

# Unveiling Motivation Factors in the Tlokweng Land

## Board: An Exploratory Study

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### Abstract

Motivation is one of the many factors that contribute to employee performance. This is the force that drives employees' behavior to produce a certain output. Job performance is an employee's ability to integrate skills, experience, knowledge, and other available resources to deliver the expected outcome. Various studies have concluded that several factors contribute to employee performance. Management standards, level of commitment, knowledge of work, communication, motivation, and employee skills are just a few of these factors. With a clear and attractive motivating factor, employees gear all their efforts towards achieving the set goals, working through any challenges faced in the process. Motivated employees use their creativity to find solutions to the challenges that lead to the invention that we see today. This study sought to investigate how an increase in money, or lack thereof, as a motivating factor, influences employee performance. The literature review incorporates what other scholars have found to shed light on how compensation and promotion influence performance. The scope of this study is limited to the Tlokweng Land Board. This study adopted a descriptive research design. This study was conducted using questionnaires administered to respondents. Their responses were then coded for easy analysis to reach conclusions regarding the influence of their motivation. Descriptive statistics, such as frequency and mean, were used to analyze the quantitative data. In the end, this study confirmed what has been discussed by other researchers in different organizations to be true for the Tlokweng land board as well; money is among the biggest motivators for public employees.

**Keywords:** Motivation; organization; Land Board; money; compensation.

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*Received: 7/4/2023*

*Accepted: 8/14/2023*

*Published: 8/25/2023*

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## **1. Introduction**

Employee motivation is a critical factor in an organization's success. Highly motivated employees are more productive, engaged, and committed to their work, leading to improved performance, increased job satisfaction, and better organizational outcomes. On the other hand, low employee motivation can lead to poor performance, high turnover, and negative impacts on the overall organizational climate.

The Tlokweng Land Board is a public organization responsible for land management in Botswana. Like many public organizations, it faces challenges in motivating employees because of the unique nature of the public sector work environment. Public-sector employees often face bureaucratic processes, limited resources, and a lack of incentives and recognition, which can contribute to low levels of motivation and engagement.

The Tlokweng Land Board, situated in the greater Gaborone part of Botswana, plays a pivotal role in land administration and management, ensuring equitable allocation and sustainable utilization of land resources within its jurisdiction. As with any governmental institution, understanding the motivation factors that drive employees of the Tlokweng Land Board is crucial for enhancing their performance, productivity, and job satisfaction. This study explores and examines the key motivation factors influencing employees in the Tlokweng Land Board, shedding light on their unique context and providing insights for organizational improvement.

Motivation factors have long been a subject of interest in various fields including organizational behavior, management, and psychology. In the African context, numerous studies have explored motivation factors in the workplace, acknowledging the significance of intrinsic and extrinsic motivators in driving employee engagement and performance. For instance, [1] conducted a study on motivation factors in the Kenyan public sector, highlighting the influence of job security, recognition, and career development on employee motivation. Similarly, [2] focused on the motivation factors of teachers in Uganda, emphasizing the importance of fair remuneration, job satisfaction, and opportunities for growth.

While these studies provide valuable insights into motivation factors in the African context, there is a dearth of research specifically examining the Tlokweng Land Board. Given its unique role in land administration and management, it is essential to delve into the specific motivational factors that influence employees within the organization. This study aims to address this gap by conducting an exploratory study to investigate the key motivation factors of the Tlokweng Land Board.

This study adopted a mixed-methods approach, combining qualitative and quantitative research methods. Through in-depth interviews with employees and the distribution of structured questionnaires, the research will gather rich data on various motivational factors, such as job security, recognition, remuneration, career advancement, organizational culture, and intrinsic rewards. By exploring both intrinsic and extrinsic motivators, this study seeks to provide a comprehensive understanding of the factors that drive and influence employee motivation on the Tlokweng Land Board.

