



Private Sector Employee Engagement Strategies in Botswana: Case of Choppies Retail Store

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Abstract: The purpose of this paper is to evaluate employee engagement strategies applied by the Botswana Private Sector with reference to Choppies Retail Store in Botswana. The focus of the paper, Choppies Botswana, is one of the fastest growing retail companies. The Chain store's growth notwithstanding, it is currently experiencing challenges related to lack of employee commitment due to non-engagement on the part of management. Additionally, the retail chain is beset with problems related to unsatisfactory customer service and a low level of minimum wage. According to the available body of literature, employee engagement exists when employees are committed to organizational goals and success. Employee engagement strategies usually used by management are employee rewards and communication. Employee rewards is the recognition and rewarding of outstanding performance employees. Communication entails deliberate efforts by management in imparting or exchanging information about the organization through different means of communication. Engagement strategies are therefore, critical in employee engagement in an organisation such as Choppies Retail Stores. The chain can implement this strategy in its organisational system by rewarding outstanding employee performance. Rewards are an incentive for more employee input and effort. The findings of this paper proved that the application of these strategies has the potential to increase organisational profitability. The researcher recommends that Choppies Retail Stores designs and implements a detailed written plan for employee engagement strategy. This is a paper of relevance to both policy makers in the Botswana Private Sector, Private Sector Trade Unions, and employees of Choppies Retail Stores.

Keywords: Botswana Private Sector, Choppies Retail Store, Employee Engagement Strategies

1. Introduction

For a certain period, organizations never took into consideration the need to engage their employees to enable success. During this time, management's pre-occupation was profit earning profit and increasing other business performance metrics. However, with the passage of time, there arose the realization that successful organizations require engaged employees committed to the vision of the organization. This is evidenced by the recognition, over the years, within the management community of the existing relationship between employee engagement and organizational [1]. Employee engagement has emerged as a critical driver of today's businesses because it affects; employee morale, productivity and employee retention. It acts as also acts as a tool for strategic competence [2]. It is believed that employee engagement urges the employee to outperform

and to set new standards. Management have also realized that the more employees are engaged the greater the chance the company is able to retain its employees - which also enhances its reputation. It has been acknowledged that employee engagement is the key to unlimited company viability and profitability [3]. Without the intense involvement of employees within an organization their chance of advancement decreases, and mediocrity becomes the norm. Success catalysts that make the firms competitive exist, and their absence could create a vacuum through which history making organizations sink into obscurity [4]. Therefore, it is not a surprising that firms of all sizes and types have invested significantly in policies and practices that foster engagement and commitment in their workforce [5]. In the process of gaining a competitive edge, management have come to the realization of coming up with strategies that will encourage employee engagement within their organizations. This chapter

includes background of the study, problem statement, aim of the study and its significance.

1.1. Background of the Study

In Botswana, Choppies is known as one of the fastest growing retail outlets. According to their website [6], Choppies was founded in 1986 in the town of Lobatse in Botswana. According to the information on the site, the retailer's first store was Wayside Supermarket. In 1993, a second store was opened. From that year onwards, Choppies embarked on a massive expansion drive, which saw the opening of new stores in the greater Gaborone periphery. The expansion also moved to highly populated geographical areas of Botswana. In 2008, Choppies made its footprint in South Africa by opening a store in Zeerust Northwest. The retailer's focal point of operation in South Africa is the Northwest province. The year 2013 saw Choppies move into Zimbabwe where most of the Choppies stores were acquisitions of the existing Spar network. The first distribution centre in South Africa was opened in 2014 located in Rustenburg. This location was found to be an ideal point for to supplying all stores within a 500km radius. The significant developments that Choppies has been active in, include the 2014 opening of a distribution Centre in Zimbabwe. The retailer's foresight is to grow into East Africa, with emphasis in Tanzania and Kenya. Choppies believes in potential of the African market hence the continued growth. It has been noted that as of June 2017, Choppies had been established in 212 locations, operating 7 distribution centres and it has almost 15 234 employees.

