
	ExFinan	.046	.227	.029	.204	.839	.686	1.457
	ExLeadership	.007	.191	.006	.036	.971	.437	2.287
	ExEnvironmt	.520	.225	.355	2.314	.024	.572	1.750

a. Dependent Variable: Retention

According to Johnston et al. (2018), the variance inflation factor (VIF) may be used to determine if independent variables are correlated. According to them, the independent variables are strongly correlated (the model has serious multicollinearity issues) if the VIF is 2.5 or above. Before doing a regression, the variables were examined for multicollinearity using variance inflation factors (VIF). According to Table 24, the three variables have a VIF value of less than 2.5. According to the VIF values of 1.457, 2.287, and 1.750, as such there are no multicollinearity issues with the regression model.

For the second condition, a test was conducted to determine whether the regression's residuals had a normal distribution. The disparities between the dependent variable's observed and expected values are known as residuals. According to Senaviratna and Cooray (2019), normal distribution ought to be followed. This test was conducted using the Predicted Probability plot, and the findings are displayed in Figure 2 below.

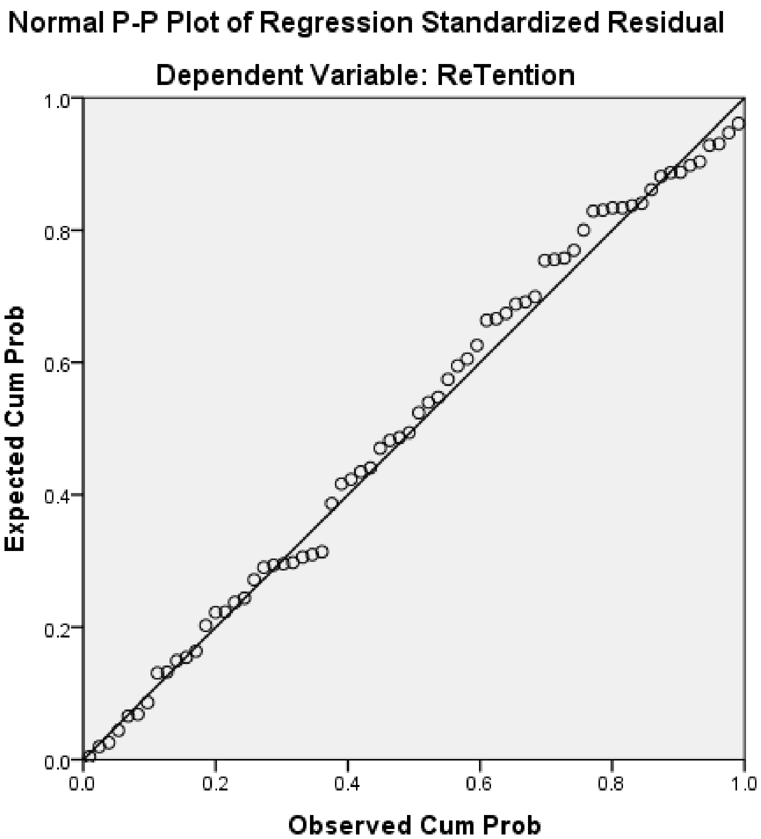

Figure 2. Distribution of the Residuals Test Extrinsic Factors

The graph in Figure 2, illustrates how the residuals of this study's regression follow a normal curve. This suggests that the distribution's normalcy assumption has been satisfied.

Homoscedasticity Test

According to Yang et al. (2019), homoscedasticity is a crucial premise that significantly affects a linear regression's validity. According to the authors, homoscedasticity is an assumption about the data distribution that all of the variances are constant. They also said that data is appropriate for a regression analysis if it does not deviate from the homoscedasticity condition. Put another way, a regression performed with such data is thought to produce objective findings.

The data is homoscedastic if the ratio of the biggest variance to the lowest variance is 2 or less. This is the general guideline for the homoscedasticity test (Yang et al. 2019).

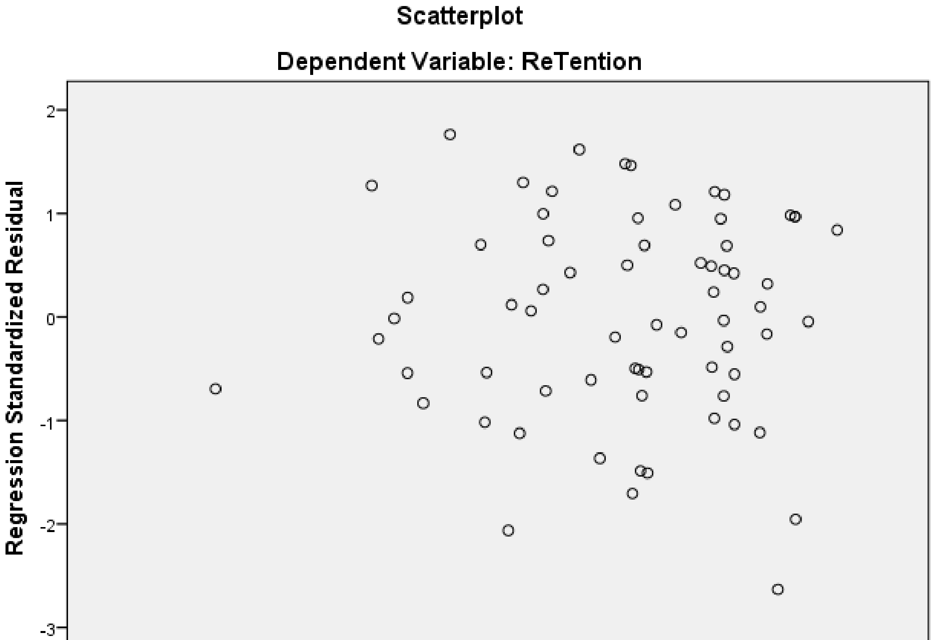

Figure 3. Homoscedasticity Distribution for Extrinsic Factors

Following the homoscedasticity test, the distribution of the data is displayed in Figure 3 above. Since the highest variance ratio does not exceed 2, the condition for homoscedasticity is fulfilled.

Since the three conditions are met for this study, the regression analysis was performed. The results are shown in the following paragraphs. This research question was about the extrinsic factors. as indicated in Tables 25 to 27.

Table 25. Multiple Regression Analysis of predictive Extrinsic factors on Employee Retention

Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.370[a]	.137	.096	1.02729	.137	3.378	3	64	.024

a. Predictive: (Constant), Extrinsic Environment, Extrinsic Finance, Extrinsic Leadership
b. Dependent Variable: Retention

Table 25 shows an adjusted r-square of about 10% meaning that 10% of the variation in the level of retention is explained by the set of extrinsic factors selected for this study. The following table 26 shows the outcome of the regression analysis

Table 26. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.695	3	3.565	3.378	.024[b]
	Residual	67.541	64	1.055		
	Total	78.235	67			

a. Dependent Variable: Retention
b. Predictors: (Constant), Extrinsic Environment, Extrinsic Finance, Extrinsic Leadership

The p-value shows that the effect of the dependent variable on the independent variable is significant because it is less than 05. In as much as the adjusted r-square shows only a value of 10%, we cannot ignore the extrinsic factors since they seem to make a difference. The extrinsic factors are made of three three sub-variables, and it is useful to find out which among the three variables explains the 10%. Table 27 shows the results with their beta and p-values.

