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ABSTRACTS

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**Rationale for the Establishment of the SADC Protocol on Education and Training and its envisaged benefits to the region**

Dr. David Richard Namwandi

**Abstract**

Since the Southern African Development Community Protocol on Education and Training (SADC-PET) was launched in 1997, only some of its member states have implemented it into their national policies. This has resulted in the region's failure, as a whole, to achieve the protocol's objectives.

After a brief introduction of its subject, the paper examines SADC member states in order to determine what steps have precisely been taken to implement the protocol thus far and ends by presenting the challenges that have prevented the objectives of the protocol from being implemented and fully achieved by its member states.

**Strategies for Improving Poor Performance in the Botswana Public Service**

Dr. Theophilus T. Tshukudu

**Abstract**

The work performance of the Botswana public service has been a major concern to the government, civil society, development partners and the nation at large.

The prevailing situation in the work-place has been that of low work performance, poor service delivery and high labour turnover (Tshukudu: 2006: & Tshukudu: 2009). The poor work performance has led to a decline in the economic growth from an average GDP of 8 per cent to 7.1 per cent between 1990 and 2003 (World Bank Report 2003: 40). This article presents 15 strategies for the effective management of poor performance in the Botswana Public Service. One crucial aspect of improving performance is eradicating poor performance through strategies that will assist public service managers in effectively improving poor performance in their organisations, departments and ministries.

### **Transforming Namibia's Human Resource toward Innovation and Entrepreneurial Development: Lessons for managers, and those engaged in education, training and business services**

Prof. Earle S. Taylor

#### **Abstract**

This paper explores the creative urge (CU) that transforms hominids from the notional view as human resource to the fully functional state of contributing human assets. Its aim is to build understanding of the creative energy that is embedded in all of us – in our cells and our individuality. Mostly latent, this capacity goes often misunderstood, unrecognized or is under-utilized in the average person. Those that realize this innate potential within them recognize also the value and power of the intuition which, when discovered, plants labels on us as “geniuses, creators, artists, leaders, innovators, entrepreneurs”. Those that do not realize this potential, are left to fallow in the perpetual rat race, as followers and hewers for others.

In this presentation, I have tried to model and show the explicit and implicit relationships between empirical evidence of CU and its various sources and to characterize common traits that are shared by innovators, entrepreneurs and leaders. To appreciate the phenomenomics, the paper explores the various ways in which we inherit, acquire and inculcate our individual traits, and how, with this new insight, we can mould and transform them into our characters, skillsets, talents, intellect, intelligence, and how they do transmogrify our values as individuals, family, and collectively, as communities, tribes and nations.

Among other things, the paper explains how the creative urge (in us) kindles our attributes, directs the several paths we use to uncover, enhance, advance and activate the entrepreneurial attributes that are stored or trapped mechanically in our subconscious mind. How we connect our physical and

metaphysical sensors with the intuition and, more importantly, how we can valorise the human mind to its highest creative potential. Illustrating mentally and graphically, the paper presents a value assessment of the intuition and its pervading role and enlightening influence on our creativity, insight and intellect, and how we can use such influences to re)construct mental and physical prototypes for production, services, for economy and the structures and visions that we use to drive and sustain public and corporate policy.

In summary, this exposé provides insight into valuable techniques we may use to ignite and create our own development models to raise ourselves as innovators, entrepreneurs, and collectively as firms and nations. Lastly, the paper explains the pervasive influences of directed education and training on entrepreneurs; and the links between environment, anthropology, culture and social constructs we make to engage with or alter the course of nature and our natural destiny. It opines a sort of blueprint to build up our perceptive skills and insights to enable and amplify our capacities as individuals for innovation, creativity and entrepreneuring. Finally, we should be able to recognize the creative urge that is responsible for the source of energy we are and embody.

### **The impact of globalisation on labour and poverty reduction: An African perspective**

Mr. Gerson U. Tjihenuna

#### **Abstract**

Globalisation gained momentum in the 1990s as a negation of the protectionist international trade policies which had characterised the world prior to that. The main discourse in this paper is that contrary to orthodox theory that globalisation would lead to job creation and poverty reduction; globalisation has led to an increase in poverty levels, unemployment and a drop in living standards, especially in Sub-Saharan Africa (SSA). The second exposition is anchored on the premise that globalisation has taken the struggle between labour and capital, which is heavily skewed against the former, to a new level. Thirdly, the paper postulates the argument that there is a dialectical relationship between neo-liberalism and globalisation, i.e. neo-liberalism is the sine qua non for globalisation. Finally, we submit that the main drivers of globalisation are Multi-National Corporations (MNCs), while the main enablers are the World Bank, the IMF and the World Trade Organisation (WTO).