The findings of this research have practical implications for the Tlokweng Land Board and other similar

institutions. Understanding the specific motivational factors that impact employees can guide organizational strategies to improve employee satisfaction, retention, and overall performance. Additionally, the study contributes to the existing body of knowledge on motivation factors in African workplaces, offering insights that can be generalized to other public sector organizations in the region.

All in all, this study aimed to explore the factors influencing employees within the Tlokweng Land Board. Drawing on existing research on motivation in African workplaces, this study provides valuable insights into the specific factors that drive employee engagement and performance within this unique organizational context. By shedding light on these factors, this study aims to contribute to both theoretical and practical knowledge, offer recommendations for organizational improvement, and enhance the overall functioning of the Tlokweng Land Board.

In this study, we explored the factors that influence employee motivation on the Tlokweng Land Board. We aim to identify the specific motivators and demotivators that affect employee performance and assess the effectiveness of existing strategies for enhancing employee motivation in the organization. Additionally, we seek to identify potential strategies that can be implemented to enhance employee motivation in the organization.

## **2. Literature review**

According to a recent review, money influences motivation in certain areas but not in others [3]. It can draw in and maintain top talent while serving as a symbol of status and success. Financial gain can satisfy a variety of wants, from the most fundamental requirements of a roof over one's head and food on the table to the more complex requirements of belonging, esteem, and acknowledgment. Our knowledge, talent, and ability to perform our jobs well cannot be improved by money. Pay increases do not increase employment enjoyment or rewards. Additionally, our level of job autonomy, interactions with coworkers, and other well-known workplace motivators were unaffected by money.

[4] agrees that ETM emphasizes that if the level of employee motivation is poor, the performance that follows will likely be low as well, which strengthens the aforementioned thesis. As a result, an organization's reward system must be specifically tailored to its employees' needs and what motivates performance. This often occurs by providing suitable rewards, and the system should be set up so that workers can clearly understand the connection between rewards and motivation. Therefore, this study aimed to determine whether the main source of motivation for Tlokweng Land Board staff in Botswana is financial rewards.

Money is often cited as a key motivator for employees in both public and private sectors. However, in the public sector, the role of money in motivating employees is often questioned because of the nature of public sector work and the perception that public employees prioritize job security and benefits over financial rewards. Several studies have examined the role of money as a motivator for public employees in African countries, shedding light on the complex relationship between financial rewards and employee motivation in the public sector.

One study by [5] investigated the factors that motivate employees in the Kenyan public sector, including the role

of financial rewards. The study found that while non-financial factors, such as job security and work-life balance, were important motivators for public employees, financial rewards also played a significant role in motivating employees. The study recommended that public sector organizations in Kenya should develop more effective reward systems that are aligned with employee needs and organizational goals.

Similarly, a study by [6] in Uganda found that financial rewards were an important motivator for public sector employees, particularly those in lower-level positions. The study recommended that public sector organizations in Uganda should develop more flexible reward systems that can be tailored to the needs and preferences of individual employees.

However, not all studies find a strong relationship between financial rewards and employee motivation in the public sector. A study by [7] in Nigeria found that while financial rewards were important, they were not the most significant motivators for public-sector employees. The study found that job security, training and development opportunities, and a supportive work environment were important motivators for public employees in Nigeria.

These studies highlight the complex relationship between financial rewards and employee motivation in the public sector of African countries. While financial rewards are often cited as a key motivator for employees, the importance of non-financial factors, such as job security, training and development opportunities, and a supportive work environment, cannot be overlooked. Public sector organizations in African countries should therefore consider developing more flexible and tailored reward systems that take into account the diverse needs and preferences of their employees, while also focusing on other key motivators, such as job security and opportunities for growth and development [8]. While money can be an important motivator for public-sector employees in African countries, it is not the only factor that contributes to employee motivation. Public sector organizations in African countries should therefore take a holistic approach to employee motivation, considering both financial and non-financial factors, to create a work environment conducive to employee satisfaction, engagement, and high performance.