Table 27. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	1.491	.843		1.768	.082		
	ExFinan	.046	.227	.029	.204	.839	.686	1.457
	ExLeadership	.007	.191	.006	.036	.971	.437	2.287
	ExEnvironmt	.520	.225	.355	2.314	.024	.572	1.750

a. Dependent Variable: Retention

Financial Benefits and Leadership are above .05 so they are not significant. It is only the working environment that is significant with .024. This results in a rejection of the null hypothesis because a working environment has a significant effect on employee retention. This may be because the Botswana Union Conference and her two Conferences are faith-based institutions where employees believe that they are called to serve God. Whether they are paid enough or have good leadership does not matter since what matters is the fact that their work is a calling. The findings indicate that the model's important determinants of employee retention are financial benefits, (β =.029, p <.01), leadership (β =.006, p <.01), and a working environment (β =.355, p <.01). The results demonstrate that overall financial benefits, leadership, and a working environment combined are crucial drivers of employee retention.

Research Question Five

Research question five sought to find to what extent intrinsic factors have an effect on employee retention at BUC and its Conferences. First, however, the conditions for the regression analysis were tested, namely multicollinearity of the independent variable, normality of residuals, and homoscedasticity.

Multicollinearity of The Independent Variable Test

Multicollinearity is the outcome of two or more predictors being coupled; this causes the standard error of the coefficients to increase. Greater standard errors suggest that some or all independent variables may have substantial differences between zero and the coefficients. Put another way, since multicollinearity overinflates the standard errors, certain variables that should be statistically significant become so (Daoud, 2017). Based on the multicollinearity of the independent variables using VIF, the findings are displayed in Table 28.

Table 28. Multicollinearity of The Independent Variables using VIF

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	.147	1.084		.136	.892		
	IntValues	.160	.232	.102	.690	.493	.519	1.927
	Faith	-.357	.275	-.213	-1.298	.199	.421	2.375
	Intsecurity	.198	.252	.129	.783	.436	.417	2.395
	IntContntmt	.053	.290	.025	.183	.855	.602	1.660
	ComitAff	.783	.243	.515	3.223	.002	.446	2.243
	ComitCnt	-.222	.253	-.130	-.876	.384	.520	1.924
	ComitNorm	.222	.150	.199	1.480	.144	.629	1.590

a. Dependent Variable: Retention

According to Table 28, the five variables have a VIF value of less than 2.5. According to the VIF values of 1.927, 2.375, 2.395, 1.660, 2.243, 1.924, and 1.590 as such there are no multicollinearity issues with the regression model.

Normal Distribution of The Residual Test

To ascertain whether the residuals of the regression had a normal distribution, a test was performed. The remaining values are the differences between the actual and anticipated values of the dependent variable. Senaviratna and Cooray (2019) contend that the normal distribution should be adhered to. The results of this test, which was carried out with the Predicted Probability plot, are shown in Figure 4 below.

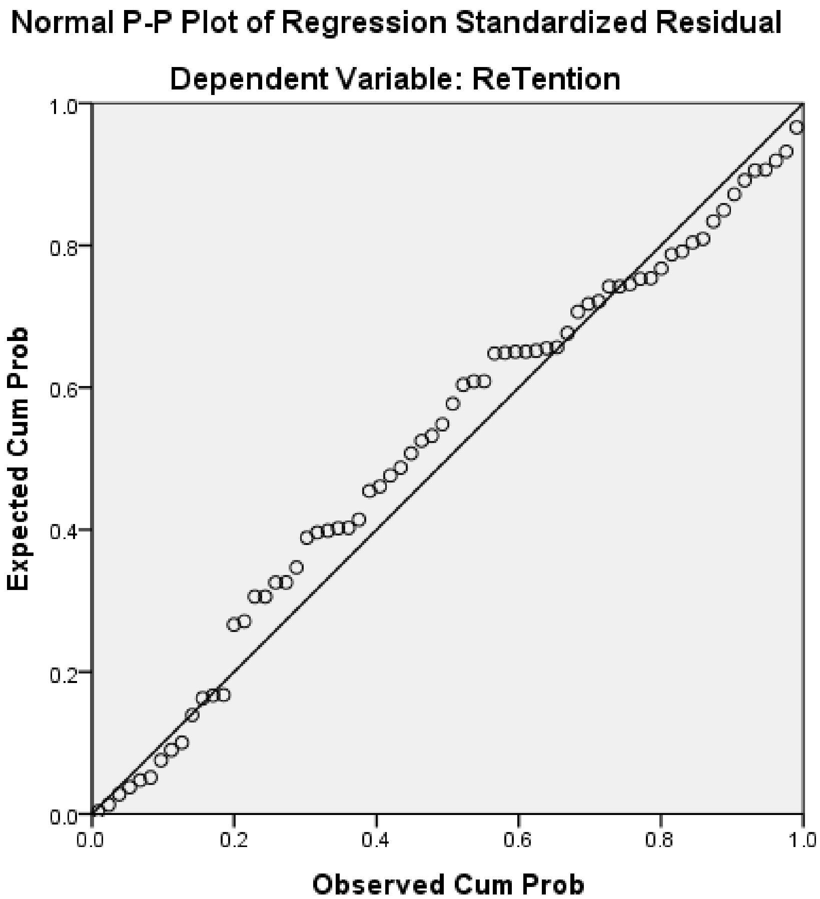

Figure 4. Distribution of the Residuals Test for Intrinsic Factors

The residuals of this study's regression follow a normal curve, as shown by the graph in Figure 4. This implies that the normality assumption on the distribution has been met and satisfied.

Homoscedasticity Test

The data distribution is shown in Figure 5 below.

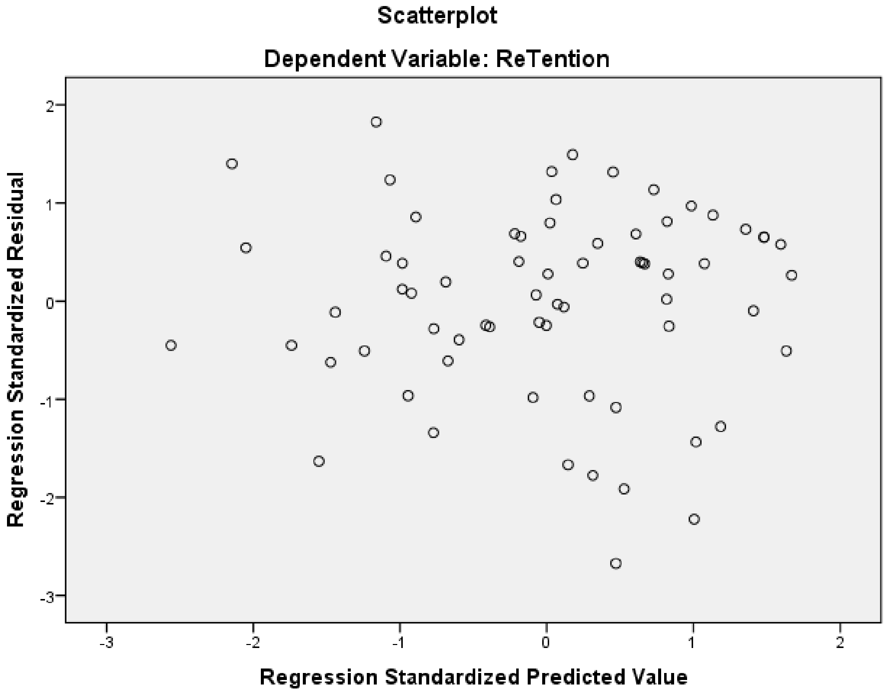

Figure 5. Homoscedasticity Distribution for Intrinsic Factors

Figure 5 shows that the data is homoscedastic since the maximum variance ratio is within the range of -2 and 2. The three conditions of regression have therefore been met. The regression analysis can therefore be done.