The mission of the organization states that, 'To be the best service provider of FMCG in Sub-Saharan Africa.' The vision statement is to:

- 1) Be a strong responsive provider of consumer goods at affordable prices.
- 2) Give customers the best value for their money.
- 3) Bring products to semi- urban and rural areas.
- 4) Generate sustainable economic development by supporting local businesses and farmers and core value creation in the society.
- 5) Create new jobs and develop all employees to their highest potential and ensure proper skills transfer to the local workforce.

1.2. Problem Statement

The Sunday Standard article [7] stated that, "It is known of a few Batswana who have been given accorded with or promoted to management positions. On the other hand, majority of Choppies employees are Batswana; not only do they get peanuts as pay but their general conditions of service as workers are below par." The writer went on to indicate that, it was learnt a while ago that employees lost a case about unfair dismissal, due to strike action over low wage. The former employees in question should be a lesson to those who are still in the Choppies payroll (and all other non-unionised retail sector workers) to consider starting a workers' union or

joining the one that already exists and ensure that it signs a recognition agreement with their employer. As it stands, should Choppies collapse, no one would speak out on behalf of Choppies employees due to the absence of a recognition agreement between the retailer and the retailers' workers' union.

It is always expected of a thriving and expanding firm, to have a strong engagement strategy and policies. Internationally, organizations have it as their priority to provide a safe harbour for their employees. They fully appreciate that their employees are important and engage them to foster growth amongst individuals and the organizations. In Botswana, with reference to Choppies, there is lack of written strategies that that are implementable to ensure that employees are engaged in the organization. It is believed that organisational human resource departments must fully engage in formulating strategies that ensure human resource/ talent is effectively and efficiently utilized. This research will look at the meaning of employee engagement, its benefits and evaluate the strategies that organizations in Botswana can adopt to foster their growth.

1.3. Aim of Study

It is a risky undertaking for a rapidly growing organization to have an HR department that does not have a solid strategy that fosters growth through engaging their employees. The main aim of the study is to assess strategies that organizations adopt to help in the growth of an organization. The objectives of the research are:

- 1) To understand the concept of employee engagement and its benefits.
- 2) To identify and evaluate HR employee engagement strategies.
- 3) To make recommendations on effective strategies for managing employee engagement.

The hypotheses of the study are as follows.

- 1) Employee engagement: it is when human resource does not view themselves as just workers; but they also consider themselves to a relevant and a needed integral part of an organization. This is beneficial because it enhances the competitive edge and employee retainment.
- 2) Employee strategies that are usually used by management are employee rewards and communication. Employee rewards is the recognition of the employees with outstanding performance and subsequently rewarding them. Communication occurs when management imparts or exchanges information about the organization through different means of communication.

1.4. Significance of the Study

Human Resource Management is a dynamic principle. This is because human resources are very effective due to changing technologies and other factors. In the future more studies on how employees develop, engage, and advance are needed. It is unfortunate that in Botswana there is limited information and

research on human resource and employee engagement. Therefore, the aim of this research to contribute to the bridging of the knowledge gaps in this area of study. The beneficiaries are anticipated to be undergraduate students, lecturers and practitioners involved in the human resource management. The benefits of the research will include the provision of strategies that can be adopted and applied in the context of Botswana.

2. Employee Engagement

Employee engagement is a universal strategy that the Human Resource departments in various organizations have adopted. While it has been adopted over the years, many researchers and organizations have a subjective approach in trying to unpack employment engagement. “The harnessing of organizational members’ selves to their work roles includes engaging people to employ and express themselves physically, cognitively and emotionally during role performance” [8]. The founder of this principle, William Kahn, believes that there should be freedom of opinions and psychology safety within the work environment. Kahn is quoted further, “We need to make sure that employee understands the value and impact their role has to the whole organization. This genuine appreciation of contribution motivates individuals to commit themselves fully to their role” [9]. An author in article from [10] mentioned that Khan’s theory comes into full play when the following three psychological conditions are manifested:

- 1) Meaningfulness- It focuses on the perception of an employee whether their role/ task is meaningful, both to the organization and context of the society at large, which justifies their full self being deployed.
- 2) Safety- This deals with the question of sense of safety the staff feels. If the workplace provides sufficient safety from any negative consequences such that they are prepared to bring their full self to the role.
- 3) Availability- the question often asked is, “does the employee feel sufficiently physically and mentally able to deploy their full self to the task?”

