

INVESTIGATING THE CAUSES OF RESIGNATIONS OF DETECTIVES FROM THE
CRIMINAL INVESTIGATION DIVISION OF THE NAMIBIA POLICE FORCE IN

WINDHOEK

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ABSTRACT

This study sought to investigate the causes of resignations and inter-ministerial transfers from the Criminal Investigation Directorate (CID); to determine the effects of resignations and inter-ministerial transfers on service delivery in CID; to explore the security challenges posed by such resignations and inter-ministerial transfers to Namibia and to suggest ways of reducing the resignation of police officers from NAMPOL. This study adopted a qualitative research design and the instruments for data collection were a questionnaire and interviews. A sample size of 27 respondents provided answers to questions raised in the questionnaires and interviews. The respondents were drawn from various governments' institutions, parastatals and private institutions that are currently employing former CID employees.

This study revealed that the exodus of employees from NAMPOL in general and CID in particular is because of low remuneration and desire to pursue career development was one of the main contributing factors for high resignations from the CID.

This study further revealed that work overload coupled with lack of remuneration for overtime work contributed to the decisions of resigning from NAMPOL by the employees who felt that the work they did was too much and the compensation for overtime work did not match the effort put in. The study recommends that the salaries and benefits of police officers working for NAMPOL to be increased to a competitive rate commensurate to security agencies like City of Windhoek Police. The study furthermore recommends that there is a need for NAMPOL to determine the actual workload in comparison with international benchmarks of performance to commissioned and non-commissioned officers so that the benchmark performances standard are available to measure the actual workload per employee needed for current and future recruiting purposes.

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LIST OF ABBREVIATIONS

AWD: Air Wing Directorate

CID: Criminal Investigation Directorate

FD: Finance Directorate

FPPD: Force Policies and Planning Directorate

GWD: Gender and Welfare Directorate

HRD: Human Resources Directorate

IGP: Inspector General of Police

IID: Internal Investigation Directorate

NAMPOL: Namibian Police

NPF: Namibia Police Force

OD: Operations Directorate

PLD: Procurement and Logistics Directorate

SBD: Special Branch Directorate

SFFD: Special Field Force Directorate

TDD: Training and Development Directorate

TLED: Traffic Law Enforcement Division

VIPPD: Very Important People Protection Directorate

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DEDICATION

I whole heartedly dedicate this work to my wife Madam Selma Namweya for her unwavering support she have given and continue to give to me.

DECLARATION

I, Absalom P Namweya, hereby declare that this thesis is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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Date: December 2016

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This study aimed at investigating the causes of resignation of detectives from the Criminal Investigation Division of the Namibian Police Force, taking Windhoek in the Khomas region as a case study.

The concern about the increase of detectives' resignation and inter-ministerial transfers from CID was triggered by the number of emerged industries, commercial sectors, and government agencies that require or have investigatory functions. Institutions such as the forensic department in commercial banks, Anti-Corruption Commission, Office of Ombudsman, City of Windhoek Police, Road Authority and Namibian Traffic Information Systems (Natis), are among the institutions that attract and absorb the detectives from CID.

Employee turnover is a vice that affects the performance of organisations, both in the private and public sector. Therefore, the above situation necessitated the field research that was carried out to ascertain factors that lead to CID resignations' dynamic in the Namibian context. The findings from this study are useful to policy makers in the Ministry of Safety and Security in policy formulation. In addition, the study offers the Namibian Police Force's management and policy makers in the Ministry of Safety and Security comprehensive understanding of the factors contributing to resignations of CID employees and or take inter-ministerial transfers.

This chapter is subdivided into the following subheadings: background to the study, statement of the problem, objectives of the study, and significance of the study, limitations of the study as well as outline of the study.

1.2 Background to the study

The Namibian Police Force (NPF) was established in 1990 following Namibia's independence. NPF was established by Police 19 of 1990 under Article 115 of the Namibian Constitution which came into force in 1990. Established under the Ministry of Safety and Security, NPF started with an initial workforce of 2500 police officers. The total workforce of NPF currently stands at 16493 uniformed staff and 665 non uniformed staff. Although the approved workforce strength is 36344, NPF currently operates with total personnel which are less than a half of the approved workforce strength (NAMPOL Strategic Plan, 2014/2015). In terms of the legislative instruments providing for the founding and establishment of Namibian Police (NAMPOL), Section 3(1) of the Police Act, number 19 of (1990), places the Inspector General of Police (IGP) in command of the Namibian Police Force, and spells out the duties and responsibilities entrusted upon the IG.

Section 3(2) of the Police Act prescribes the functions of the Inspector General which among others include the power to develop a plan setting the priorities of the Force, determine the fixed establishment of the Force and the number and grading of posts, determine the distribution of the numerical strength of the Force, and to organise or reorganise the Force into various components, units and groups. The Namibian Police Force consists of non-commissioned officers, commissioned officers and civilian employees appointed under the Police Act by the Inspector General of the Namibian Police Force. According to the NAMPOL Strategic Plan, (2014/2015), the Namibian Police Force is decentralized to different Regions and it is divided into different directorates, divisions, subdivisions and Police Stations.

In accordance with the Police Act, the functions of the Namibian Police Force include the preservation of internal security of Namibia, maintenance of law and order, investigation of any offenses or alleged offenses, prevention of crime and protection of life and property. The directorates under NPF include: Special Branch Directorate (SBD) which deals with internal security of the country; Traffic Law Enforcement Division (TLED) which regulates and enforces

road traffic rules, Very Important People Directorate (VIPD) which is responsible for guarding and protecting very important people, Operations Directorate (OD) is entrusted with national and international operations, Human Resources Directorate (HRD) which is responsible for recruiting and training, among other functions. Special Field Force Directorate (SFFD) protects the Namibian borders, Training and Development Directorate (TDD); responsible for training and career development of the Namibian police force, Air Wing Directorate (AWD); responsible for air operation, Procurement and Logistics Directorate (PLD); responsible for all logistics and procurements of the Force, Finance Directorate (FD); that deals with all financial related matters of the force, Force Policies and Planning Directorate (FPPD); deals with planning and implementation of the policies, Gender and Welfare Directorate (GWD); that is responsible for gender balance and welfares of the members and Criminal Investigation Directorate (CID) which deals with investigation of all kinds of crime committed in Namibia. (NAMPOL, 2009-2012).

Over the past years, NPF has been faced with the challenge of high level of resignations and inter-ministerial transfers (NPF Annual Report, 2015). According to Inspector General of Police, about 500 police officers resign from their duties yearly, which cost the Namibia Police Force a colossal amount of money in excess of N\$77 million yearly. One of the reasons cited by Maletsky (2009) for high attrition rate among the Namibian police force personnel is low pay. Maletsky (2009) cited one of the opposition Members of Parliament to have lamented that the members of the Namibian Police are resigning because some earn salaries at the level comparable to that of security guards working in private security companies. To many people, the essence of getting a job is to earn a reasonable salary that enables one to afford decent living. If however employees are not well-remunerated, resignation becomes inevitable.

In line with Police Act, Act 19 of 1990, a serving police officer is allowed to tender in his or her resignation letter if he or she does not want to continue being an employee of Namibian Police. However, according to the Police Act, the Inspector General of Police can only resign from his or her position upon consultation and approval by the President. Article 6 subsection 1 of the Police Act reads: “subject to the provisions of subsection (3), an officer may by notice in writing tender the resignation of his or her commission or his or her appointment”. The Act further states that, “any such notice shall take effect upon the expiration of a period of 3 calendar months after the date upon which it is lodged with such officer's commanding officer or on such earlier date as may be approved by the Inspector-General”. In regards to the resignation of the Inspector General of Police, the Act states that.

According to Shchuka (2010), law enforcement officers work in some of the most dangerous and psychologically draining environments in the world. Besides their normal duties which are characterised by long working hours, police officers deal with deploring scenes like accidents, rape, murder which cause emotional and psychological stress. Over the years, the Namibian police force had to contend with a number of challenges of resignation and inter-ministerial transfers of its workforce which compromise NPF's ability to execute its mandate.

Whilst elaborating on the challenges faced by the Police during 2014 at Namibian police management annual briefing, the Inspector General of Police pointed out that limited personnel, high absenteeism and resignations of police officers are some of the major challenges faced by Namibian Police (NAMPOL Strategic Plan, (2014/2015)). Because of the above challenges, Namibian Police employees have to work long hours, which coupled with other factors, could be contributing to employee resignations, especially from the Criminal Investigations Directorate.

The NPF annual reports for the financial years of 2012/2013, 2013/2014 and 2014/2015 show a worrying trend on the rate at which cases are being cleared. For example, for the financial year 2012/2013, there were 166896 cases brought forward from the previous year and 88437 cases

reported for that same financial year but only 104677 cases were cleared. In 2013/2014 financial year, there were 150656 cases brought forward from the previous financial year and 88484 new cases reported for that financial year but only 83601 cases were cleared. In 2014/2015 financial year, there were 155539 cases brought forward from the previous financial year and 87216 new cases for that financial year were reported but only 60618 cases were cleared

According to Abbas (2011), besides countering rising crime rates and deteriorating law-and-order, an efficient and well-functioning police service is critical to counter-insurgency as well as counter-terrorism. However, to be able to do this, there is a need to have a well-motivated, well-staffed and trained workforce. It therefore follows that the capacity of the police force to competently perform its mandate is affected by resignation of police officers, and poor pay among other factors. Although Abbas (2011) regards a good police force as any state's best bet, an earlier study by Wilson et al (2010) pointed out that, maintaining the police workforce level is one of the most salient challenges facing law enforcement today.

According to Wilson *et al* (2010), law enforcement agencies have to contend with high attrition rates orchestrated by high resignation among police officers. Kuria (2012) noted that although employee attrition due to resignations affects both private and public sector organisations, the brunt is mainly felt by public sector organisations. As an organisation loses its manpower due to resignations, the competitive position of the firm gets affected (Kuria, 2012). Armstrong and Taylor (2014) re-echoed Kuria's (2012) concern about the effect of employee turnover on the performance of organisations. Armstrong and Taylor (2014) stated that employees are the engine of an organisation. An organisation's competitive position squarely rests on its employees. Therefore, losing employees for any reason affects an organisation's performance (Armstrong & Taylor, 2014). Namibian Police has in the past experienced challenges regarding its labour force as some of its employees resign from their jobs, leaving a gap and increasing the costs of operation of the Force (Hans, 2014).

Despite the Namibian police effort to train new detectives in varying fields of investigation the resignation of detectives from Windhoek CID remain high (NAMPOL, 2013/2014). This scenario has prompted the need to examine what is causing the detectives from Windhoek CID to resign. The problem statement will now be formulated below.

1.3 Statement of the problem

Following the establishment of the Namibian Police Force in 1990, the Force has had to contend with a number of challenges over the years. Although NAMPOL has registered a number of achievements over the years such as increasing its number and professionalising its workforce, resignations and retention of experienced detectives remain a challenge to be addressed. Despite spending colossal expenditure on training and equipping police officers, the resignation rate in NPF is alarming (Hans, 2014).

Quoting the Inspector General of Police (IGP), Hans (2014) noted that the Namibian Police Force loses an average of 500 officers per year. This assertion was supported by the (NAMPOL Annual Report (2014/2015), resignations were the second major cause of personnel loss in NPF besides retirement. The same report indicated that the least cause of personnel losses in NPF is transfers to other ministries. These resignations cost NAMPOL about N\$77 million a year, according to the IGP as quoted by Hans (2014). Besides its budgetary wastage, resignations by police officers have security impacts on the country's economy, peace and its stability. By 2014, NPF had a backlog of 7886 employees, partly attributed to high rate of resignations in the Police Force. This backlog besides posing serious security threats, grooms ground for more resignations as a result of stress because of long working hours by a few police officers available.

According to Abbas (2011), security agencies with higher resignation rates suffer from reduction in productivity and lower quality of service delivery.

This study is therefore informed by the need to establish the reasons why there are many resignations in the police force, with a major focus on Criminal Investigations Department.

1.4 Objectives of the study

This study aimed at achieving the following objectives:

- i. To investigate the causes of resignations and inter-ministerial transfers from the CID in Windhoek.
- ii. To determine the effects of resignations and inter-ministerial transfers on service delivery in CID.
- iii. To explore the security challenges posed by such resignations and inter-ministerial transfers to Namibia.
- iv. To suggest potential policies that reduces the resignation of CID members from NAMPOL.

1.5 Significance of the study

The findings and recommendations from this study are useful to policy makers in the Ministry of Safety and Security in policy formulation. In addition, the study offers the Namibian Police Force management and policy makers in the

Ministry of Safety and Security comprehensive understanding of the contributing factors that causes the CID employees in Windhoek to resign and or take inter-ministerial transfers. Furthermore, this study will contribute to the existing body of knowledge on causes, effects and remedies to high resignations by security personnel. This study will also be used by other researchers who would wish to conduct research on labour turnover security organisations.

1.6 Limitations of the study

This study was conducted in a space of less than six months that had a potential to affect the depth of the study. The major constraint that was faced and which took up a lot of time was following up with some respondents who would then turn down the request of the survey due to their hectic and busy schedules. Another limitation was the difficulty in obtaining information required for this study. Less than three percent of respondents were not willing to disclose all information that the researcher was interested on. Furthermore, since this study was confined to only one department within the police force, the CID, its findings therefore may not reflect the position of NAMPOL as an institution at large. Having the above stated limitations the researcher had considered those constraints carefully and avoided compromising the results of the study.

1.7 Definition of resignation

Dartmouth College employment policies and procedures manual (2014) defines resignation as a voluntary, permanent separation initiated by the employee. Milio, Lattanzi, Casadio & Crosta (2012) defined resignation as a phenomenon of abandoning a country or a sector in the country in favor of another country or another sector in the same country by a professional or people with a high level of education or experience/expertise in a particular discipline, generally following an offer of high paying job or better living conditions as well as improved conditions for conducting one's professional activities. According to the Police Act, Act 19 of 1990, an employee who wants to resign may do so by tendering his or her resignation letter to the IG of the Police.

Armstrong (2006) identified two types of resignations, voluntary and involuntary. Voluntary resignation is initiated by the employer while involuntary is initiated by the employee. Although resignations can be initiated by an organization, making it mandatory for some employees to resign from their jobs especially during the restructuring process, the focus of this study is on

voluntary resignations, where employees from their own accord decide to terminate their services with the current employer for various reasons.

These definitions of the following terms are based on NAMPOL Strategic Plan 2011-2014 and Police Act, Act No. 19 of (1990).

Commissioned-Officers: Refers to members of the Namibian police Force holding the rank categories from an Inspector including the Inspector General, appointed under the Police Act 19/1990 sec 4(1) by the Inspector General of the Namibian Police Force or appointed by the President of the Government Republic of Namibia.

Detective: A member of the a Namibian Police Force who has completed a three month theoretical investigation course and one year practical investigation at any Criminal Investigation Department and appointed as a detective by the Inspector General of the Namibian police force.

Non-Commissioned Officers: Refers to members of the Namibian police Force holding the rank categories between constable and warrant officer class one and appointed under the Police Act 19/1990 sec 4(1) by the Inspector General of the Namibian Police Force.

1.7 Outline of the study

This study was organized as follows:

Chapter one: Presents an introduction and gave background to the study, statement of the problem, research objectives, significance of the study, limitations of the study and definitions of major terms.

Chapter two: Presents a theoretical framework and reviews literature related to the causes and effects of employee resignations at workplace.

Chapter three: Discusses the methodology, research design, research population, sample size of the study, research instrument, procedure, data analysis and research ethics.

