



**EXAMINING THE EFFECTS OF UNDERSTAFFING ON EMPLOYEE
PERFORMANCE AT THE FORENSIC PATHOLOGY DIVISION, NAMIBIA
POLICE FORCE**

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ABSTRACT

The study sought to examine the effects of understaffing on employee performance at the Forensic Pathology Division of the Namibia Police Force. The main objectives of the study were to find out the effects understaffing has on employee performance, the factors that lead to understaffing and the effects of staff shortage on employee workload at the Forensic Pathology Department. The study employed both quantitative and qualitative research approaches in which the questionnaires and interviews were the main data collection instruments. One hundred and three questionnaires were administered in the Police Department in Oshakati. Probability sampling and non-probability sampling methods were employed to select the participants from the sample frame. The data was analysed using SPSS which assist in data presentation. Content analysis method was used to gain better understanding of qualitative data from interviews. The study revealed that excessive workload, lack of incentives at the mortuary, poor working conditions and lack of understanding on the essence of working at the mortuary as well as lack of opportunities for growth and advancement were amongst the key reasons why staff shunned the Forensic Pathology Division leading to understaffing. The study further concluded that understaffing had an effect on employee performance in terms of the hectic working environment which increased staff dissatisfaction and decreased staff morale leading to poor performance. It was also concluded that understaffing leads to work overload that leads to further abandonment of other tasks resulting in poor performance. The study recommended that the Forensic Pathology Division should find ways of improving remuneration and compensation schemes for employees in an endeavour to minimise labour turnover. The Division should recognise excellent work and institute various motivation and retention strategies which make staff fulfilled while attracting new members to join the division.

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DEDICATION

This thesis is dedicated to the Almighty for granting me the strength and life. I also dedicate my workmates, my family, and friends and mostly to the Forensic Pathology Division and NAMPOL team at large.

DECLARATION

I Olivia Amadhila do hereby declare that this thesis entitled; “**examining the effects of understaffing on employee performance at the forensic pathology division, Namibia police force**” is a true reflection of my research, and that this work or part thereof has not been submitted for a degree in any other Institution of higher education.

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Date: 18 May 2022

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Introduction of the study

This is an introductory chapter that presents the background of the study which supports to place the problem into its appropriate contextual framework. The chapter also presents the statement of the problem, research objectives of the study, the research hypothesis, the significance of the study, and limitations of the study. At the end of the discussion the chapter also gave the summary of the key discussed issue in the introductory chapter.

1.2 Background of the study

The background of understaffing leading to poor performance is peculiar in some fields with a limited number of people trained to do the job and the Forensic Pathology Division is one of them (Tran & Davis, 2019). Organisations around the world identify understaffing as a major stressor in their daily work, but despite this, relatively few empirical studies have been carried out to ascertain the effects of understaffing (Hudson & Shen, 2015). The stress related to Forensic Pathology has the led to Namibia has strived towards ensuring that there is an increase in the expertise in the field of pathology. According to the Namibia Police National Forensic Science Department (NPNFS) (2020) the National Forensic Science Institute of Namibia (NFSI) was established on 23 June 1993, with the aim of creating a national body tasked with the examination of evidence from crimes scenes, as part of the Namibian judicial process. It has since successfully finalised and presented expert testimony in thousands of cases comprising millions of exhibits, establishing itself as an indispensable component of jurisprudence (NFSI, 2020). The NFSI is a highly specialised multi-disciplinary scientific research facility that applies to all aspects of natural sciences and is critical in solving crime as well as finding scientific solutions to problems (National Forensic Science Institute of Namibia,

2020). It is with this background that this study will examine how understaffing in the forensic pathology division affects employee performance.

The issue of understaffing in different departments worldwide has been an issue that has been reported as having a tremendous impact on the mental and physical wellbeing of the employees (Davis, 2019). The issue is how then is the performance of employees affected by understaffing especially for the Forensic Pathology Division where one needs extreme attention to detail as supported by evidence. Like many other organisations around the world, the shortage of manpower at the Forensic Pathology Division (FPD) of the Namibian Police Force has come under scrutiny. FPD is well known by the name Police Mortuary (NFSI, 2020) and is critical in the justice delivery system. The levels of understaffing reached an alarming rate and one would wonder as to how this positively or negatively affects the Division. For some unexplained reasons, the majority of the division's technicians are being transferred to other police departments almost every year since 2016 with no replacement; at the same time the division is currently confronted with an aging workforce. A great number of staff members are expected to retire in two to three years' time and obviously this will exacerbate the situation (J. Mbandeka, personal communication, 19 April 29, 2021).