## **An Analysis of Rhetoric and Humour in Dudley's Political Cartoons**

Ms. Rauna Mwetulundila

### **Abstract**

This article is a rhetorical and humorous study of Dudley's political cartoons. The article explores the use of rhetoric and humour in Dudley's political cartoons that were printed in 2012. All political cartoons were extracted from The Namibian newspaper. The cartoons were analysed for rhetoric and humour using both visual and language based elements. The analysis used Aristotle's rhetorical proofs of persuasion: ethos, pathos and logos as well as humour theories of superiority and incongruity. The study revealed that Dudley's political cartoons employ ethos when the characters who were chastised and cheered at are individuals who have high profile in society; people whom the readers are looking at and people who are deemed to have goodwill for the nation at heart. Pathos was used to stir up the emotions of the readers so that they could support his arguments. The study revealed that when the caricatures are criticised and put down because of their actions, superiority theory of humour is employed. The cartoons are incongruous when the cartoonist delivers something humorous and different from the readers' expectations.

## **Democratic and Participative Approaches in Managing**

### **Change in Education**

Prof Rehabeam K. Auala, Mr Erkkie Haipinge, Ms Fredrika B. Uahengo,  
Ms Julia Chaka and Ms Jogbeth Kaita

### **Abstract**

The objective of this study is to give a critical analysis of democratic and participative approaches in managing change in education. Pre-independent Namibia was subjected to apartheid policies that continue to have consequences for present-day Namibia. After independence of Namibia in 1990, democratic and participative approaches were introduced. The theoretical framework of this study is grounded in democratic and participatory leadership approaches in managing change in education (Auala, 1999). Fundamental to the process of democratisation is an adherence to the

basic belief that people have the right to participate in the change process and decisions that affect their lives. A qualitative research method was used by obtaining information from respondents through interviews. Documents analysis through literature review was also used in this study. The study addresses the following questions: 1) Explain why democratic and participative leadership approaches in managing change in education are so important? 2) Who should be involved in the change process at schools? 3) What are the causes of resistance to change and how can they be eliminated? The data analyses and the findings reveal that one of the best methods for reducing resistance to change is to involve those affected by the change to participate in the decision making, planning, designing and implementation of the change process in order to win the hearts and minds of the stakeholders. The study concludes that democratic and participative approaches in education are the key to quality education for all.

### **Critical consumer problems in St. Lucia: A focus group study**

Prof. Peter Clement

#### **Abstract**

The purpose of this study was to critically examine consumer issues in St. Lucia. Rural adult consumers are the most disadvantaged in terms of levels of education, income, and access to resources, which may help to prevent and mediate consumer concerns. The specific research questions examined were: What is the nature of problems experienced by rural St. Lucian adult consumers in the marketplace? How do rural St. Lucian adult consumers solve the challenges they encounter in the marketplace? What is it like for rural St. Lucian adult consumers as they go about trying to learn to solve the consumer issues they face? What do rural St. Lucian adult consumers perceive to be the requisites for effective decision-making in the marketplace? For the purpose of data collection, two focus group interviews (8 participants per group) of clustered participants were used. The findings of this study revealed that rural adult consumers face numerous problems in the marketplace, rely on information from friends, family, neighbours and co-workers extensively before entering the marketplace, call for education programmes to educate them about consumer problems. This study provides a significant contribution to our

understanding of the many consumer issues faced by rural adult consumers in the marketplace, and how these consumers navigate in the marketplace without the benefit of a consumer education programme.

### **Promoting Good Practice in Botswana Public Service (BPS)**

Ms. Keratilwe Bodilenyane

#### **Abstract**

While Botswana has received accolades as one of well-governed countries in Africa, the actual public service is degenerating into a negative interface. The prevailing situation in the work place has been that of poor service delivery, exacerbated by an extremely apathetic work attitude. As opposed to relying heavily on enforcing written rules and regulations, the paper seeks to emphasize the importance of hybrid approach that has space for morality and spirituality to guide public service. The paper recommends that Botswana Public Service (BPS) should take a leaf from religious groups where followers have exhorted the principle or virtue of service to others, purely on moral and religious grounds without any expectation of worldly gains. Those in public service should regard service to the citizenry as a virtuous, noble and morally desirable calling. It should invariably translate into the existence of a pervasive patriotism based upon benevolence.

### **Economic Production in Postcolonial Tivland, 1960-2000**

Dr. Terhemba Wuam

#### **Abstract**

This paper is an appraisal of the nature of economic changes that have taken place in Tivland since 1960. It considers the foundations for the economy laid by export agriculture and its subsequent decline, together with the role that the discovery of oil came to play and occupy significantly in the Tiv and Nigerian national economy. The paper discovers that, while export agriculture declined, local and national markets emerged to meet the expanding Tiv production in the agricultural sector. Equally, from the 1970s, the seeds of industrialisation were laid by the Benue State and Nigerian federal governments in establishing factories such as the mega Benue

Cement Company, which all expanded the modern economy in Tivland in Benue State of Nigeria.