In other words, employee engagement is the emotional commitment an employee has to the organization. Another researcher unpacked emotional commitment in the following statement, “When employees actually go beyond just working for the pay check or promotion, but work on behalf of the organization to reach its goals” [11]. Reference [12] also suggested employee engagement reflects two essential elements; willingness to contribute to organizational success and a positive and energized employee who is at a motivational state. A researcher stated that, engagement is based on trust, integrity, two-way commitment and communication between an organization and its members [13]. They further stated that this approach increases or decreases the chances of business success, contributing to organizational and individual performance, productivity, and well-being. Reference [3] argued that, the level of commitment of the employs portrays an impression on the level of responsibility

of an organisation. Therefore a company that has less engaged employees, reflects on how management is irresponsible and does not care much about its employees and the success of the organization. “Engaged employees are more productive, more profitable and have lower turnover than employees who are not engaged with their organization” [14].

Figure 1 gives a brief explanation between the three type of employee engagement and Figure 2 provides their characteristics. This is to help give an overview of understand what employee engagement is really all about. The three types of employee engaged are; engaged employee, not engaged and actively disengaged [5]. All these can be found in an organization and have an impact on the organization. Therefore it is imperative that the management or leadership ensure that every employee is fully engaged in order to fully enjoy the positive outcomes.

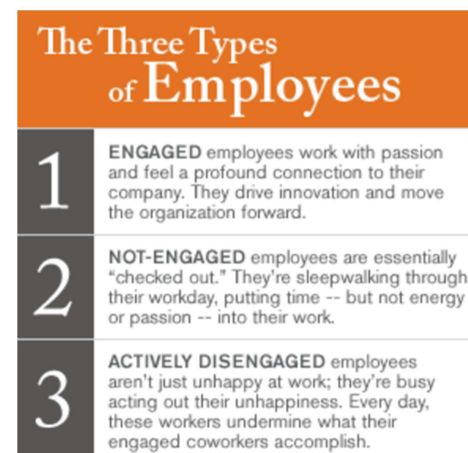


Figure 1. The three types of employees. [15]

Engaged	Not Engaged	Actively Disengaged
High performer	Minimal effort	Disruptive
Innovative	Little passion	Very miserable
Efficient	Lack of creativity	Bad attitude
Committed	Increased absence	Often late or absent
Understands role	Little motivation	Wastes time
High energy	Checked out	Undermines coworkers

Figure 2. Characteristics of different types of Employee Engagement. [16]

It has been stated that employment engagement is a subjective matter, since various organizations unpack it differently however driving to the same point. “Vodaphone defines employee engagement as an outcome measured or seen as a result of people being committed to something or someone in the business i.e., a very best effort that is willingly given” [17]. Johnson and Johnson explain employment engagement as, “The degree to which employees are satisfied with their jobs, feel valued and experience collaboration and trust.” [18]. Reference [19], says that it is all about “giving time and talent to team building activities.” Figure 3 below shows how some organizations view employment engagement.

It is a depiction of a way to appreciate how organizations have embraced this concept.