Numerous researchers among them Ganster and Dyer (2019), Trong and Davis (2012) have investigated the effects of manpower shortage on performance, but there has been no research to determine how employee performance of a critical wing such as the Forensic Pathology Division can affect performance of the division and other important sectors such as the justice delivery system of Namibia ; given that the division collects 130 corpses each month, with the assistance of only 2 pathologists (doctors). This leads to neglecting and postponement of some other official duties at the division, such as preparing autopsy reports for court proceedings, compiling statistical reports and completion of inquest dockets (J. Mbandeka, personal communication, 19 April 29, 2021). These are factors which affect the Gross National

Happiness in a country. The words Gross National Happiness (GNH) were coined and popularised by the Fourth King of Bhutan, Jigme Singye Wangchuck in the 1970s. GNH implies that sustainable development should employ a holistic approach and provide equal importance to non-economic aspects and the general happiness of people. Wanglucky argued that Gross National Happiness (GNH) is more important than GDP and GNP because GDP and GNP are only generated by happy people and only happy people can be productive. People cannot be productive if funerals and mourning are extended because they cannot bury their loved ones for the simple reason that the Forensic Pathology Division is not fully functional to meet the demands at hand.

1.3 Statement of the problem

The problem of understaffing in the Forensic Pathology Division of the Namibian Police Force has been a matter of record and it became more apparent during the Covid -19 pandemic which caused an increase in deaths and also during the festive season when accidents increase. Some deaths are sudden, others are a result of murder, road accidents, arson, poisoning and violence to mention but just a few. According to international law, such deaths need thorough investigations before permission for burial can be provided which makes the Forensic Pathology Division an essential player in achieving civil happiness, peace and tranquillity. The public and bereaved families are left to endure traumatic experiences when autopsies and investigations prevent them from burying their loved ones timeously and with dignity (Naming, 2020). There has been no research that investigated the matter of late burials caused by a shortage of staff at the FDP. This study sought to close this knowledge gap by consulting empirical evidence so as to achieve Gross National Happiness.

1.4 Objectives of the study

The main objective of this study is to examine the effects of understaffing on employee performance at the forensic pathology division, Namibia police force. Specifically, the study sought to:

- a) Examine the factors that lead to understaffing in the FPD.
- b) examine the effects of staff shortage on employee workload at FPD
- c) Suggest strategies that can be employed to assist the FPD manage the matter of staff shortage.

1.5 Research Hypotheses

In line with the specific objectives, the following research hypotheses were formulated.

HA1: Understaffing has positive effects on employee performance.

HO1: Understaffing has negative effects on employee performance.

1.6 Significance of the study

Firstly, this study is significant to different sectors through different stakeholders which include the police, the academic institutions and Namibians in general. The study findings will provide a clear and context-tailored understanding on understaffing and its effects on performance, specific to the FPD. In addition, in view of the criticality and the demands of the police mortuary to provide timely and reliable evidence to both the courts of law and the Criminal Investigation Department. Moreover, the study's findings will assist, enhance and improve the performance management system which could contribute to the improvement of quality of

service delivery. In addition, since previous studies focused more on either qualitative or quantitative research approach, a mixed method research approach as described by Johnson and Christensen (2017) will be employed for this study to increase knowledge and validity in order to provide a deep insight to the study.

1.7 Limitations of the study

Unwillingness of some respondents to provide information constrained the study, while other respondents decided to provide dishonest information deliberately to impress the researcher. Some respondents were not available due to COVID-19 pandemic lockdown rules and regulations, during the period of data collection. The other limitation lies in the fact that some of the would-be respondents who gave consent to participate in the study and were given questionnaires did not complete questionnaires. Also a few of the respondents failed to answer all questions thereby negatively impacting on the results of the study. Only a fraction of the population participated as explained in the third chapter of the research study.

Overcoming respondent unwillingness to answer, the researcher informed the participants of the importance of the study, as well as explained the anti-disclosure statement of confidentiality to the participants that any data obtained would strictly be used for academic purposes only. Besides, the researcher used online questionnaires as an alternative in cases where respondents were difficult to access for face to face interviews.

1.8 Delimitation of the study

This study focused entirely on one police station, which is Oshakati Police Station.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

In order to understand the topic that was studied the second chapter of the study reviewed the literature related P to understaffing and forensic pathology. The concept of literature review Pick (2017, p.17) defines literature review as the “compilation, classification and evaluation of what other researchers have written on a particular subject or topic.” A literature review supports to develop a deeper understanding of the study topic. In this chapter, key terms were defined, the theoretical framework, employee performance, understaffing, the effects of understaffing on performance, moreover, the findings from earlier studies and conceptual framework were outlined.