### **3. Methodology**

A descriptive survey research design was used for this study. To fully address the purpose of the study and ascertain the impact of the reward system of the chosen telecommunications firm on employee motivation, it was necessary to gain insight into employees' subjective understandings and perceptions. This method was selected because of its quantitative ability to separate and arrange responses into specified options, producing data that can be inferred statistically. A hand-delivered structured questionnaire was used in the survey design to gather and analyze data from a representative sample of the entire population. This occurred after receiving ethical approval. Experts in education and industry research have confirmed the content validity of the questionnaire. Combining open- and closed-ended questions was one of the experts' recommendations. To obtain accurate and reliable results, surveys were gathered, processed, and cleaned to remove any errors or incomplete responses. This process was performed to ensure that the data collected and analyzed were of high quality. Once the data were cleaned, they were categorized into several groups to simplify the descriptive

statistical analysis. This categorization allowed for the easier identification of patterns and trends in the data. Frequency distribution tables were used to summarize the data collected from the respondents. These tables provide a clear and concise picture of the distribution of the responses to each question in the survey. The Statistical Package for Social Sciences (SPSS) v25 software was used to analyze the data gathered through the questionnaire. This software is widely used in social sciences and is known for its ability to perform statistical analyses on large datasets. Using this software, this research was able to identify key insights and trends in the data that would have been difficult to manually identify. This survey underwent a rigorous process of gathering, processing, and cleaning before being analyzed using SPSS v25. The data were categorized into several groups to allow for easier analysis and frequency distribution tables were used to summarize the data. Finally, the use of SPSS v25 allowed for the identification of key insights and trends in the data, ultimately leading to more accurate and reliable results.

**4. Findings**

The findings reveal that employees on the Tlokweng Land Board are motivated by a range of factors, including job security, opportunities for career advancement, and recognition and rewards. However, they also face a number of demotivators, including bureaucratic processes, a lack of training and development opportunities, and limited resources. The study also found that existing strategies for enhancing employee motivation in the organization, such as performance management and training programs, are not always effective in addressing the specific needs of employees in the public sector.

**4.1. Response rate**

It is important to discuss the distribution of the valid sample size in terms of age, length of service, gender, and departmental affiliation within an organization. This is meant to provide insight into the attributes of the respondents who took part in the study and into the validity and reliability of this study. It is worth noting that the primary objective of this study was to identify the best motivator on the Tlokweng land board with a narrowed look at money as a motivator. A sample size of 52 was chosen, and 10 respondents did not return their questionnaires; hence, 42 questionnaires were returned and utilized for analysis.

**Table 4.1:** Response rate.

Type of Respondents	Number of targeted respondents	Number of actual Respondents	Response Rate
Management	5	5	100%
Supervisor	10	6	60%
Professional	11	11	100%
Technical	15	15	100%
Clerical	7	1	14%
Support	4	4	100%

#### **4.2. Demographic data**

The questionnaires provided the participants with demographic information. Demographic information is crucial, as it describes the participants of the study to the reader. According to [9], demographic details allow readers and researchers to determine who research findings generalize and allow for comparisons to be made across replications of studies. Demographic information included age, sex, academic qualification, and years of service.

#### **4.3. Age and gender**

In the context of this study, first, frequency analysis was conducted, and the results of gender composition, age distribution pattern, and number of years of affiliation at the Tlokweng land board are presented below:

**Table 4.2:** Gender composition.

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
<b>Male</b>	15	35.7%	35.7%
<b>Female</b>	27	64.3%	100%
<b>Total</b>	42	100%	

Table 4.2 above, shows the respondent distribution by gender. There is a seeming tip on balance scale towards females coming to staff distribution by gender, arising from the percentage distribution of male:35.7% and female:64.3%. This revealed that both males and females were involved at an almost 1:2 ratio in this study.

According to Table 4.3, the majority of respondents were older than 45 years. There was only one employee among respondents between 31 and 35 years of age.