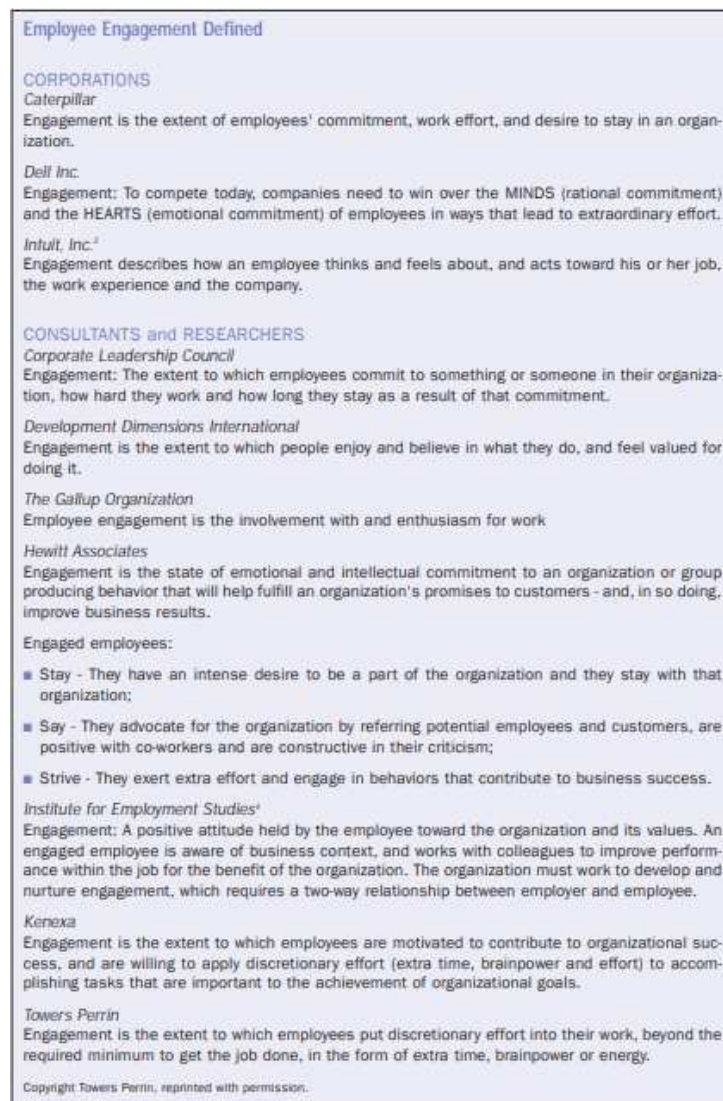


Figure 3. Employee Engagement as defined by various organisations.

2.1. Benefits of Employee Engagement

Richard Branson (Virgin Group CEO) in 2009 was quoted saying, "We've always had a policy of trying to put our staff first [20]. The staff should come first, the customers (the public) second and your shareholders (stakeholders/ taxpayers) third. If you take that approach, you will find that everyone wins. Happy staff results in happy customers, lots of happy customers result in happy shareholders." To ascertain these claims, a statistical analysis was made to assess whether there are positive outcomes, and the results were:

- 1) Employees who work 57% harder are 9 times less likely to leave.
- 2) Average three-year revenue growth of 20.1% as compared to industry average of 8.9%.
- 3) Higher stock price over a period of 3 years as compared to a sample of 500 leading companies in a variety of industries.

- 4) Three times higher EBITA (Earnings Before Interest Taxes and Amortization) growth as compared to industry average.
- 5) Organizations with high engagement levels experience positive return on talent outcomes, customer satisfaction, and the bottom line.
- 6) Offices with engaged employees are as much as 43% more productive [20].

2.1.1. Greater Employee Loyalty

"Loyalty is something that is rare nowadays as 46% of employees would accept another job offer if another opportunity rose, but employees who are engaged decide to stay with the company" [21]. The researcher also stated that, it is difficult for employees to leave an organization that they care about since they are rightfully challenged by their work. Because this occurrence, an increase in employee retention rates results. In agreement with the previous statement it is observed that "Organizations with high employee engagement

have 40% lower turnover and this a unique advantage in the current competitive hiring market.” [22]. In another research it is indicated that employee engagement encourages personnel to do more than what is in their job description because there is also flow of communication of experiences [23]. They also identified a statistic that proved employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the organization.

2.1.2. Employee Satisfaction

“Employees that are engaged and satisfied are much invested in the success of the business and have a high level of commitment and loyalty” [24]. Reference [23] relates this to the fact that satisfied employees also connect with the organization’s values, goals and perceive themselves to be part of the organization. Such employees also act as brand ambassadors because they promote and support the organization’s mission, strategy, and brand. [25] attests by stating, “Engaged employees help in attracting top class talent by encouraging other individuals to join the organization.” According to [26] NHS has now experienced more cross-functional teamwork with fewer examples of a silo mentality to deliver more joined up, coordinated care for end-users.