Multiple regression analysis was also used to determine the predicted factors impacting staff retention, as indicated in Tables 29-31.

Table 29. Multiple Regression Analysis of Predictive Intrinsic Factors on Employee Retention.

Table 29. Model Summary

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	.563[a]	.317	.238	.94337	.317	3.987	7	60	.001

a. Predictors: (Constant), Commitment Normative, Intrinsic Values, Intrinsic Contentment, Commitment Affective, Commitment Continuance, Faith, Intrinsic security
b. Dependent Variable: Retention

Observing Table 29, the adjusted R2 is 0.238, indicating that internalization of Organizational Values and beliefs, Faith Factor, Sense of Security, Contentment with the Job, and Organizational Commitment cover roughly 23.80% of Employee Retention of the Botswana Adventist Union Conference and the two local Conferences. This, therefore, rejects the null hypothesis that the predictive intrinsic factors have no statistically significant effect on employee retention. Table 30 shows more details about the regression analysis and the p-value.

Table 30. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.839	7	3.548	3.987	.001[b]
	Residual	53.397	60	.890		
	Total	78.235	67			

a. Dependent Variable: Retention
b. Predictors: (Constant), Commitment Normative, Intrinsic Values, Intrinsic Contentment, Commitment Affective, Commitment Continuance, Faith, Intrinsic security

The regression model associated with the current study is statistically significant, as shown by Table 30's ANOVA (F (7,60) = 3,987 p <.001), suggesting that the combination of the predictive factors has a substantial influence on employee retention. Table 31 completes the results and shows the contribution of each independent variable towards explaining the 24%. The betas and p-values of each intrinsic sub-variable (Internalization of organizational Values and beliefs, Faith Factor, Sense of Security, Contentment with the Job, and Organizational Commitment) are shown.

Table 31. Coefficients

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.147	1.084		.136	.892
	IntValues	.160	.232	.102	.690	.493
	Faith	-.357	.275	-.213	-1.298	.199
	Intsecurity	.198	.252	.129	.783	.436
	IntContntmt	.053	.290	.025	.183	.855
	ComitAff	.783	.243	.515	3.223	.002
	ComitCnt	-.222	.253	-.130	-.876	.384
	ComitNorm	.222	.150	.199	1.480	.144

From this table, the data showed that the internalization of values is statistically not significant since the P-value is .493 greater than the alpha level of 0.05. It is also noted that faith is statistically not significant since the P-value is .199 greater than the alpha level of 0.05. From the data set it is also observed that is statistically not significant since the P-value is .436 greater than the alpha level of 0.05. The same can be said about the intrinsic contentment motivation factor. It is statistically not significant since the P-value of .855 is greater than the alpha level of 0.05. However, it is noted that the intrinsic Affective commitment motivation is statistically significant since the P-value of .002 is lesser than the alpha level of 0.05. Both continuance commitment motivation and normative commitment motivation are not statistically significant since the P-values of .384 and .144 are both greater than the alpha level of 0.05.

Thus the findings seem to suggest that the intrinsic factors combined together do have a significant effect on retention, but when considered separately affective commitment impacts the level of retention at BUC.

CHAPTER 5

SUMMARY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter includes the summary, conclusions, and recommendations that could assist the Botswana Union Conference and the two local Conferences to retain their employees for the right reasons.

Summary

The research sought to ascertain the predictive factors influencing employee retention at the Botswana Union Conference of the Seventh-day Adventist Church in Botswana. Five research questions and two null hypotheses were used to accomplish this study's purpose:

1. What is the level of extrinsic motivation factors of the employees measured by:
   a) Financial Benefits
   b) Leadership
   c) Working Environment
2. What is the level of intrinsic motivation factors of the employees measured by:
   a) Internalization of Organizational values and beliefs
   b) Faith Factor
   c) Sense of Security
   d) Contentment with the Job

e) Organizational Commitment (Affective, Continuance & Normative)

3. What is the level of retention of the employees?
4. To what extent do predictive extrinsic factors have an effect on employee retention at BUC and its lower organizations?
5. To what extent do predictive intrinsic factors have an effect on employee retention at BUC and its lower organizations?

Null Hypotheses

$H_0 1$: The predictive extrinsic factors have no statistically significant effect on employee retention.

$H_0 2$: The predictive intrinsic factors have no statistically significant effect on employee retention.

Variables and research questions were all amalgamated in the study. A quantitative type of study that used a descriptive causal design was adopted to examine whether employee retention is affected by extrinsic factors or intrinsic factors. A questionnaire was used to gather the information. Likert scale evaluations with a 5-point range were utilized in this study (Allen & Meyer, 1990). The questionnaire was self-administered and the questions were adapted from the Organizational Commitment Questionnaire (OCQ) (Allen & Mayer, 1990; Kanning & Hill, 2012), the Minnesota Satisfaction Questionnaire (MSQ) (Maurin & Postel-Vinay, 2005), and the Job Insecurity Questionnaire (JIQ) (Allen & Meyer, 1990; Southern Africa- Indian Ocean Division, 2018).

According to Sekaran and Bougie (2016), a causal study was one in which I sought to identify the root cause of one or more issues between all variables to determine whether they are related or unrelated and how one variable changes as a result of another. A causative kind of study was used since the relationship was examined (Younas et, al. 2018). A non-contrived setting was used because this study is a natural setting with no interference from the researcher to manipulate the environment in field studies or field experiments. This then meant that the natural environment was used to analyze organizational personnel (Malik, et al. 2011). The study was cross-sectional meaning that the data was gathered at a particular time to investigate the predictive factors that influenced employee retention at the Botswana Union Conference of the Seventh-day Adventist Church in Botswana based on the objectives of the study and the conceptual framework.

This study used content validity. A pilot study was done using the employees of an institution that was not included in the study with employees. Descriptive statistics, correlation coefficients, and regression analysis methods were employed to evaluate the data. When performing a study, having valid, dependable, and consistent data is always vital for the data analysis. In the current investigation, it was found that the results were consistent and the survey instrument was valid and trustworthy.

Findings

The answers to the first research question are about the level of extrinsic motivating factors of employee retention measured by financial benefits, good leadership, and Good working environment in the Botswana Union Conference and its local Conferences. In light of the findings, the participants concur that all these factors are important and do influence retention. However, an investigation of multiple regression revealed that, of the three the sole important factor is the Good Working Environment. As a result, the null hypothesis is rejected since employee retention is significantly impacted by a good working environment. These findings are consistent with those of Mangi et al. (2011), who emphasize that a good working environment, such as a pleasant and tidy atmosphere, motivates individual employees to accomplish their tasks and is anticipated to have a favorable impact on employee retention and commitment.

The answers to the second research question deal with the intrinsic factors that influence employee retention measured by Internalization of Organizational values and beliefs, Faith Factor, Sense of Security, Contentment with the Job, and Organizational Commitment (Affective, Continuance & Normative). The level of faith plays a pivotal role in the way people are retained in faith-based organizations. Employees may know that their employment is a calling from the Lord and treat it as such, that is why they may not see other variables as important as their level of faith.