2.2. Definition of Key Terms

2.2.1 Employee

According to Muhly (2012) the definition of “employee” states succinctly that an employee is “a person who works for another in return for financial or other compensation”. Under that definition, independent contractors would appear to be employees. However, the legal definition of “employee” is concerned with more than the pay received by a worker for services provided (Muhly, 2012). For the purpose of this study the researcher adopted the concept of employee as a person who works for another for financial compensation.

2.2.2 Employee performance

According to Kaur et al (2018), employee performance refers to an employee's performance at work, and it is concerned with the completion of duties assigned to workers by management. For the sake of this research this research employee performance definition will be adopted.

2.2.3 *Forensic Pathology*

Pathology is the science of the causes and effects of diseases, especially the branch of medicine that entails the laboratory examination of samples of body tissue for diagnostic or forensic purposes (Jones, 2016). Its relevance to the investigation of death is that when the police or a coroner is attempting to determine the probable cause of death, the services of a pathologist are often required. In Namibia the department of pathology handles large number of dead people and is tasked with investigating the cause of death. This a very important department especially to the police department. According to Faculty of Forensic and legal Medicine (2020) when a forensic pathologist is requested by police authorities to attend the scene of a suspicious death, he is 'briefed' as to the circumstances of the case by the Senior Investigating Officer (SIO), or his representative. A strategy for approaching the body, the collection of trace evidence from, and around, the body and ultimately the recovery of the body from the scene, is agreed with crime scene investigators, forensic scientists and the SIO. The forensic pathologist examines the body, noting its disposition, the surroundings in which the body lies and the presence of injuries that can be seen without disturbing the body or the scene (Faculty Forensic and Legal Medicine, 2020). Many pathologists supervise the recovery of the body by crime scene investigators and funeral directors.

Furthermore, besides the above explained duties of forensic pathologist duties; they also take part in body examination which can also require many individuals for the task to be carried out. Careful examination of the body requires modern mortuary facilities and involves teamwork with forensic scientists, crime scene investigators and photographers. Each examination is directed towards answering the general and specific questions that are likely to arise in the context of that individual case (Faculty of Forensic and legal Medicine, 2020). The forensic pathologists are often assisted in their interpretation of the pathological findings when they have either been to, or have viewed videos or photographs of, the scene at which the body was

discovered. The external examination of the body is of immense significance in a suspicious death post mortem examination and may itself take several hours if there are multiple injuries. According to the Faculty of Forensic and Legal Medicine (2020) “each stage of the examination is documented, both by notes taken by the pathologist and by photographs”. All significant findings, both positive and negative, are recorded. Every organ and body cavity is examined in detail and samples are taken of organs and injuries for microscopy and samples of body fluids are retained for toxicology. Forensic pathologists interpret their pathological findings in light of the known circumstances of the case, the scene findings and the results of additional investigations by others, (e.g. toxicology, entomology and the results of forensic scientific examination of weapons and clothing) (Faculty of Forensic and Legal Medicine, 2020). All these duties indicate that the level of staffing in the Forensic department is crucial hence it is important to have enough staff. This study therefore explored the effects of understaffing in the Forensic department within the Namibia police department.

Furthermore, the staffing levels of this department are important based on the role that forensic pathologists have to present (Faculty of Forensic and Legal Medicine, 2020). Forensic pathologists may be requested to perform a second post mortem examination on a body by the lawyers acting for the defendant or by the Coroner when no-one has been charged with an offence. This task might require 3 to 5 pathologists on case. This task reflects that it is important to consider the notion of staffing in the forensic department. This service may occasionally be performed on behalf of the family of the deceased (Faculty of Forensic and Legal Medicine, 2020). The decision to request an additional examination allows the pathological department to gather the facts of the case, for example the number, size, site and type of injuries to be agreed which will facilitate the release and disposal of the body by the family (Faculty of Forensic and Legal Medicine, 2020). The interpretation of pathological findings at such examinations may be difficult and requires the pathologist to consider their own findings in

light of those findings documented by the first pathologist at the original post mortem examination. This is a highly skilled part of forensic pathology practice.

Forensic pathologists provide reports of their findings in a manner suitable for use by the criminal justice system. This requires careful use of language so that the pathological findings are presented in such a way as to be easily understandable to a lay 'audience', without compromising the precision of the meaning of those findings. The forensic pathologist provides his opinion on the post mortem findings and attempts to address the questions that may be raised by the death; these may include the manner in which injuries were inflicted, when they were inflicted and the cause of death (Faculty of Forensic and Legal Medicine, 2020). In a proportion of cases, the forensic pathologist will attend court which may be the Coroners Court or the Crown Court, to provide oral evidence regarding his findings at post mortem examination. Based on this background, the study had to critically examine the effects of understaffing on performance.