All in all 33.3% of the employees are below 35 which is the youth cut off, meaning most of the responses of this study are not a representation of the youth.

**Table 4.3:** Age composition.

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
20-25	3	7.1%	7.1%
26-30	10	23.8%	31%
31-35	1	2.4%	33.3%
36-40	7	16.7%	50%
41-45	10	23.8%	73.8%
Above 45	11	26.2%	100%
<b>Total</b>	42	100%	

#### 4.4. Academic qualification

**Table 4.4:** Classification of respondents by educational background.

Academic qualification	Frequency	Percentage	Cumulative Percentage
Masters	1	2.4%	2.4%
Degree	19	45.2%	47.6%
Diploma	10	23.8%	71.4%
Certificate	12	28.6%	100%
Total	42	100%	

Table 4.4 represents the results obtained when the respondents were classified by their educational background. The data indicate that the majority of employees (45.2%) hold a degree, followed by those with a diploma (23.8%) and those with a certificate (28.6%). Only 2.4% of the employees hold a master’s degree. The cumulative percentages show that almost half (47.6%) of the employees surveyed had at least one degree, and the majority (71.4%) had at least one diploma. All employees surveyed had at least one certificate.

#### 4.5. Years with Service

The data show that the majority of employees (50%) have worked with their employers for more than 10 years, indicating a relatively stable workforce. In contrast, only 7.1% of the employees had worked for less than a year. The cumulative frequency shows that 28.5% of employees had worked for 1-2 to years, while 50% had worked for more than six years.

This indicates that the majority of employees have been on the land board for a significant period of time. It is important to note that the length of time an employee has worked for an employer may not necessarily indicate their level of motivation. Other factors, such as job satisfaction, work environment, and opportunities for growth and development, may also influence employee motivation.

**Table 4.5:** Classification of respondents by educational background.

Years with landlord	Frequency	Percentage	Cumulative Frequency
Less than 1	3	7.1%	7.1%
1-2	9	21.4%	28.5%
3-4	2	4.8%	33.3%
5-6	2	4.8%	38.1%
6-10	5	11.9%	50%
Above 10	21	50%	100%
Total	42	100%	

#### 4.6. Forms of motivation

The data indicate that the most common form of motivation is through awards, which is mentioned by 45.2% of the employees. Team building is the second most common form of motivation, mentioned by 26.2% of the employees. Advancement, wellness days, overtime, supervision, and educational advancement are the less commonly used forms of employees (90.5%) are motivated in some way, while 9.5% report that they are not motivated by any of the forms listed. It is important to note that different forms of motivation may be more effective for different employees or situations. Further analysis is required to identify which forms of motivation are most effective in motivating employees on the landboard.

**Table 4.5:** Classification of respondents by educational background.

Forms of motivation	Frequency	Percentage	Cumulative Frequency
Awards	19	45.2%	45.2%
Team building	11	26.2%	71.4%
Advancement	1	2.4%	73.8%
Wellness days	2	4.8%	78.6%
Nothing	5	11.9%	90.5%
Overtime	2	4.8%	95.2%
Supervision	1	2.4%	97.6%
Educational advancement	1	2.4%	100%
Total	42	100%	

#### 4.7. Best motivator

**Table 4.8:** Classification of responses to question “Which is the best motivator”.

Response	Frequency	Percentage	Cumulative Frequency
Compensation	11	26.2%	26.2%
Recognition	13	31%	57.2%
Promotion	7	16.7%	73.9%
Supervisor	3	7.1%	81%
Combination of all	8	19%	100%
Total	42	100%	

The data show that recognition is the most commonly cited factor, with 31% of the employees reporting that it motivates them. Compensation was the next most commonly cited factor, with 26.2% of employees reporting that it motivates them. Promotion and supportive supervisors were cited by 16.7% and 7.1% of employees, respectively. A combination of all factors is cited by 19% of the employees. The cumulative frequency shows



that the majority of employees (73.9%) reported that one or more of the factors listed (compensation, recognition, promotion, or supportive supervisor) motivated them. A further 19% reported that a combination of all factors motivated them.