The findings depict the results of research question three. These outcomes align with those of Dewah and Mutula (2016), who emphasized that employee retention rates have a direct influence on a company's performance and profitability. The Botswana Union Conference and the local Conferences have shown to have a moderate level of retention with the highest mean of 3.85 (1.34 Standard Deviation).

The findings are based on Research Question Four. The findings are that extrinsic factors are very important factors that influence employee retention. According to the data in Table 21, all three variables have a VIF value of less than 2.5. The regression model appears to be multicollinearity-free based on the VIF values of 1.457, 2.287, and 1.750. The extrinsic elements and retention have a good relationship. 37% is the strength. The retention rate is increased when these criteria are combined. Less than 1% indicates that the extrinsic factors and retention have a very weak yet substantial relationship.

Extrinsic influences are significant, therefore we cannot simply disregard them and declare them to be weak. They can forecast retention. Extrinsic variables have a substantial link and do affect employee retention, financial benefits, good leadership, and a good working environment are crucial drivers of employee retention. Hence rejecting the null hypothesis that alluded that the predictive extrinsic factors have no statistically significant effect on employee retention.

The findings for Research Question Five showed that the adjusted R2 is 0.238, indicating that internalization of Organizational Values and beliefs, Faith Factor, Sense of Security, Contentment with the Job, and Organizational Commitment cover roughly 23.80% of Employee Retention of the Botswana Adventist Union Conference and the two local Conferences. This, therefore, rejects the null hypothesis that the predictive intrinsic factors have no statistically significant effect on employee retention. The regression model associated with the current study is statistically significant, suggesting that the combination of the predictive factors has a substantial influence on employee retention. Intrinsic factors are very important factors that influence employee retention. Therefore this resulted in a rejection of the hypothesis that suggested that the predictive factors have no statistically significant effect on employee retention.

Conclusions

Drawing on the study's descriptive and regression analyses, it can be concluded that the intrinsic factors tend to carry greater weight than those that are extrinsic. It appears that participants are more inclined towards the internal variables than the extrinsic factors based on the mean and standard deviation. Therefore, the staff may value the intrinsic factors over the extrinsic ones.

Regarding the extrinsic factors leadership has the lowest mean among the extrinsic factors, indicating that participants believe this area might use further improvement. This could perhaps be the result of a communication and motivation gap among the leaders. Out of all the extrinsic factors, financial benefits have been ranked highest. This is because, as Tadesse (2018) suggests, monetary rewards are the primary reason why workers stay in organizations. They assist workers achieve their material and financial demands. Among other Unions in the Southern Indian Ocean Division, the Botswana Union Conference is one of the highest-paying organizations. Financial benefits could play a role in an employee's propensity to stick with the Botswana Union Conferences and its lower Conferences. Thus, this implies that Botswana Union Conference, North Botswana Conference, and South Botswana Conference personnel might seem to be remaining because they require financial compensation. On the other hand, one of the areas of strength when it comes to extrinsic factors is the working environment. The respondents indicate that employees seem to value the working environment. This may be because they relate very well among themselves as colleagues. A good working environment has been demonstrated to contribute to retaining employees, as confirmed by other studies done on the continent (Salau et al., 2020; Wakio, 2019).

Among the intrinsic factors, continuance and normative commitment show the lowest means. This could be the result of a perception that staff members feel that they are neglected when it comes to some aspects by the leadership. It also aligns with the previous conclusion that the leadership factor has a lower mean than the other factors among the extrinsic factors. The low level of continuance commitment appears to indicate that there is no alternative option for employees to leave, thus they must stay. This could imply that workers are staying because they feel trapped, rather than choose to and not because they want to. It is unsure what they would have done if given the option to leave. It could also mean that they are staying because of factors outside of the organization, such as family reasons or community ties. Such is the case also found in other places. For example, Shemdoe et al. (2016) in their study found the same situation among health workers in Tanzania. The concern in this situation is that the employees may stay but not thrive, or even worse may not bring their full potential to the organization.

The Faith factor, though it has a high mean, was not found to have any significant effect in keeping employees retained at BUC and the Conferences. It seems to indicate that faith may not have a direct effect on retention but it could be that the effect is indirect, via the commitment level. Indeed, it was found that affective commitment affects retention. This finding aligns itself with the fact that the workplace is still under God's jurisdiction (Leach, 2022).

Recommendations

According to the findings of the study, the Botswana Union Conference of the Seventh-day Adventist Church and the two local Conferences; North and South Botswana Conferences are performing admirably in terms of employee retention. It is important to support and commend this practice. Nonetheless, the following suggestions are listed as recommendations.

1. To effectively retain their personnel, the BUC and local conference leaders must make improvements to financial benefits, leadership, and a good working environment. These factors are good, based on the findings, but more work can be done to make sure they get better.
2. The administration exerts more effort to understand why the employees stay and make sure that even if they stay for personal reasons (their primary reasons for staying), enough incentives are coming from the organization to enhance these primary reasons. If the administration does not take actions to guarantee that workers at least feel a minimum sense of

satisfaction with the organization, eventually the workers will have a reason to leave and never return.

3. It is advised that the organization, being a faith-based institution, encourage the staff members to put their faith into practice in the workplace. It is incongruous to claim to be a person of strong faith and to be following their calling while treating the organization as though it were an alien planet. The worker is God’s steward wherever he/she is found.

Suggestions For Future Research

This study included church employees who have worked for three or more years and who are permanent and pensionable. Additional investigation is recommended to survey employees of other Seventh-day Adventist Church institutions within Botswana. To compare the results and facilitate additional debate, the same study might be conducted again in different nations or countries.

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APPENDICES

APPENDIX A

INFORMED CONSENT FORM

Consent to Participate in a Research Study

You are being asked to participate in a research study entitled: Predictive Factors Influencing Employee Retention at Botswana Union Conference of The Seventh-day Adventist Church and Its Lower Organizations.

The information below tells you about what is involved in the research, what you will be asked to do, and the potential risks and benefits of participating in this study. You are encouraged to ask questions and seek clarification about the nature of this study. Please note that choosing whether to participate in this research is voluntary and entirely your choice.

The purpose of this study: is to demonstrate why, in the modern workplace, keeping employees happy and engaged is crucial. It also shows what would happen if organizations did not see the problem and did not take quick action to address it.

Participation: To participate in this study, you will be asked to fill out a questionnaire that has 58 items. Finishing the questionnaire should take approximately 15 minutes. All employees of the Botswana Union Conference, North Botswana Conference, and South Botswana Conference who have worked for 3 years or more, and who are permanent and pensionable are kindly asked to fill out the questionnaire.

Voluntary Nature of Participation: Your participation in this study is voluntary. If you sign the bottom of this form, it means that you are giving your consent to be in the study. If you do not want to participate in the study, do not begin to fill out the questionnaire or participate in other research activities. If you start to fill out the questionnaire and decide you do not want to participate, stop filling it out and give it to the researcher. There is no penalty for not participating, and your questionnaire will not be used.

Benefits and Risks: If you participate, you will contribute to knowledge of Employee Retention in the Seventh-day Adventist Church in Botswana which may help the Church administrators and other decision-makers see the complexity of the interrelationship of the work and personal related factors as influenced by job commitment in ensuring that employees are retained in the Seventh-day Adventist Church in Botswana and most probably even in other countries, hence knowing if that is good or bad for the organization. This can also help companies that are struggling with the employee retention problem. There are no identifiable risks in participation.