2.2.4 Understaffing

A typical definition of understaffing is that it is a situation where there are too few employees to complete the required work expected of the group (Hudson & Shen, 2016, p. 3). However, some researchers have used a more refined definition, describing understaffing as a situation in which there are too few employees to fulfil essential tasks and functions of a unit (Hudson & Shen, 2016, p.4). For the sake of this study the researcher will adopt the concept of few employees.

2.3 Empirical Review

2.3.1 Effects of understaffing on performance

2.3.1.1 International Context

An understaffing condition is defined as “lack of enough people to carry out smoothly the essential program and maintenance tasks in a setting (Tran & Davis, 2016). This condition puts pressure on the staff in the organisation, as the same jobs have to be done by fewer people. According to (Tran & Davis, 2016) staff must assume a greater share of jobs; they must perform more tasks. Consequently, staff in an understaffing condition are busier and more dependent upon another than those in the other staffing condition (Tran & Davis, 2016). The health sector is mostly affected; for example, nurses, doctors and even the forensic pathologists. A study in Europe indicates that understaffed conditions put enormous pressure on the workforce who are expected to meet unrealistic performance targets (Camies, 2021). Working in this kind of environment causes higher stress levels which can cause real damage to an employee’s mental and physical health if it continues for a prolonged period of time which can then have an effect on their daily performance. For example, the study indicated that more than 70% of nurses in Europe experienced burn out during Covid -19 and it affected the quality of their performance (Camies, 2021). To add to that, the other effects of understaffing on performance is that there are high stress levels which can result in employee burn out meaning employees will either leave their jobs or take long term sick leave. Both of these outcomes will have a negative impact on performance. Given this literature, the question is how understaffing affects performance at the forensic unit in the police department.

Besides Europe, the effects of understaffing can be reviewed in other continents like Asia who are technology based. According to a study carried out in Asia understaffing can lead to high staff turnover that has tremendous effect on the performance of the organisation (Camies,

2021). According to Camies (2021) staff may feel understaffed, stressed and in a team where morale is low, it won't be long before the employees start searching for jobs elsewhere. This is the case with Namibia Forensic unit, the question is how the turnover rates is. The process of having to train and replace the employees can be a very long and expensive for the organisation which then affect the performance of the organisation (Camies, 2021). Reflecting on the presented literature the question is how is the situation with the forensic unit department of Namibia.

Tshabalala (2020) found that serious shortage of forensic pathology officials jeopardises accreditation and certification efforts and threatens the health of the individuals working in the medico-legal death investigation community. On the other hand, Kumari and De Alwis (2015) found that shortage of manpower results in working long hours. It is detected that most studies have focussed more on the negative effects than positive effects of understaffing, thus the current study intends to explore both.

In another study about understaffing of nurses, understaffing had a wide range of causes and it differs within countries, political situations, economic situations, management systems (Runeni, 2015). The study concentrated on nurses specifically who are also part of the health field. Global trends identified change in disease patterns, demography and growing economy as major causes of understaffing of nurses. Improvement in the economy led to many people seeking medical attention (Runeni, 2015). Developed countries such as the United States, Canada and Australia experienced nurse understaffing as a result of establishment of old people`s homes (Runeni, 2015). This affected their performance in terms of the quality of work that they had to provide to the patients. Some nurses even indicated that they find it hard to concentrate at work because they are always tired due to issues of understaffing (Runeni, 2015). This lead to some errors that could even cost the lives of the patients. These studies were

specifically for nurses, hence this study singles out forensic pathology as an area of concern when it comes to understaffing (Runeni, 2015).

2.3.1.2 African Context

Understaffing issue is not only an international issue but Africa as a continent has had to deal with different issues in relation to understaffing performance. A study by (Mangedi, 2018) focused specifically on the effects of understaffing, specifically on teachers. This quantitative study that was carried out in Kenya. The findings of this study concluded that there was unfair distribution of teachers and high pupil-teacher ratio in the sub county and that affected teaching and learning in the schools and that in understaffed schools where teachers have high teaching workload, effective teaching and learning are negatively affected (Mangedi, 2018). This was explained to affect the quality of education that students received and indicated the link between understaffing and performance.

Moreover, the Kenyan study further indicated that there were many challenges associated with curriculum implementation and high pupil-teacher ratio encountered by teachers in understaffed schools and that fair distribution of teachers and review of staffing policies were some the effective measures of improving staffing in the schools (Mangedi, 2018). The study recommended regular recruitment and deployment of teachers within a specified period of time; ensuring fair distribution of teachers with regard to the staffing need; and provision of enough social services to the teachers in hardship areas. It is in relation to such literature that this study aimed to investigate how understaffing in forensic pathology affect the performance of the police force in this department.