**The impact of work relationships and certain job factors on the work engagement and other positive work outcomes of primary school educators in Namibia**

Dr. Manfred Janik and Ms. Lilita Marques

**Abstract**

The objective of this study was to investigate whether certain job factors (work relationships, rewards/recognition, organisational support) can enhance positive job outcomes (work engagement, organisational commitment, lower turnover intention) whilst all of these factors can be regarded as job resources that can help educators cope with stressors. A convenience sample (N = 826) of primary school educators of 14 educational regions in Namibia was utilized in this study. The Antecedents Scale, Work Engagement Scale, Rewards/Recognition Scale, Affective Commitment Scale, Turnover Intention Scale and Survey of Perceived Organisational Support were administered. The results confirmed that positive co-worker and supervisor relationships, appropriate rewarding and recognition of educators and strong organisational support will enhance educator work engagement and organisational commitment and whilst seeing for lower turnover intention. Good co-worker relations contribute the most to engagement levels of educators. Co-worker relations, supervisor relations and organisational support contribute significantly to educators' organisational commitment. Furthermore, good supervisor relations and organisational support were found to be crucial to prevent educators from resigning. Finally, work engagement has a partial mediating effect between job factors (work relationships, organisational support, rewards/recognition), on the one hand, and organisational commitment, on the other hand. However, work engagement does not have a mediating effect between job factors and turnover intention.

**ABSTRACTS****Performance Management in Africa's Public Service :****Focus on Namibia and its Challenge to Change Customs and Cultures**

Prof. Earle Taylor

**Abstract**

A country's public service tends to mirror the quality of public leadership it is given and the management and executives that are employed to oversee public policy implementation. Anyone who has lived in Namibia through the last two decades will easily recognize <http://flickr.com/photos/nalilo/4511587/>the mediocre performance of the public sector and the disingenuousness of some parastatals that declare profit and dividends only to revert shortly to the Treasury for State subvention, guarantees, loans, or bail out. According to the 2014 World bank report and the 2014 Mo Ibrahim Leadership Foundation report, Namibia was among the 5 best run countries in Africa in 2013. On paper, this is admirable. In reality, it is not sufficient for comfort given Namibia's vision to be developed country by 2030. But, if one thinks that Namibia Public Service is bad, we need to take a closer look at situations in the rest of Africa, outside of Mauritius, Botswana and, perhaps, South Africa. The painful scenario painted above is evident as we speak, while citizens' expectations of their public sector have risen sharply in terms of quality, affordability, product range, choice, price, services and facilities. Not to mention delivery times, respect and courtesy for customers. Beyond these, citizens are generally concerned with getting better value for money. In fact, they are demanding more productivity and higher performance from public and private sectors to the extent that they are permitted to insist, on more public accountability and administrative transparency. Citizens also want to be engaged in development of public policies and to be a fundamental partner in the implementation processes. This transition calls for massive and fundamental transformation in the prevailing cultures, systems, structures, and consequently policies and strategy. It is not an add-on scheme but a strategic approach that must be bought by and sold to every citizen if positive change in culture is to occur.

Finally, success in this approach to embed performance management as a system and culture, must be built on lessons learnt from past strategies. Chief among them must be: (a) that unity and clarity of purpose, direction and instructions should inform and propel the way forward; (b) that discipline, focus and citizens' inclusivity plus stakeholder engagement and teamwork provide the daily fuel to enhance and sustain performance and to change management practices in Namibia's public sector and beyond.

**Keywords:** leadership, accountability, performance, systems thinking, stakeholder engagement, and teamwork

### **Ethnicity, Economic Injustice and Problems of Massive Corruption: Correlates with lack of Good Governance in Nigeria**

Dr. Dawood Omolumen Egbefo

#### **Abstract**

The article is on ethnicity, economic injustice and the problem of massive corruption in explaining why good governance eludes Nigeria. The objective of the article is to contribute to existing literature on why good governance/democratic governance eludes the nation-state. It is already known by scholars although without mentioning, that some of the contending issues that are responsible for this are ethnicity, economic injustice and massive corruption as addressed in this paper. With the triumphant enthronement of democratic rule in 1999, Nigerians approached this century with a renewal of hope that would usher in good democratic governance, for the utmost goal of sustainable development. But the nation is yet trapped in ethnicity, economic injustice and the problem of corruption hereby aiding the reasons why good governance eludes the nation-state. This article, with particular focus on these contradictions, examines their negative impact on the nation's attempt for good governance bearing in mind the undercurrent behind the elusion and the need to put in more efforts to curb ethnicity, economic injustice and massive corruption problems. The article concludes that unless these contradictions are seriously confronted, the state's goal of achieving good governance may take time to be realized.

**Keywords:** ethnicity, economic injustice, corruption, good governance, and Nigeria

### **A Comparative analysis of the organisation and management of the education systems of Namibia and Zimbabwe**

Dr. David Richard Namwandi

#### **Abstract**

Until 21<sup>st</sup> March 2015 in Namibia, the education sector was treated as a single sector thus its educational institution management was headed by a Ministry of Education. This is an important aspect of this type of management because of the advantage of having one minister who can look into overall aspects of education, who is accountable to Cabinet, and accountable to the appointing authority.