2.1.3. Better Customer Service

“Seven out of ten customers will spend 13% more with a company that provides excellent customer experience” [21]. Engaged employees care more about their organization hence providing the best service to customers. Reference [27] emphasized that, it also improves the customer experience with your employees and your brand. Another author affirmed, “When employees feel good at work, they work harder, and when they work harder, they produce more quality work which in the end positively affects a customer” [28]. In addition, they stated that since customers are satisfied, they will act as brand ambassadors as they will be referring your organization to other people.

2.1.4. Lower Absenteeism

“A disengaged employee; tries to evade work, struggles to meet deadlines and is reluctant to accept additional

responsibility” [29]. “When employees are engaged they feel as part of the organization, avoid letting it down, ensure that they show up to work and work hard.” [28]. It was added that in the USA it was realized that businesses that engaged employees had 41% reduction in absenteeism. Reference [21] suggested that when employees are engaged, they are firmly committed to their organization’s mission, therefore they ensure that they aren’t absent from work. However, he argued that there should be a concern about engagement level when patterns of absenteeism begin to increase.

2.1.5. Increased Productivity

Reference [24] notes that, engaged employees are often top performers, as the more efficient the employee is the greater they are driven to succeed. “Disengaged employees can easily annihilate return on investment through their salaries because they only put forth minimum effort, produce less output but expect full pay” [16]. A study by [30] revealed that, engaged employees always look for ways to do their work while effectively using resources; resulting in the firms delivering better products or services and having more resources to invest in further improvements. Reference [31] revealed that, “Work groups in the top quartile of engagement are more present and productive; they average 17% higher productivity, and 21% higher profitability.”

2.1.6. Increased Innovation

“As highly engaged employees feel they have a real stake in the organization, they strive to efficiently create new products, services and processes. Collaboration in the workplace amongst engaged employees and top management also leads to overall organizational growth” [24]. In an article by [25] further explains that, engaged employees have a sense of ownership in their organizations and this leads to them constantly thinking of innovative methods to improve themselves and their teams. He also highlighted that the passion and interest that they bring to their jobs always leads to innovation in the workplace. Reference [26] testified that in their organization, innovation right across the work environment that supports needs of customers and goals of the trust has increased.

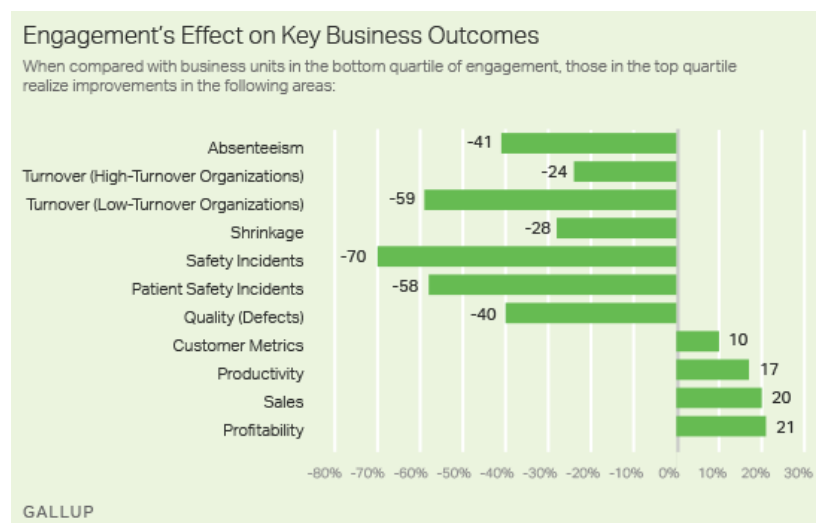


Figure 4. Engagement's Effect on Key Business Outcomes [32].