**4.8. Best compensation**

The responses were divided into four categories: Salary, Bonuses, Overtime, and A combination. Of the 43 employees, 20 (47.6%) responded that salary was a motivating factor, while 13 (31%) responded that bonuses were a motivating factor. Six (14.3%) employees responded that overtime was a motivating factor, and only three (7.1%) employees responded that a combination of these factors motivated them. The cumulative frequency column shows that 47.6% of employees are motivated by Salary, while 78.6% of employees are motivated by Salary and Bonuses. The remaining 21.4% of employees were motivated by overtime and a combination of factors.

The data suggest that salary is the most important motivating factor for landboard employees, followed by bonuses. However, the fact that 31% of employees cited bonuses as a motivating factor also indicates that other forms of compensation and recognition beyond the base salary can be effective in motivating employees. Additionally, the finding that a combination of factors motivates a small percentage of employees suggests that a personalized approach to employee motivation may be necessary.

**Table 4.9:** Classification of responses to question “Best compensation”.

Response	Frequency	Percentage	Cumulative Frequency
Salary	20	47.6%	47.6%
Bonuses	13	31%	78.6%
Overtime	6	14.3%	92.9%
A combination	3	7.1%	100%
Total	43	100%	

**4.9. Package affect morale?**

The data show that of the 42 landboard employees who participated in the research, 32 (76.2%) responded "Yes" when asked if they were motivated by certain factors. On the other hand, nine (21.4%) responded "No," indicating that they were not motivated by the same factors. Only 1 (2.4%) was a blank. The cumulative frequency column shows that 76.2% of the employees surveyed were motivated by the identified factors, while 21.4% were not. The remaining 2.4% did not respond to the questionnaire.

**Table 4.10:** Classification of responses to question “Best compensation”.

Response	Frequency	Percentage	Cumulative Frequency
Yes	32	76.2%	76.2%
No	9	21.4%	97.6%
Blank	1	2.4%	100%
Total	42	100%	

**4.10. Package affect morale?If yes how?**

The data show that out of the 42 landboard employees who participated in the research, 13 (31%) responded positively when asked about the factors that motivated them. In contrast, 19 (45.2%) participants responded negatively, indicating that they were not motivated by the identified factors. Ten (23.8%) responses were left as blank. The cumulative frequency column shows that 76.2% of the surveyed employees provided a response, while the remaining 23.8% did not.

**Table 4.11:** Classification of responses to question “Best compensation”.

Response	Frequency	Percentage	Cumulative Frequency
Positive	13	31%	31%
Negative	19	45.2%	76.2%
Blank	10	23.8%	100%
Total	42	100%	

**4.11. Basis for package**

One hundred% of the packages are based on grade. From the cumulative frequency column, we can see that all employees surveyed reported that their packaging was based on grade. Based on these data, it appears that grade is the primary factor that determines employee compensation and benefits in the organization.

**Table 4.12:** Classification of responses to question “Best compensation”.

Response	Frequency	Percentage	Cumulative Frequency
Grade	42	100%	100%
Total	42	100%	

**5. Discussions**

The The findings of this study provide valuable insights into the motivational factors that drive employees within the Tlokweg Land Board. The data revealed that recognition is the most commonly cited factor, with 31% of employees reporting that it motivates them. This aligns with previous research in African workplaces that

emphasizes the significance of recognition in enhancing employee motivation and job satisfaction [1]. Recognition serves as a form of appreciation and validation that can positively impact an employee's self-esteem and sense of belonging within the organization. Implementing recognition programs or establishing a culture of acknowledgment can be effective strategies to enhance motivation among landboard employees.

