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GRADUATE STUDIES DEPARTMENT OF BUSINESS AND ACCOUNTING (MBA)

**AN ASSESSMENT OF THE CHALLENGES FACED BY CITIZEN OWNED FUEL
TRANSPORT COMPANIES IN BOTSWANA AND THEIR IMPACT ON
ENTERPRISE GROWTH**

By

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STATEMENT OF ORIGINALITY

I, the undersigned, certify that this research is my work and was carried out while a student at Botho University as partial fulfillment of my Master's in Business Administration (MBA) degree. I affirm that any ideas of other people that have been used in this project have been fully acknowledged using the Harvard referencing style.

Signature: Tomeletso Rodgers Rasetapa

Date: 14 December 2021

DEDICATION

I dedicate this work, firstly, to my late mother who would have been proud of my; dedication and commitment to this project and the achievement of this important milestone. Secondly, to my two sons who have spent sleepless nights with me while I was working on this project.

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LIST OF ACRONYMS

Acronym	Meaning
OMC	Oil Marketing companies
IFD	Independent Fuel Distributors
BOL	Botswana Oil Limited
BERA	Botswana Energy Regulatory Authority
DOE	Department of Energy
MMGE	Ministry of Mineral Resources, Green Technology and Energy Security
NPF	National Petroleum funds
JSE	Johannesburg Stock Exchange
CIPA	Companies and Intellectual Property Authority
BQA	Botswana Qualifications Authority

ABSTRACT

Citizens owned fuel transport companies in Botswana are startups and are operating at a small to medium scale. Being startups or Small and Medium Enterprises (SMEs), they are faced with similar challenges that confront most new small businesses. The aim of this study was to assess the challenges faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth. The role of finance, human resources, industry experience, and government support was examined to explicate their role in the growth of these enterprises. This study adopted a descriptive survey design whence a questionnaire was administered to 105 respondents who were employees of the fuel transport companies in Botswana that were covered in the study. A total of 100 questionnaires were successfully completed and returned representing a 95.2% response rate. The findings revealed a correlation between the independent variables (unavailability of trained personnel, lack of finance, and lack of industry experience) and the dependent variable (the growth of citizen owned fuel transport companies). The study revealed gaps in human resource management, company finances, company strategies, and operations as well as support from government. To enhance the growth of these citizen-owned enterprises, it is recommended that they join forces and collectively lobby for policies that protect them against well established and resourced foreign entities. Again, these enterprises must forge partnerships with experienced foreign firms, outsource services to third party specialists to obtain expert support where they are lacking, and consider approaching potential investors for equity financing, amongst other growth strategies.

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This study investigated the challenges faced by citizen owned fuel transport companies in Botswana and how the challenges influenced the growth of the firms or lack of it. Furthermore, the study reviewed government initiatives that were available to support the growth of the citizen-owned fuel transport companies. This chapter outlines the background of the study, the problem statement that the study sought to address, the research objectives that were meant to be achieved by the study, and the research questions that were supposed to be answered in the study. The significance of the study, its scope and delimitations, and the limitations are also discussed in this chapter.

1.2 Background of the study

Transportation plays a critical role in supply chain management. It determines the efficiency of the movement of goods (Tseng, et al., 2005). Similarly, fuel transportation is pivotal to the efficient supply and distribution of fuel. There is a significant disparity between citizen owned fuel transport companies and the more established foreign owned fuel transport companies in terms of resources and capabilities.

Most citizens owned fuel transport companies are startups and are operating as SMEs. As SMEs, they are faced with the challenges that commonly confront most startups. Alexandrer and Peter (2019) define startups are firms that are not older than five years

According to (Andrew (2012), one of the most common challenges that startup companies face is capital. Fuel transport is a capital-intensive business; the cost of a fuel tanker (combination of truck tractor and tanker trailer) runs into millions. A four (4) year pre-owned fuel tanker costs ZAR 1.4 million to buy it compared to a flat deck freight trailer of the same year that sells at ZAR 305 000 (Auto Trader, 2021). There are other costs that are associated with operating fuel trucks such as maintenance, fuel, taxes, salaries and so on.

According to Long (2010), the fuel transportation industry is faced with challenges of compliance with the laws and safety regulations which come at a cost. Barysiené et.al. (2015) argues that transportation of dangerous goods is a complex and intricate operation which requires strict safety and security controls to be in place to minimize accidents that have

catastrophic consequences such as loss of lives and environmental damage. This is the money that startup citizen owned fuel transport companies do not have hence they turn to lending institutions to raise funds. New firms are highly likely to rely on debt than equity financing (Andrew, 2012). The author further notes that citizen owned fuel transport companies are incapable of raising the required capital to purchase additional trucks and for the day-to-day running of the company. Even with external financing from credit providers, the indigenous fuel transport companies cannot raise the required capital. According to Singh et.al (2019), lack of external finance is a major challenge for the growth of Small and Medium Enterprises (SMEs) resulting in high failure rate. Financial institutions usually charge high interest rates and high collateral security which further affects the financial status of SMEs and startups (Shah, Nazir, Zaman, & Shabir, 2013).

Another challenge that is faced by citizen owned fuel transport companies is inadequate skilled human resources. Human resource is an essential factor in managing startups and has a positive impact on the growth of SMEs. Organizations with skilled, productive, and well-educated employees are generally more efficient (Shah, Nazir, Zaman, & Shabir, 2013). Shortage of drivers is another contributing factor that exacerbate the challenges that are faced by the transport sector worldwide. This view is reinforced by Barysienė et.al. (2015) who concurs that operating a fuel tanker requires trained drivers with appropriate skills and licenses. The authors believe that the rigorous training the truck drivers require is to ensure that they withstand the risks that are associated with transporting dangerous liquids such as product sloshing and rollover (Long, 2010).

Citizen owned fuel transport companies find themselves competing for the same scarce human resources with the more established illustrious foreign companies. As such, it is the well-established players, especially foreign owned fuel transport companies, that have an upper hand in attracting the best human resources due to the competitive remuneration packages that they offer. In doing so, the established fuel transport companies paralyze the management and operation of the indigenous fuel transport companies depriving them of the opportunity to grow. Employees in SMEs and startups may be the key factor distinguishing successful from unsuccessful business entities (Singh, et al., 2017).

According to Basulin (2014), new entrants in the fuel transport sector lack experience and the requisite business culture as they are not entirely familiar with the industry prerequisites. The

same can be said about citizen owned fuel transport companies in Botswana. The lack of experience in the industry could be a major contributing factor preventing citizen owned fuel transporters from acquiring long-term contracts with leading Oil Marketing Companies (OMCs). This could also prevent the citizen owned transporters from acquiring external equity as investors are skeptical about the viability of the business (Zaleski, 2011). The inability to acquire long term contracts with leading OMCs is detrimental to the growth of indigenous fuel transport companies.

According to Franco et.al (2014), another challenge that is faced by indigenous fuel transport companies is weak marketing which is also hampering the growth of these enterprises. These authors believe that marketing is one of the greatest challenges facing SMEs, yet it remains an important activity for their growth and survival. SMEs tend to see marketing as a way to attract new business and to grow their brand but somehow do not apply the philosophical and strategic concept of the term to the same extent (Franco, et al., 2014). The well-established foreign owned fuel transport companies have sufficient resources and budget for marketing. The foreign owned fuel transport companies sometimes use Corporate Social Investment (CSI) to market their companies and build a reputable brand thus giving their brand a high local profile (Irwin, 2003).

Botswana is a landlocked country that is bordered by South Africa, Namibia, Zambia, and Zimbabwe. The supply of fuel (diesel and petrol) into the country is mainly by road and rail transport. In total, Botswana imports an estimated 850 million liters of fuel per annum (BBC Monitoring Africa, 2010) with the bulk of it coming from South Africa (Anon., 2002). As part of diversifying the product supply into the country and to reduce overreliance on South Africa, the government of Botswana, through the Department of Energy (DOE) under the Ministry of Mineral Resources, Green Technology and Energy Security (MMGE) occasionally allows OMCs to source the product from Namibia and Mozambique and compensate the OMCs for diseconomies. While diseconomy approvals happened frequently in the past, it was not until 2017 when there were allegations of misappropriation of funds at the National Petroleum Funds (NPF) leading the government of Botswana to limit the approvals only to the times when there are supply constraints in South Africa (Motshegwa et al., 2019). In 2012, the government of Botswana formed the Botswana Oil Limited (BOL), a company that is wholly owned by the government of Botswana whose mandate is to support

the government to ensure the security and efficiency of fuel supply to Botswana and to promote active citizen involvement in the petroleum industry (Anon., 2021).

There are five major players in the fuel industry in Botswana, Vivo Energy Botswana, Puma Energy, Engen, Total, and Astron (Formally Chevron). The past five years have seen an emergence, and rapid expansion of, independent distributors such as Kwanokeng, Tswana Fuel, and Petro Hyper. The independent distributors, however, account for less than 4% of the market share. Vivo Energy Botswana accounts for 30% of the market share, followed by Engen and Puma Energy both at 26%, while Total and Astron are both at 10% (statistics Botswana).

Some years back, there was a promising citizen owned transport company that was based in Lobatse called Lobtrans. According to Mmegi (2008), the fuel transporter collapsed in 2008 due to crippling BWP300 million debts owed to most commercial banks in Botswana. At the time of its collapse, Lobtrans was one of the largest indigenous fuel transporters in Botswana with over 70 trucks. Since the demise of Lobtrans, fuel transportation by road has been dominated by Grindrod Petrologistics and Unitrans Botswana up until 2016 when citizen owned fuel transport companies started mushrooming. Companies such as Venture Logistics, API Botswana, Seema Tankers, Filano, and Transport Holdings came into the fray (Botswana logistics risk report - Q4 2017, 2017). Despite the rise in the number of citizen-owned transport companies, very few if any are contracted to the major OMC which accounts for 95% of the total volume for Botswana.

The Botswana government has been talking about empowering citizen owned fuel transport companies for a long time but there has not been any development. In 2010, while addressing the media about the fuel situation in Botswana, the then Minister of Minerals, Energy and Water Resources, Ponatshego Kedikilwe, indicated that the government was considering citizen companies to ferry the fuel by road from Harare (Anon., 2010) but that did not materialize. It is against this background that the study seeks to assess the challenges that are faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth.

1.3 Problem statement

Botswana sources fuel from neighboring countries such as Namibia and South Africa and the importation is predominantly done by road. Transportation of fuel by road is a capital intensive and highly specialized operation which requires specialized and technologically advanced equipment. Despite road transport being the preferred form of transportation for fuel, the sector is not fully developed in Botswana forcing OMCs and Independent Fuel Distributors (IFDs) to source for transport services from neighboring South Africa (Anon, 2011). These South African based fuel transporters have since set up base (or satellite offices) in Botswana for ease of contract management. Citizen owned fuel transport companies have been in existence for a long time. However, from the researcher's experience as a Road Transport Manager in one of the leading OMCs, many have stagnated and failed to reach their potential while some disappeared altogether. The few that still exist are operating on a small to medium scale and do not make a meaningful contribution to the sector. This study, therefore, aimed at identifying the challenges preventing citizen owned fuel transport companies from growing and reaching the level where they can compete with their South African counterparts.

1.4 Research objectives

The primary objective of the study was to assess the challenges that were being faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth. The secondary objectives of the study were to:

- Explicate the importance of financing on the growth of citizen owned fuel transport companies in Botswana.
- Unravel the role of human resources on the growth of citizen owned fuel transport companies in Botswana.
- Establish the importance of industry related experience and expertise on the growth of citizen owned fuel transport companies in Botswana.
- Elucidate the importance of government support on the growth of citizen owned fuel transport companies in Botswana.

1.5 Research questions

The study was guided by the following research questions.

- What is the importance of financing in the growth of citizen owned fuel transport companies?
- What is the role of human resources in the growth of citizen owned fuel transport companies?
- To what extent is industry related experience and expertise vital in the growth of citizen owned fuel transport companies?
- To what extent is government support important in the growth of citizen owned fuel transport companies?

1.6 Research hypotheses

The study tested these hypotheses:

- i. Ho: There is a significant relationship between financing and growth of citizen owned fuel transport companies in Botswana
- ii. Ho: There is a significant relationship between having qualified and competent human resources and growth of citizen owned fuel transport companies in Botswana
- iii. Ho: There is a significant relationship between industry related experience and growth of citizen owned fuel transport companies in Botswana
- iv. Ho: There is a significant relationship between government initiatives and growth of citizen owned fuel transport companies in Botswana.

1.7 Significance of the study

The study sought to identify the challenges faced by citizen owned transport companies in Botswana and their effects on the growth of these enterprises. The findings of the study will assist the owners and management of citizen owned fuel transport companies to develop long and short-term strategies to grow their business. In addition, the study will also provide recommendations on the initiatives to be considered by the government to support the growth of citizen owned fuel transport companies and to enhance the fuel transport sector in Botswana. Moreover, the study will assist policy makers to develop policies that will support

citizen owned fuel transport companies. Furthermore, the study will be used by aspiring citizen owned transport companies to develop their business strategies. Lastly, the study will be used by other researchers for further studies.

1.8 Scope and delimitations of the study

The study is focused on assessing the challenges faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth. The study will solely focus on citizen owned fuel transport companies in the greater Gaborone region. A list of these companies was acquired from BOL and DOE whereupon they were invited to participate in the study. The target population of the study was the citizen owned fuel transport companies that are already in operation. The study excluded citizen-owned fuel transport companies in other regions of Botswana as well as non-citizen fuel transport companies that are based in Botswana.

1.9 Limitations of the study

The study has potential limitations. Budgetary constraint is the first limitation that had the potential to negatively affect the validity of the study. The researcher did not have enough financial resources to cover other regions of Botswana where citizen owned fuel transport companies are based. The travel costs were not affordable for the researcher to administer the questionnaire outside the Gaborone region.

The second limitation of the study was the time constraint. The six months that were allocated for the research were not sufficient to cover all critical elements of the study that the researcher would have wanted to cover to enhance its validity and generalizability.

The third limitation is the COVID-19 restrictions. To curb the spread of the Corona virus, the government of Botswana has imposed limits on inter-zonal movements. To comply with the government COVID-19 protocols, the researcher had to focus the study on the Greater Gaborone region only as he could not easily access other parts of the country.

1.10 Chapter summary

The study was meant to assess the challenges faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth. The chapter explored the

background of the study, the research objectives that the study was meant to achieve, and the research questions that were to be answered by the study. The significance of the study to various stakeholders, the scope and delimitations of the study, and its limitations that had the potential to reduce the validity of the study if they had not been handled carefully were discussed in this chapter. The next chapter is a review of the literature that is relevant to the study.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The previous chapter provided an overview of the study. The study sought to assess the challenges faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth. Chapter 2 reviews current literature on challenges that citizen-owned businesses, which are usually SMEs, face. The chapter covers four major challenges faced by citizen-owned enterprises namely finance, human resource, government support, and relevant business experience and how these factors influence the growth of these enterprises.

2.2 Significance of human resources in enterprise growth

Human Resources (HR) are the starting point in providing competitive advantage for organizations (Ivanovic et.al, 2010). These authors further state that HR are the unique and specific resources of a firm that cannot be imitated. In addition, Chapman, et.al (2018) state that firms that invest in HR management can achieve sustainable competitive advantage over their rivals. However, to maintain the competitive advantage, firms should consistently review their HR management and establish, attract, and retain competent manpower (Čižiūnienė & Batarlienė, 2019). The authors further opine that transport companies with sufficient and highly competent staff gain competitive advantage by offering clients superior value. Different scholars have highlighted the importance and significance of HR across different sections of an organization. Like many other sectors of the economy, the transport sector is largely dependent on the availability of competent HR (Daneci-Patrau & Patache, 2012).