Figure 4 above is another statistical research done on behalf of Gallup on the impacts of employee engagement. The representation shows that employees who were fully engaged outperformed others by 10% on customer ratings, 17% in productivity, 20% in sales and 21% in profitability. The work units that fully engaged their employees also noticed that turnover decreased (24% in high-turnover organizations and 59% in low-turnover organizations). They also experienced shrinkage by 28%, absenteeism decreased by 28, safety incidents by 70%, patient safety incidents by 58% and quality defects decreased by 40%. This is to fully testify that it is important for organizations

to fully invest in coming up with strategies that will encourage employee engagement. It has been stated a healthy environment for workers fosters opportunities for an organization to grow.

2.2. Human Resource Engagement Strategies

Therefore, organizations that have a strong human resource team have set up different strategies to foster growth in their systems. Figure 5 below shows a summary of the eight most important strategies that an organization can adopt to foster growth through employee engagement [33].



Figure 5. Proven Strategies to Work Place Excellence. [33].

2.2.1. Invite Feedback and Act on It

“Employees have a voice: their views are sought, listened to, and acted on by management” [34]. Reference [35] noted that, if employees are given a chance to offer their innovative thoughts, they then feel they have their contribution is important in bringing forth solutions. It was also revealed that gives them the realization that they are cared for, listened to and valued. Reference [36] when preparing engagement strategy for National Health Studies, indicated on the importance of giving employees and teams a voice. They stated that it makes employees feel like they have an opportunity to voice their views, opinions, suggestions and input decisions that affect them. “Organizations can conduct regular surveys to determine issues that affect employees. Following the survey, it is advisable that management comes up with ways to improve how they have been operating” [34] & [37]. The authors also argued that, managers should spearhead such surveys and develop action-oriented plans that are specific, measurable, accountable and time-bound.

2.2.2. Communicate Deliberately and Regularly

“Having a team dedicated to communicating news and other relevant issues to employees, more frequently and intentionally.” The author noted that the communication can be done either digitally or physically. There is a need for the leader to be clear about their expectations from employees and how their performance affects the company [38]. In agreement it is said, “employees need to understand how their own role contributes to these, and the resources available to deliver them, as well as feeding well-informed about what is happening in the organization” [15]. They also stressed on the fact that, having a two-way communication between managers and staff such as; providing opportunities for upwards feedback without fear of repercussion, employees access to information and consulting employees in decision-making processes. It is significant that managers provide employees with feedback and discuss with them their progress [39]. The author continues to clarify that many employees desire to hear that they have done a good job rather just being handed a

financial incentive. All this causes the employee to develop an awareness of being heard and valued and instils a sense of ownership over the outcomes.

2.2.3. Get Goals Aligned

“Articulating goals and responsibilities in a precise manner are vital in improving employee management; therefore, there needs to be clear communication of goals and responsibilities” [35]. The researcher also insisted that it is crucial to let employees know what they are supposed to do and be held accountable for their actions. If employees cannot reconcile their personal values with those of their company, it results in them being quickly disengaged and less accountable for their work [40]. Reference [41] stated that, at Intertech, employees are provided a checklist during orientation that includes overall financial and strategic goals along with how the employee is expected to impact that picture. “The main focus of employee engagement is the alignment of the employee with the organizational goals and to go beyond what is expected” [42]. Unless the people at the top believe in their vision, own it, pass it down to managers and employees to enhance their leadership, employee engagement will never be more than just a ‘corporate fad’ or ‘another HR thing’ [37].

2.2.4. Foster Job Satisfaction

One of the most important things for every employee is to have a good relationship with their supervisor. “Facilitate job satisfaction by providing opportunities for training and professional development, removing work obstacles, providing fair rewards and cultivating confidence in senior management” [41]. Reference [43] also suggested that, leaders employ processes that address employee needs and expectations concerns such as corporate culture awareness, team skills development, incentives and communication. Employees desire a challenge in their work and want leaders to believe that they can complete assigned tasks [44]. Furthermore, they desired to receive necessary training and resources to perform their duties. “Management should go beyond just providing challenging work; they should also be meaningful. Career advancement opportunities should be provided as it is a desire for every employee” [38].