The Management and organisation of education in Zimbabwe is also the responsibility of two ministers, namely the Minister of Education, Sport, and Culture -

for formal education - and the Minister of Higher Education and Technology - for tertiary education. Zimbabwe is home to nearly 13 million people -approximately six times the population of Namibia. This may be a contributing factor for having two ministries. Given its population, it then seems logical and rational from a management point of view, for Zimbabwe to have two Ministries of Education, but then Namibia with a population lower than that of Zimbabwe also currently has two Ministries of Education.

Another management feature to compare and study between these two countries is the hierarchical structure of educational institutions under the guidance and direction of their respective ministers of education. Significant differences exist in this regard. For example, in Namibia, educational institution management is highly centralised and integrated in terms of policy and decision-making such that it uses a top-down approach. In other words, the centre of the Ministry of Education manages educational institutions together with the rest of the bureaucratic and technocratic systems of management. Zimbabwe's institutional management is, however, neither centrally nor ministerially driven because nine provinces and 59 districts can make their own decisions on policy, planning, implementation, and reporting under the guideline of the centre. This high degree of decentralisation seems to be a rather bottom-up approach to management that is closer to those who use education services.

Naturally it is difficult to determine which approach is most relevant and applicable to generate the expected outcomes mainly because each system of management has its merits and demerits.

**Keywords : management, organisation, education, Zimbabwe, Namibia, centralisation, decentralisation, integration**

### **Management influences in the challenges of nursing ethics education in undergraduate nursing programmes in South Africa and Namibia**

Dr. Josephine de Villiers

#### **Abstract**

This article describes the influence of management on the challenges of nursing ethics education in undergraduate nursing education programmes in South Africa and Namibia. A survey and face-to-face interviews with experienced nursing ethics educators were conducted to identify the challenges in nursing ethics education where after the influences of management in the challenges in nursing ethics education were extracted from the larger study. Eight institutions in South Africa and one institution in Namibia participated in the study. Fourteen respondents completed the questionnaire while ten respondents availed themselves for the interview. The questionnaire data was analysed manually and the interview data was

transcribed and analysed using Tesch's method for qualitative analysis by identifying themes and sub themes.

The control by regulatory authorities and nurse leaders with regard to regulatory directives is limiting the importance of nursing ethics education in educational programmes. Collaboration between Nursing Councils and educational institutions is not sufficient to address all the challenges in nursing ethics education. The theoretical and clinical teaching and learning environments are influenced by a lack of a philosophical or theoretical approach within nursing schools. The management of workloads and the policies and rules regarding workload within institutions does not always support effective teaching-learning. Advancement policies do not consider the attainment of affective skills of students. Managers in nursing schools are often pressured by institutional managers to enrol high numbers of students without considering the influence of this decision on the quality of teaching-learning. The management of problem students is not always effective. Clinical teaching-learning is challenged by ineffective collaboration between clinical facilitators and educators while managers in clinical facilities condone unacceptable student behaviour, are poor role models and contribute to the establishment of a poor organizational culture in health care facilities.

Nurse leaders and nurse managers in all sectors, (practice, regulatory, educational, political), should unite to the erosion of nursing values. Attention must be given to the identified challenges in the health care sectors of both Namibia and South Africa that are contributing to the loss of the caring nature of nursing.

**Keywords: management, challenges, nursing ethics education**

## **A Sustainable Energy Mix to Power Namibia Vision 2030**

Prof. Monish Gunawardana

### **Abstract**

Presently, 40% of Namibians and 84% of the rural inhabitants have no access to electricity. All economic sectors largely rely on fossil fuels, imported electricity and aging power plants. The production of additional 350 MW of electricity by 2016 and increase in the generation capacity to cater the emerging needs are vital. And Namibia's energy mix should reduce carbon emissions and up-scale renewable energy targets. In order to retain energy security, it is essential to construct the proposed of 300 MW coal plant, 400 MW solar systems, 450 MW of nuclear Small Modular Reactors and 150 MW from renewables energy systems. Aging Van Eck coal power

station and Ruakana hydroelectricity plant need refurbishments. The implementation of 800 MW Kudu Gas project will ensure Namibia's energy security.