Managing HR goes beyond just recruitment (Vrchota & Rehor, 2019). It is a robust process of attracting, training, and retaining talent (Saliba, 2006). Managing HR is the activities that are associated with the management of staff (Vrchota & Rehor, 2019). Human resources are the foundation onto which a company's strategies and long-term objectives are built upon. Human Resources encompasses the recruitment, selection, and stabilization of workers, furthering their education and developing them, deciding on their remuneration, and stimulating career growth (Vrchota & Rehor, 2019). Farmania et.al (2020) further aver that companies should attract, develop, and retain top talent by continuously adjusting the HR needs to suit the company's strategies and operational requirements.

Recruitment of talent is paramount for the survival and growth of organizations (Shikweni, et al., 2019). It is the most critical step in HR management (Craig, 2015). The author further posits that the success of any organization is dependent on an appropriately structured personnel recruitment strategy. Recruitment is the process of identifying and hiring the best candidate for a job vacancy in a timely and cost-effective manner (Sangeetha, 2010). A substantial number of people are searching for employment opportunities every day (Hamzah et.al 2019), but it is the responsibility of an organization to put in place robust recruitment processes to sieve and select the right talent. Recruiting an employee who does not fit the required skills set in the organization may affect a company's performance and could lead to high staff turnover (Craig, 2015). Abang and Akhsan (2009) suggest that recruitment should be done strategically and should be perceived as integral to an organization's overall business strategy. It plays a critical role on the composition of the organization's workforce and employment stability (Abang and Akhsan, 2009). Sangeetha (2010) states that organizations that implement effective recruitment processes gain competitive advantage on the market and improve which leads to improved returns. The author further postulates that personnel recruitment is vital in achieving high organizational performance. Organizations should develop and implement staff recruitment strategies that allow them to recruit and select high quality talent and the recruitment strategies should be closely aligned to the business objectives of the (Jones, 2013).

Developing HR is about providing training to employees and developing their knowledge to match the skills requirements for the job (Craig, 2015). Training is a daily activity, and it encompasses functional and in-house training. Through training and development, employees are exposed to the job requirements and are given an opportunity to fine-tune their competencies to contribute meaningfully to the growth of the company (Saliba, 2006). Employees are equipped with the right tools to enable them to execute their daily tasks (Saliba, 2006). Studies show that there is a correlation between firm performance and employee training (King, 2016). The author further posits that companies that invest in employee training enhance the competitiveness of their workforce to facilitate organizational growth and significantly improve profitability. Small to medium enterprises usually fall short when it comes to development of HR largely due to cash flow challenges (Bacon & Hoque, 2005). The SMEs resort to experienced employees who are on the twilight of their careers who are winding up their careers and are now less productive. The SMEs also resort to

graduates who they invest in their training only for them to be poached by the well-established companies.

Retaining employees should be a top priority for any organization (Soraya, 2007). Employee retention is about keeping employees motivated, developing a conducive working environment, and providing sufficient incentives in line with industry requirements (Amushila and Bussin, 2021). It is about doing everything that is possible to prevent the departure of employees (Amushila and Bussin, 2021). Many organizations resort to recruiting or poaching employees primarily because of the undersupply of talent (Shikweni, et al., 2019). There is a global shortage of talent and finding qualified and competent HR is a challenge while retention of employees should be the mission of every organization.

The transport industry's long-term problem has always been recruiting and retaining managerial talent (Lieb & Lieb, 2010). The high turnover of drivers is proving to be a key challenge in the transport industry worldwide (Min & Lambert, 2002). Although the world is grappling with soaring numbers of unemployed people, the transport and logistics sector, on the contrary, is struggling to find enough drivers (Schulz et.al, 2014). For example, Suzuki (2006) postulates that in the US, driver turnover has been identified as a major issue for the past two decades. The author further observes that in some transport companies, driver turnover is as high as 102%. According to Min and Lamber (2002), drivers leave in search of greener pastures. Schulz et.al (2014) state that driver turnover is the major reason for driver shortage and the voluntary turnover is driven by a high competition for drivers in the industry. Min and Lamber (2002) further argue that driver satisfaction is composed of four main factors namely rewards, non-driving activities, working hours, and company support. Replacing fuel truck drivers is a costly exercise. According to Suzuki (2006), the cost of replacing a driver in the US is equivalent to US\$3000.00. The issue of turnover does not only affect drivers. The turnover of back-office staff and management in transport and logistics companies is also high (Griffith et.al., 2000). Furthermore, Morrow et.al (2005) opine that the quality of supervision in the transport and logistic industry is negatively affecting driver retention. The authors further note that good relations between supervisors and subordinates inculcate a positive culture within the organization which helps in stimulating employee retention.

According to Čižiūnienė and Batarlienė (2019), there is a direct correlation between firm growth and having the right HR. Human resources are a key component of performance for all organizations. They are the most valuable resources and the driving force behind the growth and development of any organization (Batarlienė et.al, 2017). This view is supported by Nijole et.al. (2017) who concur that employees develop strategies of organizations and manage the day-to-day running of the business.

Human resources are the only resource with the capabilities of working together, communicating, and sharing information on other resources of the company (Boxall and Purcell, 2008). According to Daneci-Patrau and Patache (2012), the transport sector is largely driven by HR. The authors further note that transport organizations should therefore have robust processes to recruit, train and retain people to achieve their growth ambitions.

2.3 Finance and its role in enterprise growth

Financing is usually mentioned as one of the primary causes of failure of SMEs (Yildirim, Akci & Eksi, 2013). Access to finance is a key for new and young companies and has an impact on the success, or lack of it, for companies in their formative years (Bergset, 2018). This position is reinforced by Naqeeb (2015) who avers that small to medium transport companies are faced with finance challenges worldwide. Rahman and Rahman (2016) also argue that lack of finance, or difficulty in accessing it, is a major obstacle for SMEs.

Small to medium enterprises are recognized globally as a key source of dynamism and innovation and key players in economic development as suppliers of big firms and are responsible for 60-70 % of employment creation (financial markets, 2006; Husain et.al, 2006). This view is buttressed by Naqeeb (2015) who posits that lack of financial capabilities can reduce the firm's ability to grow. Firms need financing at every stage of their development, that is, from creation to setting up operation, development, restructuring and for sustainable growth (Agrebi, 2009).

The transport industry is capital-intensive as the cost of purchasing equipment (trucks) and operation requires companies to rely heavily on external source of financing (González and Epstein, 2015). The authors further suggest that attaining operational efficiency and competitive edge requires SMEs in the transport sector to stay appraised with the latest

technologies which comes at a cost. The cost of new trucks is exorbitant and not affordable for SMEs in the transport sector and quite often, these SMEs resort to buying secondhand trucks nearing their end of life that are usually discarded by the big players. Due to limited finances, SMEs in the transport industry buy a handful trucks (Danielson and Scott, 2006). The authors further argue that although there is an option of leasing, the leasers need guarantees or securities before entering into business with SMEs. In addition, the cost of leasing is too high for SMEs in the transport industry (Danielson and Scott, 2006). In addition to the high cost of purchasing trucks, the operating costs that are associated with fuel and maintenance can be exorbitant too.

Organizations need financing to grow. According to Rehman (2015), to grow, businesses need capital which is raised either internally by the shareholders or externally through borrowing from lending institutions like banks. Husain et.al (2006) and Wangmo (2015) observe that in the UK, SMEs rely heavily on savings and other informal means of financing such as funding from family and friends and retained earnings. This is, however, for short-term borrowing which is not enough to achieve their growth ambitions. Adisa et.al (2014) states that in Nigeria, small businesses are faced with challenges of raising sufficient capital internally. This highlights the significance of finance for companies in their infancy that are seeking to grow.

According to Walter and Manamela (2016), although firms can raise capital through financing institutions, this option still poses challenges for SMEs. This view is supported by Tucker and Lean (2001) who contend that in the UK, small companies have encountered challenges with accessing finance to pay for fixed capital investment. This is mainly because banks prefer providing short-term finance which restricts small companies' long-term growth ambitions (Husain et.al, 2006). Additionally, banks require high collateral which is a major setback for SMEs that intend to borrow money (Rahman et.al., 2016; Walter and Manamela, 2016). Collateral security is used worldwide both as a disciplinary tool for borrowers and a signaling device for bankers (Rahman et.al, 2016). In less developed and developing countries, the value of collateralizable assets is low and therefore that significantly reduces the probability of SMEs in the transport industry from getting access to finance (Rahman et.al, 2016). These authors further postulate that 87% of SMEs' loans in Belgium are secured through collateral. However, Hoque et al. (2016) state that a significant number of SMEs do not apply for loans because they are unable to pledge collateral security.

Udell (2015) believes that SMEs failure to access finance from banks is because banks consider providing finance for businesses in their infancy to be a risky undertaking with high transaction costs but with low Return on Investment (ROI). Because of the high risk that is associated with providing finance to SMEs, banks impose high interest rates on loans (Beck, 2011). According to Niesche (2013), the high interest rates are because of the high risk of defaulting by SMEs. Donnelly (2018) also states that in Ireland, SMEs with loans of less than one million Euro (€ 1,000,000) are hit with higher interest rates than those with higher value. This, therefore, demonstrates that the lower the value of the loan, the higher the interest rate which stifles the growth of SMEs. Lucey (2019) suggests that the high interest rates are attributed to the slow and tedious legal processes of obtaining collateral security. Wangmo (2015) further argues that banks impose lower credit limits for SMEs but require the same if not higher interest rates with bigger enterprises thereby increasing the transaction costs for SMEs. The author further posits that the short duration of the loans also contributes to the high interest rates for SMEs.

Due to the need for financing their growth by taking up loans through lending institutions, SMEs are prone to have a higher Debt-to-Equity Ratio (DER). This is a comparison of the company's total debts against its own capital. It is a measure that is used to gauge the company's ability to meet its total liabilities using its own assets (Wiyono and Safitri, 2021).

Other factors prohibiting SMEs from accessing financing are attributed to incomplete or undeveloped financial markets (financial Markets, 2006). In other markets, the financial market does not offer a complete range of financial products and there is a lack of appropriate financing mechanisms due to the rigidity of the legal framework (financial Markets, 2006). In addition, Wangmo (2015) and Rahman and Rahman (2016) state that information asymmetry between borrowers and lenders makes it difficult for SMEs to access finances. According to Finance Markets (2006), 59% of SMEs in Europe cited administration issues and lengthy procedures as a major barrier to access finances.

Even with financial assistance, small transport businesses are sometimes affected significantly by operational inefficiencies. According to Fülöp et.al (2021), minimizing the cost and consumption of fuel gives companies a competitive edge and boost their profitability. These authors contend that it is, therefore, important that small transport

companies focus more on optimisation, efficiency, and cost reduction to remain competitive. The operational inefficiencies may range from trip delays, civil unrests, and natural disasters. Furthermore, Fülöp et.al. (2021) argue that small transport companies should focus on reducing the empty leg and improving the utilization for the loaded leg. However, the authors believe that the utilization the loaded leg can be affected by restrictions that are brought about by driver working regulations and legislation on vehicle operating times. As a result, the firms' revenue is affected and consequently the bottom-line of the company. Running an efficient transport operation requires competent, experienced, and agile staff who can monitor, detect and address such inefficiencies which are within the company's operational control.

2.4 Importance of government support in facilitating enterprise growth

Government support is essential in the development of industries (Coates, et al., 2019) According to Kaya (2019), governments need to develop guidelines and regulations governing the fuel transport industry, ensure a stable political and economic environment and effective corporate governance, and must avail funds for small enterprises during a liquidity crunch. The author further points out that government support is essential in the success of entrepreneurship, especially small startups. Startup firms that receive support from the government have a high chance of survival although such survival is dependent on the amount of support that is received (Qu & Harris, 2019). The government can support enterprises through its direct support policies and programs that are designed to overcome size-related disadvantages (Idris & Saad, 2019). Grabowski et.al (2013) add that governments support innovative performance of firms and the economy at large.

Government should develop policies that protect citizen owned entities. According to Avila (2011), between 1940 and 1970, the government of Mexico developed economic policies to promote industrialization by protecting SMEs from import substitution. The government closed borders to regulate imports. Although the government accepted Foreign Direct Investment (FDI), it was only in association with a minority foreign partner while the Mexican partner had the lion's share of a minimum of 51% shareholding (Avila, 2011).

In Nigeria, the government introduced different policies in the early 1970s to improve the performance of SMEs through funding as a way of diversifying the economy which is highly

dependent on oil (Ibrahim, 2017). The author further posits that in Nigeria, three in five SMEs collapse within five years of formation and that eight out of ten potential entrepreneurs fail to establish mainly because of lack of government support. This highlights the need for governments to provide a conducive entrepreneurial environment. Governments use policies and regulatory frameworks to create a conducive environment for entities to thrive (Sibiya and Kele, 2019). The authors also argue that the policies and regulations should assist businesses to overcome traditional barriers such as market access, management capabilities, regulatory barriers, market information, and funding. Although governments develop policies and regulatory frameworks to assist SMEs, the policies alone are not sufficient to support the growth of SMEs mainly due to poor implementation, ineffectiveness of the policies, and corruption (Cardoza et al., 2015).

Governments also support SMEs by developing procedures, laws, and processes and put in place institutions that govern and create a conducive environment for trust, transparency, and accountability (corporate governance) (Samy and Suzanna, 2018). Corporate governance is a central mechanism to protect investors (American Psychological Association, 2019). According to Khan (2011), corporate governance manages the relationship between stakeholders who include boards of directors and shareholders. It is a system through which business corporations are directed and it specifies the distribution of rights among various stakeholders (Khan, 2011). Corporate governance has developed rapidly over time and its importance has been highlighted across the world (Castrillón, 2021). Adopting corporate governance in companies has a positive impact on investor confidence (Castrillón, 2021).

Through not legally binding, companies are putting effort in ensuring conformance to corporate governance ethics (Michelberger, 2015). The author further postulates that firms that are well governed tend to perform better and have more sustainable longer-term performance for shareholders. Corporate governance enables firms to gain strong financial positions and establish a conducive investment environment (Khan, 2011). Flynn and Davis (2016) state that the EU had to develop friendly procurement policies after realizing that small businesses were disadvantaged by the generic policies. The authors further posit that by developing SMEs' specific procumbent policies, the EU levelled the playing field for all businesses regardless of size leading to a more inclusive and competitive marketplace. In addition to relaxing the procurement policies for small companies, the EU also established the SME pact (Kidalov, 2013). Through the pact, large corporations committed to utilizing

small entities for subcontracting and to track the SMEs share in procurement (Kidalov, 2013). This author further opines that the pact address three areas which were identified as the major challenges to the existence of small entities namely risk management, poor access to information, and competence development. In addition, subcontracting exposed small entities to the procurement needs, building their capacity and competencies (Kidalov, 2013).

The provision of training by governments is a necessary intervention to address specific challenges companies face but the training should be tailor made to address the specific industry needs rather than offering a generalized training (Macpherson and Jayawarna, 2007). According to Davies (2014), state funded organizations play a critical role in the development and success of SMEs. Thassanabanjong et.al. (2009) support this view positing that the funding is essential for every firm and contribute positively to the growth of many companies. Organizational training influences the collective behaviour of employees and is vital for the survival of the organization (Davies, 2017). The training should address different areas such as market and industry conditions, leadership roles, firm performance, and business ownership (Macpherson and Jayawarna, 2007). Training alone is not sufficient to support the growth of small to medium enterprises, there in need for mentorship to ensure implementation. Mentorship is a formal contributor to entrepreneurship development, and it prevents business failure (Davies, 2014; Humburg, 2014) hence governments should ensure that there is adequate and effective training and mentoring of manpower in their countries.