Confidentiality: Your personal information will be kept confidential. You will NOT write your name on the questionnaire and this form is separate from the questionnaire, this ensures that your identity will not be revealed. No one other than the researcher will have access to the data, and all data will be stored on a password-protected computer.

Questions about the study: The researcher will answer any questions you have about the study, and you should ask them now by emailing or calling the researcher, whose contact information is listed at the bottom of this letter.

If you have any ethical concerns about your participation in this research, contact the Institutional Scientific Ethics Review Committee, Adventist University of Africa (ethics@aua.ac.ke)

I have read and fully understood the statements on this form. All my questions were answered satisfactorily. I voluntarily agree to participate in this study.

Participant's Signature _________________________ Date ____________________

Researcher's Signature _________________________ Date ____________________

APPENDIX B

EMPLOYEES' QUESTIONNAIRE

QUESTIONNAIRE

Dear Participant

This questionnaire is a component of research done for an MBA thesis. You are kindly requested to participate in this research study titled, The Predictive Factors Influencing Employee Retention at the Botswana Union Conference in the Seventh-day Adventist Church in Botswana particularly at the Botswana Union Conference, North Botswana Conference, and South Botswana Conference by filling out a questionnaire.

This study aims to find out the factors influencing employees to stay at the Botswana Union Conference, North Botswana Conference, and South Botswana Conference of the Seventh-day Adventist Church. Mogoditshane Adventist Primary School has therefore been included as a pilot study.

Section A: DEMOGRAPHIC/ BACKGROUND INFORMATION

1. What organization do you belong to?
   BUC [ ]
   NBC [ ]
   SBC [ ]
   MAPS [ ]
2. How long have you worked for this organization?
   3-5 5 [ ] 6 – 10 [ ] 11 -15 [ ] 16 – 20 [ ] 21 - 25 [ ]
   26 – 30 [ ] 31 – 35 [ ] 36 – 40 [ ]. 40 and above [ ]

3. Marital Status Single [ ] Married [ ] Divorced [ ]
   Widowed [ ] Separated [ ]

4. Gender: Male [ ] Female [ ]

5. Age: 20 – 25 years [ ] 26 – 35 years [ ] 36 – 45 years [ ] 46-55 years
   56 – 65 years [ ] above 65 years [ ]

6. Highest Educational Attainment JC [ ] BGSE [ ] Certificate [ ]
   Diploma [ ] Degree [ ] Masters [ ] Doctorate [ ] Ph.D. [ ]
   Any other [ ]

7. How many children do you have? 1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 & above [ ]

Please be thoughtful and truthful in scoring the following statements from 1 to 5, indicating your choice with an X in the spaces given.

1 – Strongly disagree 2 – Disagree 3 – Not sure 4 – Agree 5 – Strongly agree

SECTION A Extrinsic factors 1. What has kept you working for this organization?	1	2	3	4	5
Financial benefits					
I'm rewarded fairly for the work I do					
My job gives me important benefits e.g. health, education, retirement, and others					
An attractive wage motivates me to work harder.					
The only recognition I get is my salary and benefits.					
I value my salary and perks, but I would also value non-cash rewards.					
2. Leadership					
I appreciate how my leader interacts with the rest of the staff.					
My leader recognizes me and my efforts at work					
Communication in our organization is from management down and also from staff to management.					
My manager inspires and motivates me					
3. Working environment					
Teamwork is encouraged and practiced in my organization					
I adore the surroundings in which I work.					
I receive respect for my efforts					
I like how cooperative and loving my coworkers are with one another.					
I enjoy flexible work schedule					
SECTION B Intrinsic factors					
4. Internalization of organizational values & beliefs					
Our company values and beliefs are properly aligned with my personal ones.					
I share the organization's values and beliefs					
Our company's values and beliefs do not influence our day to day decision making and actions					
My organization has deeply rooted values & beliefs that guide all our business decisions					
5. Sense of security					
I think I have an opportunity to progress in this organization.					
I do not worry about the future of my career.					

I am certain that I will be able to continue working for this organization					
Being assured that I will retain my job makes me easy/ relax					
6. Contentment with the job					
My expectation about this organization matches with the reality					
I value being able to be constantly active					
My abilities are being utilized in this organization					
I'm glad I can make decisions that don't conflict with my moral principles.					
My profession has a significant role in the meaning of my existence.					
My job benefits society as a whole.					
7. The level of your faith					
I believe that working for this organization is a calling					
I know my work in this organization is a calling from God					
It scares me to leave God's work even if I want to go					
I believe that my faith has anything to do with my work					
I think a power outside of me played a role in helping me choose my job.					
I chose my present career path because I felt attracted to it by something greater than myself.					
SECTION C					
8. Commitment					
Level of job commitment & extent to which commitment mediates the relationship between employee retention factors a) Affective commitment					
I feel emotionally attached to this organization.					
I would be happy to work for this organization until I retire.					
Working at this organization is of a great deal of personal interest to me.					
I am proud to tell others that I work at this organization.					
I enjoy discussing my organization with people outside of it.					
I really feel that many problems faced by my organization are also my problems.					
I do feel like part of the family in this organization.					
This organization does deserve my loyalty.					
b) Continuance Commitment					
Too much in my life would be disrupted if I decided / 1 wanted to leave (name of organization) now					
It would be very hard for me to leave this organization right now even if I wanted to.					
Right now, staying with this organization is a matter of necessity as much as desire.					
One of the reasons I continue to work for this organization is that leaving would require considerable sacrifices i.e., another organization may not match the overall benefits I have here.					
One of the serious consequences of leaving this organization would be the scarcity of available alternatives					

It wouldn't be too costly for me to leave this organization now.					
I am not concerned about what might happen if I left this organization without having another position lined up.					
c) Normative Commitment					
It would be wrong to leave this organization right now because of my obligation to the people in it.					
This organization deserves my loyalty. I would feel guilty if I left this organization now.					
I owe a great deal to this organization.					
I do feel any obligation to remain with this organization.					
Even if it were to my advantage, I do not feel like it would be right to leave this organization					
9. Retention					
I often consider leaving this organization					
I will leave this organization as soon as it is reasonably practical					
I'm looking for a replacement for this company right now.					
If I had my way, I would surely continue working for this company for the rest of my life/ until retirement.					