**Keywords : clean energy, economic growth, energy independency, fossil-fuels, carbon emission, industrialization, low-carbon, solar energy, nuclear energy, renewables**

**Psychological empowerment and how it impacts job satisfaction and organisational commitment of staff members at the University of Namibia (UNAM)**

Mr. Weisel R. Pieters

**Abstract**

The ability of organisations to be innovative and to empower their employees would lead to the organisation gaining that competitive edge. Psychological empowerment can be defined as the understanding about your work with regards to meaning, competence, self-determination and impact (Thomas & Velthouse, 1990). Job satisfaction can be defined as the positive/negative feelings based on the interaction an employee has with the working environment and organisation in relation to his/her expectations. Robbins (2003), defined organisational commitment as a state in which an employee identifies with a particular organisation and its goals, and wishes to be part of that organisation. A cross-sectional survey design was used, employing questionnaires to collect data on the biographical antecedents of employees, psychological empowerment, job satisfaction and organisational commitment. The aim of this study was to assess the relation between psychological empowerment, job satisfaction and organisational commitment. This study found that PE- 2 (Impact) predicted SAT- 1 (Autonomy), SAT-2 (Social), and SAT- 4 (Advance). PE- 1 (Attitude) and PE- 2 (Impact) predicted SAT- 3 (Intrinsic), PE- 2 (Impact) and SAT-1 (Autonomy) predicted Normative commitment, SAT- 2 (Social) and SAT- 4 (Advance) predicted Affective Commitment. This study found that when employees become more psychologically empowered, they would also experience higher levels of job satisfaction and become more committed towards the organisation and this will help organisations thrive instead of trying to survive in a competitive environment. If managers are empowered they are able to build capacities, resources, competencies and strategies to respond pro-actively to the environmental pressures caused by economic liberalisation.

**Keywords: psychological empowerment, job satisfaction, organisational commitment**

## **Rural Development as a key step in eradicating poverty in Namibia today**

Mr. Sebedius !Naruseb

### **Abstract**

In recognition of the research already done by social scientists locally and internationally in the area of poverty eradication, the author opted to employ the explanatory approach to this article. The article presents the argument that focusing on rural development will provide Namibia with a better chance of eradicating poverty. This follows the logic that poverty in Namibia is mostly a rural phenomenon according to national statistics, which is also the cause of the high rural to urban migration in the country.

The role and responsibility of leadership in society, and the impact rural development might have on eradicating poverty in the country feature prominently in the article. Although the role of leadership in poverty eradication is not negotiable, it is about the quality of leadership required to facilitate the process to poverty eradication through, for example, fast-tracking rural development in the country.

The article also provides perspectives on theories and views of prominent writers on poverty on the continent with the aim of exposing those aspects still keeping Africa and by extension, Namibia, poor despite its abundant natural resources. The impact of extractive and inclusive political and economic institutions for any country is cited in the article as the main reason for either progress or lack thereof in the poverty equation. Extractive political and economic institutions are impediments to economic growth while inclusive institutions encourage economic growth (Acemoglu & Robinson, 2013). The way the economy of any country is structured or designed, therefore, will always play a major role in relation to poverty levels in that particular country.

The article recognises government efforts made thus far on rural development, poverty eradication and offers additional suggestions in the conclusion.

**Keywords: rural development, poverty eradication, poverty levels, education, technology, quality leadership, globalisation, meritocracy, exclusive and inclusive political and economic institutions**

### **Assessment of the communication strategies in intermediate Hospital Oshakati**

Mrs. Joyce T. Shatilwe and Dr. Hans Justsus Amukugo

#### **Abstract**

The purpose of this study was to determine the type of communication strategies, mostly used at the Intermediate Hospital, Oshakati (IHO), the platforms that are available to discuss communicated information, and the challenges faced in the communication strategies at IHO. A quantitative, exploratory, and descriptive aspect was conducted during May 2014. The target population included all Registered Nurses in IHO. The data collection method employed was a survey using a self-administered questionnaire. One hundred and fifty two (152) questionnaires were distributed. A response of 63% was obtained. Data analysis was done using SPSS and Microsoft Excel software was used to draw tables. The findings were that communication process is well maintained since information is simplified in a more user-friendly language for registered nurses to understand the information properly. The information flow to all levels is well developed. In addition, enough time is granted to staff to ask questions on shared information and this makes the information to be well understood. The study further found that circulars and reports are the most popular strategies used to share information in IHO. However, emails and website communication strategies were least used at IHO. It further revealed that registered nurses understand the information easily when they are presented in the form of circulars and reports. The majority of the registered nurses indicated that there are guidelines for information sharing in IHO. The findings further indicated that the seminars and monthly meetings are the most popular forums attended. Video conferencing is not used at all. Some challenges faced by the registered nurses include circulars that come from head office late, messages that do not reach the targeted audience and the language barriers. The study made some recommendations on how to improve communication at IHO.

**Keywords : assessment, communication strategies**

## **Just say No: When appearing like the Loser is the best Leadership Choice**

Ms. Kumbi Short and Ms. Rosemary Okolie

### **Abstract**

This article explores the idea that a failed merger or acquisition can actually be considered a success when viewed from the management perspective of making seemingly compromising choices in order to preserve shareholder value. The article uses the failed acquisition of ABN Amro in a bidding war between Barclays Bank and “The Consortium” (The Royal Bank of Scotland, Grupo Santander and Fortis BV) as a case study.

Financial analysis tools helped determine financial strength and create a comparison of the pre-merger and post-merger values of all five banks. M&A tools were used to analyse the deal process and the drivers for each of the banks when entering the deal. Finally, the use of the Cultural Web strategy tool helped to further analyse how realistic the projected synergies would have been.