In 2004, the government of Botswana established the Local Enterprise Authority (LEA), a parastatal aimed at developing and supporting SMEs in the country (Reemetse and Huq, 2015). The LEA's more specific mandate is to identify business opportunities and to provide business development services through screening, business plan facilitation, training, and mentoring (Lea.co.bw). However, the lack of affordability of the training for SMEs hinders the accessibility of training (Jayawarna et al, 2007). Again, the authors further observe that SMEs fail to establish the link between training and company performance and therefore shy away from the training. Furthermore, Hamburg (2014) states that SMEs are slow to undertake training due to lack of interest from managers, lack of relevant courses, lack of time, and poor planning.

Providing funds is critical for the survival of small entities especially during their infancy. In Italy, the government supports SMEs through credit and discounted rates (Musa, 2019). The

author further avers that the results of the intervention from the Italian government were increased sales and reduced chances of SMEs collapsing. In the US, the government provided loan guarantees for small businesses (Craig et al., 2005). Similarly, in Japan and Korea, the governments had an initiative to support small businesses through the Creative Business Promotion Law (CBPL) and the business guarantee laws respectively (Musa, 2019). Many other countries across the world have similar arrangements. For example, Madagascar has a micro finance loan scheme; the Czech Republic has a credit guarantee scheme; Ghana has the Agribusiness SME support scheme, while Korea provides support for the manufacturing industry (Musa, 2019). In Thailand, SMEs are expanding due to the laws and policies that were introduced by the government (Wisuttisak, 2017). The author adds that the laws have simplified the processes of accessing funds by the SMEs through Specialized Financial Institutions (SFI). In addition to the SFI, the author states that the government of Thailand provides credit guarantees for SMEs. In addition, Wisuttisak (2017) states that through the Promotion Act, the government of Thailand established regulations and policies aimed solely at supporting SMEs. Furthermore, the government of Thailand has established fair competition laws through the Thai Competition Act B.E. 2542 (1999) which guards against well-established entities trampling on SMEs on the market (Wisuttisak, 2017). A study that was conducted by Musa (2019) indicates that to a larger extent, the Thailand government's initiatives yielded positive results as evidenced by the improved of SMEs' performance. However, to the contrary, Sibiya and Kele (2019) opine that in South Africa, the policies aimed at promoting SMEs growth were not effective.

2.5 Industry experience and expertise and their effects on enterprise growth

Many new small businesses fail in their first year of operation mainly because they lack the necessary experience and expertise. This view is supported by Rankhumise and Masilo (2018) who aver that in South Africa, a significant number of businesses fail in the first two years of their existence due to, amongst other factors, lack of experience in running the businesses. Harris et.al (2014) further state that business experience gained has a positive influence on the entrepreneur's desire to start a new business as well as the future expectation and success of the established firm. In addition, Gabrielsson and Politis (2012) argue that industrial experience creates a better understanding that could help in meeting the demands of the business on the market.

According to Sharon (2007), to transform, organizations should facilitate and enhance learning opportunities for their employees. The author further states that organizations can also enhance their capabilities and gain experience by joining forces or establishing relationships with well-established entities through mutually beneficial inter-organizational cooperation. In addition, Nwokocha and Nwankwo (2019) observe that small businesses have resorted to the use of subcontracting as a way of building effective partnerships with well-established entities in the market. Subcontracting is beneficial to small entities in various ways. Through subcontracting, small businesses gain access to the much-needed resources (Nwokocha and Nwankwo, 2019). The authors believe that subcontracting is both a cost saving and a risk reduction measure. These authors also opine that through subcontracting, small businesses stand to benefit through skills transfer and capacity building. Okatch et al (2011) further state that small entities benefit from information and traction cost through subcontracting. The authors further note that over and above that, subcontracting improves small entities' creditworthiness.

According to Okatch et al (2011), large enterprises open new markets for SMEs and facilitate regular payments for SMEs thus supporting their growth. The authors add that large corporations do things better than small ones and expose the smaller entities to the way of doing business. Although subcontracting is beneficial to small entities, there are challenges that the small entities face in trying to subcontract (Vasilska, 2021). The author notes that the challenges include, but are not limited to, finding a suitable partner, division of rights within a partnership, determining the contribution of each partner, distribution of benefits, maintaining relationships, and losing independence of one of the partners.

According to Nyukorong (2017), to understand the market and gain valuable information and knowledge, companies should carry out market research. The author further posits that information is key in providing the knowledge that leads to competitive advantage. Information is vital in solidifying company strategies and decision-making (Nyukorong, 2017). The importance of information and knowledge in facilitating business growth is buttressed by Al-Shatanawi et.al (2014) who aver that business enterprises should carry out market research to understand in detail the dynamics of the market they are venturing into. Market research is defined by Al-Shatanawi et.al (2014) as the process of gathering information, interpreting and analyzing information about the market, product and services offered, target market, present and potential customers and competitors. According to Bednall

and Valos (2005), market research can be used for three different purposes: as a knowledge enhancing function, as a generation of market understanding, and for internal political use.

Market research is the best way to collect timely, verifiable, and trustworthy information about the market to provide the management with valuable knowledge of the product and the market and facilitate business growth (Grubor, 2010). It provides valuable data about how to approach and deal with market challenges that businesses are most likely to face during the planning process (Al-Shatanawi et.al., 2014). Market research enables an organization to gain insight and experience about the products and the markets. Through market research, companies identify their target market, and learn about the customers' needs, expectations, and requirements (van Den and Joshi, 2007). Market research is a key component of doing business in today's highly competitive business environment (Overton et al., 2008). It is a critical part of business planning (Northern Echo, 2002) and it provide companies with valuable information to make intelligent decisions thus becoming experts in their field.

Market research helps companies to develop strategies about market segregation and product differentiation (Al-Shatanawi et.al., 2014). In addition, Morgan et.al. (2018) state that information that is gathered through market research allows companies to develop detailed marketing strategies. The authors further note that marketing strategy is the company's consolidated game plan that is intended at reaching prospective customers and turning them into actual customers. For marketing strategy to be effective, it requires expert HR resources. Organizations with well-developed and executed marketing strategies hold strategic positions in the industry and are unlikely to be limited by their competitors (Ishaq and Hussain 2016). This can only happen if the organization has well qualified HR with both industry specific experience and general experience-

While developing marketing strategies maybe easier, the implementation and rollout of the strategies is often difficult and this requires competent and agile resources (Ishaq and Hussain, 2016) which further highlights the importance of having the right HR in an organization. Strategy implementation requires the development of procedures, setting of goals and objectives, establishing clear communication lines, and ensuring full participation of everyone within the organization (Ishaq and Hussain, 2016). It is the responsibility of management to provide human and financial resources and to provide direction and guidance during the implementation of strategies (Ishaq and Hussain, 2016; Morgan et.al., 2018). The

HR that are involved in the designing and implementation of business strategies in SMEs require extensive general and organizational knowledge and experience and they should, no doubt, be experts in this area.

2.6 Theoretical framework

The Study was guided by Gancarczyk et. al (2021) framework of Enabling Constraints (EC) for SMEs. The EC framework is treated as a phenomenon and construct that organises the flow of events in the entrepreneurial process. According to Gancarczyk et.al (2021), the overall entrepreneurial process involves exploiting opportunities through the formation of new firms or growth of extant firms. Expansion is a demonstration of renewed focus on the development of scope and size. The growth process of a firm is treated as a sequence of events structured by the context-specific entrepreneurial cognition and artifacts that lead to enlargement of the enterprise's size and scope as well as to upgrade its capabilities. These artifacts include but are not limited to ventures, markets, business plans, material infrastructure, organizational designs, and product technologies. The artifact-focused approach is useful in explaining the flow of events. However, it raises two issues that call for resolution to disentangle the dynamics of entrepreneurial growth. Gancarczyk et.al (2021) states that a business plan as an EC limits the entrepreneur's choice such as product and market scope.

Gancarczyk et.al (2021) state that partnerships in economic exchanges are important enablers in the governance of business relationships. However, such partnerships should be done openly to benefit both parties. When SMEs deal with opportunistic partners, their contracting arrangements are constrained towards specific safeguards such as formal agreements. To eliminate contracts safeguards, trust and goodwill should exist between the two parties. The assumption of trust constrains SME relationships towards informal institutions and relational contracting where mutuality and future businesses affect behaviours, thus reducing the cost of safeguards.

Gancarczyk et.al (2021) further opine that the rationale for growth has an effect on the choice of product and services to pursue expansion and portfolio development. The rationale for expansion is reducing transactional cost as comparative costs of drafting and implementing contracts. Transactional costs constrain the choice of internationalizing activities featured by

the excessive cost of exchange. The entrepreneurial perceptions of growth motives and rationales can be affected by the levels of a firm's resource advantage

2.7 Chapter summary

This chapter reviewed literature that forms the theoretical basis for the study. The literature review entailed an appraisal of previous studies covering factors that influence organizational growth, especially SMEs, such as HR, financing, employees' industry experience and expertise, and government support. The next chapter discusses the methodology that was adopted in this study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter was a review of the related literature that informs this study. This chapter focuses on the methodology that was adopted for this study. The chapter covers the research design that was followed in the study, the methods that were used to collect and analyze data, and the study population and the sampling strategy that was used select the respondents to the study. The chapter also discusses the reliability and validity of the study and how they were established. Lastly, the ethical issues that were observed in the study are also expounded in this chapter.

3.2 Research design

A research design is an arrangement of conditions in a way that aims at providing relevance to the research purpose (Kothari, 2004). The author notes that research design is a framework of research methods and essentially the blueprint for data collection and analysis and paves way for smooth research yielding maximum information with minimal expenditure. Research design is making decisions and articulating the rationale for the choices made. It is the basic structure of a research project which includes conducting an enquiry on a research question in a specific community (Schwartz-Shea and Dvora, 2011). It is the procedures for collecting, analyzing, interpreting, and presenting data in a research study.

Boru (2018) avers that research design connects and conceptualizes the research problem with the pertinent empirical research and it sets the procedures on the required data, method

of collecting and analyzing this data, and demonstrates how this answers the research question.

There are various types of research designs. According to Boru (2018), there are three types of research design namely exploratory, descriptive, and explanatory. Pawar (2020) states that the experimental design will be the best to make a judgement on a cause-effect relationship. This research includes survey, fact finding, case study, correlation, and comparative study. Therefore, a survey design was used to assess the challenges faced by citizen owned fuel transport companies in Botswana.

A survey research design is defined as the collection of data in a consistent way from a sample of individuals through a questionnaire (Ponto, 2015). Survey research is useful for a non-experimental descriptive design that seeks to describe reality (Mathers et.al, 2007). It includes large population-based data collection. In survey research, the identification of population of interest is ideal and critical. A questionnaire can be deployed as a way of collecting data under the survey method (Ponto, 2015).

A survey tool in the form of a questionnaire was developed and was used to collect data. This consisted of structured questions which were pre-coded for easy of analysis. The pre-coded questions formed the first section of the questionnaire which surveyed the demographic attributes of the respondents. The latter part of the questionnaire was designed using the Likert rating scale to answer the main research questions of the study. This follows inversion by Rensis Likert who developed a meaningful way of data collection through a discrete choice of responses. In this criterion, respondents are forced to make a single choice in the availed responses that will be appropriate. For this study, the researcher opted for rating scales which are were: 1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly agree. The order of the responses in the Likert Scale is not indicative of ratings or neither signify any order of magnitude but rather mere ordinal scale points to indicate differences in the responses provided by the study participants. The analysis followed thereof which involved various statistical tests using the Statistical Package for Social Sciences (SPSS), version 25.

3.3 Research methodology

According to Kothari (2004), research methodology is a systematic approach to solving the research problem. It encompasses all the methods and processes including a research design (Godwill, 2015). Research methodology is the systematic and theoretical analysis of methods that are used in the study which include the research paradigm, theoretical model, and the qualitative or quantitative techniques (Igwenagu, 2016). The author further posits that research methodology provides a guidance on how the research is conducted. According to Goundar (2017), research methodology gives a detailed insight of analytical methods, and provides insights into their limitations and the resources that are available. The author also notes that research methodology is where various steps adopted by the researcher are studied and the reasoning behind them is proffered. The research methodology seeks to critically assess how a research problem is defined, why the research is being conducted, how and why a research hypothesis is formulated, and the identification of the data collection and analysis techniques that are used (Goundar, 2017).

A quantitative methodology was used to assess the challenges faced by citizen owned fuel transport companies in Botswana and their effects on the growth of the enterprises. Dawadi (2021) suggests that a quantitative approach entails the collection of data, tabulation, summarizing, and analysis of the numerical data to answer research questions. It is concerned with statistical inferences which is a process of generalization from a study sample to a target population (Levine, 2006)

A Qualitative approach on the other hand uses tools such as interviews and participant observations to understand situations and explain indicative findings. It provides a deeper understanding of issues being investigated by honoring the voices of the participants (Dawadi, 2021). A qualitative approach allows the researcher to examine the way people make sense out of their real-life experiences in their own way and words (Cropley, 2015). This study did not apply the qualitative research methodology but rather the quantitative.

3.4 Population and sampling

The population of interest in research refers to a study's target population. It is a set or group of all the units with variable characteristics under study and for which the findings of the research can be generalized and applied (Shukla, 2020). A sampling frame consisting of a list

of citizen owned fuel transport companies was established by the researcher acquired from BOL and DOE which are citizen owned transport companies mainly in the Greater Gaborone area which established the exclusive and inclusive criteria for the study.

A sample is a fraction of the population that represents it (the population). While researchers endeavor to include all subjects in research, the reality is that they do not have enough time to and resources to do so such hence the need for sampling (Shukla, 2020). There are two types of sampling: probability sampling and non-probability sampling (Shukla, 2020). In probability sampling, the simple probabilities are known and fixed before selecting the sample. Each respondent has a known probability of being included in the study. This is the preferred method in survey research (Vogt, 2012) because subjects are selected in an objective and unbiased way (Shukla, 2020). There are different methods of probability sampling such as simple random sampling, stratified random sampling, systematic random sampling, cluster sampling, and multi-stage systematic sampling (Showkat and Paryeen, 2017). On the other hand, non-probability sampling is subjective and is dependent on the researcher's wish and willingness to select the subject (Shukla, 2020). It uses non-randomized methods to draw samples and participants are selected because they are easy to access (Showkat and Paryeen, 2017).

From the researcher's experience, the estimated number of citizen owned fuel transport companies in Greater Gaborone is around ten and employs a little over one hundred employees. The researcher included all the possible participants in the study thereby dismissing the need for sampling.

Law of Large Numbers (LLN) indicates that for any data with sample size of size $n \geq 30$, it turns to follow a normal distribution with its mean around 0 and standard deviation around 1, displaying a bell-shape. It is assumed that the study of such a magnitude will produce reliable estimates and good precision. This covers narrow confidence limits characterized by small standard deviations implying decreased variance in the data with minimal errors. With a sample of 100, it suffices to proceed with the study.

3.5 Data collection

According to Kabir (2016), data collection is the process of gathering and measuring information on the variables of interest in a systematic fashion that enables the researcher to answer research questions, test the hypotheses, and evaluate outcomes. The main objective is to capture qualitative evidence that translates to data analysis and enables building of credible and convincing answers to questions posed. It is a critical stage in conducting research. It is demanding and requires proper planning, hard work, determination, and perseverance (Kabir, 2016). The author further opines that there are various types of data collection such as qualitative, quantitative, and mixed method. The qualitative method uses non numeric and usually is descriptive or nominal, while the quantitative method is more numerical and data are mathematically computed. The mixed method is a combination of qualitative and quantitative data collection procedures. In a research study, data collection can be carried out either in a primary or secondary manner. Even though primary data can be time consuming and expensive than the more readily available secondary data, it was the more preferred data collection strategy for this study. Quantitative data were, therefore, collected directly from sources using a structured questionnaire.