Chapter four: Focuses on presentation of results and analysis of the findings.

Chapter five: Presents conclusions and recommendations on how to reduce employee resignations from the Namibian Police Force in general and Criminal Investigations Department in particular.

1.9. Summary

This chapter introduced the study by giving general introduction of the problem under investigation. The aims, significance and limitations of the study were explained in this chapter.

The next chapter reviews literature related to employee resignations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter reviewed the literature and conceptual theoretical framework related to causes of resignation and its effects thereof. The chapter further delves on to the strategies to reduce employee resignations. Resignations from security sectors have been a subject of interest to many researchers; therefore, information is available in journals, Acts of Parliament, reports, published books and the Internet. For this study, information from published books, Acts of Parliament, journals, and police reports were used in the literature review.

2.2 Empirical Studies

A study by Crawford, Disney, and Simson (2016) found out that police officers in England and Wales resign from their jobs because of job stress. Crawford *et al.*, (2016) found out that the growing level of terrorism in the Middle East countries and in Europe has posed a security challenge to police officers in England and Wales in particular and Europe as a whole. Police officers are required to work extra hours to protect their countries from radical terrorists. Besides external threats of terrorism, increase in lawlessness also puts demand on security personnel to keep law and order. The mounting pressure caused as a result of increase in lawlessness provides ground for resignation of police officers in England and Wales because of work related stress. The same study found out that the exit rates of police officers was higher than the entry rates, further causing shortage in manpower.

A study carried out by Kane and Fyfe (2011) among New York police officers found out that failure by the Justice Department to carry out thorough re-employment history checks on some of

its officers was responsible for involuntary resignations of some of its officers. According to Kane and Fyfe (2011), failure to conduct thorough background check leads to recruitment of people with low moral standing, and therefore, unfit to serve in the police force. When finally recruited and trained, such employees may be required to resign from their jobs.

Another similar study conducted by the United States of America Bureau of Labour Statistics (2006) investigating the reasons why the police officers are resigning revealed that, the police and detective work can be very dangerous and stressful. In addition to obvious dangers of confrontation with criminals, police officers and detectives need to be constantly alert and ready to deal appropriately with a number of other threatening situations. Many law enforcement officers witness death and suffering resulting from accidents and criminal behaviour. A career in law enforcement may take a toll on their private lives. The situation like random transfers to different towns and states leaving their families behind contribute to high rate of resignation from the police. The study further relates that, although the remuneration of police officers is relatively low, police officers and detectives are not allowed by law, to run private businesses to raise additional income.

2.3 Theoretical framework

Employee resignation is a common occurrence in work organizations today (Tien & Khuong, 2013). According to Skaggs (2006), resignation from work is caused by a number of factors which can be organizational, individual work-related and individual non-work related factors. A study conducted by Stageberg *et al* (1990) in Vermont police that sought to find out reasons why police officers resign observed certain characteristics among police officers that determine their potential of resignation. The age, rank held, education level, years of experience in the police force, gender, and marital status of the police officers have a bearing in determining their resignation decisions.

Stageberg *et al* (1990) further opined that, young, educated, less experienced, male, unmarried, police officers holding lower ranks in the police force register high resignation rates than older, less educated, experienced, male, highly ranked and married police officers. According to Wilson *et al* (2010), high resignation rate attributed by police officers pose both operational and security threats to the organization given the ever expanding law-enforcement responsibilities.

2.4 Causes of employee resignations and inter-ministerial transfers

A number of factors have been advanced by various scholars to explain why employees resign from their jobs. Some of these factors are organizational, personal, work-related and non-work related factors, as discussed by Skaggs (2006) below:

2.4.1 Job satisfaction

Tien and Khuong (2013) singled out lack of job satisfaction as one of the main factors responsible for employee resignations. Job satisfaction is a combination of psychological, physiological and environmental factors that determine whether or not an employee enjoys the work he or she does. Tien & Khuong (2013) further define employee job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. According to Armstrong (2006), job satisfaction are the attitudes and feelings employees have about their work in essence, when employees have negative attitudes and feelings about their work, then employees are dissatisfied but when they have positive attitudes and feelings about their work, then there is job satisfaction. When employees derive low level of job satisfaction in their jobs, resignation becomes inevitable. According to Aziri (2011), job satisfactions is one of the complex areas of management which managers of today’s organizations have to deal with, which, if not well handled may affect the performance of the organization. Aziri (2011) went on to note that,

satisfied employees are bound to be loyal to the organization, hence, minimizing employee resignations.

According Aziri (2011), some of the factors that determine the level of job satisfaction are the compensation received by an employee, the risk involved, characteristics of the job, the working conditions and the relationship with supervisors. Tien and Khuong (2013) also assert that jobs which does not give employees desired level of job satisfaction create an opportunity for employee resignations. Observations made by Aziri (2011) and Tien and Khuong (2013) regarding the causes of employee resignations, were also supported by a study carried out by Shchuka (2010) findings. Ascertaining that, the causes of employee resignations in security agencies noted that lack of job satisfaction influences police officers' decisions to leave their jobs.

According to Shchuka (2010), security jobs are ranked among the least satisfying jobs because of the harsh conditions under which its employees work and the level of risk involved. Shchuka (2010) further reveals that, law enforcement officers work in some of the most dangerous and psychologically draining environments in the world. Besides their normal duties which are characterised by long working hours, police officers deal with deploring scenes like accidents, rape, murder which cause emotional and psychological stress. The observations made by above authors have some relevance in explaining the causes of resignations of police officers from the CID. Although most police officers work under risky environments, CID officers are more vulnerable to harm as a result of undertaking risky assignments.

2.4.2 The level of remuneration

According to Thomas (2013), the level of remuneration is one of the factors that influence employee resignations from their work places. Some employees consider the level of pay as the most significant factor in determining employee resignations. Kondaparthi (2014) reveals that,

failure by employers to sufficiently remunerate their employees may trigger organizational conflict which may culminate into employee resignations.

Quoting Maslow's theory of motivation, Kondaparthi (2014) noted that the main reason why people work is to be able to satisfy their basic wants (food, water, shelter, and clothing). If the job is not able to pay an employee a living wage, at the very basic, resignation becomes inevitable. According to Kondaparthi's view (2014) the wage rate is the most critical factor in determining an employee's choice of a job. Furthermore, although an employee may initially accept to take a job which pays less than what an employee actually wants, failure by an employer to increase an employee's pay may trigger employee to resign. Zhang (2016) pointed out that low remuneration is one of the key factors that influence employees' decisions of whether or not to continue working for the current employer.

Although some scholars like Hassan, Subhani, Zubair, Shakeel, Shahid, Kazi, Saleem, and Rizvi (2011) do not attribute much weight to the level of pay as a major factor that determines employee resignations, the general consensus by Thomas (2013), Kondaparthi (2014) and Zhang (2016) is that, the level of pay is an instrumental factor in determining employees' decisions of whether to continue working with a particular employer or to disengage their services.

2.4.3 Personal factors

Employee resignations are also attributed to personal factors. Hassan *et al.* (2011) noted that, although employees may be well-remunerated, have better terms of employment and work under good conditions, some employees may still be forced to resign from their jobs because of personal factors. Hassan *et al.* (2011) argue that, better pay and other incentives derived from a job cannot be perfect substitutes for the personal interests and obligations of an employee. Hassan *et al.* (2011) observed that the need to take care of young children,

prolonged sickness, and spouses working in different towns, cities or countries from each other may inform the decision for an employee to resign from his her job.

Zhang (2016) identified personal factors such as age, marriage, and lack of job satisfaction as some of the factors that inform the decisions of employees to either continue or not to continue working for a given employer. In relation to age as one of the personal factors that determines the likelihood of employee resignation, Zhang (2016) noted that young employees find it easy to change jobs than older employees because young employees do not have family responsibilities and are more adventurous than older employees. Zhang (2016) further noted that, whereas younger employees may easily adapt to changes in the work patterns, rapid changes in the work environment may force older employees to resign from their jobs because of failure to cope with rapid changes at the workplace.

Although personal factors such as age, marriage, the need to take care of young children and lack of job satisfaction have a bearing in determining employee resignations, female employees are more likely to resign from their jobs because of personal factors than male employees. Female employees are more likely to resign from their jobs upon getting married in order to join their husbands especially if their husbands work far away. In the same vain Hassan *et al.* (2011) also argued that female employees are more likely to resign from their jobs in order to take care of their young children. In line with the above, female police officers may be forced to resign from their jobs in order to take care of their young children especially if there are no relatives or older children to take care of the young ones.

2.4.4 Organizational factors

According to Skaggs (2006), organizational factors such as amount of work performed by an employee, lack of recognition, too many responsibilities and many requirements for advancement may create room for an employee to form a decision of whether or not to resign. Skaggs (2006) noted that work overload causes unnecessary stress to an employee who may consider resignation as a way out of misery. Work overload could result from understaffing or high employee turnover/absenteeism. In profit-oriented organizations, where decisions are made based on the profit motive, employers may intentionally understaff their human resources with the view of making profits through minimizing the wage bill. Therefore, employees who feel that the workload they shoulder is not commensurate with remuneration may end up resigning from their jobs.

2.4.5 Poorly planned changes

Milio *et al.*, (2012), Kieselbach *et al.*, (2009) and Skaggs (2006) place a blame of employee resignations on poorly planned changes in organizations. Although Milio *et al.* (2012) recognize change as the necessary part of life; the authors argued that poorly planned changes in an organization may incite some employees to resign from their jobs. To gain organization wide acceptability, Milio *et al.*, (2012) recommend organizations to effectively communicate to all stakeholders within and out of the organization.

Kieselbach *et al.*, (2009) and Skaggs (2006) pointed out that today's organizations are forced to constantly keep changing as a result of changes in technology which necessitate organizations to change their methods of production and service delivery. However, in an attempt to implement the required changes, in order to keep an organization competitive, there

is need to communicate the need for change to employees who eventually will be required to effect those changes. For example, if the change requires some employees to upgrade their skills through furthering their studies in order to match up with new work requirements, the affected employees should be informed well in advance in order to avoid forced resignations when the change is finally implemented.

Milio *et al.*, (2012) noted that rapid changes in technology have necessitated organizations to change in a similar manner, which requires changes in personnel, which is partly responsible for voluntary and involuntary resignations at workplace.

2.4.6 Leadership style

Leadership style is one of the factors that contribute to employee resignations. Curran (2012) reveals that the relationship between managers and employees influences employees' decisions of whether or not to resign from their jobs. Curran (2012) pointed out that, supervisors and managers have an important impact on employee commitment and the level of job satisfaction. Managers or employers who employ dictatorial leadership style are most likely to incite their employees to resign from their jobs. Curran (2012) noted that the length of time an employee stays in an organization is partly determined by the management or leadership style exercised in that organization. Although this may not be true for police force employees and other security installations where junior employees are expected to take orders from their superiors without questioning such orders, manager-employee relationship is very important for cordial working relationships.

2.4.7 Size of the organization

Zhang (2016) reveals that the size of an organization plays a vital part in forming employees' decisions of resignations. Moreover, small and relatively new and economically unstable organizations experience high employee resignations compared to large economically vibrant organizations. According to Zhang (2016), large organizations offer employees a sense of job security and act as a source of pride unlike small and relatively new organizations. Zhang (2016) further noted that large organizations offer more internal opportunities up the organizational hierarchy, making it highly unlikely for employees to resign unlike small organizations which have limited internal opportunities besides being characterized by low job security.

2.4.8 Met expectations

According to Abdali (2011), people resign from their jobs because their expectations have not been met. Some people take up employment in order to meet specific targets. Once such targets are met, they resign. While some of the targets that employees may have when taking up employment may be to acquire a defined amount of income, gain necessary experience or build up credentials. Once such targets are achieved, employees find no reason for continued employment.

2.4.9 Lack of promotion

Lack of promotion is another factor put forth by scholars like Hammerberg (2012), Kuria (2012), and Abdali (2011) to explain employee resignations. Promotion provides employees with opportunities for personal growth, more responsibilities, increases social status of employees and acts as a motivating factor to other employees to remain committed to the organization with the hope of getting promoted in the near future. By acting as a motivating factor, Abdali (2011) was

of the view that promotion increases employee commitment to the organization and lack of promotion does the very opposite.

As argued earlier by Abdali (2011) on the role played by promotion in enhancing employee commitment to the organization. In the same context, Hammerberg (2012) noted that, the expectation of every employee is to have career growth in their occupations. Stating further that, failure by employers to create career growth opportunities for their employees encourages a mass resignation especially among employees who are highly skilled. In the same line of thought, Kuria (2012) supported the argument, arguing that when employees perceive no growth opportunities or desire to advance within the system, resignation becomes inevitable.

2.5 Effects of resignations at workplace and inter-ministerial transfers

Armstrong (2009) considers people as the most valuable asset an organization can possess. Therefore, losing employees through resignations affects the bloodline of an organization. Some of the effects of employee resignations are presented below:

2.5.1 Loss of intellectual capital and experienced workers

Employee resignations is blamed for robbing organizations off their intellectual capital as some experienced and productive employees take up alternative employment elsewhere. Ongori (2009) pointed out that employee resignations robs organizations off their intellectual capital that was built over the years. Abdali (2011) claimed that one of the negative effects caused by employee resignation is loss of valuable experience. Additionally, organizations spend a lot of resources to train and equip their workforce with valuable skills. When these employees eventually decide to resign from their current jobs, organizations loose years of valuable investment which cannot easily be replaced overnight.

According to Abdali (2011), it takes time to build valuable experience, which, if not jealously guarded may be lost as some employees resign. Losing experienced workforce, the operations of an organization may be negatively affected. Following the arguments by Ongori (2009) and Abdali (2011), in the security circles, losing experienced employees has a trend of compromise the core functions of an organization.

2.5.2 Poor service delivery

Closely related to loss of experience and intellectual property, Hassan *et al.* (2011) pointed out that, employee resignations affects the quality of service delivery. Service delivery is one of the cornerstones that define the competitive position of a core-function of an organization in institution. According to Hassan *et al.* (2011), failure by security organizations to provide acceptable level of service delivery to their clients may compromise the ability of the institution to favorably fulfill its obligations. According to Tien and Khuong (2013), when employees resign from their positions, it compromises the quality of service delivery, which affects client's loyalty. Although NAMPOL is not a business entity, it is imperative to preserve its public image through offering high quality services to the Namibian nation. This can partly be done by ensuring that the resignation rate among police officers is low.

2.5.3. Increase in recruitment and training costs

To continue with the operations of an organization, there is need to recruit new employees to replace those who resign. A study conducted by Ongori (2009) in Nigeria, that sought to establish the effects of employee resignations on the performance of organizations finds out that the cost of recruiting and training a new employee to replace one who has resigned costs an organization approximately 50% of an employee's annual salary. According to Abbas (2011), recruitment and training costs for new employees vary with professions and the positions to be filled in different

organizations. Whereas recruitment and training costs in some occupations like pilots cost organizations dearly, some occupations and positions cost less to recruit and train new employees.

Based on Abdali (2011) arguments, employees who are most likely to resign are those who are well-educated, experienced, and those who possess rare skills. Furthermore, the author revealed that employees who are well-educated, skilled and in possession of relevant industry experience are difficult to come by and are more expensive to recruit and train than employees who do not possess rare skills and abilities. In addition, Abdali (2011) noted that well-educated, experienced and skilled employees resign easily from their jobs because they find it easy to be absorbed in alternative employment. As skilled workers and experienced workers leave, an organization will be forced to immediately recruit and train new employees in order to continue the operations of an entity since such employees are the engine for an entity's existence. The additional costs of recruitment and training have impacts on the financial resources of an organisation.