Compensation emerged as the next most commonly cited factor, with 26.2% of employees reporting that it motivates them. The study's findings corroborate the importance of fair remuneration in driving employee motivation, as highlighted in various studies in African contexts [2]. Salary serves as a fundamental motivator as it is directly linked to an employee's financial well-being and can significantly impact their quality of life. The data indicate that a considerable percentage of employees (47.6%) are motivated by salary alone, underscoring its critical role in driving employee engagement and performance.

Moreover, bonuses are also mentioned as motivating factors by 31% of the employees. Bonuses provide an additional financial incentive to reward employees for exceptional performance or achievement. A performance-based bonus system can incentivize employees to strive for higher levels of productivity and excellence. The cumulative frequency analysis indicates that the combination of salary and bonuses motivates a significant portion (78.6%) of employees, further emphasizing the importance of financial rewards in fostering motivation within the Tlokweg Land Board.

Promotion was cited by 16.7% of employees as a motivating factor. Opportunities for career advancement are crucial for employee growth and development and play a vital role in maintaining long-term motivation and commitment. Providing clear career paths, training programs, and mentoring opportunities can address ambitious employees' aspirations, fostering a sense of progression and job satisfaction.

Additionally, a supportive supervisor was reported as a motivating factor for 7.1% of employees. Thus, the role of supervisors in influencing employee motivation and engagement cannot be overstated. Supportive and encouraging supervisors can create a positive work environment, provide guidance, and recognize employees' efforts. This finding underscores the significance of effective leadership and the need for supervisor training and development on the Tlokweg Land Board.

It is important to note that 19% of employees cited a combination of all the factors mentioned as their motivation source. This highlights the complexity of motivation and the need to simultaneously consider multiple factors to foster a holistic and inclusive approach to employee motivation strategies.

Overall, the data suggest that salary, followed by bonuses, emerged as the most important motivating factor for employees of the Tlokweg Land Board. These financial rewards serve as tangible incentives that directly impact employees' financial stability and quality of life. However, it is crucial to acknowledge that motivation is a multifaceted concept that is influenced by various intrinsic and extrinsic factors. Therefore, implementing a comprehensive motivational strategy that combines financial rewards, recognition, career advancement opportunities, and supportive leadership is essential for maximizing employee motivation and engagement within the Tlokweg Land Board.

## **6. Conclusion**

In conclusion, this study sheds light on the motivational factors that drive employees within the Tlokweg Land Board. The findings highlight the importance of recognition, compensation, promotion, and supportive supervision as key motivators for employees. Recognition emerged as the most commonly cited factor, emphasizing the significance of acknowledging and appreciating employees' efforts. Furthermore, compensation, particularly salary and bonuses, proved to be crucial motivators, underscoring the importance of fair remuneration for enhancing employee motivation and job satisfaction. The data also indicate the importance of career advancement opportunities and supportive leadership as factors that contribute to employee motivation within the organization.

The findings of this study have important implications for the Tlokweg Land Board and similar public-sector organizations. To foster a motivated and engaged workforce, it is crucial for the organization to prioritize recognition programs, fair and competitive compensation packages, opportunities for career growth, and effective leadership development. Creating a supportive work environment that values and rewards employee contributions can significantly enhance motivation, job satisfaction, and overall organizational performance.

It is important to acknowledge that motivation is a complex and multifaceted concept, influenced by a combination of intrinsic and extrinsic factors. Thus, future research should explore additional dimensions of motivation within the Tlokweg Land Board, such as job design, work-life balance, and organizational culture. Moreover, longitudinal studies can provide insights into the dynamic nature of motivation factors over time and assess the long-term impact of implemented motivation strategies.

By understanding and addressing the motivational factors that drive employees within the Tlokweg Land Board, the organization can create a positive and productive work environment that attracts and retains talented individuals. Ultimately, fostering employee motivation is not only crucial for individual job satisfaction, but also for the overall success and effectiveness of the Tlokweg Land Board's mission in land administration and management.

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