A questionnaire is a list of mimeograph or printed questions that is completed by respondents to give their opinion on a phenomenon that is under study (Satya, 2012). It is one way of getting raw data from people in a study (Gilham, 2008). Questionnaires have a definitive purpose relating to the research objectives and they facilitate the collection of quantitative data in a standardized and consistent way thus paving the route for quantitative data analysis (Satya, 2012). The structured questionnaire was divided into six parts (See Appendix 1). Part one of the questionnaire solicited for demographic information from the respondents, while Part two sought information on the challenges faced by citizen owned fuel transport companies in Botswana (Primary research objective). Part three to Part six requested the views of the respondents on the questions that addressed the secondary research objectives

3.6 Data analysis

The study adopted the descriptive data analysis technique. This aided in getting the feel of the raw data that was collected thus giving a clearer picture of what happened in the past. According to Kothari (2004), descriptive data analysis is the study of distributions of a single variable, especially the demographic characteristics that are found in the data.

The descriptive analysis was done using bar charts, scatted graphs, pie charts, and tables. The researcher also used the Analysis of Variance (ANOVA). This technique is used in multiple sample cases (Kothari, 2004). Furthermore, correlation analysis was used to demonstrate how the different variables correlated using Karl Pearson Correlation Coefficient (r). The Pearson's Correlation Coefficient (r) measures the strength of a relationship between two or more variables. There are many ways in which the variables could be associated - either they have a positive or negative relationship or no relationship at all. The value of (r) lies between -1 and +1. A coefficient of +1 indicates perfect positive correlation, while a coefficient of -1 reflects a perfect negative relationship, and a coefficient of 0 reflects no linear relationship.

In assessing the challenges faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth (primary research objective), a Multiple Regression Analysis was employed but ensuring that normal distributions assumptions were not violated.

3.7 Ethical considerations

Ethical considerations have gained importance across all research driven mostly by limitations of the inquiry, and data protection and legislative changes in human rights (Parveen and Showkat, 2017). In carrying out research, the researcher must consider various obligations and ensure that the research is conducted in a way that exhibits honesty, objectivity, and integrity. It is important for the researcher to seek consent from the participants for their involvement in the study. Participants rights such as exclusive right to give consent to participate and withdraw from, or refusal to take part in, the study should be considered (Parveen and Showkat, 2017).

A consent letter was issued by Botho University (BU) authorizing the researcher to conduct the study. Other ethical issues that were observed in this study included voluntary participation and strict adherence to confidentiality and non-disclosure of any information including, but not limited to, the name of the organization and its people who were participating in the study. The researcher explicitly explained the principles of voluntarism to the participating organizations and the respondents and they were assured that the

information that was gathered from them during the study would not be used against them in any way.

3.8 Validity and reliability

Validity emphasizes on whether the study instrument is measuring what it should measure (Shridhar, 2020). It explains how the collected data covers the areas of investigation (Taherdoost, 2016). Validity represents reality and demonstrates how well the instrument represents the perception of the real world. Validity comes before reliability. Validity implies reliability but, on the contrary, reliability does not imply validity (Dean, 2021).

According to Shridhar (2020), reliability is a measure of dependency, consistency, stability, predictability, and accuracy of research data which is dependent on the characteristics of the test, the conditions of administration, and the group of examinees. It is the character of test of scores which estimates reliability in a matter of degree. The Cronbach's alpha (α) test was run to test for internal consistency thus validating the questionnaire as the research instrument. The Cronbach's alpha, as a measure of scale reliability, is in-built in the SPSS program and is presented as follows:

$$\alpha = \frac{N^2 \overline{Cov}}{\sum s_{item}^2 + \sum Cov_{item}}$$

Cronbach's alpha is a statistical tool that is used to demonstrate that test and scales adopted for research are reliable and are fit for purpose (Taber, 2018). The Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer the Cronbach's alpha coefficient is to 1, the greater the internal consistency of the items in the scale. It should be noted that the reliability of an instrument is closely associated with its validity.

3.9 Chapter summary

This chapter covered the research design that was adopted in this study, the research methodology that was employed to collect and analyze the data, the study population, sample, and the sampling strategy that was used to select the research participants. Furthermore, the chapter discussed covered how the data was analyzed in the study, the reliability and validity

of the data collection instruments, as well as ethical considerations of the study. The next chapter presents, analyses, and discusses the results.

CHAPTER 4: DATA ANALYSIS, AND DISCUSSION

4.1 Introduction

This chapter follows on the research design and methodology that was discussed in the previous chapter. The chapter presents the results of the study which are based on quantitative analysis. This is because data were collected using a structured questionnaire. The results are envisaged to adequately cover the calculated sample size to attain the desired estimates. The deliberate decision to use the almost latest Statistical Package for Social Sciences (SPSS) version 25.0 to perform statistical analysis was to ensure that the study findings are relevant and that they befit the study's intent. The study fared well as regards the response rate that amounted to 100 percent.

4.2 Descriptive statistical analysis

The descriptive statistics presentation is meant to display the general behaviour of the data. It provides a general picture of what the researcher should expect from the data and guides the overall analysis. The basic statistics produced in this section are the means and standard deviations. The presentation is also in the form of histograms, bar charts, and pie charts.

Over and above the demographic questions, deeper analysis will be performed in the ordered responses following the Likert scale concept. The Likert scale is a widely used approach in surveys and it assumes that the strength of attitudes is linear. They are closed-ended responses that go from one extreme to the other from strongly agree to strongly disagree with limited choices in the middle. Likert scale uses discrete numbers which make coding easy and the entire chain of data processing using SPSS.

4.3 Demographic data analysis

This section gives an insight into the demographic characteristics of the participants who took part in the study. The demographic characteristics are gender, age, job level, work experience, type of employment, and educational qualifications.

4.3.1 Gender of the respondents

The gender of the respondents is displayed in Figure 4.1

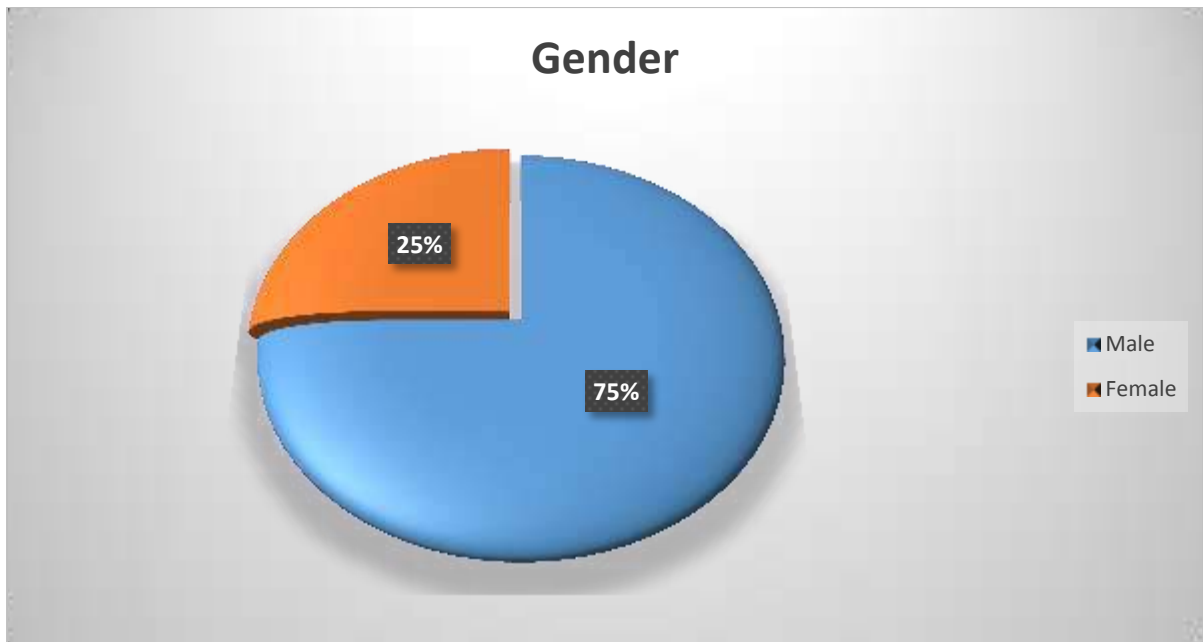


Figure 4.1: Gender of the respondents

According to Figure 4.1, of the 100 respondents who successfully completed the questionnaire, 75 percent were males as opposed to 25 percent who were females.

4.3.2 Respondents' age groups

The ages of the study participants are shown in Figure 4.2.

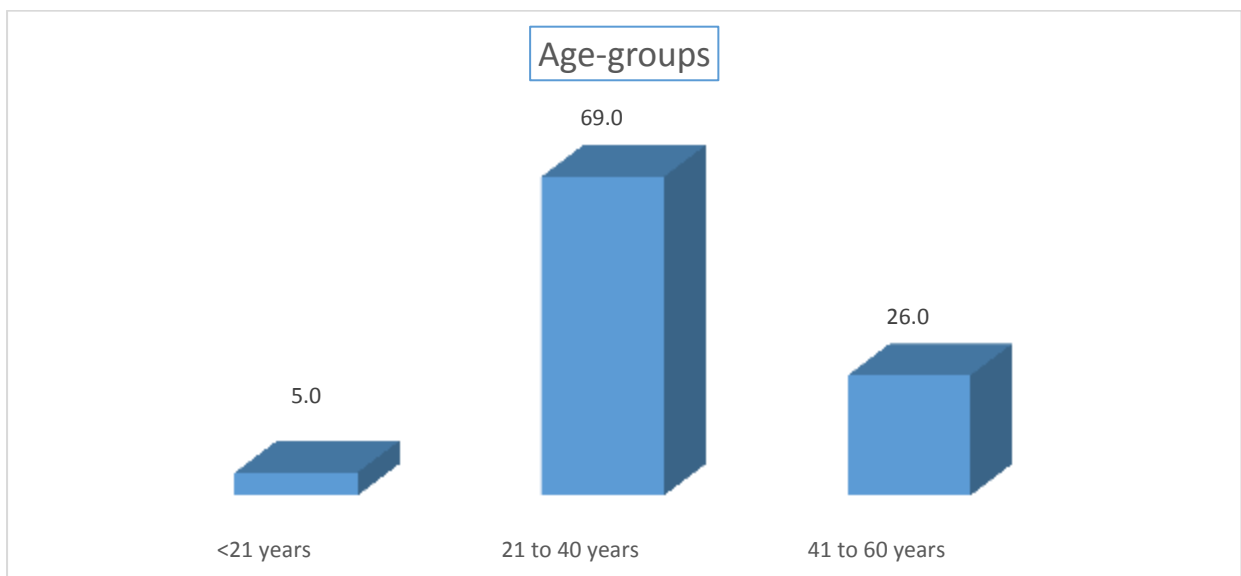


Figure 4.2: Ages of the respondents

Figure 4.2 depicts that the age groups of this study were dominated by respondents who were in the age bracket of 21 to 40 years. This constitutes a youthful establishment in this industry.

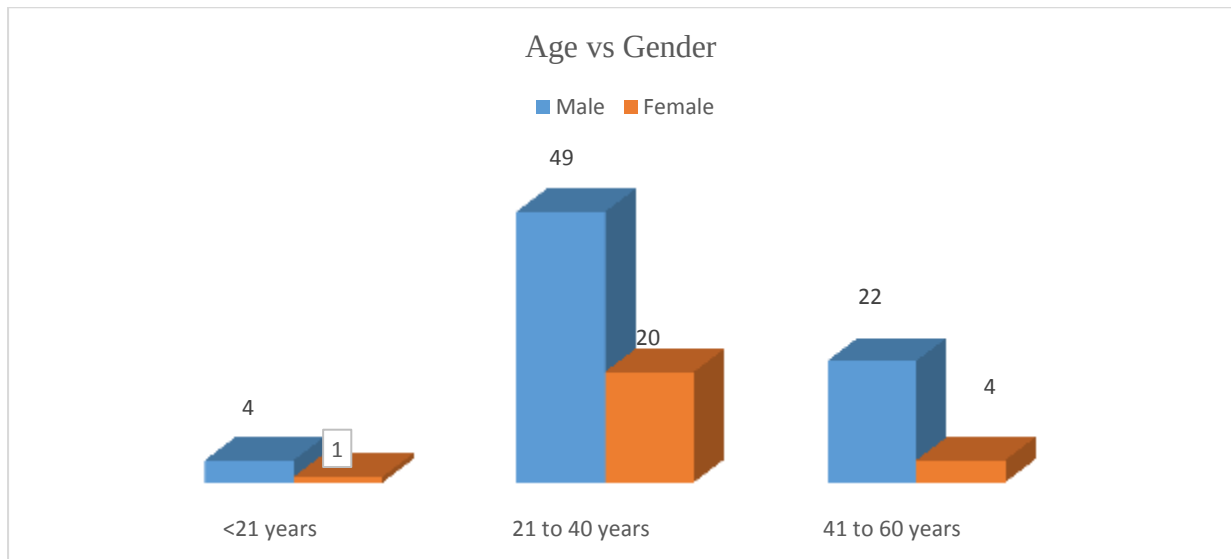


Figure 4.3: Age Group Vs Gender

4.3.3 Respondents' educational levels

The respondents' educational qualifications are indicated in Figure 4.4

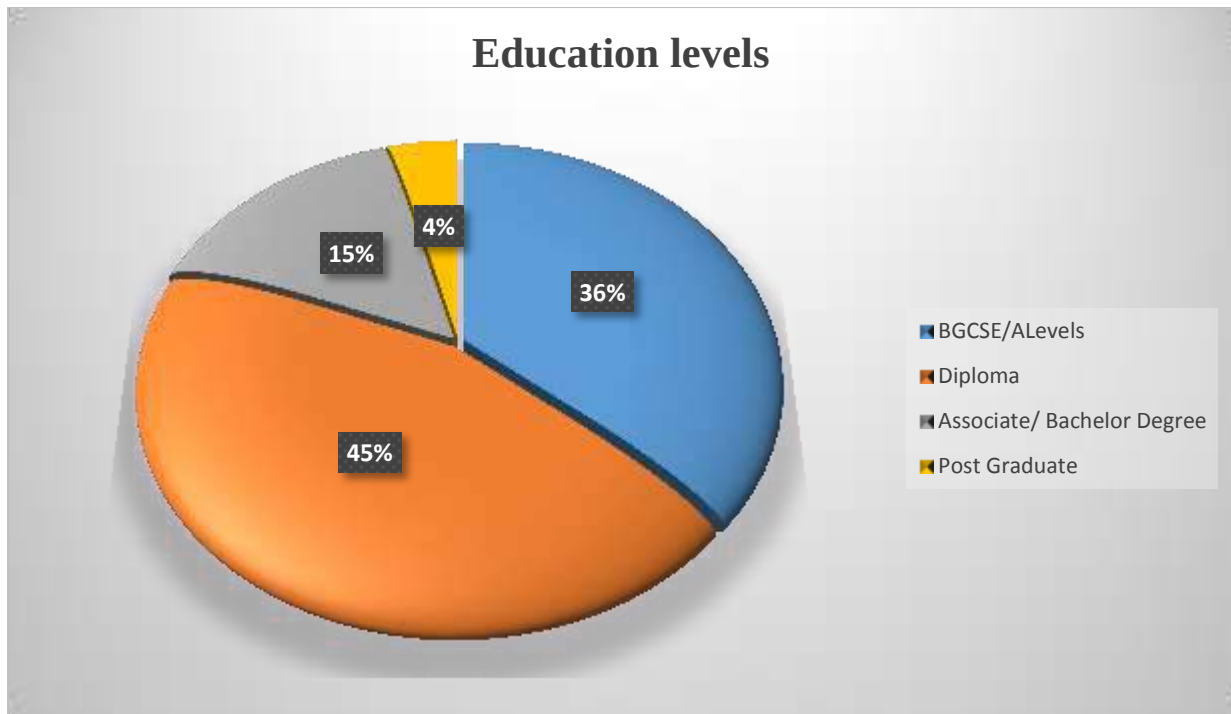


Figure 4.4: Respondents' levels of education

Figure 4.4 depicts that most respondents were diploma holders (45 percent). This is followed by those who had completed BGCSE. This industry presumably does not require highest qualifications for employees to execute their day-to-day duties.