APPENDIX C

STATISTICAL OUTPUT

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ExFin1	68	1.00	5.00	3.5441	1.01384
ExFin2	68	1.00	5.00	3.9265	.91938
ExFin3	68	1.00	5.00	3.6324	1.17059
ExFin4	68	1.00	5.00	3.8971	.97949
ExFin5	68	1.00	5.00	3.6618	1.16683
ExFin	68	1.60	5.00	3.7324	.66612
Valid N (listwise)	68				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ExLead1	68	1.00	5.00	3.5294	1.20286
ExLead2	68	1.00	5.00	3.5000	1.12635
ExLead3	68	1.00	5.00	3.3088	1.09623
ExLead4	68	1.00	5.00	3.5000	1.12635
ExLead	68	1.00	5.00	3.4596	.99402
Valid N (listwise)	68				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ExEnvn1	68	1.00	5.00	3.3824	1.00787
ExEnvn2	68	1.00	5.00	3.2647	1.05968
ExEnvn3	68	1.00	5.00	3.4559	.87133
ExEnvn4	68	1.00	5.00	3.2647	1.05968
ExEnvn5	68	1.00	5.00	3.9118	.98852
ExEnvn	68	1.00	4.60	3.4559	.73857
Valid N (listwise)	68				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IntValue1	68	1.00	5.00	4.0000	.94632
IntValue2	68	1.00	5.00	4.0588	.94446
IntValue3	68	1.00	5.00	4.1618	1.00164
IntValue4	68	1.00	5.00	3.8382	1.14096
IntValue	68	2.25	5.00	4.0147	.68823
Valid N (listwise)	68				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IntSecu1	68	1.00	5.00	3.7353	1.10112
IntSecu2	68	1.00	5.00	3.8971	1.00950
IntSecu3	68	1.00	5.00	3.7353	1.04550
IntSecu4	68	2.00	5.00	4.1324	.86222
IntSecu	68	1.75	5.00	3.8750	.70645
Valid N (listwise)	68				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IntContmt1	68	1.00	5.00	3.9559	.95314
IntContmt2	68	1.00	5.00	4.1176	.92283
IntContmt3	68	1.00	5.00	4.1176	.97014
IntContmt4	68	3.00	5.00	4.4559	.63325
IntContmt5	68	1.00	5.00	4.3235	.87146
IntContmt6	68	2.00	5.00	4.3971	.77536
IntContntmt	68	3.17	5.00	4.2279	.51180
Valid N (listwise)	68				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IntFaith1	68	1.00	5.00	4.3235	.93747
IntFaith2	68	1.00	5.00	4.3382	.83951
IntFaith3	68	1.00	5.00	4.2941	.91519
IntFaith4	68	1.00	5.00	4.3088	.81511
IntFaith5	68	1.00	5.00	4.0000	1.05094
IntFaith6	68	1.00	5.00	4.1618	.95590
IntFaith	68	2.00	5.00	4.2377	.64474
Valid N (listwise)	68				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ComitAff1	68	1.00	5.00	4.2794	1.03442
ComitAff2	68	1.00	5.00	4.3529	.87698
ComitAff3	68	1.00	5.00	4.0441	.99901
ComitAff4	68	1.00	5.00	3.8088	1.10976
ComitAff5	68	1.00	5.00	3.9412	1.10470
ComitAff6	68	1.00	5.00	4.0882	1.11617
ComitAff7	68	1.00	5.00	4.0000	.96196
ComitAff8	68	1.00	5.00	4.0441	1.18993
ComitAff	68	2.13	5.00	4.0699	.71085
Valid N (listwise)	68				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ComitCnt1	68	1.00	5.00	3.5735	1.21331
ComitCnt2	68	1.00	5.00	3.6324	1.18327
ComitCnt3	68	1.00	5.00	3.5294	1.28679
ComitCnt4	68	1.00	5.00	3.2353	1.32842
ComitCnt5	68	1.00	5.00	3.3382	1.27678
ComitCnt6	68	1.00	5.00	3.1176	1.29902
ComitCnt7	68	1.00	5.00	2.8235	1.34875
ComitCnt	68	2.00	4.86	3.3214	.63090
Valid N (listwise)	68				

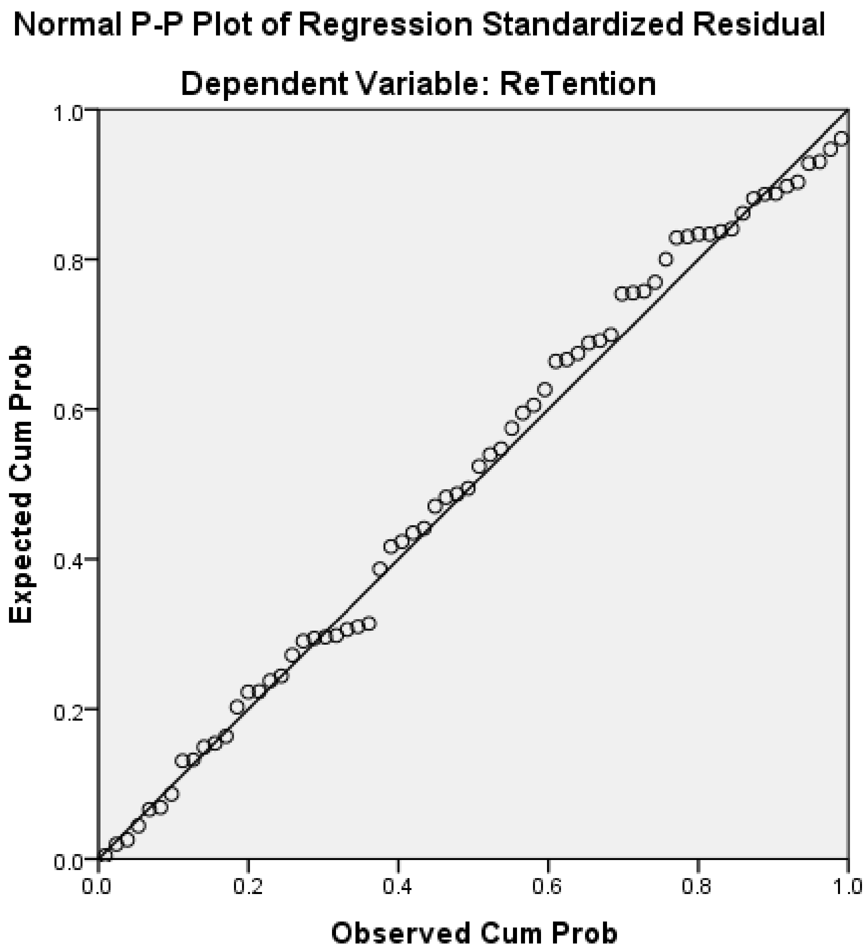
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ComitNorm1	68	1.00	5.00	3.2941	1.35006
ComitNorm2	68	1.00	5.00	3.6912	1.16231
ComitNorm3	68	1.00	5.00	3.3971	1.25947
ComitNorm4	68	1.00	5.00	3.4265	1.23767
ComitNorm5	68	1.00	5.00	3.5588	1.32014
ComitNorm	68	1.00	5.00	3.4735	.97055
Valid N (listwise)	68				