2.5.4 Demoralizes employees

According to Kondaparthi (2014) when employees resign from an institution, the remaining employees will be demoralized as their teammates left. Resignation of some employees waters down the morale and enthusiasm of remaining employees. Kondaparthi (2014) further opines that even after reorganization and creation of new teams following resignation of some employees, the remaining employees will take time to get used to new team members who will be introduced to replace those who resigned. It should be noted that, low employee morale affects the quality and quantity of work done.

2.5.5 Poor client retention

According to Mabindisa (2013), employee resignation possesses a great challenge to customer and clients to retain their loyalty to the institution. Employees are the most important asset in an

organization and this influences the productivity of the institution. Organizations which rely on some of its employees to render services to their clients may find it hard to retain their customers if the key employees resign.

2.5.6 Increases workload for remaining employees

When some employees resign from their jobs, the remaining employees will have to take up extra tasks so as to cover the work done previously by employees who have resigned. According to Hassan *et al.* (2011), to ensure continuity in the operations of an entity, there is need for internal reorganization upon resignation of one or more employees. The reorganization process may involve redefining the job descriptions of existing employees and addition of new tasks to those already being performed by employees. For police detectives, resignation of some of their colleagues means extended hours of work as some cases that were previously handled by employees who have resigned get reassigned to new detectives within the Criminal Investigation Division. Added tasks compromise the quality of work done by employees and may create unnecessary delays to finalize criminal cases.

2.5.7 Creation of uncertainty about job security

According to Armstrong and Taylor (2014), involuntary resignation creates uncertainty on job security, which demoralizes the remaining employees, especially after carrying major restructuring. Naturally, the remaining employees will be preoccupied with thoughts on how to protect their jobs than performing their duties. Decline in employee morale affects service delivery and productivity of employees.

2.5.8 Creation of gaps which are difficult to fill

Abbas (2011) reveals that employee resignation creates significant gaps which may take long to be covered. The organization always has a challenge to fill the gap left by employees that resign depending on the positions occupied by such employees and their seniority in the organization. To that end, the existence of all employees in an organization requires high level retention. Resignation of senior and more experienced employees leave gaps in organizations which may have negatively impact on operations and service delivery of the affected organizations.

2.5.9 Loss of productivity

According to Borrington and Stimpson (2008), productivity is the output measured against input of an organization. Given that, Curran (2012) states that employee resignations or labour turnover leads to loss of productivity and low employee morale. Curran (2012) reasoned that, when an organization is rocked with high levels of employee resignations, management will in the meantime reassign the tasks that were previously performed by former employees to existing employees while seeking suitable replacements externally.

Added tasks diminish the ability of employees to be productive, hence, leading to production of poor and low quality and quantity of goods and provision of poor services. Regarding the effect of employee resignations on employee morale, added tasks reassigned to remaining employees demoralizes employees (Curran, 2012). According to Kuria (2012), decrease in productivity disrupts the smooth running of the business and it also compromises on the quality of goods and services provided by the firm and it has the potential to threaten its existence.

2.6. Effects of police resignations on state security

The above discussion centered on general effects of employee resignations. This section discusses security threats caused as a result of resignation of police officers. The security threats posed as a result of resignation of police officers are discussed below:

2.6.1. Increased lawlessness in societies

McKeever and Kranda (2000) observe that there is a correlation between police resignations and the safety of the community. The community safety is compromised when substantial number of and experienced police officers resign and training costs is lost through resignation. In the security set up, one of the greatest challenges law enforcement agencies face is the recruitment and retention of officers. As a result, retention of officers poses threats to state security because of shortages of a manpower that has been experienced in law enforcement agencies.

According to a study by Wilson *et al* (2010), besides recording low enrollment for recruitment into the police force, resignation of well-trained officers has contributed to increasing lawlessness in the United States. Wilson *et al* (2010) blamed increasing lawlessness in the United States to decreasing manpower in the law-enforcement agencies. Shortage of law enforcement officers has made it difficult to decisively deal with crime in communities. In line with Wilson *et al* (2010) arguments, information obtained from the Namibian Police Criminal Record Centre's report indicated increase in crime between 2007 and 2008.

According to a record from NAMPOL report 2007/2008 a total of 87 675 offences were reported to the police and 92 658 offences were reported in 2008. Even with this high number of cases, Nakuta and Cloete (2012) are of the view that there was gross underreporting of cases to the police. The main forms of crimes committed in Namibia, especially in urban areas are armed robberies on businesses countrywide, housebreakings, murder, violent farm attacks, rape, child

molestation, corruption and other violent crimes have become the order of the day. Although it is premature at this stage to assume that the high numbers of cases reported in Namibia are directly linked to resignation of police officers, resignation of police officers undermines the police's mandate to maintain law and order in societies because of low manpower and experienced police officers to combat crime appropriately exit the force. When the national police is unable to carry out its mandate, it suffers from the international criticism and prospective investors may withdraw or look for alternative business destinations.

2.7. Ways to curb resignation at workplace

According to McKeever and Kranda (2000), to curb resignations in the police organization, one needs to provide police officers with the support and tools to effectively do their job. Any effort by management to transition employees into the department effectively and stress appreciation of their work will increase satisfaction and reduce labor turnover.

Maslow (1994) argued that, motivation is one of the methods used to curb labor turn over at all sectors and institutions. Lack of motivation in a given sector can trigger the employees to resign and join other institutions for better working conditions. Maslow (1994) further argues that, people are motivated to achieve certain needs, when one's need is fulfilled, a person seeks to fulfill the next one but if one's dissatisfied he may opt for resignation.

2.8. Policies dealing with resignation in security sectors

Lowell (2002) indicated that there are six types of policies that deal with the various actors and policy responses to resignations in security sectors that are listed under as follows:

The Return Policies: this aims to bring about the adoption of measures to encourage the return of skilled personnel that have left to other institutions nationally or internationally.

The Restriction Policies: these are measures which involve putting in place barriers to migration, adopted predominantly by destination institution to control the influx of skilled personnel migrants. These can be based on a system of annual quotas, or on special temporal entry programs.

The Recruitment Policies: these are policies aimed at attracting experts, predominantly for two reasons; on one hand, they may be policies geared towards filling labour shortages in certain sectors. Whilst on the other, they may seek to offset losses in skilled personnel. An example is the German Green Card, introduced to help attract ICT experts.

The Reparation for loss Policies: this group of policies aim to compensate the institution of origin for the loss of human capital they have suffered. They are fiscal-type policies that propose the introduction of taxes to recoup the investment lost through emigration. Such taxes may be levied on emigrants' incomes or on destination institutions.

Emulated Policies for the Resourcing of Expatriates: These are policies associated with the so-called Diaspora option and which represent a fundamental shift in perspective in the management of skilled migration. In this type of policy, resignations are no longer seen as necessarily negative phenomenon, but as a pool of potential gain to the receiving institutions.

Retention Policies: are a set of policies aimed at giving a boost to certain sectors so as to counteract losses of increased productivity, notwithstanding the flight of talent. Institutions can do by increasing investment and salary levels and/or improving infrastructure, (ibid).

2.9 Conclusion

This chapter reviewed literature on empirical and theoretical issues on the causes and consequences of employee resignation. Literature has revealed that employee resignation is a function of organizational, individual, work-related and non-work related factors. Literature also

revealed that employee resignation leads to low productivity, low employee morale, poor services delivery. Literature further revealed that resignation of police officers has an impact on crime rates in communities.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to explain the research design that was adopted, describe the study population, explain the sampling methods adopted, and the ethical issues that were considered while carrying out this study. This chapter also discusses the validity and reliability of the research instrument used.

3.2. Research design

This study adopted a qualitative research design to investigate the causes of detectives' resignation and/ or inter-ministerial transfers. De Vaus (2001) states that "the function of research design is to ensure that the evidence obtained enables the researcher to ensure the initial questions as clear and precise as possible". The researcher obtained the full record of detectives who resigned from the CID in Windhoek. The records were obtained from the Human Resources Department of the Namibian Police, at National Police Headquarters in Windhoek. The information obtained included residential addresses, the telephone numbers, the referees and their telephone numbers which assisted the researcher to locate the respondents. The researcher contacted the respondents to make appointments for the survey. Other relevant information such as gender and age of the respondents was collected to provide analytical understanding of the categories of those who quit from the CID.

3.3 Research Population

The research population for the study was estimated at 315 former detectives who resigned and/ or took inter-ministerial transfers from the CID in Windhoek since 2008-2014.

3.4 Sample and sampling method

The sample size of this study was 27 respondents. The researcher used purposive non-probability sampling. From the total of 27, questionnaires were administered to 25 respondents and 2 respondents were interviewed. The sample of 27 respondents were drawn as follows: 6 from private sector institutions, 12 from parastatals, 7 from government institutions, and 2 active NAMPOL officials who were interviewed are from the Human Resources Directorate to provide experts knowledge on the impact of resignations on service delivery and security challenge it has on the nation at large.

3.5 Research instrument

Two research instruments were employed in order to collect data needed for this study. The two instruments used were questionnaires and interviews. According to De Vaus (2001), a questionnaire is a list of questions prepared by a researcher to collect data on a given subject. Questionnaires are a good tool for data collection because they preserve respondents' privacy and enable a researcher to collect a large amount of information within a short period of time. De Vaus (2001) defines interviews as a research collection technique where the researcher collects information from the respondents through face to face interaction. The researcher used both methods in order to collect comprehensive information on the subject under review.

3.6 Procedures

Both primary and secondary data were collected. The researcher collected primary data by means of survey and interviews. While secondary data were collected by means of books, journals and internet sources. Interviews and surveys were used to obtain facts, views and opinions from the respondents. Responses obtained through interviews were recorded by means of note taking and later analysed together with the information obtained through questionnaire and presented in

chapter 4. A questionnaire which was used to collect data is attached hereto as annexure on page 68.

3.7 Data analysis

Data was presented through tables and charts and they were interpreted in a narrative form. The researcher coded, classified similar responses and put them into themes and categories. This helped the researcher to examine the interview transcripts and documentary notes before identifying the pattern and organising the data into categories. The data was then presented in chapters 4 using tables, graphs and qualitative description.

3.8 Research ethics

The researcher was honest to inform the respondents that he was not going to solve the problems at hand but he was doing a study for academic purposes only. In order to ensure the confidentiality and anonymity of respondents, the researcher used pseudonyms to protect the identities respondents. The process of obtaining information of security institutions is very sensitive. It is for this reason the researcher positively identified himself to respondents as a Masters of Arts in Security and Strategic Studies (MASSS) student and showed his student card and a letter from the course coordinator. The researcher acknowledged the authors whose work is reflected in the literature review. After the study was completed, the researcher kept the data safe for a period of six months and then the researcher will destroy the data permanently.

3.9. Conclusion

This chapter presented the research methodology that was adopted in this study. The type of research, the research design, sampling procedures and the data collection methods and analysis that were used have been elaborated in this chapter. The next chapter presents and analyses results obtained from a sample of 27 respondents.

CHAPTER FOUR

PRESENTATION OF RESULTS AND ANALYSIS OF THE FINDINGS

4.1 Introduction

This chapter presents and analyses the results based on the data collected from former employees of Namibian Police Force working in the Criminal Investigations Department. The analysis is based on a sample of 25 former employees of CID and 2 officials from NAMPOL. The purpose of this study was to establish the causes of resignations and inter-ministerial transfers of detectives from the Namibian police force between 2008 and 2014. Charts and tables are used as the main form of data presentation followed by brief analysis and discussion of findings. In some instance where data could not be presented using the chart or graph, qualitative description was used.

4.2 Biographical Information of Respondents

4.2.1. Response rate

The 27 respondents of this study provided data as follows:

Table 4.2.1: Response rate

	Sample size	Administered	Interviewed
Interviews	2		2
Questionnaires	25	25	
Total	27	25	2
Percentage	100%	93%	7%

Source: Research data 2016

The findings show that, 25 questionnaires were administered to the former employees of NPF worked in the CID department between 2008 and 2014, 25 questionnaires representing 93% of the sample size were successfully retrieved. 7% of the sample size was successfully interviewed.

4.2.2. Rank categories

The chart below depicts the assessment of last ranks held by respondents before they resigned or got transferred from NAMPOL.

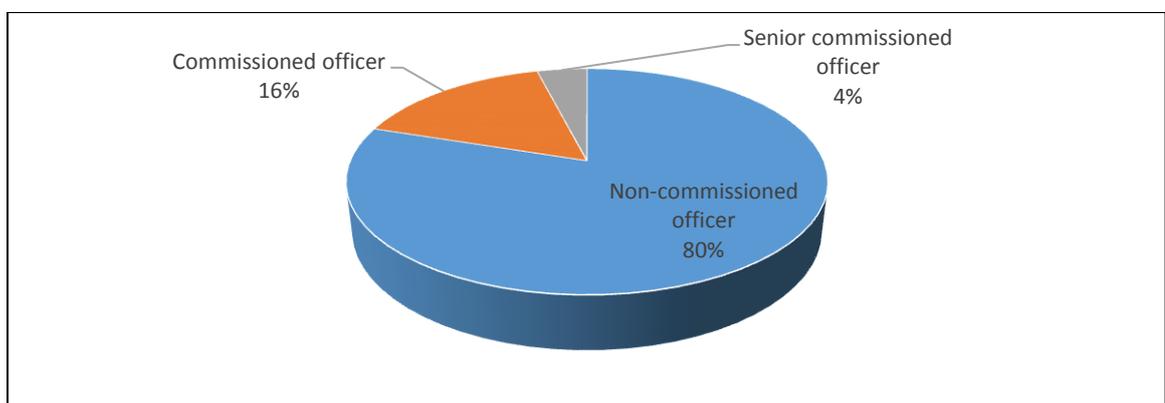


Figure 4.2.1: Rank held at resignation

Responses obtained from former employees of NAMPOL worked in the CID department revealed that the majority of employees who resigned from the same department between 2008 and 2014 were non-commissioned officers. Out of 25 former employees interviewed, 80% were non-commissioned, 16% were commissioned officers and only 4% were senior commissioned officers. This shows that most of employees who resigned from NAMPOL at the period under consideration were non-commissioned police officers.

4.2.2: Age group of respondents

The diagram below portrays the assessment on age group of the respondent who were prone to resignation from NAMPOL between the year 2008-2014.

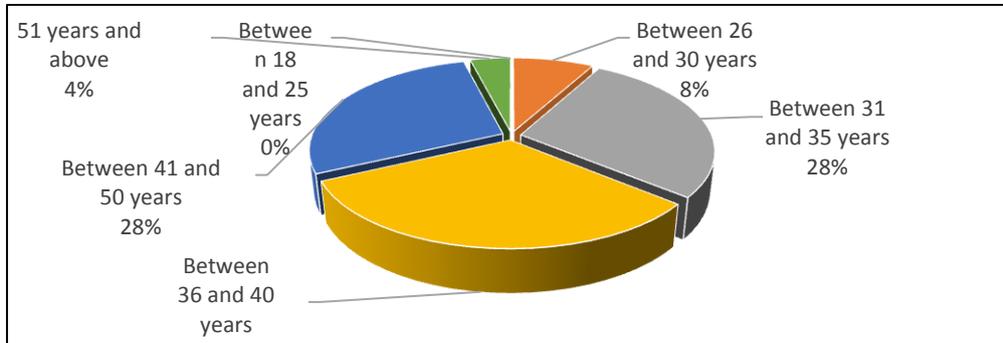


Figure 4.2.2: Age brackets

Findings from respondents indicate that the majority of police officers who resigned from the police force between 2008 and 2014 aged between 36 and 40 years. Out of a total sample of 25 former CID officers, 32% aged between 36 and 40 years, 28% aged between 31 and 35 years, another 28% were aged between 41 and 50 years, 8% were aged between 26 and 30 years and the remaining 4% above 50 years of age. None of the respondents were between the ages of 18 and 25 years.