4.3.4 Job levels of the respondents

The respondents' job levels are shown in Figure 4.5.

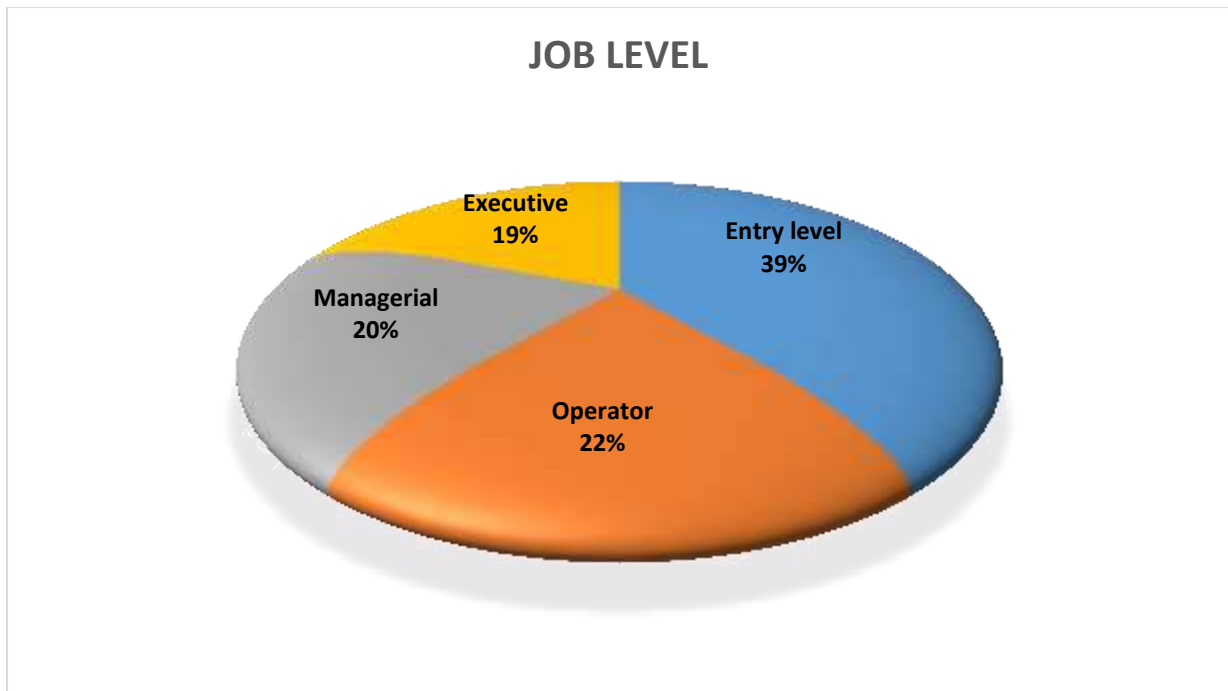


Figure 4.5: Respondents' job levels

Figure 4.6 depicts that “entry level” dominates the Job levels with 39%, followed by those at the operational level (22%). The least are the employees in the executives' level at 19%.

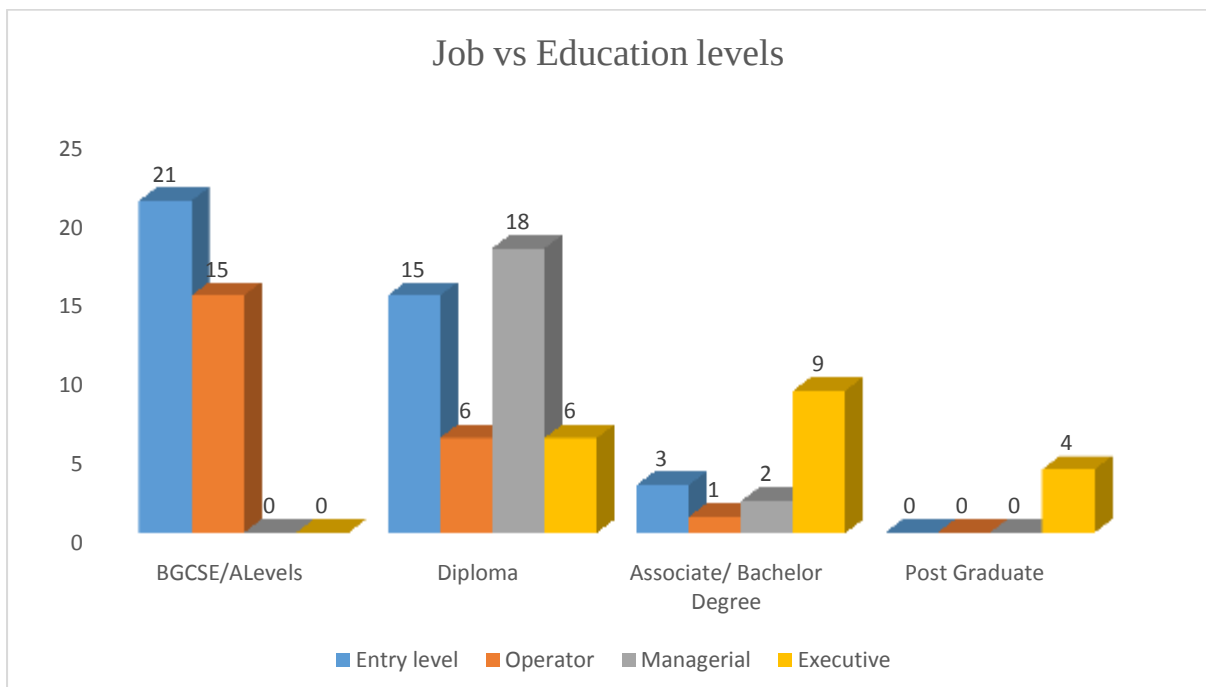


Figure 4.6: Job vs Education levels

4.3.5 Types of employment of the respondents

The types of employment of the respondents are shown in Figure 4.5.

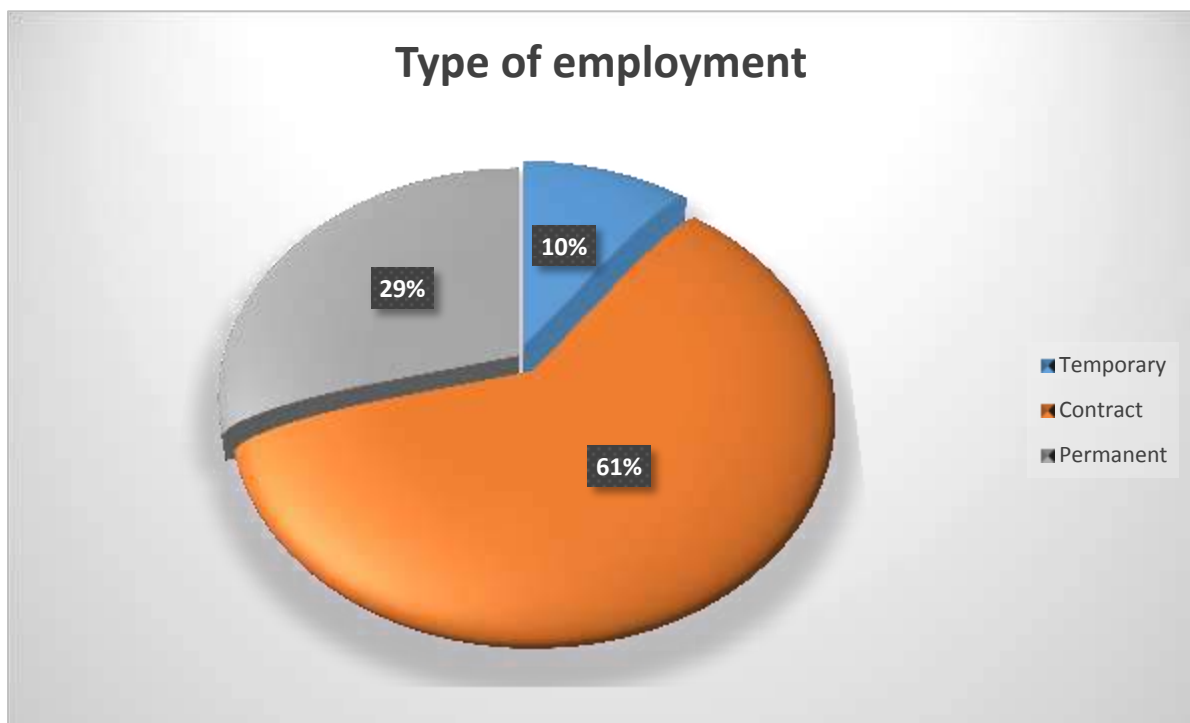


Figure 4.3: Respondents' types of employment

Figure 4.5 shows that most respondents (61 percent) work on contract basis. This is possibly because citizen owned fuel transport companies get jobs on contractual bases and therefore the employees' contracts are tied to the contracts that are won by the respective transport companies. The 29 percent permanent employees are managers and executives.

4.3.6 Work experience of the respondents

Figure 4.6 indicates the respondents' work experience.

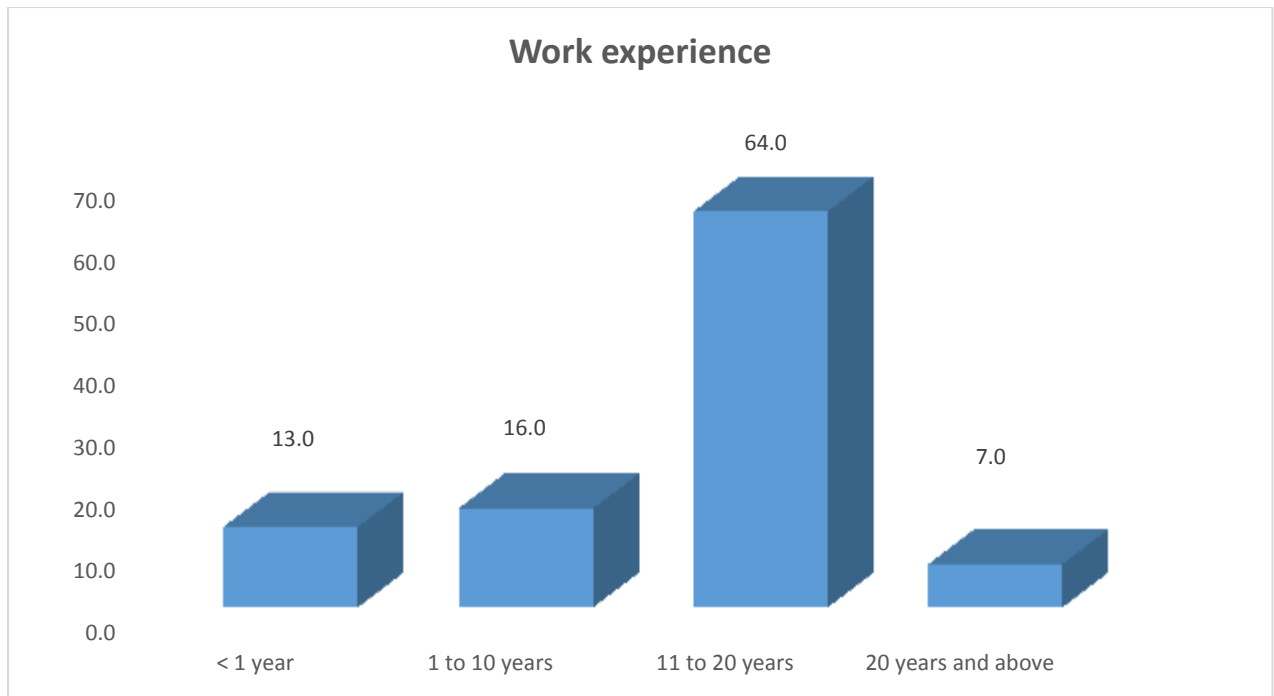


Figure 4.4: Respondents' work experience

According to Figure 4.6 above, 64 percent of the respondents had worked for between from 11 to 20 years. These are employees who previously worked for other fuel transport companies and moved to citizen owned fuel transport companies when their employment contract with other transport companies elapsed.

4.4 Presentation and discussion of the key findings of the study

This section presents the research findings and how they link up with the research objectives that were stated in Chapter 1. The section begins by looking at the primary research objective which focuses on the aggregate impact of all the secondary research objectives. The secondary research objectives are then discussed in the order that they are stated in Chapter 1 which focus on the importance of financing, the role of HR, the importance of industry related experience, and the effects of government support on the growth of citizen owned fuel transport companies in Botswana or lack of it.

4.4.1 Challenges faced by citizen-owned fuel transport companies in Botswana (Primary research objective)

This subsection presents the results of the main objective of the study which sought to assess the challenges faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth. The five-point Likert scale is used to present data with Strongly Disagree (S.A), Disagree (D), Neutral (N), Agree (A), and Strongly Agree (S.A) being the five points. The findings are shown in Table 4.1.

Table 4.1: Challenges faced by citizen owned fuel transport companies in Botswana

Likert scale	S.D	D	N	A	S.A	Total
Unavailability of trained personnel with industry experience hampers company growth.	6	6	2	64	22	100
Lack of funds has made it difficult for the company to grow.	6	6	2	64	22	100
Domination of the fuel transport industry by foreign companies with adequate finance, expertise and experience is disadvantaging citizen owned fuel transport companies thus inhibiting their growth.	5	13	1	48	33	100
The complexity of the fuel transport industry in Botswana is a barrier to entrance for citizen owned fuel transport companies.	2	10	0	61	27	100
Lack of collaboration or joint ventures with other citizen owned transport companies has hindered the growth of these companies.	10	18	0	30	42	100
Citizen owned companies do not have adequate industry experience in fuel transportation which has hampered their growth.	16	28	0	26	30	100
There is inadequate government support for citizen owed fuel transport companies leading to their failure to grow.	18	43	8	13	18	100
Lack of marketing capabilities has negatively affected the growth of citizen owned companies.	15	3	0	44	38	100
There is no urgency from Oil Marketing Companies to partner with citizen owned fuel transport companies.	13	19	4	41	23	100

According to Table 4.1, unavailability of trained personnel, lack of funds, domination by foreign companies and complexity of the industry are some of the challenges faced by citizen owned fuel transport companies in Botswana. The results in Table 4.1 indicate that 86% of the respondents either agree or strongly agree that unavailability of trained personnel is a major challenge that is faced by citizen owned fuel transport companies. A similar trend is observed under lack of funds.

Well established foreign owned fuel transport companies with backing from parent companies mostly in South Africa continue to be a threat in the growth of the citizen owned fuel transport companies in Botswana. This was uncovered by the study with a total of 81% of the respondents either agreeing (48%) or strongly agreeing (33%) that foreign owned fuel transport companies continue to dominate the Botswana fuel transport industry. Only 5% of the respondents strongly disagree while 13% disagree. Although a lack of industry experience is somewhat identified as a challenge, this is not prevalent. Only 56% of the respondents (26% agree, 30% strongly agree) believe that lack of industry experience is a challenge, with the remaining 44% either disagreeing or strongly disagreeing. An overwhelming 72% of the respondents indicate that citizen owned fuel transport companies in Botswana are reluctant to collaborate (or form joint ventures), 18% disagree while 10% strongly disagree. A total of 64% of the respondents decry the reluctance of oil marketing companies to contract or partner with citizen owned fuel transport companies which stifles the growth of the citizen owned fuel transport companies.