2.3.2 Causes of understaffing in an organisation.

2.3.2.1 International Context

According to Holt, Bleveins, Foran and Smith (2016) the criminal justice system has placed increasing importance on the role of forensic evidence collection and scientific analysis, particularly in support of investigations and prosecution. Forensic scientists and laboratories must deal with rising demands for their services, though they face a chronic lack of resources for training, equipment, personnel, and in some cases, a lack of scientific standards for analyse (Holt et.al, 2016). These trainings explained how the American forensic unit became understaffed. These limitations directly hinder the ability of laboratories to hire and train the scientists needed to improve the overall functionality and speed with which evidence is processed (Holt et.al, 2016). The study indicated that, there is a need to identify policies and procedures to improve the overall productivity of current laboratory personnel, as well as understand the factors that affect their work experiences (Holt et.al, 2016). The study findings also indicated that forensic scientists' levels of stress and satisfaction are similar to that of other criminal justice system employees. Laboratory managers can also directly affect the experiences of their employees through clear policies to increase flexible scheduling, equally distribute overtime, promote communication with supervisors, and better manage interactions with court staff and prosecutor (Holt, et al, 2016). Given this background; this study indicated that training needs to be a factor, especially in an African Context.

An African based report indicated that Human Resources in Africa is a matter of crisis that is mainly perpetuated by lack of skills and over staffing in certain professions. According USAID (2013) the human resources crisis is by no means limited there. Poor economic growth and successive fiscal difficulties appear to be the immediate causes of the crisis the report explains (USAID, 2013). On the one hand, budgetary stringency reduces African governments' ability

to attract, retain, and maintain the morale of professional health workers as treasuries are unable to upgrade salaries and working conditions, especially of skilled staff (USAID, 2013) On the other hand, because medical and nursing training in Africa is mostly government-provided or financed, fiscal crises have also severely limited governments' capacity to train health workers. This double pressure on the production and retention of health workers has created shortages in such key cadres as doctors, clinical officers, medical assistants, nurses, midwives, and laboratory technicians. This report assists to understand the shortages of the certain staff in Africa hence this study will focus on the finding out the causes specifically for the forensic pathology field.

Matemani & Ndunguru, (2019); Runeni, (2015) believes that the major sources of understaffing is having a large number of elderly manpower still actively working, paying low salaries, poor government policy, lack of motivation and poor working conditions. There are no studies to date on what causes understaffing in the FPD specifically, hence this is another knowledge gap to be filled by this study.

2.3.3 Strategic management approaches to help the organisations to combat understaffing

2.3.3.1 International Context

Globally as presented above the challenge is mainly the health sector that has been an issue of concern. This has then led to studies being carried out so as to discover strategies on how to deal with understaffing. According to the study by Mehdova (2017, p.23) nursing shortage is a growing problem in the healthcare industry as hospital leaders are experiencing difficulties recruiting and retaining nurses. Guided by the PESTEL framework theory, the purpose of this case study was to explore strategies healthcare leaders use to overcome a nursing shortage. Participants were 5 healthcare leaders who have the knowledge and experience in recruitment and retention of registered nurses in a healthcare facility in Seattle, Washington. Data were

collected through audio-recorded semi structured interviews and document review of the Hospital Employee Education and Training Program. Data analysis consisted of documenting the data, organising and categorising the data, connecting of the data, corroborating and legitimising the findings, and reporting the findings. After data were transcribed, participants reviewed the transcripts for accuracy. Analysis of the data revealed 5 themes: development of communication programs, increased employee engagement, investments in nursing education, positive work environment, and improving the healthcare system through new policies and regulations. The implications for positive social change include the potential to alleviate pain, reduce deaths rates, and create a healthier community by overcoming nursing shortage. Given these strategies and suggestions the question is; can these same strategies be applied to the Namibian context specifically in the Forensic department?

2.3.3.2 African Context

In Africa the suggestion is that if Ministry of Health and Child Care, Zimbabwe does not do something to solve the problem of nurse understaffing in the organisation by ensuring more attractive and rewarding conditions of service, the problem will continue unabated.

Kumari and De Alwis (2015) found that recruitment and retention are important factors in solving labour shortages. Researchers trust that there may be more other strategies, thus one aim of this study is to find more strategies that can be specifically used in morgues. Equally, previously reviewed studies focused mainly on either qualitative or quantitative research methods, but not both, so this study will use a mixed method research approach to provide deep insights.