4.2.3: Time of resignation from NAMPOL

The figure below represents the assessment on which years the respondent quite NAMPOL.

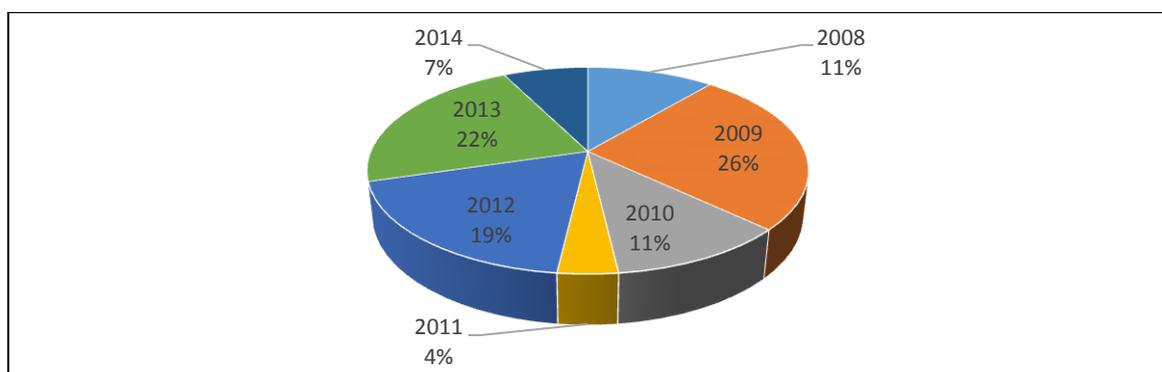


Figure 4.2.3: Time of resignation

Findings from respondents who participated in the study indicate that from a total sample of 25 former employees who participated in this study, 4% resigned in 2011, 11% in 2010, 26% in 2009, 11% in 2008, 7% in 2014, 19% in 2012 and 22% resigned in 2013. Although the majority of participants who took part in this study resigned in 2009, it cannot be inferred that most resignations took place in 2013. This is because a small sample size was used.

4.2.4: Length of service at NAMPOL before resignation

The diagram below describes the evidence collected from respondents on the length of service at NAMPOL before resignation.

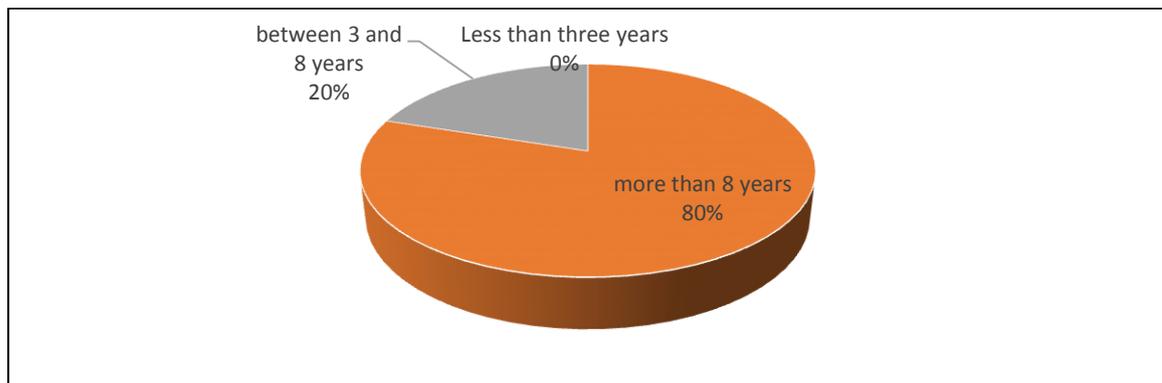


Figure 4.2.4: Length of service

According to the data collected, the majority of the police officers worked for NAMPOL for a period of more than eight years and then resigned. Of the 25 former employees of NAMPOL, 80% resigned having served for a period more than 8 years. 20% resigned having served for a period of between five and eight years. None of the respondents resigned short of three years in the police service.

4.3. Data analysis

4.3.1. Assessment on promotion during last four years at NAMPOL

The graph below shows an assessment on promoted during last four years at NAMPOL before resignation.

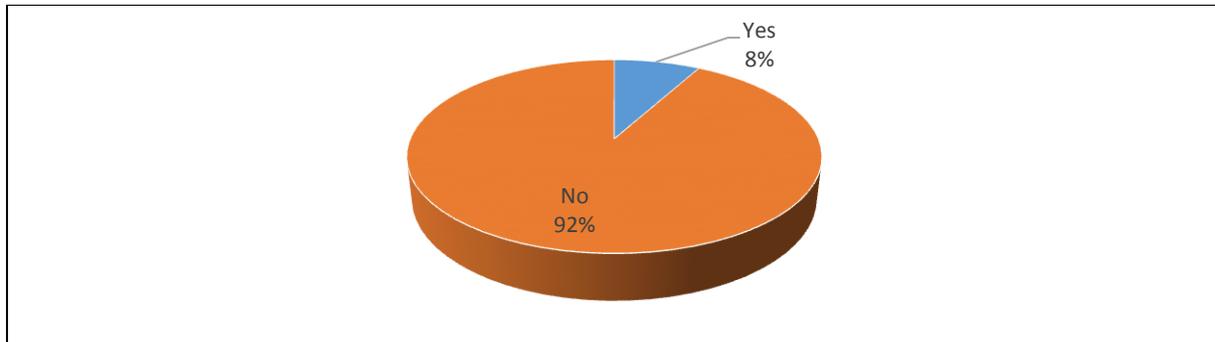


Figure 4.3.1: Promotion

Findings from respondents revealed that an overwhelming majority of police detectives from the Criminal Investigation Division were not promoted from NAMPOL in the last four years. Data collected from respondents indicates that 92% of police officers from CID were not promoted in the last five years at NAMPOL, while only 8% of the respondents were positive that they were awarded promotion in their last four years while working for NAMPOL. It can be deduced from the above statistics that failure to promote some police officers may have informed their decisions to look for employment elsewhere where better offer or prospects of promotion were likely. Employees get motivated and attached to an organization which offers prospects for promotion to its employees. These findings are consistent with earlier findings by other researchers. Hammerberg (2012), Kuria (2012), and Abdali (2011) found out that lack of promotion of employees trigger employee resignations. Abdali (2011) was of the view that promotion increases employee commitment to the organization and lack of promotion does the very opposite. Abdali (2011) stated that promotion enhances employee commitment to the organization.

4.3.2. Level of morale

The graph below shows an assessment on the morale of the respondents while still working at NAMPOL.

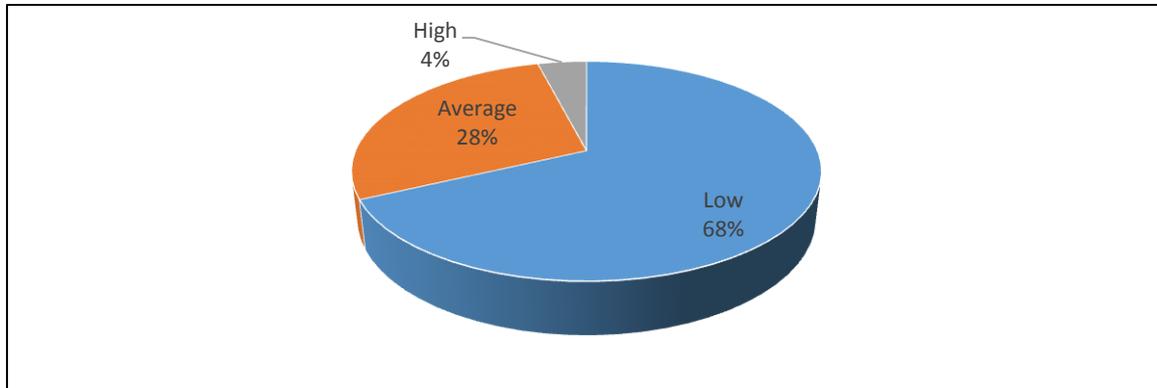


Figure 4.3.2: Level of morale

The finding from respondents revealed that, 68% of respondents indicated that their level of morale was low while working for NAMPOL, CID, and 28% had an average morale while only 4% of the respondents indicated that they had high morale. The above statistics suggest that lack of morale incited some employees to look for alternative employment elsewhere. Employee morale is a function of many factors including but not limited to the nature of work done by an employee, the management style exhibited at the workplace, the work environment, remuneration paid to employees and working hours among other factors. Police officers in the CID department work for long hours and are sometimes subjected to work under very depressing and hostile environments. According to Skaggs (2006), organizational factors such as amount of work performed by an employee, lack of recognition, too many responsibilities, and many requirements for advancement may make an employee to loose morale and eventually resign from his or her job.

4.3.3. Reasons for low morale

The chart below demonstrates the assessment on the reasons for low morale of the respondents while still working at NAMPOL.

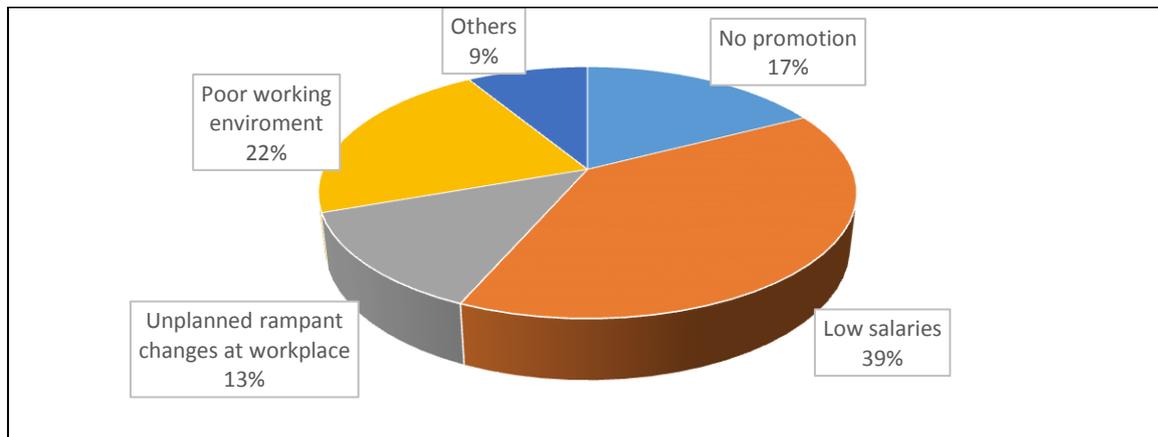


Figure 4.3.3: Reasons for low morale

Findings from respondents revealed that there are a number of factors that account for low employee morale at NAMPOL. The findings show that out of 25 former employees of NAMPOL at CID, 39% pointed out that they were demoralized by low salaries paid to police officers. 13% pointed out those unplanned rampant changes at the workplace was the main cause of negative morale while they were still working for NAMPOL; 22% cited poor working environment as one of the demotivating factors that they experienced while working for NAMPOL; 17% were unhappy because they never received any promotion while working for NAMPOL.

The remaining 9% of the respondents blamed other factors such as tribalism and nepotism as their main source of frustration while they worked for NAMPOL. Employees with low morale provide substandard service or produce low quality products. Failure by management to identify the sources of low morale among its workforce and lack of ways of addressing it, may lead to resignations. Demotivated employees have a tendency of becoming uncooperative and non-responsive, increases employee absenteeism and make employees to disobey orders from

management. This affects production levels, the quality of goods and services produced and offered and increases a company's recruitment costs because of high attrition rate.

4.3.4. Time the former NAMPOL employees got job after resignation

This graph shows the assessment of whether or not former NAMPOL employees got jobs immediately after resigned from NAMPOL, CID.

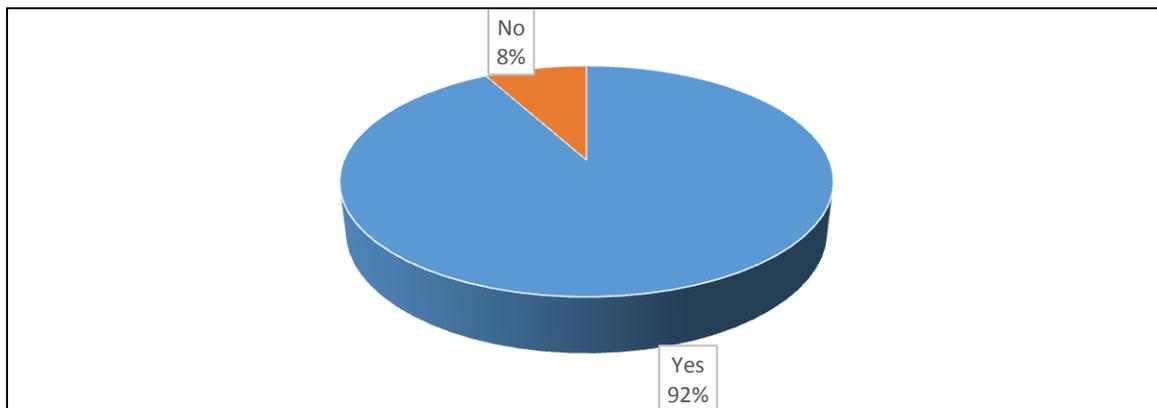


Figure 4.3.4. Alternative employment

The study revealed that 92% of the former NAMPOL employees readily got jobs immediately after resigning from NAMPOL and only 8% did not get alternative employment immediately after resigning from NAMPOL. From the above statistics, it can be inferred that most NAMPOL employees were on the lookout for better paying jobs elsewhere while in full employment at NAMPOL. This study has revealed that resignations are only tendered to NAMPOL management by CID officers after securing alternative employment elsewhere. When employees look for alternative employment while in full employment, it portrays that they are not satisfied with the current jobs or current employer, though not always. Resignation is one of the ways of airing employee dissatisfaction with the current employer.

4.3.5. Next employer after NAMPOL

This graph depicted the next employments the former NAMPOL employees took after they resigned from Namibian police.

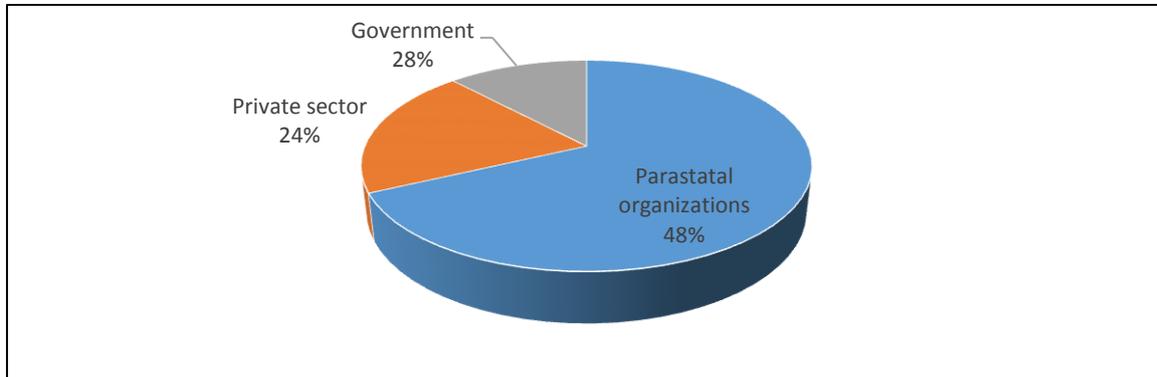


Figure 4.3.5: Next employer after NAMPOL

The findings from the respondents show that, the majority of former NAMPOL employees got absorbed in parastatal organizations. Out of 25 respondents who took part in this study, 68% joined parastatal organizations, 20% joined the private sector while only 12% moved to other government ministries. Parastatal organizations and private sector organizations generally pay higher wages than government ministries.