The share prices for The Consortium declined rapidly; the smallest constituent of The Consortium required government assistance soon after the deal was completed. From The Consortium shareholders’ perspective The Consortium deal was not a success. Barclays opted to walk away from the bidding war having acted with caution, and, in so doing, eventually saved their shareholders from losses. Barclays share prices increased after they walked away from the deal. For the Barclays shareholders’, walking away from the deal was a success.

**Keywords: mergers and acquisitions, shareholder value, management decision making, strategy, operational synergy.**

## **Enhancing Corporate Social Responsibility in the public and private sectors in Botswana**

Prof. Baakile Motshegwa and Dr. Mpho Gilika

### **Abstract**

In a democratic country like Botswana, organisations and business should strive towards improving the livelihoods of the citizens that they operate within. Of recent, companies have even gone to the extent of building houses for the needy and less fortunate. In government, The Ministry of Labour and Home Affairs has been mandated to spearhead community services from the government’s point of view and

several projects have been undertaken to help both individuals and the communities. Desktop research methodology was used to collect data for the paper. This paper will follow the following format: First, it covers an introduction about Corporate Social Responsibility (CSR); second, literature review on CSR; thirdly, methodology adopted; fourth, Botswana government conception of CSR; fifth, Private sector conception of CSR and lastly, results and analysis followed by a conclusion. The paper argues that there has been an increase in the uptake of social responsibility activities by organisations and the business community in Botswana mainly to increase their visibility in society by advertising their services.

The public sector has expanded its activities in order to enhance corporate social responsibility in the country and has acted as a catalyst for development in that respect. Activities have been carried out the country to develop the less privileged in society to the extent of building houses for needy. The private sector on the other hand, has been more open and diversified their CSR activities. Some of the private sector companies included in this study are cellular phones, banks and parastatals. Like government, some activities carried out by the private sector benefits the less privileged people in the society, employees working for such organisations, the sporting codes, local communities, environmental conservation activities and others. The paper gives recommendations / suggestions on how organisations can enhance their visibility in the communities where they work by getting involved in CSR projects. Finally, the paper concludes by emphasising the importance of CSR activities in both the public and the private sectors.

**Keywords: corporate social responsibility, Botswana, business community, stakeholders, private sector, government**

## **ABSTRACTS**

### **Managing Educational Institutions: Leadership and Management Models in Perspective**

Dr. David Richard Namwandi

#### **Abstract**

Education and training aim to equip people with knowledge, expertise, skills, and/or competencies required in particular occupations in the labour market. Education creates knowledge, and training provides skills. With respect to the labour market, education is considered a service. In developing countries, it is mostly a public good or service since, largely, only government can provide such a service to the population. With respect to the nature of mass consumption, educational administration and educational management are very distinct subjects. Based on general management principles, scholars have argued that leaders lead while managers manage. However, this is generally applicable to industry, commerce and business, and not to education. In other words, the nature and extent of education and training together with the complexity of administration and management remain an area of academic discourse. This article pursues these issues, presents educational and leadership models, and concludes that Southern African Ministries of Education and educational institutions have failed to leverage these management models in order to implement the Southern African Development Community (SADC) protocol on education effectively.

**Keywords : management, educational institutions, models, educational leadership, theory and practice, planning, policy making.**

## **Human Capital Development Drivers and Organizational Innovativeness: Perspective from Consumer Goods Sector in South-West Nigeria**

Dr. Umar Gunu and Mr. Oluseyi Ajayi

### **Abstract**

The role of employees in achieving organizational objectives is highly important, hence, organizations invest hugely in driving human capital development in order to achieve innovativeness objective of the organization. Despite this, news of organizations' failures due to inability of employees to exhibit the right behaviour still makes headlines. The study examined the impact of human capital development drivers on organizational innovativeness. The research focused on the food sub-sector in Consumer Goods Sector in South-west Nigeria. The study employed Spearman correlation and regression analysis with SPSS 20.0 to analyze the data collected from the 388 respondents from nine firms in the food sub-sectors. The results show that human capital development drivers have a positive significant impact on organizational innovativeness with significant constant of 2.968 and slope of .111, .090, .134 and .231 at .000, .002, .003 and .000 significant level for training policy, external assignment, competitive salary, and mentoring and coaching (Human capital development drivers) respectively. Based on the findings, it was recommended that management should ensure that the training needs of their employees are identified periodically and appropriate action should be taken to assist such employees in order to be able to contribute positively to organizational innovativeness and management should also facilitate mentoring and coaching practices in the organization in order to share tacit knowledge among employees and be able to attain organizational innovativeness.