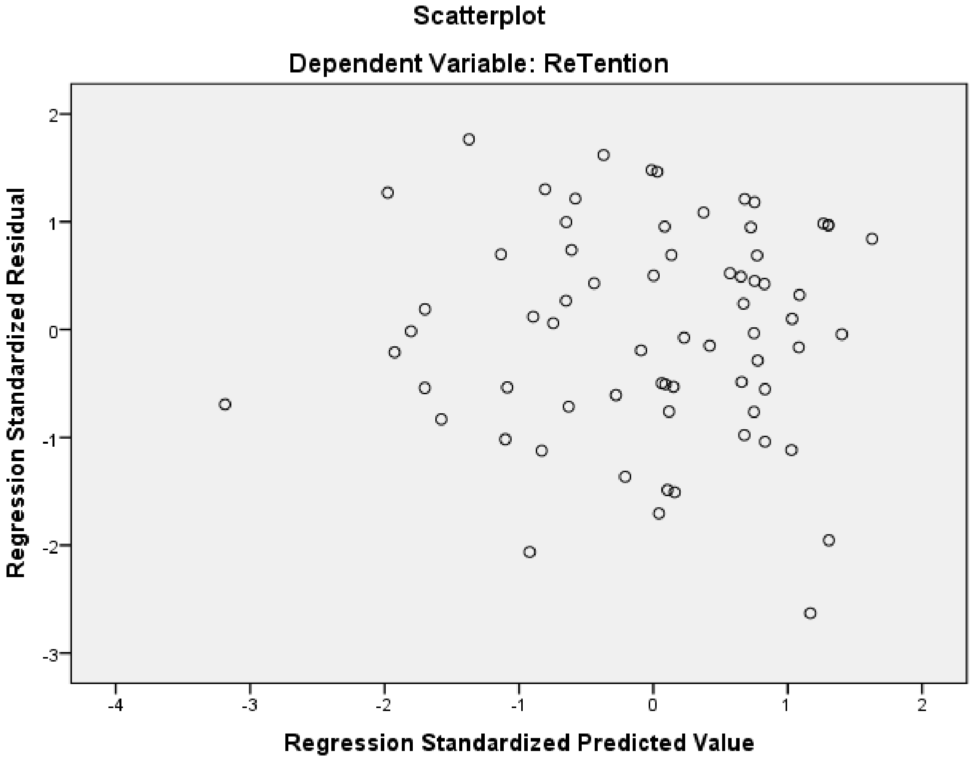
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Retentrev1	68	1.00	5.00	3.2794	1.58204
Retentrev2	68	1.00	5.00	3.0294	1.54505
Retentrev3	68	1.00	5.00	3.8529	1.34125
Retent4	68	1.00	5.00	3.7794	1.38052
Retention	68	1.00	5.00	3.4853	1.08060
Valid N (listwise)	68				

Normality



Homoscedasticity



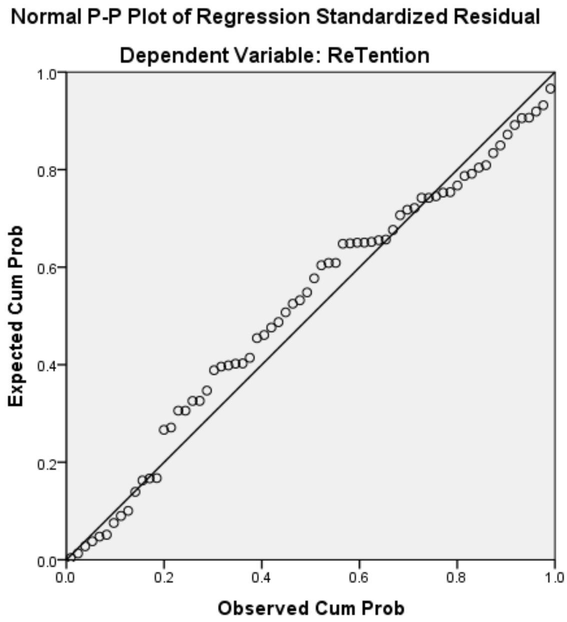
Collinearity

Coefficients[a]

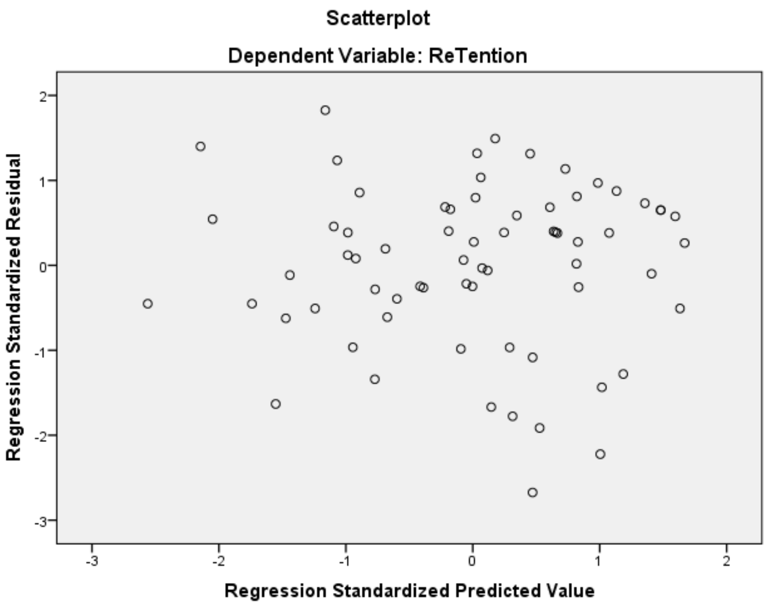
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.491	.843		1.768	.082		
	ExFinan	.046	.227	.029	.204	.839	.686	1.457
	ExLeadership	.007	.191	.006	.036	.971	.437	2.287
	ExEnvironmt	.520	.225	.355	2.314	.024	.572	1.750

a. Dependent Variable: Retention

Normality of Residuals



Homoscedasticity



Multicollinearity

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	.147	1.084		.136	.892		
	IntValues	.160	.232	.102	.690	.493	.519	1.927
	Faith	-.357	.275	-.213	-1.298	.199	.421	2.375
	Intsecurity	.198	.252	.129	.783	.436	.417	2.395
	IntContntmt	.053	.290	.025	.183	.855	.602	1.660
	ComitAff	.783	.243	.515	3.223	.002	.446	2.243
	ComitCnt	-.222	.253	-.130	-.876	.384	.520	1.924
	ComitNorm	.222	.150	.199	1.480	.144	.629	1.590

a. Dependent Variable: Retention

Model Summary[b]

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	.370[a]	.137	.096	1.02729	.137	3.378	3	64	.024

a. Predictors: (Constant), ExEnvironmt, ExFinan, ExLeadership

b. Dependent Variable: Retention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.695	3	3.565	3.378	.024[b]
	Residual	67.541	64	1.055		
	Total	78.235	67			

a. Dependent Variable: Retention

b. Predictors: (Constant), ExEnvironmt, ExFinan, ExLeadership

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.491	.843		1.768	.082		
	ExFinan	.046	.227	.029	.204	.839	.686	1.457
	ExLeadership	.007	.191	.006	.036	.971	.437	2.287
	ExEnvironmt	.520	.225	.355	2.314	.024	.572	1.750

a. Dependent Variable: Retention

Model Summary[b]

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	.563[a]	.317	.238	.94337	.317	3.987	7	60	.001

a. Predictors: (Constant), ComitNorm, IntValues, IntContntmt, ComitAff, ComitCnt, Faith, Intsecurity

b. Dependent Variable: Retention

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.147	1.084		.136	.892		
	IntValues	.160	.232	.102	.690	.493	.519	1.927
	Faith	-.357	.275	-.213	-1.298	.199	.421	2.375
	Intsecurity	.198	.252	.129	.783	.436	.417	2.395
	IntContntmt	.053	.290	.025	.183	.855	.602	1.660
	ComitAff	.783	.243	.515	3.223	.002	.446	2.243
	ComitCnt	-.222	.253	-.130	-.876	.384	.520	1.924
	ComitNorm	.222	.150	.199	1.480	.144	.629	1.590

a. Dependent Variable: Retention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.839	7	3.548	3.987	.001[b]
	Residual	53.397	60	.890		
	Total	78.235	67			

a. Dependent Variable: Retention
b. Predictors: (Constant), ComitNorm, IntValues, IntContntmt, ComitAff, ComitCnt, Faith, Intsecurity

APPENDIX D

ATTESTATION

AUA

Adventist University of Africa

Private Bag Mbagathi
00503 Nairobi, Kenya
Tel (254) 254 733-333-
451/452
Email: info@aua.ac.ke
WEB: www.aua.ac.ke

Location:
Advent Hill, Magadi Road, Ongata Rongai

January 18, 2023

ATTESTATION

To whom it may concern:

This is to attest that CHENSET KGOMOTSO B. is a regular student admitted to the Master of Business Administration program, Department of Social Sciences, Adventist University of Africa.