4.3.6. Comparisons of salaries

This graph shows the assessment on whether or not they were paid better salaries by the organizations they moved to after resigning from NAMPOL.

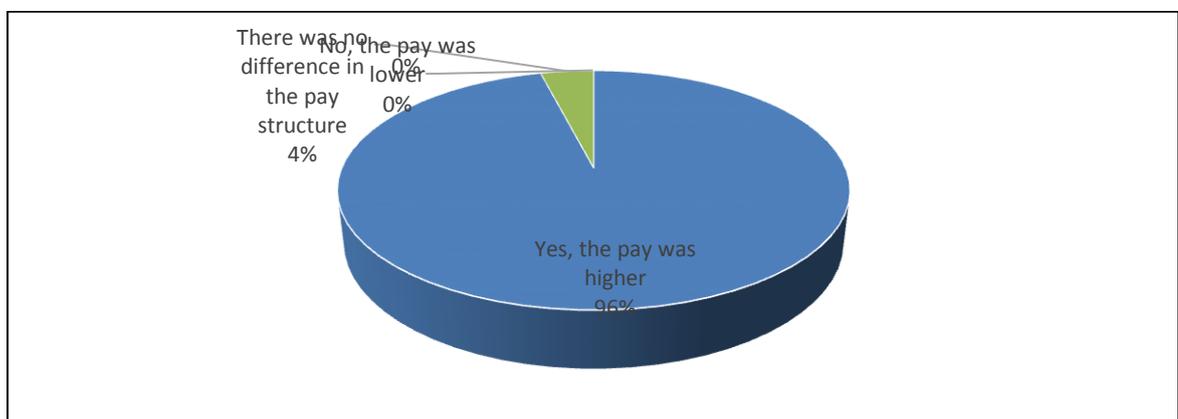


Figure 4.3.6: Comparison of salaries

Findings from the study indicate that the majority of former CID police officers were lured to resign from NAMPOL because of higher wages paid by other employers. 96% of the respondents indicated that salaries and wages paid to them by various employers that absorbed them after their resignations from NAMPOL were higher than what they used to receive from NAMPOL. Only 4% of the respondents received the same amount of salary from the new employer as they received from NAMPOL. None of the respondents took up jobs that paid them less than what NAMPOL paid them. According to Thomas (2013), the level of pay is one of the factors that influence employee resignations from their work places. Some employees consider the level of pay as the most significant factor in determining employee resignations. Kondaparthi (2014) revealed that, failure by employers to sufficiently remunerate their employees may trigger organizational conflict which may culminate into employee resignations.

4.3.7. Evaluation on working conditions and environment

Below graph show the evaluation of the current working conditions and environment in comparison to NAMPOL.

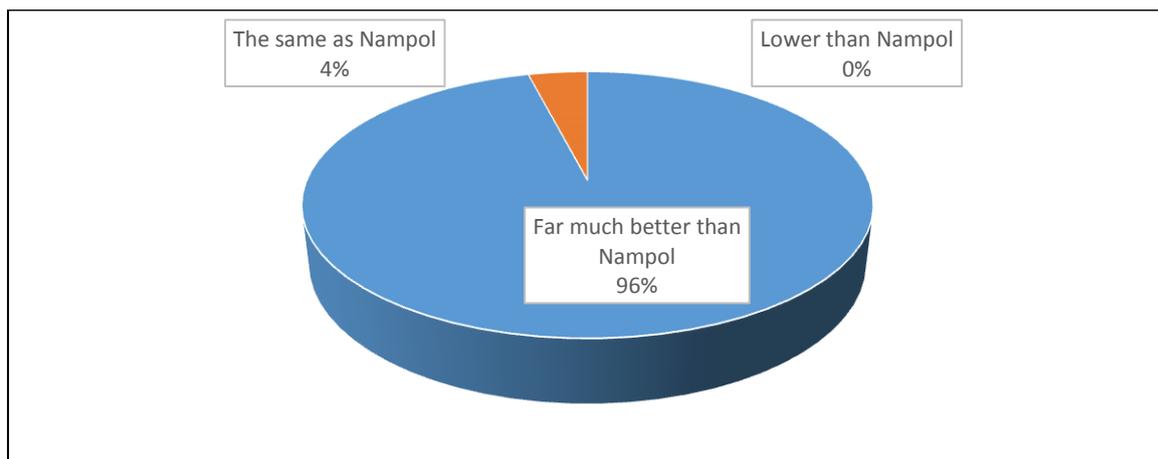


Figure 4.3.7: Work environment and conditions of employment

The findings from respondents revealed that there was complete agreement among respondents that the current jobs offered better conditions of employment and conducive working environment

than NAMPOL. Employees place value on the work environment and conditions of employment. Jobs that offer better conditions of employment and a conducive work environment act as a magnetic force to employees while those with a poor work environment and poor conditions of employment repel their employees.

4.3.8. Prospects for promotion in the current jobs

This chart demonstrates the assessment results on the prospects for promotion for former NAMPOL employees on their current job.

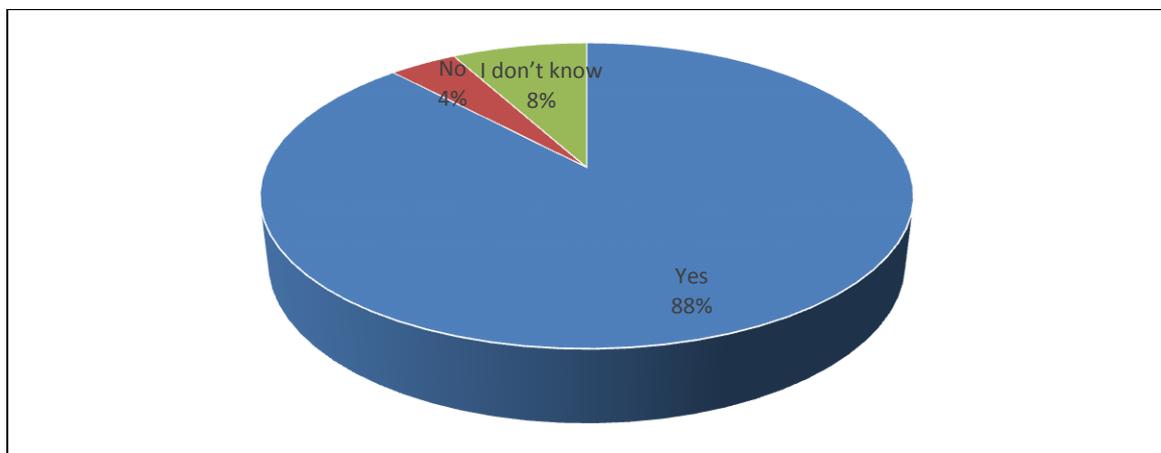


Figure 4.3.8: Prospects for promotion

Findings from respondents indicated that the majority of respondents were optimistic that they would be promoted to high ranks at their current jobs. Out of 25 respondents, 88% of the respondents were optimistic that they would at one point in time be promoted to higher positions in the organizations which they joined, 8% of the respondents were not sure whether or not they would be promoted by the employers that absorbed them after they resigned from NAMPOL. Only 4% out of the 25 respondents were sure that they wouldn't be promoted. Earlier scholars found a correlation between promotion and the rate of employee resignations. Lack of promotion was identified by scholars like Hammerberg (2012), Kuria (2012), and Abdali (2011) to explain employee resignations. Abdali (2011) was of the view that promotion increases employee commitment to the organization and lack of promotion does the very opposite.

4.3.9. Comparisons of benefits

The diagram below displays assessment of whether or not respondents received better benefits in the jobs they took after leaving NAMPOL

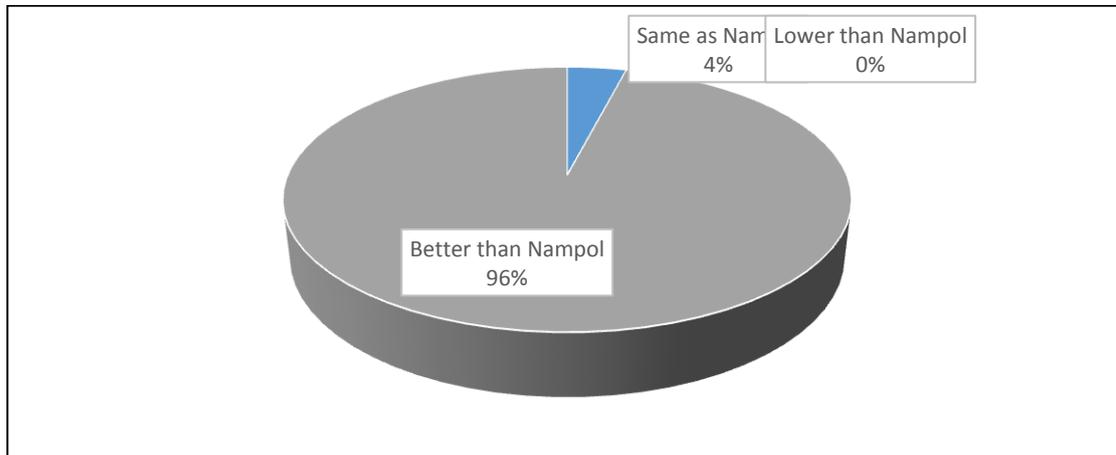


Figure 4.3.9: Comparison of benefits

There was complete agreement among respondents that the benefits offered to them by their employers after leaving NAMPOL were better than what they received while working for NAMPOL. Having retirement plans, health plans and other benefits motivate employees to stay in their current jobs. From the above statistics, it can be inferred that CID officials who resigned from NAMPOL between 2008 and 2014 did so because of low benefits such as housing allowances, transport allowances, medical subsidy and travelling allowances among others.

4.3.10. Evaluation of factors which influenced former NAMPOL employees to resign

The figure under listed below depicts the assessment on factors that influence former NAMPOL employees to resign.

4.3.10.1. Level of salaries offered by other employers

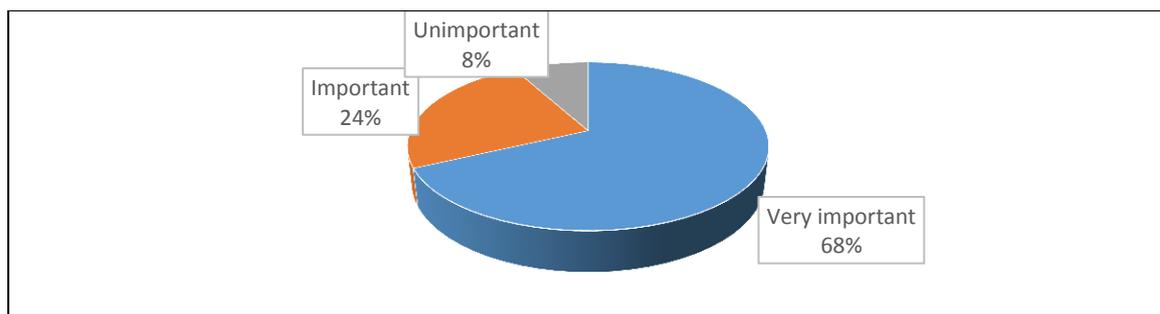


Figure 4.3.10: Better salaries offered by other employers

The level of salary paid to an employee is a very important factor in informing an employees' choice of a job option. Given two options, one with a higher salary and the other with a lower salary, the majority of employees would prefer to work for a company which offers more in terms of the monetary value as remuneration for its employees. Out of 25 respondents, 68% indicated that the salary is a very important factor in determining their job choice, 24% indicated that a salary is an important factor while only 8% stated that a salary is an unimportant factor to consider when making a job choice.

4.3.10.2. Desire to attain better benefits

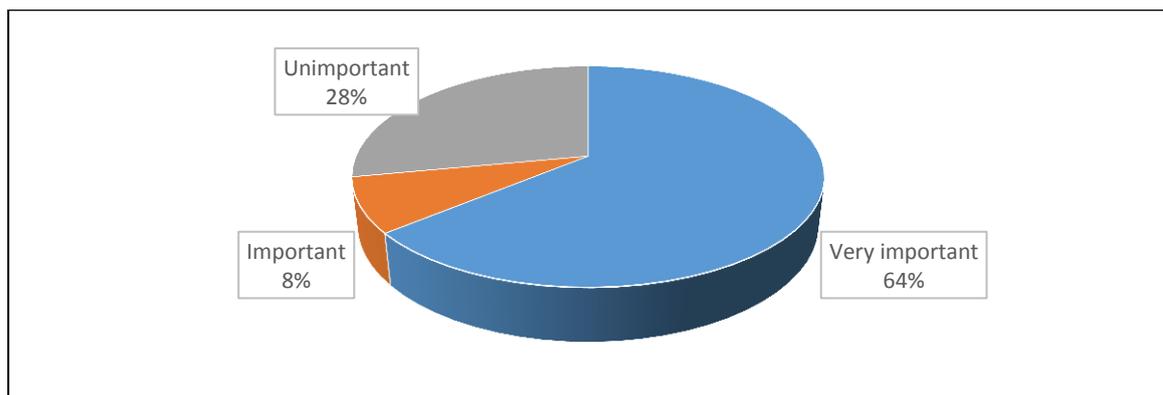


Figure 4.3.11: Attainment of better benefits

The findings from the study indicated that 64% of the respondents revealed that attainment of better benefits was a very important factor in determining their decisions of resigning from NAMPOL. 8% indicated that better benefits elsewhere were an important factor in determining their decisions to leave working for NAMPOL. Only 28% of the respondents indicated that better benefits elsewhere were not an attraction to have made them to leave working for NAMPOL. The above statistics suggest that most former employees of NAMPOL who resigned from their jobs between 2008 and 2014 were because of the desire to attain better benefits.

4.3.10.3. Desire to attain better retirement package

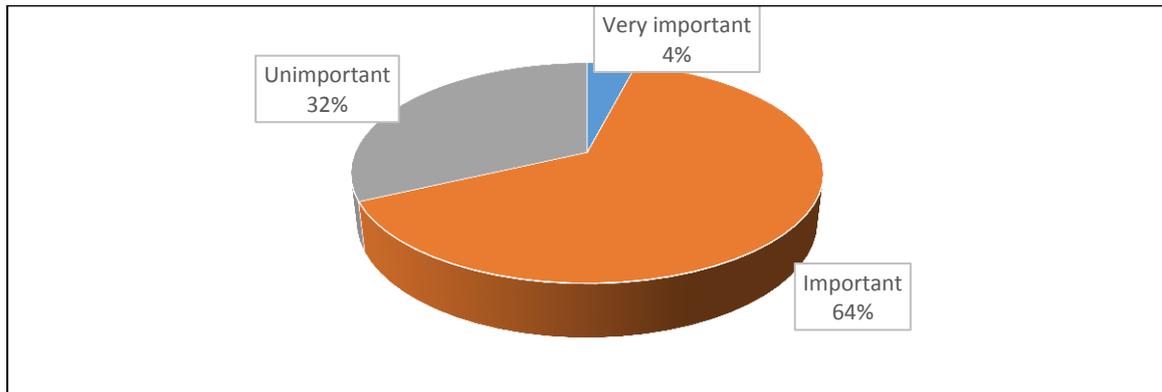


Figure 4.3.12: Better retirement package

Findings revealed that of the 25 respondents who took part in this study, 64% considered the retirement package an important factor in determining their decisions to leave the current employer; 32% regarded it as an unimportant factor while the remaining 4% regarded it as a very important factor in determining their decisions to leave working for NAMPOL.