2.2.5. Rewards and Recognition

Recognition is critical to the culture and operation within the work environment which impacts workforce engagement because it gives a form of powerful feedback [45]. Support is a means that employees are appreciated for their ideas and efforts instead of treating them like pawns [30]. “Compensation powerfully influences employee engagement, in such a way that it encourages commitment to employers while motivating engagement in the workplace” [46]. Reference [35] suggested that HR department needs to put up awards and recognition programs because employees need to feel appreciated and valued. He also argued that apart from incentives and bonuses, employees need to be paid well and in a timely manner, with the assurance that there are no errors with remuneration.

2.2.6. Be Fair and Realistic

“In order for organizations and leaders to retain the respect of their employees, they must treat them with respect and fairness while also holding themselves to the same standards” [40]. The researcher stressed that employees need to feel that they will be judged according to their performance other than factors outside their control. “Give your employees trust and confidence in order to empower the workforce.” [47]. Reference [48] added on to say that fairness and trust are key factors in ensuring a positive psychological contract and in generating an exchange relationship where employees are more likely to demonstrate willingness of becoming engaged.

2.2.7. Recruitment

“For an organization to attract the strongest candidate there needs to be a well-structured recruitment and selection process in place” [46]. Also, following the hiring the new employee should be made to feel valued by telling them why they have been selected, the integral role they will play within the company and evaluate their success or failure. This in turn will encourage high engagement. Reference [49] quoted Richard Branson saying, “When recruiting employees look at the following:

- 1) People who have strong views on how to scale the business.
- 2) They also possess the skills and presence of mind to push the company forward in the short term and ability to manage crucial day to day tasks.
- 3) Hire people who management feels comfortable delegating to.
- 4) In turn the owner will be able to think of ways to expand their business.”

2.2.8. Effective and Assertive Relationships

Building good relationships between co-workers is important, especially the relationship between employees and manager. “Developing mutual respect and trust between colleagues and managers is seen as key to enabling employees to engage with the organization” [48]. “Many organizations have strong teams with members who work well with each other.” [30] However, they advised that, these teams must be willing to work effectively with other teams or work groups within the organization. In a research done in 2000, it was discovered that it is important that managers foster high quality relationships with their staff because the relationship between the supervisor and subordinate is vital in creating a high-quality climate [50]. They also included that engaged employees enjoy valuable relationships with peers, seniors and subordinates.

2.2.9. Create a Context That Reinforces Job Security and Flexible Working

“Employees are more likely to display attitudes and behaviour associated with engagement if they can do so within a “safe” environment with respect to their future employment and in a context where there is a positive management approach to providing the kind of flexibility with respect to issues such as part-time working that attract a positive

reciprocal response from employees” [48]. Encourage independent thinking through giving them more job autonomy so that employees will have a chance to make their own freedom of choosing their own best way of doing their job so long as they are producing the expected results. Manage through results rather than trying to manage all the processes by which that result is achieved [37].

3. Findings

Objective 1: To understand the concept of employee engagement and its benefits.

According to the findings, employee engagement is the level of commitment that employees have towards an organization. It is seen as a positive employees’ emotional attachment and employees’ commitment towards their work environment and organization [51]. Employee engagement is perceived as a critical aspect for every organization that wants to maintain its competitive edge. The benefits of fully engaging employees in a workplace are:

- 1) Increased productivity.
- 2) Increased innovation.
- 3) Lower absenteeism.
- 4) Better customer service.
- 5) Employee satisfaction.
- 6) Greater employee loyalty.

Objective 2: To identify and evaluate HR employee engagement strategies.

There are many strategies that can be adopted by organizations that desire to increase their productivity and competitive edge. Employee engagement usually manifests when top management decides to implement and fully participating in implementing the strategies. Employment engagement is an initiative that flows from top management down to bottom line of workers. Strategies that have been noted in the literature review are:

- 1) Compelling positive vision and clear goals.
- 2) Communicating the right information at the right time.
- 3) Hiring the right employees and management.
- 4) Making accountability count.
- 5) Focusing on the cool stuff and continuous improvement.
- 6) Teamwork.
- 7) Celebration: Recognizing and rewarding the highest achievers.
- 8) Loyalty connection: trust, genuine, care and respect.