**Keywords: human capital development drivers, training policy, external assignment, mentoring and coaching, organizational innovativeness**

## **A Descriptive Analysis of the Impact of Employees' Participation in Decision - Making for Organizational Productivity**

Mr. Moses Waiganjo

### **Abstract**

Depending on one's background or specialty, one may refer to it as engagement, voice, participation, and democracy. No matter what you call it, the concept of employee "voice" has been a topic of consideration for centuries. The study is about "the impacts of employees' participation in decision-making for organizational productivity" by determining the causes of employee involvement in decision-making and the consequences of such action on the implementation of decisions in mineral processing organizations for productivity. The research procedure entailed reading, evaluating the methodology used in aspects of design choice, target population, sample and sampling procedures, data collection instruments, data collection procedures, data analysis, findings and recommendations. The literature review was an exhaustive study of what had been done in the field of employee involvement and enhanced organizational productivity before. In Namibia, we have different mines and products, e.g., Nuclear Fuel Minerals: Valencia Uranium, Swakop Uranium, Areva Resources. Base and Rare Metals:Purity Manganese Mine, Swartmoder Mine. Precious Stone:Diaz Point Exploration, Fourth Mining. Dimension Stone Producers: Aus Marble Granite, Damara Granite. Industrial Minerals:Salt Company, Slate, Silica. Semi-Precious Stone:Pietersite, Andradite. The study employed quantitative and qualitative research as the major approach to guide the study. The findings suggested that employee involvement in decision making contributes to effective decision implementation and also creates an enabling environment for creativity and growth hence organizational productivity. Their non-involvement would lead to loss of man hours among others which would adversely affect the fortunes of the organization. It also emerged from the research that when employees see themselves as not being part of the decision-making process, they become discontented and demotivated which is likely to adversely affect organizational productivity. It is recommended that employees' views are sought on day-to-day decisions, some tactics, strategic decisions, and matters that affect their lives and work and they should also be empowered to take decisions through which

they will have a sense of self-worth and a feeling of belonging that will make them give out their best in the organization.

**Keywords: employees' participation, decision making, productivity, management, employee involvement**

## **Strengthening the Gender Balance: Women and Decision-Making in Oil Producing Communities in the Niger Delta**

Dr. (Mrs.) Florence U Masajuwa and Ms. Adekunle Ajisebiyawo

### **Abstract**

In most Nigerian communities, participation in decision making is gendered, reflecting the structure of the dominant patriarchal ideology. The advent of the petroleum industry in the country has further entrenched the problem by undermining the voices of women regarding the distribution of the benefits of the industry in host communities. This development is a stark contradiction of the efforts of the government as captured in the various international and Nigerian legislations, including the National Gender Policy (NGP 2007), to empower women and mainstream their voices in the polity. This paper examines how such marginalization manifests itself in Nigeria's Niger Delta, particularly in modalities for compensating owners of acquired properties. Using Ugborodo community as a case study, the paper looks into how decisions in Oil and Gas related matters are taken. It focuses on how through the reiteration of existing gender bias, women are excluded from decision making regarding compensation for acquired landed properties even when the said property belong to them. With data obtained from interviews, focused group discussion and literature, the paper finds that when a property is acquired personally by a woman, she is included in negotiation meetings with the oil company. However, when it is a gift from her father or relation, she is summarily excluded except she "forces" herself to such meetings. It was also discovered that although women know there are laws protecting their rights, including the right to participate in oil and gas decision-making in their communities, they have not heard of the NGP. The paper's conclusion is that poor implementation of the gender policy as well as the plethora of laws meant to protect the rights of women has not enhanced the participation of women in oil and gas decision making in oil producing communities.

**Keywords: participation, decision making, gender balance, women, Niger delta.**

## **Perceptions of Registered Nurses Regarding their Role of Clinical Teaching of Student Nurses at State Training Hospitals in Windhoek, Namibia**

Ms. Olivia Emvula and Dr. Hans Justus Amukugo

### **Abstract**

Clinical teaching is an important component of nurses training in Namibia. It was however brought to light that student nurses do not always get the necessary clinical teaching support and guidance from registered nurses during clinical placement. Sometimes student nurses are left alone to carry out certain activities or care for patients on their own (Uukule, 2006).

The aim of the study was to explore the perceptions of registered nurses regarding their role of clinical teaching of student nurses at training hospitals in Windhoek. The objectives of the study were to explore and describe the perceptions of registered nurses regarding their role of clinical teaching of student nurses at state training hospitals in Windhoek.

A qualitative research design was adopted in the study and a total number of ten (10) registered nurses from the two training hospitals were interviewed. The study revealed that clinical teaching of student nurses at training hospitals in Windhoek is negatively affected by many factors, such as lack of human resources, lack of materials and equipment, workload, staff shortages as well as personal attitudes of both registered nurses and students.

The following recommendations were made regarding the study:

- Registered nurses as well as clinical instructors must receive refresher training on the clinical procedures to update their knowledge and skills.
- Continuous professional development for Registered Nurses is recommended to prevent registered nurses lacking of updated knowledge.