2.3.4 Factors to consider when staffing

According to Ployhart (2016, pp. 868-870) staffing is broadly defined as the process of attracting, selecting, and retaining competent individuals to achieve organisational goals. Every

organisation uses some form of a staffing procedure, and staffing is the primary way an organisation influences its diversity and human capital. Namibia Forensic unit has to follow the staffing procedures like any other organisation to ensure that it has adequate staffing. According to Ployhart (2016, pp.868-870). The nature of work in the 21st century presents many challenges for staffing. For example, knowledge-based work places greater demands on employee competencies; there are widespread demographic, labour, societal, and cultural changes creating growing global shortfalls of qualified and competent applicants; and the workforce is increasingly diverse (Ployhart, 2016). According to Ployhart (2016) a survey of 33,000 employers from 23 countries found that 40% of them had difficulty finding and hiring the desired talent, and approximately 90% of nearly 7,000.

These challenges might lead one to think that organisational decision makers recognise staffing as a key strategic opportunity for enhancing competitive advantage. Because talent is rare, valuable, difficult to imitate, and hard to substitute, organisations that better attract, select, and retain this talent should outperform those that do not (Ployhart, 2016). In relation to Forensic Pathology in Namibia, it is a rare skill because few people have the skills in these sectors. In that regard the selection process is based on how much of skills and expertise is available in the labour market.

Another issue to consider when staffing is the issue of using employee value propositions. According to Charak (2014), this presents the perceived overall deal between employer and employee. The employer makes an offer to the employee (or the giver) and expects the employee to contribute (or get) in return. The technique implies that inducements and contributions consist of mutual obligations and promises. Inducements typically concern things such as career progression, organisational support, fair and transparent performance management, and more tangible things such as pay and holiday entitlements. Contributions relate to things such as working hours, being an advocate for the employer within and outside

the organization, and bringing skills, enthusiasm, and entrepreneurship to productive work (Charak, 2014). Importantly, there are nested deals operating at different levels of the organisation within the overall deal, such as the tailored, workable arrangements forged between the team leader and team members, which reflect opportunities for employees to shape their work experience. In regard to this study, it will mean that in the forensic field, the Ministry of Safety and Home Affairs will be paid based on the number of hours. Top-performing companies create a sustainable environmental value proposition and total rewards strategy based on the needs, demographics, and preferences of their workforce. An employee value proposition refers to the rewards and benefits that an employee receives in return for the performance that he gives at the workplace in the organization. EVP is at the core of all other organisational processes (Charak, 2014). The characteristics of the EVP need to be reflected in the corporate and employer brands. The EVP, if maintained well, is the driver of engagement. It informs recruitment messages and communications, and it helps inform strategic human resources priorities. It helps support and drive business strategy forward.

2.4 Theoretical Framework

The above discussed causes of understaffing and its effect on performance then lead to human capital theory as a possible theory to explain the notion of understaffing. This study used understaffing theory as a way to explain the situation of understaffing. Human capital theory rests on the assumption that formal education is highly instrumental and necessary to improve the productive capacity of a population (Almendarezi, 2011). In short, human capital theorists argue that an educated population is a productive population. Human capital theory emphasises how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings. Reflecting on this theory, the understaffing can be

explained at the Forensic Pathology Department. The provision of formal education is perceived as an investment in human capital, which proponents of the theory have considered as equally or even more worthwhile than that of physical capital (Almendarezi, 2011).

2.4.1 Human Capital Theory (HCT)

Human Capital Theory concludes that investment in human capital will lead to greater economic outputs and quality performance hence this study will either prove this theory or disapprove it. According to Almendarezi (2011) validity of the theory is sometimes hard to prove and contradict. In the past, economic strength was largely dependent on tangible physical assets such as land, factories and equipment. Labour was a necessary component, but increases in the value of the business came from investment in capital equipment. Modern economists seem to concur that education and health care are the key to improving human capital and ultimately increasing the economic outputs of the nation (Armendariz, 2011). Based on this theory, this study will be based on human capital theory.

Furthermore, human capital theory rests on the assumption that formal education is highly instrumental and necessary to improve the productive capacity of a population. In short, human capital theorists argue that an educated population is a productive population. Human capital theory emphasises how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings. The provision of formal education is seen as an investment in human capital, which proponents of the theory have considered as equally or even more worthwhile than that of physical capital. Based on the explanation of this theory the question is either the understaffing or the overstaffing at Namibian Police is based on their level of education. This theory is relevant since it is based on the fact that there is only one Forensic Pathology School in which only a few people can be trained which could be the possible reason for understaffing.