4. Discussion

The literature review brings to the fore what Khan saw that it was necessary that employees be engaged in the day-to-day tasks of the work environment. When employers are focused on making profits and creating a name for the organization while ignoring their employees, results are always bare minimum. Employees roughly spend most of their day at the work environment. Therefore, it becomes a burden when one works in an environment that impairs their health. Should proper investigations be conducted, it may be realized work

environment like this is a source of illnesses such as depression, high blood, anxieties, and many other psychological related illnesses. If organizations could retrace their steps, match their performance and level of employee engagement; the correlation between the two will be very evident. The findings in the literature review are in agreement with the researcher’s hypothesis which stated that, it is when human resource personnel do not only view themselves as mere workers, but they also consider themselves to a relevant and an integral part of the organization. The literature review testifies to the fact that when employees regard themselves as part of the organization, they are motivated to give their best to the organization. It is encouraging to note that global organizations are beginning to notice that their employees come first. These entities taken are embracing the employee engagement of principle. The end result is that this principle has turned out to be a source of sustainability.

The findings have provided proof that employee engagement leads to reduced employee turnover. Nonetheless, many organizations are still pre-occupied with minimizing costs and increasing profits despite the overwhelming evidence supporting the merits of employee engagement. The benefits recognised in the findings are proof of the positive impact employee engagement has on the competitive advantage of the organization. Another author strongly emphasized that the success of engaging employees weighs more on the shoulders of the owners or top management. The researcher goes on to show that a non-hands on leadership affects employees at large. That is why it is important for the leadership to understand goals and the vision of the organization as a guide solidifies expectations and they are able to explain them to the employees.

Organizations have diverse visions and therefore, different ways of strategy formulation. For example, Branson believes in flexibility and employing a strong team of talent. This is to show that he believes in making his employees feel valued because he trusts them to do the work. The main strategies that common in the literature review were communication, training, clearer vision and goals, flexibility and rewarding. These strategies are viewed as the baseline for giving employees a sense of value and belonging within their organizations. The findings are also in agreement with the hypothesis stated by the researcher that, employee strategies usually used by management are employee rewards and communication. The only difference was that other researchers emphasized on the need of separating feedback and communication. Feedback is seen as way of allowing employees to give their opinions about certain issues and on how improvements can be effected. This feedback strategy is very crucial for conflict resolution and for the appreciation of the creativity of employees. The other author also insisted that it is important for employers to go beyond just rewarding great performers; they should also ensure that employees are paid their worth and at the agreed time. The strategies that have been formulated by different authors if implemented effectively and efficiently could work for the

benefit of the organization. They can also help in building and expanding the organisation's brand name.

5. Recommendations

- 1) The research recommends that organizations ought to have a detailed, written engagement strategy plan and the modalities for implementing the plan.
- 2) The researcher also recommends that trade unions should formulate strategies to ensure that union members (employees) work in healthy and engaging environment.
- 3) The researcher also recommends that the Government of Botswana should formulate strong and enhanced labour policies that put the employees' safety and welfare first.
- 4) The researcher also recommends that there ought to be a study on how the performance of the strategies is measured.

6. Conclusion

The purpose of this study was to identify and evaluate Human Resource engagement strategies for fostering growth opportunities with reference to Choppies retail chain. It was noted that Choppies is one of the fastest growing retail organizations. However, the retailer is still beset by negative issues that related to its employees' welfare. Before the purpose of the study fully pursued, it is important to understand the concept of employee engagement. The findings showed that employee engagement exists when employees are emotionally dedicated, committed, and attached to the organizational goals. It was noted that principle and practice plays an integral part to the success of an organization. The benefits of this concept showed that employee engagement is a contributing factor to employee retention, high productivity and increased innovation. To help the organization to grow through employee engagement, the following strategies are implemented by the HR department; they include understanding of vision and goals, employee training, flexibility, trust, reward, communication, and recruitment. The novelty of these strategies is that there is a correlation among them to the extent that when one is implemented the rest automatically ensue; it is an unavoidable chain.

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