The student has completed her coursework and is currently writing her thesis entitled:

Factors Influencing Employee Retention at Botswana Union Conference of the Seventh-Day-Adventist Church

Any assistance that can be given to her to facilitate the speeding up of this last milestone will be greatly appreciated.

Sincerely,

Marie-Anne Razafiarivony, PhD
Associate Professor of Management
MBA Program Coordinator
Email: razafiarivonym@aua.ac.ke

APPENDIX E:

INSTITUTIONAL ETHICS REVIEW COMMITTEE APPROVAL

AUA
Adventist University of Africa

Private Bag Mbagathi
00503 Nairobi, Kenya
Tel (254) 733 333 451/2
Email: Info@aua.ac.ke
Web: www.aua.ac.ke
Location:
Advent Hill, Magadi Road, Ongata Rongai

October 2, 2023

Kgomotso Bogadi Chenset
School of Postgraduate Studies
Adventist University of Africa

Reference: AUA/ISERC/12/09/2023

Dear Kgomotso,

RE: PREDICTIVE FACTORS INFLUENCING EMPLOYEE RETENTION AT BOTSWANA UNION CONFERENCE OF THE SEVENTH-DAY ADVENTIST CHURCH AND ITS LOWER ORGANIZATIONS

This is to inform you that the Adventist University of Africa Institutional Scientific Ethics Review Committee (AUA-ISERC) has reviewed and approved your above research proposal. Your application approval number is AUA/ISERC/2023/001. The approval period is **2nd October 2023 – 1st October 2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consent and study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by AUA-ISERC.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to AUA-ISERC within 72 hours of notification.
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others, or affect the integrity of the research must be reported to AUA-ISERC within 72 hours.
v. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vi. Submission of an executive summary report within 90 days upon completion of the study to AUA-ISERC.

Prior to commencing your study, you are expected to obtain permissions or any other clearances needed.

Yours sincerely

Josephine Ganu, Ph.D.
Chair, Institutional Scientific Ethics Review Committee
ethics@aua.ac.ke

APPENDIX F

CORRESPONDENCES

Botswana Union Conference
of Seventh-day Adventists

SECRETARIAT

SHASHE SOUTH RD
PLOT 54589
VILLAGE, GABORONE
P. O BOX 46326
VILLAGE, GABORONE
BOTSWANA
TEL: +(267) 317 0903/4
CELL: 71250123
FAX: +(267) 317 0907

5 October 2023

Ms. Kgomotso B. Chenset
PO Box 2188
Molepolole

Dear Ms. Chenset,

PERMISSION GRANTED TO CARRY OUT RESEARCH IN BOTSWANA UNION CONFERENCE- YOURSELF

Reference is made to your letter dated 12th July, 2023 on the above matter.

This serves to let you know that the Botswana Union Conference Executive Committee at its emergency Committee which took place on 10th September 2023, took an action to authorize you to conduct a research in Botswana Conference territory as per your request. The target audience will be Seventh-Day Adventist Church employees who have worked for the church for more than three years.

We wish to appreciate the fact that you chose to do a research in BUC, and hope it will be of great benefit to our church in Botswana.

Thank you.

Yours Faithfully,

Dr. Kefa N. N. Matwetwe, Executive Secretary
Botswana Union Conference

Cc: Pastor Strike Medupi Ben, BUC President
Ms. Seponile Mogojwa, BUC Chief Financial Officer

Seventh-day Adventists
05 OCT 2023
PO Box 46326 Village
Gaborone, Botswana
Tel: (267) 3170903 Fax: (267) 3170907

North Botswana Conference
of Seventh–day Adventists

Executive Secretary
P.O Box 86
Francistown
Botswana, Africa
Tati River Plot 43615
Teemane Drive
Tel: +267 2412330
Fax: +267 2410845
Cell: +267 73719194/71864749
Email: mosekie@nbc.adventist.org

October 19, 2023

Dear Kgomotso Chenset

RE: PERMISSION TO CARRY OUT RESEARCH-MS. KGOMOTSO CHENSET

I greet you in the name of our soon coming Lord and Savior Jesus Christ.

Reference is made to your letter dated 26th September 2023, where you requested to carry out research in the North Botswana Conference Territory about employee retention in the Seventh-day Adventist church. A unanimous decision was reached to allow you to go on with the exercise. We hope that your findings will be of value to the organisation and if shared will help the management to plan well for the future in terms of employee welfare and recruitment.

We wish you well in your research exercise and may God give you wisdom of discernment.

Thank you for cooperation.

Yours Sincerely

Emmanuel Moseki
NBC Executive Secretary

NORTH BOTSWANA CONFERENCE
P.O. BOX 86
FRANCISTOWN
2023 -10- 19
TEL: 2412330
FAX: 2410845
OF SEVENTH-DAY ADVENTIST CHURCH

Cc. Bosinakitso Chabale: **NBC President**
Susan Kenaope: **NBC C.F.O.**

South Botswana Conference
Of Seventh-day Adventists

Plot 1024 Ledumadumane
Mogoditshane
P O Box 378
Mogoditshane
Botswana, Africa
Tel: +267 3973639
Fax: +267 3931507
E-mail: sbc@sbc.adventist.org

5th October, 2023

Ms. Kgomotso B. Chenset
P O Box 2188
Molepolole

Dear Ms. Chenset,

PERMISSION GRANTED TO CARRY OUT RESEARCH IN SOUTH BOTSWANA CONFERENCE – YOURSELF

Reference is made to your letter dated 12th July, 2023 on the above matter.

This serves to let you know that South Botswana Conference Administration accedes to your request to conduct research in their territory and amongst their employees. A notification will be given to the employees so that they can expect contact from you at your earliest convenient time.

Let me take this time to thank you for considering to do a research in South Botswana Conference, and we wish you the best in your academic journey.

Thank you.

Yours Faithfully,

Pastor Ketsholetsweng C. Mokoya, ***Executive Secretary***
South Botswana Conference

SOUTH BOTSWANA CONFERENCE OF
SEVENTH-DAY ADVENTIST CHURCH
05 OCT 2023
P. O. BOX 378, MOGODITSHANE BOTSWANA
PLOT 1024 LEDUMADUMANE
PHONE: 397363 . FAX: 3931507

CURRICULUM VITAE

KGOMOTSO BOGADI CHENSET

PROFILE

Administration Assistant with 13 years of experience. I consider myself a responsible and orderly person who fears God and strives daily to do things according to His will.

GENDER

Female

NATIONALITY

Motswana

EDUCATION

ADVENTIST UNIVERSITY OF AFRICA

Master of Business Administration in Management 2019 - 2024

RUSANGU UNIVERSITY

Bachelor of Business Administration in Human Resource Management 2012 - 2016

LIMKOKWING UNIVERSITY OF CREATIVE TECHNOLOGY

Associate Degree in Business Management 2006 - 2009

LANGUAGE

Setswana

English

EMPLOYMENT

Administrative Assistant April 2011 to date

INTERNSHIP

MONZE HOSPITAL

Human Resource Officer 2016