4.3.10.4. Opportunity for advancement

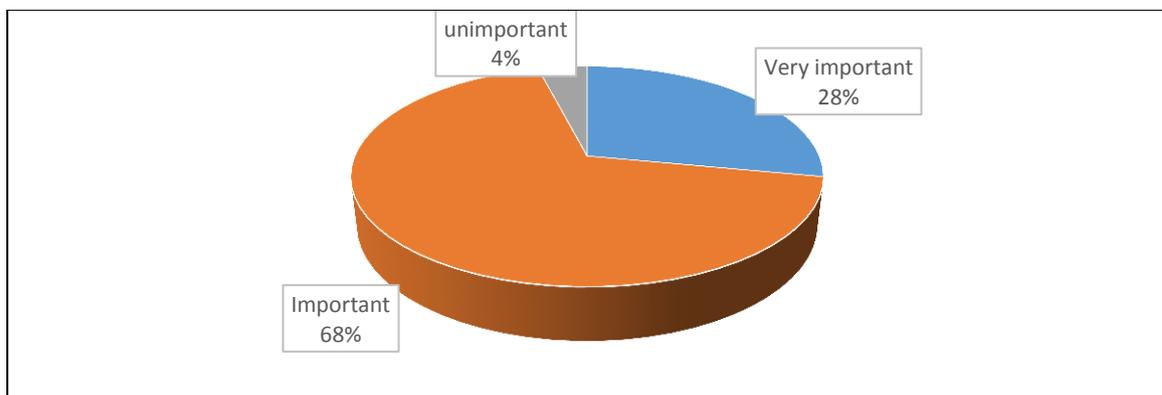


Figure 4.3.13: Opportunity for advancement

Opportunity for advancement was a very influential factor in determining CID officers' resignations between 2008 and 2014. Out of 25 respondents, 28% indicated that an opportunity for advancement was a very important factor in determining their decisions to resign and or seek for inter-ministerial transfers. 68% considered opportunities for advancement as an important

factor while the remaining 4% considered it as an unimportant factor. Overall, the majority of the respondents were triggered to resign from NAMPOL because of the career advancement opportunities that were offered by other employers. Every employee would naturally wish to work for an organization that cares about individual growth of its employees. Employee growth and career advancement can come in as a result of training, the liberty to make decisions, further studies, delegation of duties and undertaking special assignments (Abdali, 2011).

4.3.10.5. Leadership style

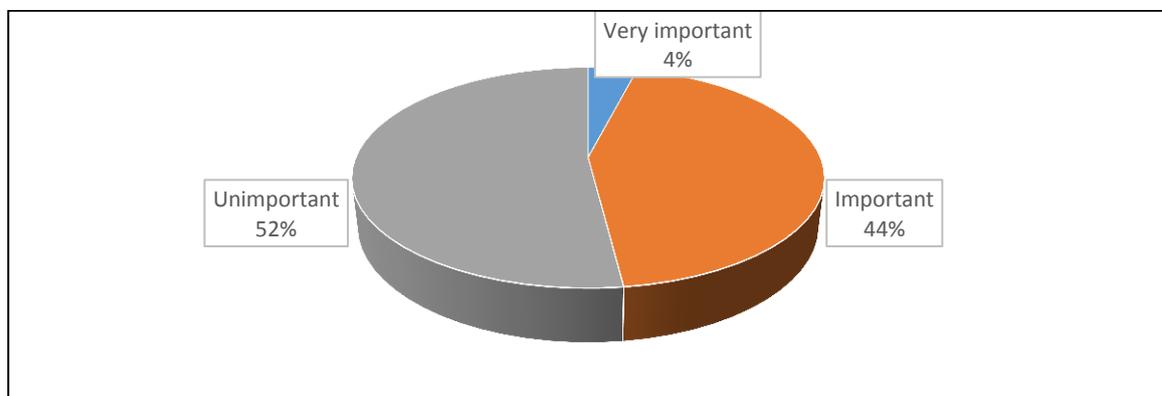


Figure 4.3.14: Autocratic management and leadership styles

The management and leadership styles exhibited by commanders of NAMPOL did not influence in a significant manner the decisions of former employees of NAMPOL to quit working for it. Out of 25 respondents, the majority (52%) considered management and leadership styles used as unimportant factors in influencing their decisions to resign from NAMPOL. 44% and 4% indicated that management and leadership styles employed by commanders at NAMPOL were important and very important factors respectively in shaping their decisions of resigning from the CID department. Curran (2012) revealed that the relationship between managers and employees influences employees' decisions of whether or not to resign from their jobs. Curran (2012) pointed out that, supervisors and managers have an important impact on employee commitment and the level of job satisfaction. Managers or employers who employ dictatorial leadership style are most likely to incite their employees to resign from their jobs.

4.3.10.6. Workload done

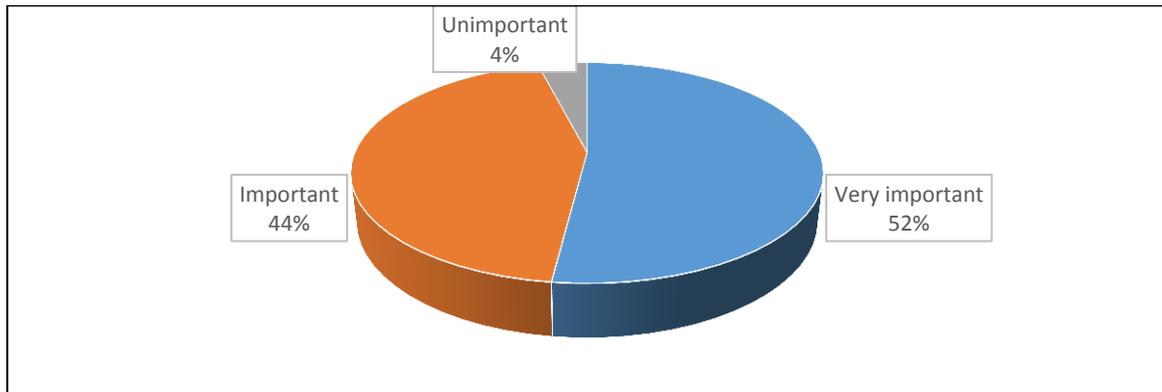


Figure 4.3.15: Heavy work load

There was a high degree of agreement among respondents that heavy workload at NAMPOL influenced their decisions to resign from NAMPOL. Out of 25 respondents, 55% indicated that workload was a very important factor in influencing their decisions to resign from NAMPOL. 44% indicated workload as an important factor while only 4% regarded workload as an unimportant factor. Work overload is one of the causes of stress among employees. The above findings are consistent with earlier findings by Shchuka (2010). Shchuka (2010) found out that employees who work in dangerous and psychologically draining environments and have a heavy workload are most likely to resign from their jobs compared to employees who have low workload and work in good conditions.

4.3.10.7. Nature of work undertaken

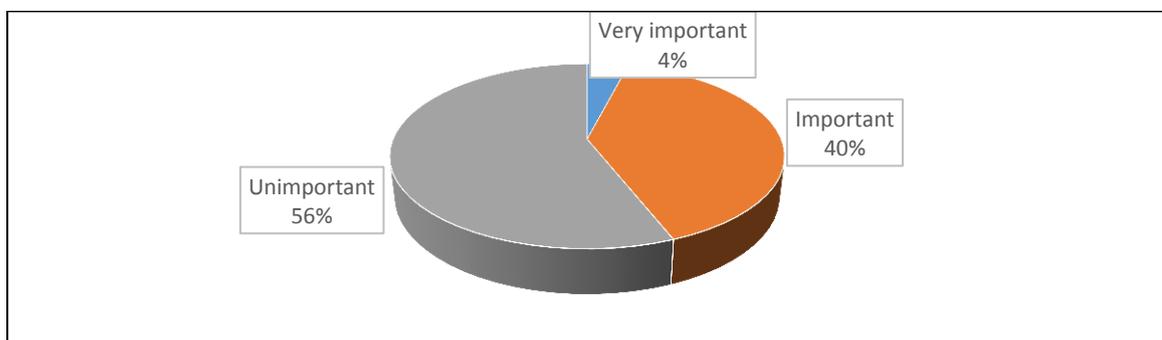


Figure 4.3.16: Boredom because of routine work

According to data collected from respondents, routine work was one of the infamous factors that had little effect on employee resignations from NAMPOL between 2008 and 2014. Out of 25 respondents, 56% considered routine work as an unimportant factor in influencing their decisions to resign. However, 40% and 4% indicated that boredom caused by routine tasks were important and very important factors that helped them to shape their decisions of resignations from NAMPOL. This is in line with Aziri (2011) in chapter two above.

4.3.10.8. Stress level

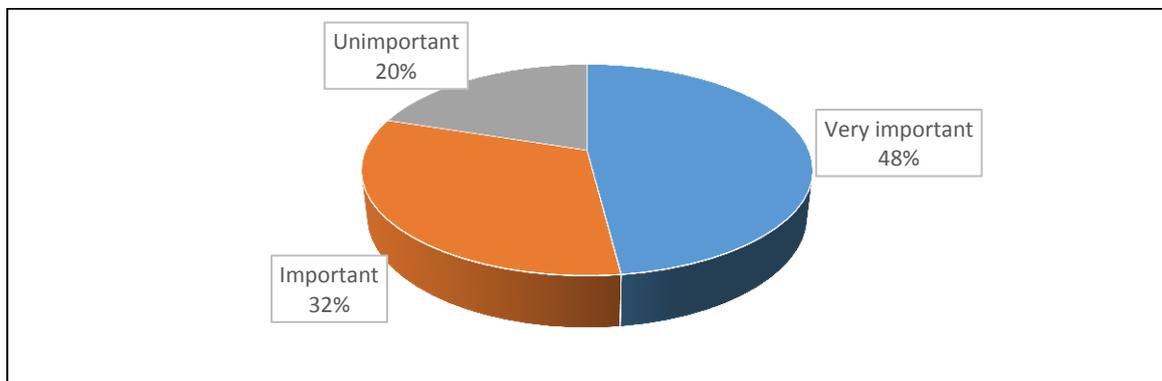


Figure 4.3.17: Work stress

Work stress has a positive correlation with employee resignations. Out of 25 respondents, 48% considered work stress as a very important factor that influenced their decisions to resign from NAMPOL. 32% considered it as an important while only 26% considered it unimportant.

4.3.10.9. Desire to work in a new environment

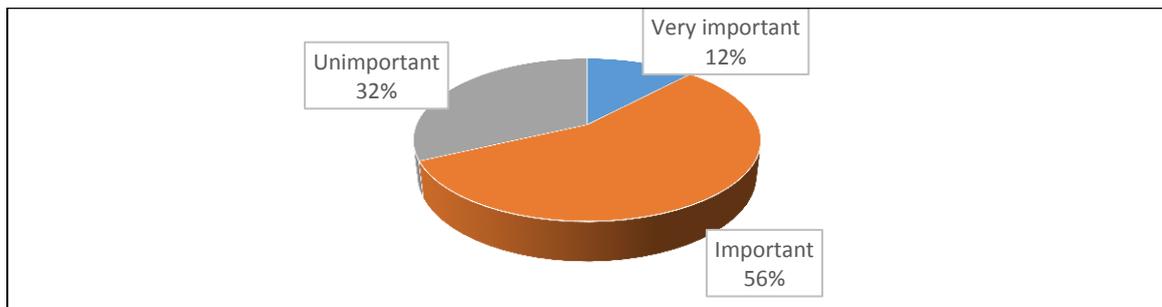


Figure 4.3.18: Desire to change to a new work environment

Respondents desire to change to a new work environment was an important factor in determining their decisions to resign from NAMPOL. Out of 25 respondents, 56% considered the desire to change to a new work environment as an important, 12% considered it a very important factor in determining their decisions to resign from NAMPOL while the remaining 32% indicated that the desire to change to a new working environment was not an important factor that determined their decisions to resign from NAMPOL.

4.3.11. Retention strategy based on salary

This diagram shows the evaluation of former employees' readiness to stay at NAMPOL if offered the same salary like what they are currently earning.

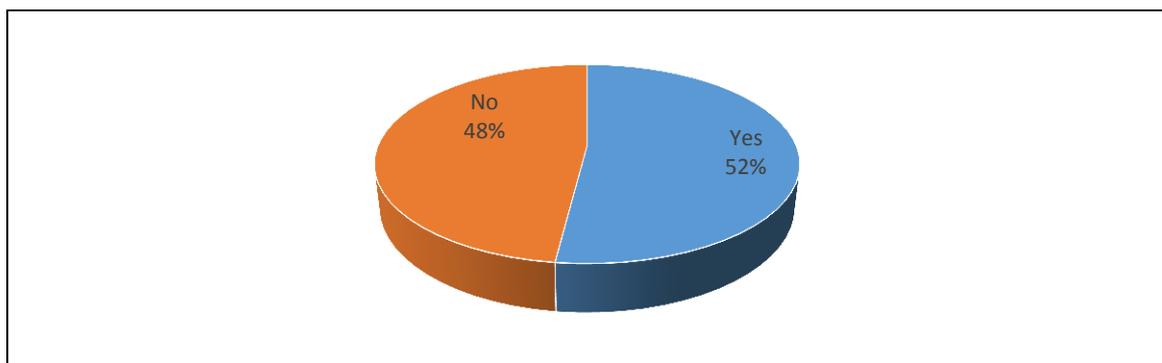


Figure 4.3.19: Position of employees if they were offered the same salary

Findings from the respondents indicated that if NAMPOL was to offer them the same level of salary, they would have remained working for NAMPOL. Out of 25 respondents, 52% indicated that they would have continued working for NAMPOL if their salaries were increased while 48% on the other hand indicated that even if NAMPOL was to offer them the same level of salary they received from the jobs they took up after resigning from NAMPOL, they would still have left working for NAMPOL. To this group of employees, although salary is one of the key causes of an employee's level of commitment to an employer; they valued other factors other than salary. For example, this set of employees could be focussed on other factors like the risk involved in the job, prospects for promotion.

4.3.12. Retention strategy based on benefits

This diagram shows the evaluation of former employees' readiness to stay at NAMPOL if offered the same benefits like what they are currently earning.

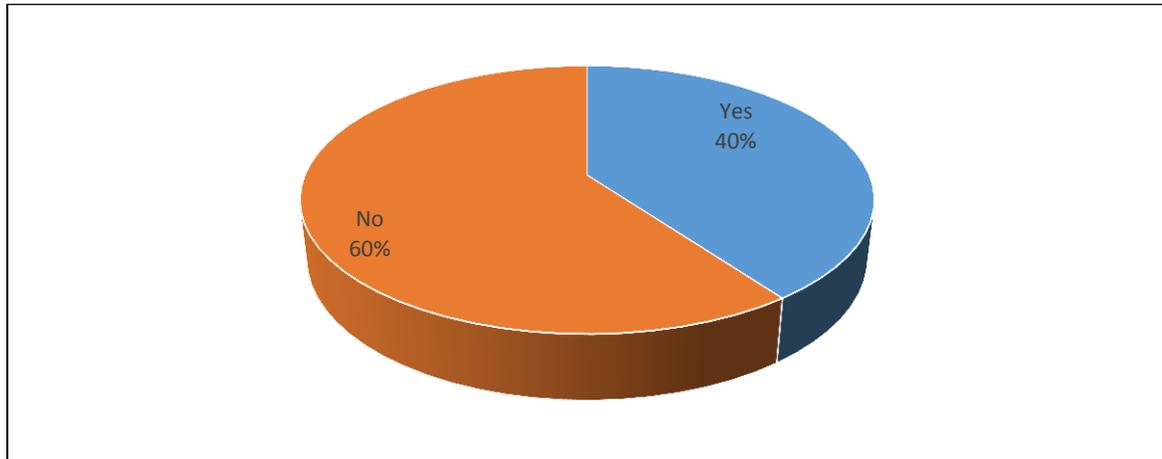


Figure 4.3.20: Position of employees if they were offered the same level of benefits

Findings indicated that 40% of the respondents would have stayed with NAMPOL if NAMPOL had given them the same level of benefits they received from their respective employers after resigning from NAMPOL. The majority of the respondents (60%) however indicated that they would still have resigned from NAMPOL despite the fact that the former and current employers paid the same level of benefits. This too indicates that some respondents were dissatisfied with other factors at NAMPOL which could not be substituted by the level of incentives given to employees.