Another challenge faced by citizen owned fuel transport companies in Botswana is lack of marketing. A hefty 82% of the respondents either agree or strongly agree that lack of marketing is a challenge impeding the growth of citizen owned fuel transport companies in Botswana. The survey results in Table 4.1 reveal that citizen owned fuel transport companies are satisfied with the support they receive from the government. A total 18 % of the respondents strongly disagreed while 43% disagreed with the notion that citizen owned fuel transport companies do not receive adequate support from government.

The findings of the study mirror international trends where it was noted by Lieb & Lieb (2010) that the transport sector is faced with a global shortage of talent and that finding

qualified and competent resources is proving to be a challenge while retention of employees is a difficult mission. The study also depicts that lack of funds, experience and market research as challenges hindering the growth of citizen owned fuel transport companies in Botswana which conforms to the findings of Bergset (2018) and Al-Shatanawi et.al (2014) who highlight the importance of finance and marketing research respectively.

4.4.2 The importance of financing on the growth citizen-owned fuel transport companies (secondary research objective 1)

This subsection addresses the first secondary research objective that sought to assess the importance of financing in the growth of citizen owned fuel transport companies in Botswana. The results of the data that was collected to achieve this research objective are presented in Table 4.2.

Table 4.2: Importance of financing on the growth of citizen owned fuel transport enterprises

Likert Scale	S.D	D	N	A	S.A	Total
My company has sufficient capital for future growth.	37	31	1	15	16	100
Acquiring finance from finance institution is easy.	27	47	14	7	5	100
My organization runs a positive cash flow.	25	43	1	23	8	100
My organization has a line of credit with financing institutions.	18	22	30	18	12	100
My organization has credit rating with reputable institutions.	17	33	23	18	9	100
Company shareholders are able to raise enough funds to finance operations or company growth.	13	30	21	23	13	100
Bank Loans are the most used type of external financing.	12	26	27	23	12	100
My organization acquires mostly medium to long term loans (loans that comes to maturity more than a year after it is issued).	14	16	31	24	15	100
My organization has approached potential investors for equity financing.	17	30	27	15	11	100

My organization has attempted to obtain financing through a public issue of stocks.	16	27	29	14	14	100
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According to Table 4.2 above, 68% of the respondents indicate that citizen owned fuel transport companies in Botswana do not have sufficient capital to finance operations and future growth. The 68 % is made up of 37% and 31% of the respondents who strongly disagree and disagree respectively to the notion that citizen owned fuel transport company have sufficient capital. A total of 24% of the respondents strongly disagree that acquiring finance is easy. In addition, 47% of the respondents disagree while 14% are neutral. The high number of the respondents who either disagreed or strongly disagreed is an indication that most citizen owned fuel transport companies in Botswana find it difficult to acquire finance. The aftereffects of the difficulty in acquiring finance impacts citizen owned fuel transport companies in many ways. Firstly, few of these companies have lines of credit to augment the little finances they have. This is uncovered by the results in Table 4.2 whereby 40% of the respondents indicate that their companies do not have lines of credit compared with the 30% who agree or strongly agree while 30% of the respondents are neutral. Despite having insufficient capital and the difficulty in acquiring finance, citizen owned fuel transport companies in Botswana continue to be innovative by considering various alternatives to boost their finances.

The survey results in Table 4.2 demonstrate that 36% of the companies are financed by the shareholders (23% agree and 13% strongly agree), 35% (23% agree and 12% strongly agree) of the companies are financed through bank loans despite the difficulty in acquiring them. The survey also uncovered that 26% (15% agree and 11% strongly agree) of the companies approached potential investors for equity financing while 28% (14% agree and 14% strongly agree) attempted to obtain financing through a public issue of stocks.

Virtually all citizen owned fuel transport companies in Botswana operate as SMEs hence acquiring finances was not easy mainly due to the high interest rates imposed by lending institutions (Beck, 2011) coupled with a lack of, or limited, collateralizable assets (Rahman et.al, 2016). Like many other small businesses, the world over, citizen own transport companies in Botswana are faced with challenges of access to finance which hinders their growth at various stages (Agrebi, 2009) more so that the transport sector is a capital-intensive industry (González and Epstein, 2015).

4.4.3 The role of human resource on the growth of citizen-owned fuel transport companies in Botswana (Secondary research objective 2)

This subsection presents the results of the study on the role of HR in the growth of citizen owned fuel transport companies. The results of the study that were meant to achieve this research objective are presented in Table 4.3.

Table 4.3: Role of human resource on the growth of companies

Likert Scale	S.D	D	N	A	S.A	Total
My organization employs highly qualified personnel with a minimum of a degree and relevant industry experience.	14	25	27	21	13	100
My organization offers training (both in-house and external) to augment qualification and work experience of personnel to facilitate organizational growth.	16	29	25	17	13	100
My organization uses trainers certified by Oil marketing companies and Accredited by BQA.	32	30	17	14	7	100
Employees clearly understand their growth plan.	10	50	23	14	3	100
Employees are satisfied with their workload hence are motivated to work leading to organizational growth.	6	18	56	13	7	100
The working environment at my organization is conducive for employees to carry out their daily tasks leading to organizational growth.	7	19	32	30	12	100
My organization offers competitive remuneration in line with industry rates thus motivating employees to work harder.	7	23	24	28	18	100
Staff turnover in my organization is low.	19	27	23	20	11	100
Employees at my organization are clear about the company's strategic objectives.	30	41	15	7	7	100
Employees are always paid on time and in full hence they are motivated.	4	41	31	17	7	100

The findings in Table 4.3 depict that 39% of the respondents indicate that citizen owned fuel transport companies employ less qualified staff. However, some companies offer training to upskill their employees. The survey results reveal that 30% (17% agree and 13% strongly agree) of the companies offer both in-house and external training. A significant number of the companies 45% (29% disagree and 16% strongly disagree) do not offer any sort of training.

The study uncovered that significant number of companies that offer training do not use trainers accredited by Botswana Qualifications Authority (BQA) or certified by Oil Marketing Companies (OMC). In total, 62% of the respondents either disagreed or strongly disagreed with the notion that citizen owned fuel transport companies use trainers or institutions that are accredited by BQA or certified by OMCs. The lack of accreditation deprives the companies the opportunity to claim or to be reimbursed by the training authority which could save company money. The results in Table 4.3 further demonstrate that most respondents disagree that employees clearly understand their growth plan, while many respondents disagree also that employees are clear about the companies' strategic objectives. The respondents also disagree that employees are always paid on time hence they may not be motivated.

With regards to staff turnover, a total of 46% of the respondents either disagree or strongly disagree that the staff turnover for their organizations is low, 33% agree or strongly agree, while 23 % of the respondents are neutral. This is an indication that staff turnover at citizen owned fuel transport companies is high. The high staff turnover experienced by citizen owned fuel transport companies in Botswana conforms to the worldwide trends experienced in the transport sector where high levels of staff turnover have been recorded (Lieb and Lieb, 2010; Schulz et al., 2014). A combination of Unqualified employees and the lack of training by citizen owned fuel transport companies affect their growth. Human resources are the foundation of any company (Vrchota and Rehor, 2019). Therefore, it is important to recruit and retain top talent for a company to gain competitive advantage (Saliba, 2006). The lack of training of staff by citizen owned fuel transport companies in Botswana creates a misalignment between company strategies and operational needs (Amrstrong, 2010). Through training, employees are equipped with the right tools to enable them to execute their daily tasks (Saliba, 2006) which therefore creates a conducive work environment, an environment that allows employees to thrive thus facilitating the growth of the organization.

4.4.4 The importance of industry related experience and expertise in the growth of citizen-owned fuel transport companies in Botswana (Secondary research objective 3)

This sub section investigates the effects of industry related experience and expertise in the growth of citizen-owned fuel transport companies in Botswana. The results are presented in Table 4.4.

Table 4.4: Importance of industry related experience and expertise on enterprise growth

Likert Scale	S.D	D	N	A	S.A	Total
My organization carries out a market research prior to starting operations.	8	33	32	22	5	100
My organization is aware of its competitors.	5	21	26	34	14	100
My organization is aware of its potential customers.	9	18	28	23	22	100
My organization has business strategies that are aligned with industry needs.	10	27	35	18	10	100
My organization has sufficient industry experience to compete in the fuel transportation industry.	11	25	29	22	13	100
My organization has partnered with experienced industry players to gain valuable experience which facilitates organizational growth.	14	28	25	25	8	100
My organization is receiving training and mentorship from experienced industry players which facilitates growth.	11	22	40	18	9	100
My organization understand procurement and contracting requirements for Oil Marketing Companies.	8	26	27	27	12	100
Where we are short, we outsource services to third party specialists to support the organization (e.g. tender documents).	8	25	35	18	14	100

The results in Table 4.4 depict that the largest fraction of the respondents (41%) disagrees that their organizations conduct market research prior to starting operations, 32% are neutral, while 27% agree. Even though citizen owned fuel transport companies do not carry out

market research, most of the respondents (48%) are aware of their competitors and potential customers (45%).

Table 4.4 also depicts that 37% of the respondents (disagree =27%, strongly disagrees =10%) disagree that their company's strategies are aligned with the industry needs, while 35% remain neutral. It is possible that the 35% that are neutral do not have knowledge of the company's strategic plan.

The results in Table 4.4 indicate that 36% of the respondents disagree that their organization has sufficient industry experience to compete in the fuel transportation industry. On the contrary, 35% of the respondents agree that their organization has sufficient industry experience to compete in the fuel transportation industry, while 29% are neutral which means that they neither agree nor disagree. The study also shows that 42% (disagree = 28%, strongly disagrees = 14%) of the respondents disagree that their companies are neither in partnerships with well-established and experienced industry players, 33% are in agreement, while 29% remain neutral.

The study further uncovered that 33% of the respondents either agree or disagree that their companies receive training and mentorship from experienced industry players, 40% remain neutral, while the remaining 27% either agree or strongly agree. In addition, the study revealed that 34% of citizen owned fuel transport companies in Botswana do not understand the procurement and contracting requirements for OMCs. The 34% is made up of 8% of respondents who strongly disagree and 26% who disagree with the notion that citizen owned fuel transport companies in Botswana understand procurement and contracting requirements for OMCs. Lastly, only 32% of the respondents agree that companies outsource services to their party specialists, 35% are neutral, while 33% disagree.

Conducting market research would have exposed the citizen owned fuel transport companies to the dynamics of the markets that they are venturing into (Al-Shatanawi et.al, 2014), to gain knowledge on their competitors and potential customers, and most importantly to guide them on formulating strategies that will help them gain headway in the industry. Subcontracting or partnering with experienced and well-resourced entities is beneficial as smaller and inexperienced entities benefit from information and traction costs (Okatch et al., 2011). Therefore, by not partnering with established entities, citizen owned fuel transport companies

that were covered in this study deprive themselves the opportunity to acquire knowledge, mentorship, and experience which are key for their growth.

4.4.5 The importance of government support in the growth of citizen-owned fuel transport companies in Botswana (Secondary research objective 4)

This subsection presents the results on the role of government support in the growth of citizen owned fuel transport companies. The results of the data that was collected to achieve this research objective are presented below in Table 4.5.

Table 4.5: The role of government support in the growth of selected fuel transport firms

Likert Scale	S.D	D	N	A	S.A	Total
Government policies on transportation of fuel are favorable to citizen owned fuel transport companies thus facilitating their growth.	8	25	34	24	9	100
Botswana Oil (state owned oil company) invites citizen owned fuel transport companies for tenders resulting in their growth.	8	27	26	21	18	100
My organization is contracted to Botswana Oil Limited.	19	33	21	19	8	100
My organization received covid-19 wage subsidies from government.	2	21	42	31	4	100
My organization receives tax rebates/ incentives on regular basis.	5	25	33	25	12	100
Our organization is benefiting from Government loan subsidies.	11	15	27	25	22	100
My organization benefits from Botswana Oil Limited trainings.	5	36	30	21	8	100

According to Table 4.5, 33% of the respondents either disagree or strongly disagree that government policies are favourable to citizen owned fuel transport companies. On the contrary, a similar percentage (33%) either agree or strongly agree that government policies are favourable, while 34% are neutral. In addition, most of the respondents (52%) indicate that their organization is not contracted by Botswana Oil Limited. The 52% is made up of

19% and 33% of responded who strongly disagree and disagree respectively to the notion that their organization is contracted to Botswana Oil Limited.

Table 4.5 also shows that 35% (Agree=31%, strongly agree=4%) of the respondents confirm that their organization received Covid 19 wage subsidies while 42% are neutral. This is attributed to the fact that most of them work on contractual basis. Therefore, they may not be fully informed about the running of the organizations.

With regards to tax rebates or incentives, only 37% of the respondents either agree or strongly agree that their organization receive tax rebates or incentives, 30% either disagree or strongly disagree, while 33% are neutral. Furthermore, 47% of the respondents (Agree=25%, strongly agree=22%) indicate that their organization benefits from the government loan subsidies, 27% are neutral, while 26% either disagree or strongly disagree. Lastly, Table 4.5 shows that a paltry 29% (Agree=21%, Strongly Agree=8%) of the respondents indicate that their organization benefits from training from Botswana Oil Limited while 41% either disagree or strongly disagree.

The results of the study that are shown in Table 4.5 demonstrate that generally, the citizen owned fuel transport firms that participated in this study do not receive sufficient support from the government of Botswana. It could be that the policies that are in place do not adequately address specific needs of the fuel transport sector. As indicated by Samy and Suzanna (2018), governments should support small companies by developing procedures, laws, processes, and institutions to govern and to create a conducive environment for trust, transparency, and accountability. The lack of adequate training from Botswana Oil Limited affects the growth of the citizen owned fuel transport companies. Government training is necessary to address the specific challenges that indigenous companies face (Macpherson and Jayawarna, 2007). This makes the training from Botswana Oil a critical component for the growth of citizen owned fuel transport companies in the country because it addresses the specific industry needs. The survival of citizen owned fuel transport companies requires extensive support from government through loan subsidies and tax rebates amongst other support interventions. This may improve the financial situation of citizen owned fuel transport companies and give them a competitive advantage yielding positive results and improved performance hence growth.

4.6 Inferential statistics

In a survey the researcher sought to make inference about the population based on the characteristics of the sample or information contained in it. In this study, only citizen owned fuel transport companies in Greater Gaborone were targeted with an assumption that they represent others operating elsewhere in Botswana. The following are the various statistical output that were used in inference to address the objectives of the study.

4.6.1 Reliability analysis

It is important to check the reliability of the survey tool so that it reflects consistency in what it is measuring. The same consistency should be maintained and achieved, even if the study is replicated. The validity of the tool is important to display the appropriateness of the measures used for the accuracy of the results so that they can be usable.

Cronbach's alpha, α , test was run to test the internal consistency of the research instrument thus validating the questionnaire. The Cronbach's alpha, α , as a measure of scale reliability is in-built in the SPSS programme and is presented as follows:

$$\alpha = \frac{N^2 \overline{Cov}}{\sum s_{item}^2 + \sum Cov_{item}}$$

The results are a variance-covariance matrix of all the items and the output is displayed in the Appendices at the end of the document. The value of Cronbach's alpha (α) of 0.7 to 0.8 is acceptable hence the threshold is 0.7. For this study, the reliability test results are shown in Table 4.6.