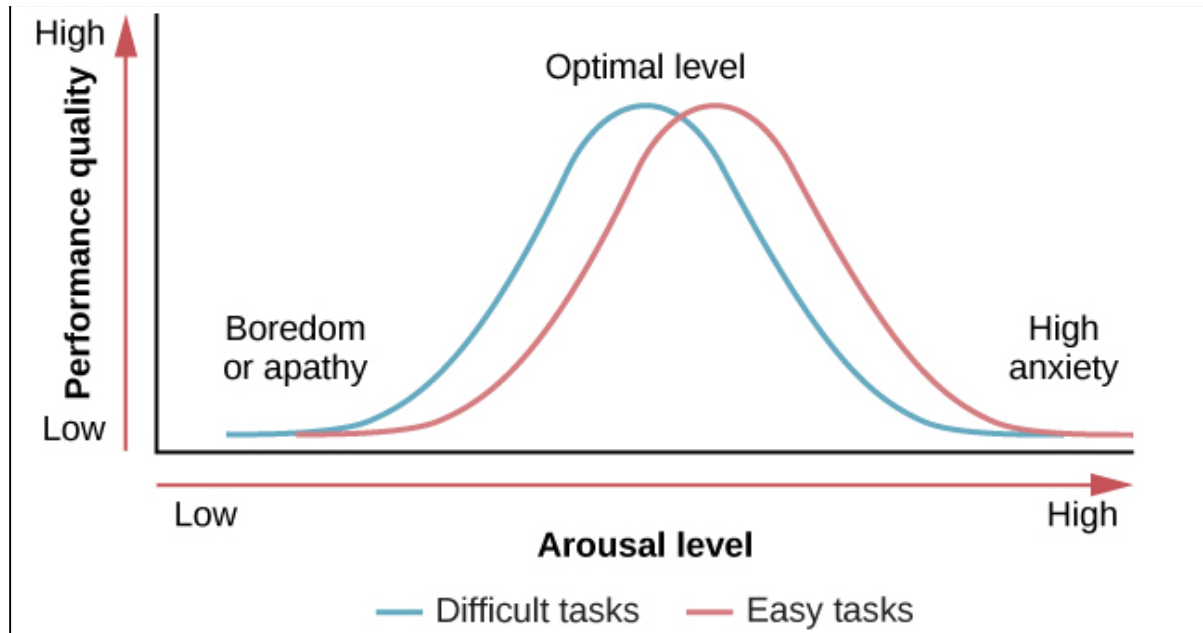
Furthermore, a study by Mutumba (2016, p.35) which explored the human capital theory in detail explained that the human capital approach is based on the notion that individuals make decisions about investing in their own human capital which they attain through education, training, and certifications with the expectation that it will lead to more economic rewards. This results lead to the question of the staffing levels at the Forensic department on whether they also influenced by the need for compensation or not. This study will therefore explore the understaffing in relation to the training and compensation.

2.4.2 Optimal Level Theory

This is a psychological theory of Yerkes and John Dillingham Dodson that explains how motivation with human beings work. According to Cheryl (2020, p. 23) the basic assumption of the optimal arousal theory of motivation is that environmental factors influence one's brain's level of arousal. People engage in certain actions for the purpose of attaining an optimal arousal level by either decreasing or increasing the amount and type of stimulation received from the environment. Based on the nature of the environment at the forensic unit the assumption could be that the levels of staffing could be based on how the environment is pleasurable to work with or not.

Furthermore, of the assertions of the arousal theory of motivation is that one's levels of arousal can influence ones' performance. This concept is commonly referred to as the Yerkes-Dodson Law (Cheryl, 2020). The law states that increased levels of arousal will improve performance, but only up until the optimum arousal level is reached. At that point, performance begins to suffer as arousal levels increase. Additionally, one is doing a complex task, high or low levels of arousal will affect more than if one is doing something simple. This relationship is known as Yerkes-Dodson law, which holds that a simple task is performed best when arousal levels are relatively high and complex tasks are best performed when arousal levels are lower. Based on the complexity of the work in the forensic department the optimal level theory can be used

to explain the lack of motivation in relation to how negative the environment is leading to understaffing. This theory can be used to explain the productivity levels at the Namibian Forensic unit. It will also seek to prove if the issue of reaching optimal results in the event of understaffing.