4.3.13. Retention strategy based on retirement benefits

This chart shows the assessment of former employees' readiness to stay at NAMPOL if offered the same retirement benefits like what they are currently having.

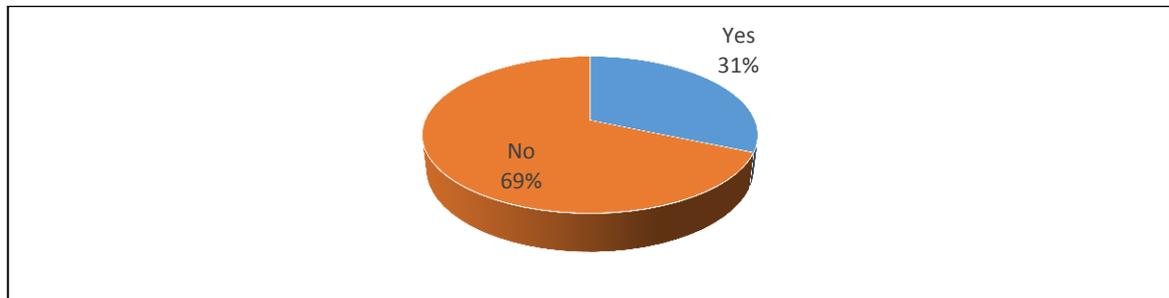


Figure 4.3.21: Position of employees if they were offered the same retirement package

According to the findings from respondents, most employees do not consider the retirement package when making a choice of where to work. Out of 25 respondents, only 31% indicated that they would have continued working for NAMPOL had NAMPOL's level of retirement benefits equalled that of the employers that absorbed them after they resigned from NAMPOL. The remaining 69% would still have left NAMPOL even if NAMPOL's retirement benefits equalled that of the various employers which absorbed NAMPOL's CID officers.

4.3.14. Assessment on incentives

The chart below shows assessment on incentives like subsidized accommodation, transport, vehicle loans and other benefits by the Namibian police.

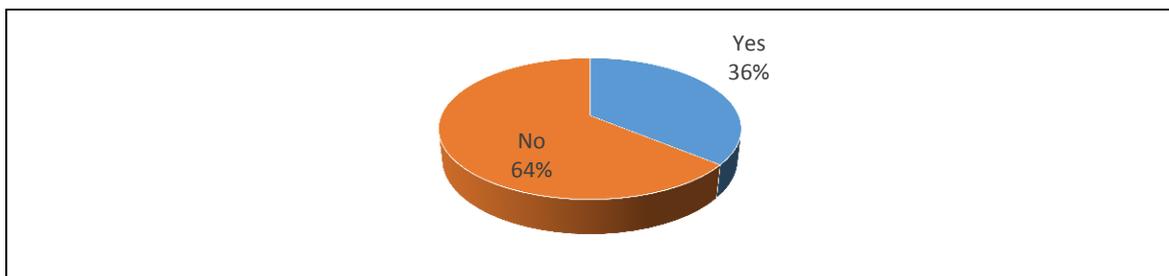


Figure4.3.22: Incentives

The findings show that, the majority of former NAMPOL employees indicated that they were offered minimal incentives like subsidized accommodation, transport, and vehicle loans by the Namibian Police Force. Out of 25 respondents, 36% indicated that their former employer provided them with incentives like subsidized accommodation, transport allowance and vehicle loans while 64% indicated that they were not satisfied with the level of incentives offered to them by their employer. Although the majority indicated that their former employer gave them certain incentives besides their normal salaries, it is possible that the incentives did not weigh much in terms of the monetary value. In most organizations, high ranking officials in the organizational ladder receive higher incentives in monetary terms compared to employees at the lower level of organizational hierarchy.

4.3.15. Promotion procedures at NAMPOL

The diagram below depicts the assessment of the respondents' views on promotion procedures they experienced at NAMPOL.

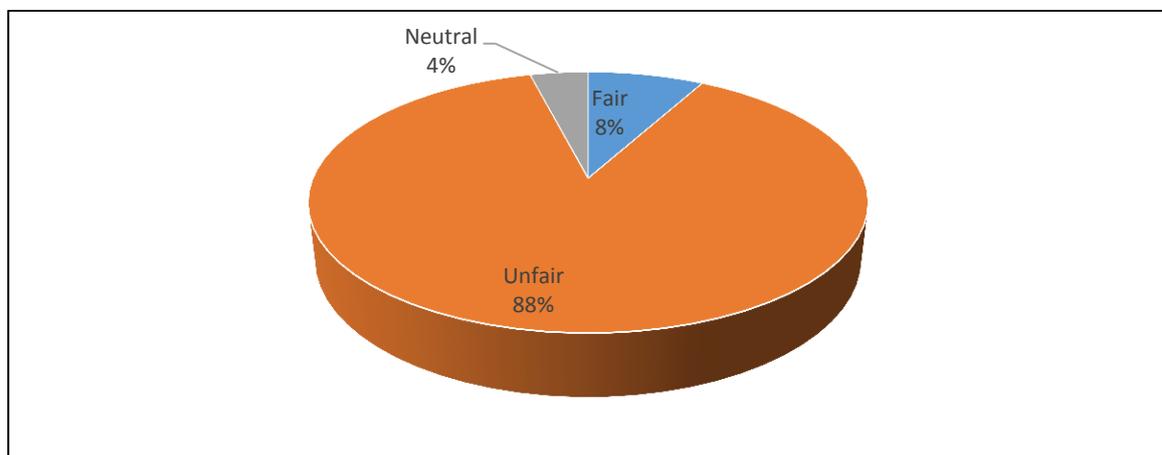


Figure 4.3.23: Fairness in promotion

The study found that, 88% of the respondents felt that promotions at NAMPOL, specifically in the CID department were done unfairly; 4% felt that promotion was done impartially while the remaining 8% were of the view that promotion was done on fair grounds. Unfair promotion is based on biased and unethical grounds and causes resentment against the employer by employees

who are not promoted. Promoting unfair practices such as unfair promotion of undeserving police officers may cause resentment among police officers. Besides crippling working relations in an organization, unfair promotion may exacerbate employee resignation. Based on the above statistics, it can be inferred that some CID officers resigned because of unfair promotion practices exhibited at NAMPOL.

4.3.16. Recognition to deserving police officers

Respondents' assessment of whether Namibian police gives recognition to deserving police officers is shown in the chart below.

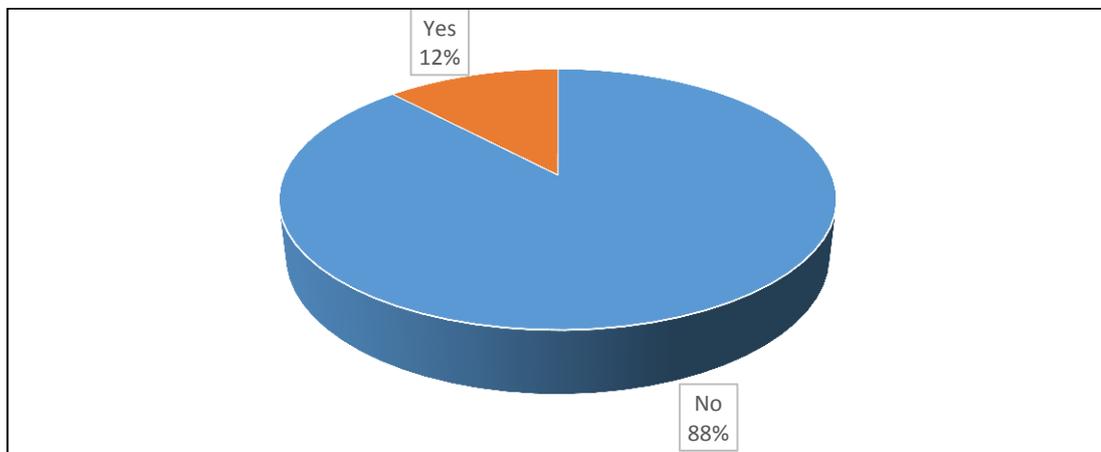


Figure 4.3.24: Recognition of police officers

An overwhelming majority of 88% of the respondents were of the view that management of NAMPOL does not give due recognition to deserving police officers. Only 12% on the other hand felt that police officers received due recognition from their superiors. Recognition is the singling out of employees who have excelled in one or the other by management and publicly acknowledge the good work they have done for the organization. Recognition is one way of motivating employees.

If management does not recognize its employees, the spirit of enthusiasm among employees will be suffocated. When an employee is recognized publicly by his or her superior, it raises his or

morale since in most organizations; well-performing employees are normally rewarded with promotion up in the organizational hierarchy. An organization which does not recognize its employees is bound to experience high employee exodus and diminishes employee commitment.

4.3.17. Respondents evaluation of the working environment of CID officers

The chart below depicts the respondent’s evaluation of the working environment of CID officers at NAMPOL.

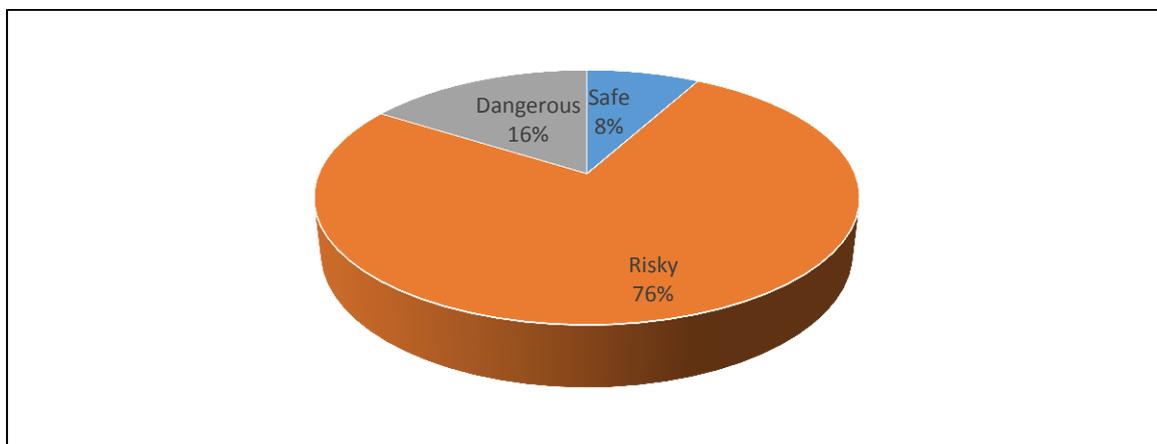


Figure 4.3.25: Working environment

Findings indicated that a majority of the respondents considered the work environment at NAMPOL as risky. Out of the 25 respondents, 76% considered the environment under which they worked as risky, 16% considered it as dangerous and the remaining minority of 8% considered it as safe. Working environment includes the surrounding conditions or area where employees work such as temperature, the sizes of the offices, the ventilation, equipment and the location of the office among other things. For CID personnel, the work environment may include visiting the crime scenes, arresting criminals from hard to reach locations.

This possesses high risk to the lives of the police officers. Some crime scenes are so deplorable that they affect some police officers psychologically. The above result indicates that former CID employees resigned from their jobs because of working in a risky environment.

4.3.18. Reasons why respondents joined the police force

Table 4.3.1: Reasons for joining police force

	Unemployment	Job security	Career	Total
Number of respondents	23	2	0	25
Percentage	92%	8%	0%	100%

Source: Research data 2016

The findings from the study indicated that the majority of the respondents were drawn to join NAMPOL in the first place because of unemployment. 92% of the respondents joined NAMPOL on the account of unemployment. 8% joined NAMPOL because of job security. None of the respondents joined NAMPOL as a career. As seen from the above statistics, the driving force for people to take up any type of job is as a result of unemployment. High rate of unemployment diminishes the bargaining power of labour that end up taking jobs which they wouldn't have taken in the first place if there were other better options. For those who indicated that they joined NAMPOL because of job security, generally, government jobs although low paying offer high degree of job security unlike jobs, in the private sector.

4.3.19. Assessment on specialized training

The chart below depicts the assessment whether respondents received any specialized training at their new job after they left CID.

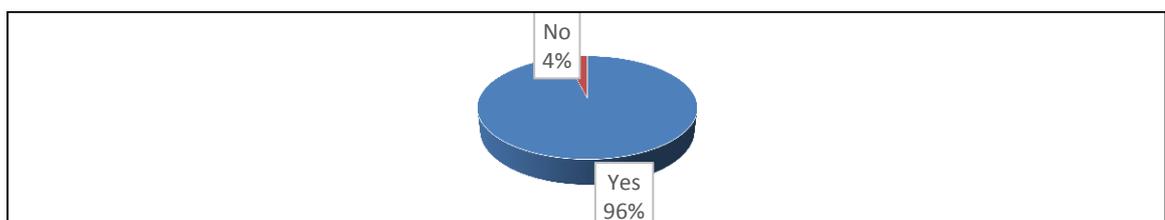


Figure 4.3.26: Specialized training

The study’s finding revealed that from the 25 respondents, 96% indicated that they received training from their respective employers who absorbed them after they resigned from NAMPOL, CID department. Only 4% of the respondents indicated that they were not given specialized training to execute the tasks they undertook after leaving NAMPOL. This could be attributed to moving to a similar line of tasks for which respondents had prior training. Training is very important to both an employee and the organization.

4.3.20. Assessment on further their studies

The chart below shows an assessment of whether respondents were given chance to further their studies by their new employers after leaving CID

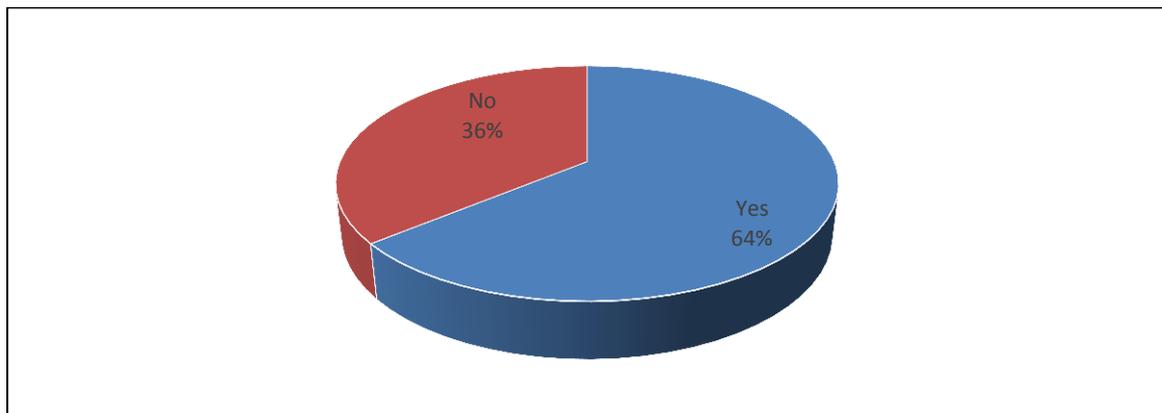


Figure 4.3.27: Further studies

Findings indicated that a majority of 64% of the respondents were accorded the opportunity to further their studies by their respective employers after they resigned from NAMPOL. 36% on the other hand however were not accorded the chance of furthering their studies. Every employee longs for personal development and thus offering career growth opportunities minimizes employee exodus. Organizations that offer career growth opportunities to their employees by among other aspects allows and encourages employees to acquire new skills through further

studies and those employees are bound to have high employee retention rate than those which neglect the development of their human capital.