Table 4.6: Reliability statistics

Cronbach's Alpha	Cronbach's Alpha based on standardized items	N of items
.713	.709	17

Table 4.6 depicts that the Cronbach's alpha reliability coefficient ranges between 0 and 1. The closer the Cronbach's alpha coefficient is to 1, the greater the internal consistency of the

items in the scale. The value above of 0.713 is the Cronbach's alpha coefficient of internal consistency. It should be noted that the reliability of an instrument is closely associated with its validity. An instrument cannot be valid unless it is reliable. However, the reliability of an instrument does not depend on its validity hence the importance of testing for reliability over validity based on that assumption.

Since the reliability test results have proven that the survey tool (questionnaire) has internal consistency, this means that study results were usable. This means that the researcher constructed the questionnaire effectively with robust questions to drive the research objectives appropriately and adequately as well as answering the research questions. This means that the study findings are reliable.

4.6.2 Regression analysis

As the researcher sought to assess the challenges faced by citizen owned fuel transportation companies in Botswana and their impact on enterprise growth, different variables were used to achieve the study objectives and effectively answer the research questions. The use of regression analysis helps to test the significance of the assertions made through Analysis of Variance (ANOVA). The ANOVA tells us whether the model results are significantly a good prediction of the outcome variable. This means that it does not tell a story about the individual contribution of predictor variables in the model. Results that are obtained through running multiple linear regression produces the following:

- p-value- is used to test the significance of the predictor variables in the model; normally both 1% and 5 % level of significance are acceptable.
- R^2 value in a model tells the amount of variation in the outcome variable that is accounted for by the model. In the case of this study, it tells how much of the variability in each indicator under assessment of the impact of citizen-owned fuel transport companies in Botswana.

The general regression model is written as:

$$Y_i = (b_0 + b_i X_i) + \epsilon_i$$

.. where Y_i denotes the response variable that is predicted and

... X_i is the predictor variable in the model.

... b_0 is the intercept of the line.

.... b_i is the slope of the line.

... ϵ_i is a residual term which represents the difference between the score predicted by the line and the actual score obtained.

- In the regression analysis, diagnostic checks can also be done with the use of the normal P-P plots of normally distributed residuals. Therefore, in a perfectly normally distributed data set, all points will lie on the lines. This shows that there are no deviations from normality by the data, proving a good fit of the model. The plot was fit using the indicator on the importance of government support in the growth of citizen owned fuel transport companies in Botswana as shown in Figure 4.7.

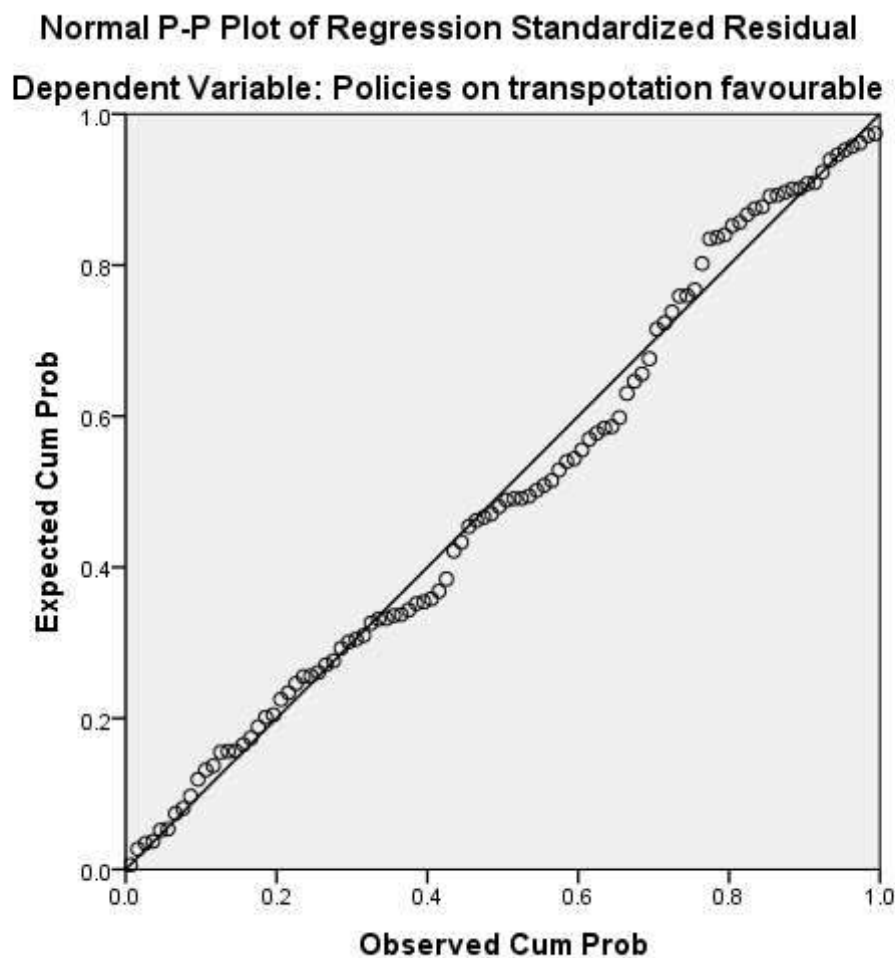


Figure 4.5: Plot of regression standardised residual

Figure 4.7 demonstrates that, consistent to the reliability test done earlier, the behaviour and pattern of the P-plots is a good indication that the results of this study can be used for inference to the general population of fuel transport companies since a sample has been used

in the study. The outcome of the study will apply to the entire sector of fuel transport companies hence can be used for any policy or decision making.

4.6.3 Hypothesis testing of significance

The hypotheses that were tested in the study are highlighted in Table 4.7.

Table 4.7: Hypothesis testing

Hypothesis tests	Standard error	p-value (1% or 5%) significance	Decision on the hypothesis
Ho: There is a significant relationship between financing and growth of citizen owned fuel transport companies in Botswana	1.414	0.014**	With a p-value of 0.014, it is less than 1% level of significance, we do not reject the null hypothesis. This implies that indeed there is relationship between financing and growth of citizen owned fuel transport companies in Botswana.
Ho: There is a significant relationship between having qualified and competent human resources and growth of citizen owned fuel transport companies in Botswana	1.247	0.021*	At 5% level of significance, we do not reject the null hypothesis. There is a significant relationship between having qualified and competent human resources and growth of citizen owned fuel transport companies in Botswana
Ho: There is a significant relationship between industry related experience and growth of citizen owned fuel	0.906	0.000**	With a p-value less than 1% level of significance, we do not reject the null hypothesis, hence conclude that, there is a significant relationship between industry related experience and growth

transport companies in Botswana			of citizen owned fuel transport companies in Botswana
Ho: There is a significant relationship between government initiatives and growth of citizen owned fuel transport companies in Botswana	1.071	0.001**	At 1% level of significance, we do not reject the null hypothesis. We conclude that there is a significant relationship between government initiatives and growth of citizen owned fuel transport companies in Botswana

Key: * means significant 5% level
 ** means significant at 1% level

4.6.4 Model summary

The model summary for the findings is shown in Table 4.8.

Table 4.8: Model summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.525 ^a	.276	.204	1.277	1.718
a. Predictors: (Constant), No urgency from Oil companies, Educational level, Complexity of the industry, Lack of collaboration, Inadequate government support, Unavailable trained personnel, No adequate industry experience, Domination by foreign companies, Lack of marketing capabilities					

R^2 value in a model tells the amount of variation in the outcome variable that is accounted for by the model. Table 4.8 shows that in all the variables that were used in the study namely lack of adequate support from established oil companies, complexity of the industry, lack of collaboration with other players, inadequate government support, unavailability of trained

personnel, inadequate industry experience, domination by foreign companies, and lack of marketing capabilities, they only explain 27.6 percent of any variation in the growth of citizen-owned fuel transport companies. This means that the remaining 72.4% of the variation can be explained by other factors which are not in the list of variables under investigation.

4.6.5 Analysis of variance

The ANOVA was conducted to establish whether the model, in overall, is significantly a good prediction of the outcome variable. The ANOVA, however, does not necessarily tell a story about the individual contribution of each of the predictor variables in the model. The results are indicated in Table 4.9.

Table 4.9: Analysis of variance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.943	9	6.216	3.811	.000 ^b
	Residual	146.807	90	1.631		
	Total	202.750	99			
b. Predictors: (Constant), No urgency from Oil companies, Educational level, Complexity of the industry, Lack of collaboration, Inadequate government support, Unavailable trained personnel, No adequate industry experience, Domination by foreign companies, Lack of marketing capabilities						

Table 4.9 shows that variance is significant with p-value of 0.000. Using all the predictor variables chosen by the researcher to investigate the determinants of the growth of citizen-owned fuel transport companies, the model is a perfect fit from the results shown by the ANOVA. All the variables that were used in the model are perfect to be used to explain the response variable which is the growth of citizen-owned fuel transport companies.

4.6.6 Pearson's correlation coefficient (r)

Pearson's correlation coefficient (r) is a measure of the strength of the relationship between two variables. It is also a measure of the linear relationship between the variables that are

interesting for a researcher to know what relationship exists if any. It takes any value from -1 to +1 (as one variable changes, the other changes in the same direction by the same amount or a different direction if its negative) but still depicting some form of relationship or association. A Pearson's correlation coefficient for the assessment of the challenges faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth was conducted. The results are depicted in Table 4.10.

Table 4.10: Pearson's correlation coefficient

	Unavailable trained personnel	Lack of funds	Domination by foreign companies	Complexity of the industry	Lack of collaboration	No adequate industry experience	Inadequate government support	Lack of marketing capabilities	No urgency from Oil companies
Unavailable trained personnel	1	.185	.489**	.336**	.195	.200*	-.130	.306**	.417**
Lack of funds		.065	.000	.001	.052	.046	.199	.002	.000
		1	.346**	.029	.180	.381**	.155	.115	.075
Domination by foreign companies			.000	.778	.074	.000	.124	.253	.461
			1	.438**	.422**	.354**	.097	.323**	.230*
Complexity of the industry				.000	.000	.000	.337	.001	.022
				1	.202*	.426**	.206*	.418**	.203*
Lack of collaboration					.044	.000	.039	.000	.043
					1	.333**	.009	.555**	.245*
No adequate industry experience						.001	.927	.000	.014
						1	.289**	.502**	.222*
Inadequate government support							.004	.000	.026
							1	-.090	-.283**
Lack of marketing capabilities								.372	.004
								1	.284**
No urgency from Oil companies									.004
									1

The results in Table 4.10 above show that among the variables the researcher had chosen, most of them show significance indicating an existing relationship between them in having to prove that together they explain better the magnitude of the problem faced by the industry. To

pick a few of them from the output, at 1% significance, the results show that there is association between “domination of the fuel transport industry by foreign companies with adequate finance, expertise and experience with unavailability of trained personnel in citizen owned companies. This makes foreign companies to have an edge in the industry over the locals which negatively affects the growth of the local firms.

Another good point worth picking is the association between the variables ‘Lack of marketing capabilities by citizen-owned companies’ and ‘lack of collaboration or joint ventures with other citizen owned companies’. It shows a high significance at 1% level. This is indicative that the growth of the industry is hindered by the significant correlation of the two variables as shown in Table 4.10.

4.7 Chapter summary

This chapter presented and analysed the findings of the study. The results were analysed in accordance with the previous studies outlined in Chapter 2. This chapter outlined the demographic profiles of the respondents and their importance to the study. The key findings focused on the challenges faced by citizen owned fuel transport companies in Botswana. A quantitative research method was used to conduct the analysis. The next chapter provides the final summary of the findings, the recommendations, and the conclusion of the study.

CHAPTER 5

FINAL SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The preceding chapter presented data and interpreted the research findings. This chapter reaffirms the purpose of the study and summarises the findings of the research. The chapter also suggests some recommendations founded on the findings of the study and offers a conclusion that is grounded on the researcher's own observations.

5.2 Purpose of the study

The aim of this study was to explicate the challenges faced by citizen owned fuel transport companies in Botswana and their impact on enterprise growth. The study utilised a descriptive survey enquiry design. A questionnaire was administered to the selected employees of various citizen owned fuel transport companies in Botswana that participated in the study.

5.3 Final summary

This section presents the final summary of the research results. It has five subsections of which the first part offers the summary of the results that address the primary study objective. The second part summarises the results that address the first secondary study objective. The third part provides a summary of the results which address the second secondary study objective, while the fourth part summarises the findings which address the third secondary research objective. The last part summarises the study results that address the fourth secondary research objective.

5.3.1 Challenges faced by citizen-owned fuel transport companies in Botswana and their influence on enterprise growth (primary research objective)

The research findings exposed that there was a strong association between the availability of finance and the growth of citizen own fuel transport companies in Botswana. It was revealed that the fuel transportation industry in Botswana was dominated by the illustrious foreign owned transport companies who are more resourced and well experienced in fuel transportation which stifles the growth of the inexperienced citizen owned fuel transport

companies. The study also revealed that there was no collaboration or partnership between citizen owned fuel transport companies in Botswana. The lack of collaboration deprives citizen owned fuel transport companies the opportunity for collective bargaining when advocating or lobbying for government to review or develop policies that support citizen owned fuel transport companies.

The study furthermore indicated that citizen owned fuel transport companies lacked fuel transporting experience and that the industry is complex and cumbersome. The study also uncovered that Oil marketing companies in Botswana were reluctant to engage citizen owned fuel transport companies. More importantly, the growth of citizen owned fuel transport companies was being hampered by the unavailability of trained personnel with industry experience.

5.3.2 The importance of financing on the growth of citizen owned fuel transport companies in Botswana (secondary research objective 1)

The study was meant explicate the importance of financing on the growth of citizen owned fuel transport companies in Botswana. The findings of the study uncovered that citizen owned fuel transport companies in Botswana cannot raise sufficient capital to finance operations and growth which affects the companies' cash flows. In addition, the study revealed that citizen owned fuel transport companies in Botswana have not considered equity financing or public issue of stock as a way of raising finances for their businesses. Rather, it was discovered that the firms rely on medium to long term loans to finance growth and that many of them no lines of credit with reputable institutions. Furthermore, the study revealed that most of the citizen owned fuel transport companies in Botswana have good credit rating which mean that they can service their liabilities. This boosts the chances of citizen owned fuel transport company's chances of acquiring loans for future financial needs.

5.3.3 The role of human resource on the growth of citizen owned fuel transport companies in Botswana (Secondary research objective 2)

The study was meant to unravel the role of HR in the growth of citizen owned fuel transport companies in Botswana. The outcomes of the study revealed that these firms employ unqualified and less experienced employees. However, it is worth noting that the firms offer

training to their staff. However, the training is facilitated by trainers or institutions that are not certified by Oil Marketing companies and/or accredited by the BQA. Accreditation by BQA allows citizen owned fuel transport companies to be legible for full reimbursement by the qualification authority for all expenses incurred to train staff.

In addition, the study revealed that employees of citizen owned fuel transport companies are underpaid and that they are usually paid late. Furthermore, the employees are not aware of their growth plan and are not satisfied with their workload. This is despite many of them expressing satisfaction with the work environment. The low salaries, late payments, unclear career development pathways, and a heavy workload contributed to the high staff turnover experienced by citizen owned fuel transport companies as revealed by the study.

5.3.4 The importance of industry related experience and expertise in the growth of citizen owned fuel transport companies in Botswana (Secondary research objective 3)

The study was meant to elucidate the importance of industry related experience and expertise to the growth of citizen owned fuel transport companies in Botswana. The findings of the study showed that the companies lacked the valuable experience of the petroleum transporting industry. Most of the companies did not conduct market research to enhance their knowledge and expertise. This was hampering the development of appropriate policies and strategies to grow the businesses. The study also revealed that citizen owned fuel transport companies in Botswana have not forged relationships or partnerships with established, experienced, and leading industry players. This deprives the firms of the valuable knowledge and expertise from established entities. Furthermore, the study uncovered that citizen owned fuel transport companies in Botswana are not conversant with the procurement and contracting requirements for Oil Marketing Companies. Despite the limited knowledge on the procurement and contracting requirements, citizen owned fuel transport companies in Botswana do not engage third party service providers to support or augment their shortfalls.