- It is recommended that the MOHSS, in collaboration with nursing training institutions develop clinical teaching manuals with well stipulated learning outcomes, to ensure uniformity in the training of student nurses during clinical placement.
- MOHSS to consider additional remuneration of clinical instructors to motivate them in their clinical teaching role.
- **Keywords: perceptions, clinical teaching, training hospitals**

### **Effect of International Financial Reporting Standards Adoption on Management Accounting System of Deposit Money Banks in Nigeria**

Dr. O.K. Akinniyi, Dr. T.O. Fagbemi, and Dr. I.O. Anaso

#### **Abstract**

In an ever-evolving business environment, organisational structures and functions have been observed to be influenced by institutional pronouncements such as the International Financial Reporting Standards (IFRSs). These standards came to existence as a result of the Norwalk Agreement of 2002 between the Financial Accounting Standards Board (FASB), based in the United States of America and the International Accounting Standards Board (IASB) based in the United Kingdom. The aim of these standards is to promote transparency and enhance quality of financial reporting. Drawing from the position of institutional theory, pronouncements of institutions such as the IASB do have effect on organisational structures. This is because organisations will often go all the way to abide by such pronouncements in order to enjoy the approval of such institutions as well as the support of other stakeholders. Though these standards were initially prescribed to enhance quality of information available to external users, studies have shown that a degree of convergence now exists between financial and management accounting information. This provides a premise for ascertaining whether or not existing management accounting systems need to change to be able to produce information compatible with

information requirements under the adoption of IFRS. Consequently, the aim of this study is to ascertain the effect of adopting international financial reporting standards (IFRSs) on management accounting systems by deposit money banks (DMBs) in Nigeria. This study relied extensively on primary data, which were gathered from questionnaires administered on persons designated as finance officers in the sampled DMBs. A satisfactory response rate of 66.7% was recorded. Both descriptive and inferential statistical tools were employed to analyse data gathered. Results of descriptive analysis suggest that management accounting system prior to adoption of IFRS was different from management accounting system after the adoption of IFRS. At a 95% CI, the result of regression analysis shows that the adoption of IFRS did significantly affect management accounting system(MAS) ( $\beta=2.18$ ,  $F= 0.27$ ,  $p= 0.000$ ). By inference there will be cost implications for switching from traditional MAS to revolutionary MAS.

**Keywords: international financial reporting standards, management accounting system, deposit money banks**

### **The relation between Psychological Empowerment and Turnover Intention at a Parastatal in Windhoek, Namibia**

Ms. G. Mashuna and Mr. W.R. Pieters

#### **Abstract**

Finding ways to reduce turnover within organisations is challenging, especially during economically difficult times and with high levels of skills shortages. The main aim of this study is to investigate the relation between psychological empowerment and turnover intention. Instead of using money only to retain employees, managers and organisations can find ways to reduce the turnover intention of employees. Psychological empowerment is a set of cognitions regarding an individual's job orientation in relation to meaning, competence, self-determination and impact. Psychological empowerment is linked to identifying and removing conditions from an organisation that increase powerlessness amongst the employees. Turnover intention is the subjective probability that an employee will leave his/her work within a certain period of time. Turnover intention was found to be the strongest predictor of actual turnover. It was found that when employees experience higher

levels of psychological empowerment they will also experience lower levels of turnover intention and increased levels of productivity within the organisation. A cross-sectional survey was used to assess the correlation between psychological empowerment and turnover intention at a parastatal in Windhoek (n=101). Making use of Spearman's rank order correlation, psychological empowerment was negatively related to turnover intention ( $r = -0.46$ ,  $p < 0.05$ ; medium effect). Removing disempowering practices from the organisation will reduce employees' level of turnover intention. The unique nature of this study, especially within the Namibian context, paves the way for future research on a large scale but also adds to the existing body of knowledge within industrial/organisational psychology and to aspects of employee retention within the world of work.

**Keywords: psychological empowerment, turnover intention**

### **The Role of Management in the Provision of Quality Service in a Tertiary Institution: The Case of University of Botswana**

Dr. Theophilus T. Tshukudu

#### **Abstract**

This article provides an analysis of the role of management in the provision of quality service in the University of Botswana (UB). Students are internal customers and their experiences are based on the overall assessment of service delivery as it is a critical component in tertiary institutions. Generally, the UB students' perceived experiences with service delivery are considerably lower than their expectations and desires of services provided by the institution. Particular areas of concern are, amongst others: problems with online registration; information enterprise resource planning (iERP) system failure; poor class attendance by lecturers; and lack of support from managerial staff to both lecturers and students. The researcher used secondary sources of data. In a nutshell, the findings indicate that in most cases, management is not up-to-date with student expectations in terms of quality service delivery; hence inadequacies in University service quality standards. The paper

recommends that the UB's management should be trained on internal customer satisfaction so that they play a significant role in ensuring competitive advantage through providing quality services. In view of the fact that provision of quality service will help drive UB towards achieving its vision to be a leading centre of academic excellence in Africa and the world, UB should put measures in place in order to ensure full employee and management engagement on quality service delivery.

**Keywords: University of Botswana, quality service delivery**