4.3.21. Duties against personal life at NAMPOL

The diagram below shows the assessment of whether duties assigned to respondents by NAMPOL interfered with their personal life.

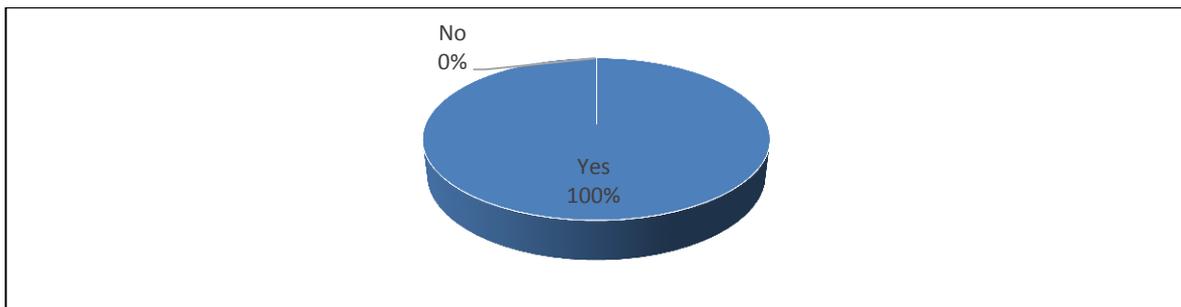


Figure 4.3.28: Duties assigned versus personal life

There was unanimous agreement among respondents who worked for the CID department between 2008 and 2014 that the duties they were allocated negatively interfered with their personal lives. The desire to have time to spend with one’s family may have triggered the resignations of CID police officers.

4.3.22. Duties against personal life at new jobs

Assessment of whether respondents had more time for themselves and their family after taking up new jobs is illustrated on the graph below.

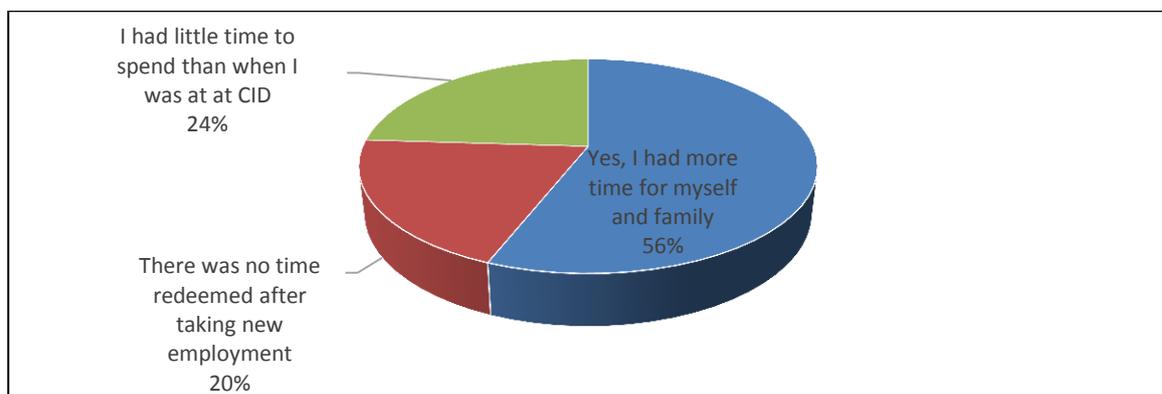


Figure 4.3.29: Time redemption

Findings indicated that 56% of the respondents felt that they had more time at their disposal to spend with their friends and families in the way they wished after they moved from NAMPOL. This could be attributed to taking up positions in the corporate setting where employees work for a fixed number of hours per day and occasionally, when need arises work overtime. 24% of the respondents indicated that they had little time for themselves after moving from NAMPOL. This could be attributed to allocation of more tasks or positions of responsibility which require employees to spend more time at work than usual. The remaining 20% were of the view that there was no time redeemed after moving from NAMPOL. For this category of respondents, other factors being equal, they would be undecided choosing between CID jobs they did at NAMPOL and the jobs they moved to after resigning from NAMPOL.

Analysis of responses from interviews

Interviews were conducted to establish the effects that resignation of employees from CID had on NAMPOL

Two respondents pointed out that employee resignation are costly to NAMPOL. According to the respondents, training CID officials is very expensive because it involves both training within and outside Namibia. When more detectives leave NAMPOL, there is need to train other officers to take up the roles done by employees who resign. Although respondents were of the view that much as it is generally expensive to train police officers in general, training of CID officials is on average more expensive than training police officers in other departments. Therefore, high attrition rate greatly impacts on the training and development expenditure of NAMPOL.

Besides high cost of training detectives, respondents who were interviewed pointed that the resignations of CID officers leads to backlog of cases. As some CID officers resign, the workload left behind for the remaining CID officers becomes a lot to handle. This leads to a backlog of cases.

Respondents were also of the view that resignation of police officers leads to delay in dispensing justice to the suspects. The suspects have to wait longer in holding cells before they are committed for trial in the courts of law. As some CID officers leave, their dockets get assigned to new investigators, who may not be familiar with the cases. Because of the lack of knowledge about the background of the cases they will be assigned to after the resignation of initial investigators, there will be need to start from scratch and in the process, delaying the process of justice.

The respondents stated that, NAMPOL has no actual workload comparison with international benchmarks of performance to commissioned and non-commissioned officers so that the

benchmarks performances standard are available to measure the actual workload per employee needed for current and future recruiting purposes.

The respondents' concern on security aspects is that, the resignation of CID compromise the security of the country. When the experienced detectives quit the police force and the national police are unable to carry out its mandate effectively, the country suffers from the international criticism of its capacity and reliability. Such criticism may have the potential to scare away the prospect investors to lose trust may withdraw or look for alternative business destinations to other countries.

4.4. Summary

This study revealed that poor salaries and benefits, work overload, no prospects for promotion, poor working environment, limited chances for pursuing further studies, limited time to spend with families and friends were the main causes that led to NAMPOL police resignations between 2008 and 2014. The next chapter concludes the study and gives recommendations that should be adopted in order to minimize police resignations especially from CID.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented the data collected from 27 respondents. This chapter concludes the study and gives the recommendations. The study was conducted in response to the challenges of high resignations of the detectives from CID in Windhoek. The findings from the study directly inform many aspects and factors that influenced resignation and inter-ministerial transfers from CID.

5.2 Conclusions

This study aimed at exploring the causes of resignations and inter-ministerial transfers of police officers working for NAMPOL' CID in Windhoek. Determine the effects of resignations and inter-ministerial transfers on service delivery at NAMPOL and specifically in CID; and to explore the security challenges posed by such resignations and inter-ministerial transfers to Namibia. This study adopted a quantitative approach and the instrument for data collection was a questionnaire and interviews. Samples of 25 former employees of NAMPOL and 2 currently NAMPOL were purposively selected. This study found out the following:

- Wage remuneration paid to former employees of NAMPOL was the key factor that instigated their resignations from NAMPOL. Most employees place a lot of weight on the monetary benefits they receive in exchange for their labour when deciding whether or not to take up a given job. Low wage instigates employee exodus.
- There were low promotion prospects at CID. 92% of the respondents indicated they did not receive promotion of any sort despite having worked for NAMPOL for a considerable

period of time. This coupled with prospects of promotion in other jobs outside NAMPOL made some employees to resign from NAMPOL.

- Employees at the CID department of NAMPOL have low morale. Low morale can be a result of low salaries, rampant and unplanned changes, poor working environment, and lack of promotions.
- Most of the former employees who resigned from NAMPOL were absorbed by parastatal organizations to do industrial investigations. This is because parastatal organizations in Namibia pay higher wages and offer better benefits to their employees compared to what employees in NAMPOL receive as it was revealed in the finding of this study.
- Work overload orchestrated employee resignations from NAMPOL between 2008 and 2014. Work overload coupled with lack of overtime remuneration has contributed to resignations taken by some NAMPOL employees. Employees who felt that the work they did was too much in relation to the compensation for the same resigned from NAMPOL.
- Better retirement benefits offered by alternative employers induced former NAMPOL employees to resign from their jobs. 68% of the respondents indicated that the prospects of receiving better retirement benefits from alternative employments made them to resign from NAMPOL.
- The promotion practice in NAMPOL is not transparent, employees who do not deserve to be promoted according to promotional procedure cited in NAMPOL administration manual chapter 7 get promoted. 88% of the respondents felt that promotion at NAMPOL is done unfairly. This compelled some employees to resign from the CID.
- Police officers work under non-conducive work environment. The environment is risky and hence, threatens the lives of the officers. Unconducive work environment forced some CID employees to resign from NAMPOL.

- Resignations by CID officers has led to increase in the workload and overcrowding of police cells. Inadequate number of investigating officers has resulted to overcrowding of police cells as investigating officers are not able to complete the investigation of cases of some suspects for them to be produced in court for trial.
- Resignations of police officers increase costs of recruiting and training new employees so as to replace the ones who resign. This affects the budget allocation given to NAMPOL.
- Employee resignations also affect teamwork. The remaining employees get demoralized after the resignation of some of their colleagues.
- Resignation of police officers compromises national security as well as the peace and stability of communities. There is therefore a positive correlation between resignation of police officers and relative peace in communities.

5.4 Recommendations

Based on the above findings, this study recommends the following:

- The government should increase the salaries paid to non-commissioned officers of the Namibia police in order to reduce high employee attrition rate from NAMPOL to other organizations. When the salary package offered by NAMPOL is made attractive, employees will be less inclined to move to other organizations.
- There is need for NAMPOL to recruit and employ more police officers to work in different directorates and departments, especially in CID. This helps to relieve employees from stress associated with work overload.
- NAMPOL should encourage and promote transparent promotion processes to ensure that only people who deserve to be promoted get promoted.
- There is need for NAMPOL to introduce an upward adjustment of adjustment of overtime allowances paid to police officers who work overtime. Granting employees' acceptable

amount of allowances for overtime work harnesses employee commitment to the organization.

- Management of NAMPOL should boost employee morale by increasing NAMPOL non-commissioned officers' incentives such as transport and housing allowances, encouraging employees to pursue further studies and engage employees in decision making.
- Management of NAMPOL should encourage voluntary rotation so as to break monotony caused by routine and repetitive tasks. By rotating employees within a certain department, boredom is broken and hence, helping employees to get relieved from stress.
- There is a need for NAMPOL to determine the actual workload in comparison with international benchmarks of performance to commissioned and non-commissioned officers so that the benchmark performance standards are available to measure the actual workload per employee needed for current and future recruiting purposes.

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QUESTIONNAIRE

Dear respondent,

The purpose of this questionnaire is for academic investigating the causes of resignation and inter-ministerial transfer of detectives from the criminal investigation directorate of the Namibian police force in Windhoek: 2008-2014. You are kindly requested to answer all parts of this research instrument so as to enable me to collect the required data.

INSTRUCTIONS FOR COMPLETION OF THE FORM

Kindly complete all the questions as accurately as possible. Mark with a cross (x) in the appropriate box.

1. Your last rank in the police?

Non-commissioned Officer	
Commissioned Officer	
Senior Commissioned Officer	

2. Your age group:

18-25	26-30	31-35	36-40	41-50	Above 51

3. When did you leave the Namibian Police Force?

2008	
2009	
2010	
2011	
2012	
2013	
2014	

4. How long did you work for the Namibian Police?

Number of years	Number of respondents
Less than 1 year	
Between 3 and 8 years	
Above 8 years	

5. Did you receive any promotion in last five years while working at NAMPOL?

Yes	
No	

6. How was your morale in the Namibian police towards your work?

Low	
Average	
High	

7. If the answer to the above question is low, please indicate the possible reasons that could have caused low morale while you were working for NAMPOL CID. **(You may tick more than one)**

Low salaries	
Promotion	
Poor working environment	
Rampant unplanned changes at workplace	
Others	

8. When you left the Police Force, did you move immediately (within 2-3 weeks) to another job?

Yes	
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No	
----	--

You may comment.....

9. What was your next employment when you left the police?

Government	
Parastatal	
private	

10. In comparison with NAMPOL, does your current employer pay you better than NAMPOL used to pay you?

Yes, the pay was higher	
No, the pay was lower	
The pay was the same	

11. How would you evaluate your current working conditions and environment compared to NAMPOL?

Far much better than NAMPOL	
The same as NAMPOL	

Worse than NAMPOL	
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12. Do you foresee prospects of promotion in the current job?

Yes	
No	
I don't know	

13. In comparison with NAMPOL, were the employment benefits given to you in the job you took up after NAMPOL better than what you used to get from NAMPOL?

Better than NAMPOL	Same as NAMPOL	Lower than NAMPOL

You may comment.....

14. On a scale of 1 to 3, with 1 representing very important and 3 representing unimportant, indicate with an X how the following factors influenced your decision to resign from NAMPOL. Where 1 = Very important, 2 = Important, 3 = Unimportant

S/N		1	2	3
a	To attain better salary			

b	To attain better benefits			
c	To attain better retirement package			
d	No opportunity for advancement in the police			
e	Management and leadership style of NAMPOL			
g	The work load was too heavy for you			
i	Nature of work too routine			
j	The Police works too stressful for you			
l	Wanted more challenging work			

15. Would you have stayed in the police if the police had offered you:

(a) Salary comparable to that you were receiving when you left the police?

Yes	
No	

(b) Employment benefits comparable to that of the position you took after leaving NAMPOL?

Yes	
No	

- (c) Retirement package comparable to that of your next position you took after leaving NAMPOL?

Yes	
No	

16. Were you given incentives like subsidized accommodation, transport, vehicle loans and other by the Namibian police?

Yes	
No	

You may comment.....

17. In your view, how would you assess the promotion procedures at NAMPOL?

Fair	
Neutral	
unfair	

You may comment.....

18. In your assessment, do the Namibian police give recognition to deserving police officers?

Yes	
No	

You may comment.....

29. How would you evaluate the work environment under which police CID officers work?

Safe	
Risky	
Dangerous	

20. What prompted you to join the Namibian police force?

Unemployment	
Job security	
Career	

21. Did you receive any specialised training after resigning from CID?

Yes	
No	

You may comment.....

22. After leaving CID, did your next employer give you chance to further your studies?

Yes	
No	

23. While still an employee of NAMPOL, did police duties you were assigned interfere with your personal life and family time?

Yes	
No	

24. If your answer to the above question is yes, please indicate how your duties interfered with your personal life and family time

Caused stress	
Little time to spend with family	
Poor administration at home because of my absence for most of the time	
None of above	

25. When you took up a new job, was there any positive change in terms of the quality of time you had for your-self and family?

Yes, I had more time for myself after leaving CID	
There was no significant change	
I had little time to me spend time than when I was at CID	

End

Thank you so much for your time