5.3.4 The importance of government support in the growth of citizen owned fuel transport companies in Botswana (Secondary research objective 4)

The study was meant to elucidate the importance of government support on the growth of citizen owned fuel transport companies in Botswana. It was discovered that government

policies were not favourable to these enterprises. The government does not offer any tax rebates, nor does it have any loan subsidies for these firms. However, at the height of the Corona virus (covid-19) pandemic, the government of Botswana assisted citizen owned fuel transport companies with wage subsidies to cushion them from the burden of loss of business.

5.4 Recommendations

The importance of financing, HR, relevant industry experience and expertise, and government support cannot be overemphasized. As revealed by the study, these components contribute significantly to the growth of citizen owned fuel transport companies in Botswana. The following recommendations are, therefore, proposed to improve the competitiveness of these firms to enhance their growth.

- Citizen owned fuel transport companies should consider approaching potential investors for equity financing to raise capital for investment and to finance operations.
- The firms should also consider obtaining financing through public issue of stocks to widen their financing and enhance business growth.
- Citizen owned fuel transport companies in Botswana should communicate the company strategic objectives, vision, and mission with employees effectively. This will lead to an aligned team that understands the ultimate goal of the company.
- The companies should carry out a salary benchmarking exercise to determine the industry rate and to adjust the salaries accordingly to match industry rates to motivate employees which may increase their productivity and hence business growth.
- The selected citizen owned fuel transport companies should pay staff on time to keep them motivated which may boost their productivity which facilitates business growth.
- Citizen owned fuel transport companies in Botswana should reduce the workload for employees and make the working environment more conducive for them to boost their productivity thus facilitating firm growth.
- The fuel transport companies should consider recruiting qualified employees with relevant industry experience to increase their output and growth.
- The citizen owned fuel transport companies that were covered in this study must forge partnerships with experienced industry players of foreign origin to gain valuable industry experience.

- The companies should outsource services to third party specialists to support with expertise in area where they are lacking to boost productivity and growth.
- Citizen owned fuel transport companies should join forces and collectively lobby the government for policies that specifically protect them against well established and resourced foreign entities to enhance their competitiveness and growth.
- The fuel transport companies lobby the government for a fraction of the fuel transport sector to be reserved for citizen owned companies to reduce competition from foreign established firm thus enhancing their potential to grow.
- The firms must maximise on training opportunities that are offered by Botswana Oil to develop employees' competencies and to gain valuable industry experience hence growth.
- The citizen owned fuel transport companies should lobby the Botswana government to consider tax rebates or loan subsidies for citizen owned fuel transport companies to boost the finances of the enterprises which may facilitate their growth.

5.5 Conclusion

The study assessed the challenges faced by citizen owned fuel transport companies in Botswana and their impact on enterprise growth. The study revealed a correlation between the independent variables namely HR, the availability of financing, government support, and relevant industry experience and the dependent variable which is enterprise growth.

The transport and logistics sector in Botswana, like other countries, is faced with a shortage of HR which has not spared the citizen owned fuel transport companies in Botswana. However, the citizen owned fuel transport companies that were covered in this study were doing their best to develop competencies of their employees by offering training through reputable and accredited trainers and institutions. People are critical to the growth of any enterprise; they formulate and implement strategies and drive the day to day operations of an organization hence the need for citizen owned fuel transport companies in Botswana to have qualified, competent, and experienced personnel.

Oil Marketing companies are reluctant to contract citizen owned fuel transport companies in Botswana because majority of them are relatively young and lack the necessary experience and expertise of the fuel transport industry. It is also worrying to realise that the citizen

owned fuel transport firms, young as they are, are operating in silos and there is no urgency to collaborate among themselves or with experienced players in the industry. As individual companies, their voices as they advocate for change and lobby the government to introduce policies that are specific to citizen empowerment in the fuel industry cannot be heard.

This study covered citizen owned fuel transport companies in Botswana. Future researchers might need to cover citizen owned transport companies in other sectors such as freight. In addition, future researchers might need to assess the challenges faced by other citizen owned companies that are not necessarily in the petroleum transportation industry. Future researchers may also want to pursue other research methodologies instead of the wholly quantitative methodology that was pursued in this study.

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APPENDIX 1 - RESEARCH QUESTIONNAIRE

Introduction letter

Topic: An assessment of the challenges faced by citizen owned fuel transport companies in Botswana and their impact on enterprise growth

Dear Participant,

My name is **Tomeletso Rodgers Rasetapa**. I am currently enrolled in the Master of Business Administration degree programme at **Botho University** and am in the process of writing my MBA dissertation. I would like to thank you in advance for abandoning your busy schedule and devoting your valuable time to respond to this questionnaire. The purpose of this questionnaire is to assess the challenges faced by citizen owned fuel transport companies in Botswana and their impact on enterprise growth.

Your participation in this research project is completely voluntary. Your responses will remain anonymous and confidential and no identifiable responses will be presented in the final form of this study. Please do **NOT** write any identifying information. This questionnaire will not be used for any business purpose but for the fulfilment of the requirements of a master's degree with Botho University.

If you agree to participate in this research study, please answer the questions in the questionnaire as best as you can. It should take approximately 10 minutes to complete.

CONSENT

Please tick below

- ☐ I have read and I understand the information provided above. I understand that my participation is voluntary and that I am free to withdraw at any time without giving a reason for such withdrawal from the survey. I freely consent to participate in this study.

Name of Supervisor: Prof. Ushe Makambe

PART I: BIOGRAPHICAL DATA

The following information is collected for demographic purposes only and will not be used to identify any respondents. Your responses are confidential and will be combined with those of other respondents for the purpose of this study only. **Tick the box that applies to you.**

1. Gender

Male ☐

Female ☐

2. Age

<21 years ☐

21 to 40 years ☐

41 to 60 years ☐

3. Education Level

BGCSE/A Levels ☐

Diploma ☐

Associate/ Bachelor Degree ☐

Post

Graduate ☐

4. Job Level

Entry level ☐

Operator ☐

Managerial ☐

Executive ☐

5. Type of Employment

Temporary ☐ Contract ☐

Permanent ☐

6. Work Experience

< 1 year ☐

1 to 10 years ☐

11 to 20 years ☐

20 years and above ☐

PART II – TO ASSESS THE CHALLENGES FACED BY CITIZEN-OWNED FUEL TRANSPORT COMPANIES IN BOTSWANA AND THEIR INFLUENCE ON ENTERPRISE GROWTH AT (Primary research objective)

Please rate the following statements on the scale: Strongly disagree, Disagree, Neutral (Neither Agree nor Disagree), Agree, Strongly Agree – whichever is applicable. There is no wrong or right answer. **Tick the box that best suits your opinion.**

Please tick (✓) the appropriate columns

Sl. No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
7.	Unavailability of trained personnel with industry experience hampers company growth.					
8.	Lack of funds has made it difficult for the company to grow.					
9.	Domination of the fuel transport industry by foreign companies with adequate finance, expertise and experience is disadvantaging citizen owned fuel transport companies thus inhibiting their growth.					
10.	The complexity of the fuel transport industry in Botswana is a barrier to entrance for citizen owned fuel transport companies.					
11.	Lack of collaboration or joint ventures with other citizen owned transport companies has hindered the growth of these companies.					
12.	Citizen owned companies do not have adequate industry experience in fuel transportation which has hampered their growth.					
13.	There is inadequate government support for citizen owed fuel transport companies leading to their failure to grow.					
14.	Lack of marketing capabilities has negatively affected the growth of citizen owned companies.					
15.	There is no urgency from Oil Marketing Companies to partner with citizen owned fuel transport companies.					

16. State some of the challenges faced by your organization which have affected its growth.....

.....

PART III – THE IMPORTANCE OF FINANCING ON THE GROWTH OF CITIZEN OWNED FUEL TRANSPORT COMPANIES (Secondary research objective 1)

This section investigates the effects of the reward systems on employee motivation at ----
-----.

Please tick (✓) the appropriate columns

Sl. No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
17.	My company has sufficient capital for future growth.					
18.	Acquiring finance from finance institution is easy.					
19.	My organization runs a positive cash flow.					
20.	My organization has a line of credit with financing institutions.					
21.	My organization has credit rating with reputable institutions.					
22.	Company shareholders are able to raise enough funds to finance operations or company growth.					
23.	Bank Loans are the most used type of external financing.					
24.	My organization acquires mostly medium to long term loans (loans that comes to maturity more than a year after it is issued).					
25.	My organization has approached potential investors for equity financing.					
26.	My organization has attempted to obtain financing through a public issue of stocks.					

PART IV – THE ROLE OF HUMAN RESOURCE ON THE GROWTH OF CITIZEN OWNED FUEL TRANSPORT COMPANIES IN BOTSWANA - (Secondary research objective 2)

This section investigates the role of human resources on the growth of -----
----- (company name).

Please tick (✓) the appropriate columns

Sl. No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
27.	My organization employs highly qualified personnel with a minimum of a degree and relevant industry experience.					
28.	My organization offers training (both in-house and external) to augment qualification and work experience of personnel to facilitate organizational growth.					
29.	My organization uses trainers certified by Oil marketing companies and Accredited by BQA.					
30.	Employees clearly understand their growth plan.					
31.	Employees are satisfied with their workload hence are motivated to work leading to organizational growth.					
32.	The working environment at my organization is conducive for employees ~~one~~ to carry out their daily tasks leading to organizational growth.					
33.	My organization offers competitive remuneration in line with industry rates thus motivating employees to work harder.					
34.	Staff turnover in my organization is low.					
35.	Employees at my organization are clear about the company's strategic objectives.					
36.	Employees are always paid on time and in full hence they are motivated.					

PART V – THE IMPORTANCE OF INDUSTRY RELATED EXPERIENCE AND EXPERTISE IN THE GROWTH OF CITIZEN OWNED FUEL TRANSPORT COMPANIES IN BOTSWANA (Secondary research objective 3)

This section investigates the effects industry related experience and expertise in the growth of -----.

Please tick (✓) the appropriate columns

Sl. No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
37.	My organization carried out a market research prior to starting operations.					
38.	My organization is aware of its competitors.					
39.	My organization is aware of its potential customers.					
40.	My organization has business strategies that are aligned with industry needs.					
41.	My organization has sufficient industry experience to compete in the fuel transportation industry.					
42.	My organization has partnered with experienced industry players to gain valuable experience which facilitates organizational growth.					
43.	My organization is receiving training and mentorship from experienced industry players which facilitates growth.					
44.	My organization understand procurement and contracting requirements for Oil Marketing Companies.					
45.	Where we are short, we outsource services to 3 rd party specialist to support the organization (e.g. tender documents).					

PART VI – THE IMPORTANCE OF GOVERNMENT SUPPORT IN THE GROWTH OF CITIZEN OWNED FUEL TRANSPORT COMPANIES IN BOTSWANA – (Secondary research objective 4)

**This section investigates the effects of government support in the growth of -----
-----.**

Please tick (✓) the appropriate columns

Sl. No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree

46.	Government policies on transportation of fuel are favorable to citizen owned fuel transport companies thus facilitating their growth.					
47.	Botswana Oil (state owned oil company) invites citizen owned fuel transport companies for tenders resulting in their growth.					
48.	My organization is contracted to Botswana Oil Limited.					
49.	My organization benefits from Botswana Oil Limited trainings.					
50.	My organization received covid-19 wage subsidies from government.					
51.	My organization receives tax rebates/ incentives on regular basis.					
52.	Our organization is benefiting from Government loan subsidies.					

END OF QUESTIONNAIRE - THANK YOU

APPENDIX 3-LETTER OF SUPPORT

TELEPHONE: +2673640200
FAX: +267 3914201
E-Mail: enad@gov.bw



DEPARTMENT OF ENERGY
MINISTRY OF MINERAL
RESOURCES, GREEN TECHNOLOGY
AND ENERGY SECURITY
PRIVATE BAG 00378
GABORONE

Ref: DOE 1/17/3 I (26)

20 October 2021

TO: Whom it may concern

Dear Sir/Madam,

LETTER OF SUPPORT - TOMELETSO RODGERS RASETAPA

The above subject refers.

This serves to inform you that Mr Tomeletso Rodgers Rasetapa, a graduate student at Botho University has informed the Department of Energy about his research entitled "Assessing the challenges faced by citizen-owned fuel transport companies in Botswana and their influence on Enterprise Growth".

As part of our mandate, the Department of Energy seeks to facilitate citizen participation in the petroleum subsector to ensure economic countrywide supply of fuels. Any efforts towards achievement of this intent, including academic research in the area, is fully supported by the Department. The Department believes that the findings of Mr Rasetapa's research will inform policy as decision makers will be privy to the challenges that are preventing citizen-owned fuel transport companies from growing and reaching the level where they can also compete fairly with international entrepreneurs.

Kindly grant him the support that he needs to enable him to reach the intended outcomes and make the necessary recommendations to our Department.

Thank you

Yours faithfully

A handwritten signature in black ink, appearing to read 'Midas M. Sekgabo'.

Midas M. Sekgabo

DIRECTOR OF ENERGY

APPENDIX 4-BOTHO UNIVERSITY RESEARCH PERMIT

ADMINISTRATIVE Botswana Chapter 1000 University Road, Gaborone Tel: +266 71 123 4567 Fax: +266 71 123 4567	RESEARCH Research Chapter 1000 University Road, Gaborone Tel: +266 71 123 4567 Fax: +266 71 123 4567	STUDENT Student Chapter 1000 University Road, Gaborone Tel: +266 71 123 4567 Fax: +266 71 123 4567	TEACHING Teaching Chapter 1000 University Road, Gaborone Tel: +266 71 123 4567 Fax: +266 71 123 4567	ACADEMIC & RESEARCH Academic & Research Chapter 1000 University Road, Gaborone Tel: +266 71 123 4567 Fax: +266 71 123 4567	 BOTHO UNIVERSITY BEHOLDING THE FUTURE
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34/LTR/GBE/PGL/2022

September 6, 2021

Tomeletso Rodger Rasetapa

Faculty of Business and Accounting

Department of Graduate Studies in Business and Accounting, (MBA)

Dear Tomeletso

Project Title: Assessing The Challenges Faced By Citizen-Owned Fuel Transport Companies in Botswana And Their Influence On Enterprise Growth

Botho University Institutional Review Board (BU IRB) has approved your request to conduct a study with the aforementioned title. The approval is in line with the mandate given to the University by the Department of Research Science and Technology on 03 December 2019 (REF: DRST 7/2/13 XXIII (24)) to issue research permits.

This permit applies specifically to your topic and the research proposal that you provided together with your application. The permit is valid for 6 months from the date written at the top of this letter.

Please observe the following:

1. You need to request for consent from your study participants before collecting data from them
2. You need to ask for permission from the institution/ department/unit from where you intend to collect your data
3. You may not change any aspect of your research without permission from the BU IRB
4. You are required to notify the BU IRB in writing, of any unforeseen circumstances including an unintended termination of the study
5. You should allow the BU IRB access to the study at any time for purposes of auditing
6. At the end of the study, you are required to submit to the BU IRB, a hard and soft copy of your approved research report.

Please note that failure to fulfill any of the above requirements will lead to the immediate revocation of your research permit.

We wish you a pleasant research experience.

Sincerely yours



Professor Ushe Makambe
Chairperson, BU Institutional Review Board

BOB ISO 9001:2015 Certified Organisation
www.bothouniversity.com