Source: Cheryl (2020)

Figure 1: Optimal level theory

2.4.3 Staffing Theory

Staffing theory of Barker & Gump is one of theory that can be used in relation to this study (Chery, 2020). This is due to that fact that staffing theory is explained as a social psychology theory that explores the effects of behaviour settings being either understaffed or overstaffed (Chery, 2020). Understaffing refers to the idea that there are not enough people for what for the behaviour setting promotes, whereas overstaffing is the overabundance of people (Cheryl, 2020). The term staffing theory was previously known as manning theory, but was renamed. Staffing theory focused on the idea that when there are fewer people available for a number of behaviour settings, there is pressure on individuals to take on responsibilities. This lead to

reflection on the understaffing issues at the Forensic Department. This study therefore explored the effects of the understaffing at Namibia Forensic unit. According to Chery (2020) the behaviour setting is a physical location, temporally or physically bound, that influences the behaviour of the people within it. This can assist in understanding how the physical location of the forensic department and the work that is done affect the employees. The study also aimed at investigating results in that regard.

The above explained theories they link with the study that was conducted because they establish basis on how staffing is important for an organisation. The human capital theory explains how important is the human labour and how they need to be kept well. For example, the human capital on this basis of this study investing into the capacity of the police officers to easily perform their forensic duties. This will include things like the refresher courses, investing into proper mechanics to do their work. The relevance of the optima level theory can also be explained to be reverent on the issues on how the Forensic officers are coping with being understaffed. The optimal theory will then state the motivation behind the work that they do besides the working conditions of being understaffed as presented in the problem statement. The link between the staffing theory and the study was therefore that the staffing theory paved a way of understanding the concept of understaffing.

2.5 Summary of the Chapter

Literature review has confirmed that understaffing and performances are issues that are faced by different organisations, continents and different African countries. The chapter discussed the key issue were the effects of understaffing which include the issues of stress, reduction in quality and being overwhelmed. The chapter also explained the causes of understaffing which might be linked to deficient in skills or limited expertise in the Forensic department. The human capital theory, optimal theory and staffing theory were identified as the theories that the study

was based on. The empirical review was presented in relation to the objectives of the study. The next chapter will outline the road map of how the study was carried out.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Methodology

Daniel (2016) defined research methodology as the practical steps taken by a researcher to carry out a research study. This chapter discusses the research methodology used to examine the effects of understaffing in the Forensic Pathology Division (FPD). The chapter will discuss the research philosophy used, the research design, research strategy, research instruments, data collection strategies and procedures, data analysis, population, sample, sampling design and the ethical considerations. A suitable summary was provided.

3.2 Research Philosophy

Collis and Hussey (2009) describe research philosophy as what a researcher believes about the way in which data concerning a phenomenon should be gathered, analysed and used. They propose two major research philosophies; positivism and interpretivist.

3.2.1 Positivism

Positivism includes the precise and objective measures associated with quantitative data. This is based on hypothesis testing and according to Burns et al., (2018) most researchers tend to be deductive rather than inductive. Saunders et al., (2009, p.113) who noted that the positivist allowed the researcher to generate a research strategy to collect data and by so doing one was likely to use existing theory to develop hypotheses. These hypotheses were tested and confirmed, in whole or part, or refuted, leading to the further development of theory which was then tested by further research (Saunders et al., 2009). It is in this regard the research followed the positivism approach when using questionnaires which are a quantitative in nature. This positivist philosophy enabled the researcher to deductively accept or reject the outcomes through regression analysis as it produces quantitative data. Furthermore, this aided the

researcher in the contribution to quantitative results since the approach uses statistical and mathematical techniques which allow the approach to be reliable.

3.2.2 Interpretivist

According to Saunders et.al (2012) the interpretivist approach is based on naturalistic approach of data collection such as interviews and observations. Secondary data research is also popular with interpretivist philosophy. This study adopted the interpretivist nature through the use of interviews. The advantage of this philosophy is that main disadvantages associated with interpretivist relate to subjective nature of this approach and great room for bias on behalf of researcher. Primary data generated in interpretivist studies cannot be generalised since data is heavily impacted by personal viewpoint and values (Saunders, et.al 2012). This provided the researcher the opportunity to offer their subjective understanding of understaffing at the Namibian Forensic department. Therefore, reliability and representativeness of data is undermined to a certain extent as well.

3.3 Research design

Research design the used for an exploratory research which used both qualitative and quantitative research methods. According to Goundar (2019, p.23) research design is defined as “a framework of research methods and techniques that are chosen by the researcher.” The research design allows the researcher to understand the research methods that are suitable for the study. There are different types of research designs which can be utilised in a research study, which include qualitative research design, quantitative research design, mixed research design and descriptive research design (Goundar, 2019). ‘Researchers increasingly admit that the quantitative research alone cannot reveal all they need to know in order to make smart business decisions’ (Cooper & Schindler, 2011, p.3). This study adopted a mixed research design which means that both qualitative and quantitative research methods were employed to

collect, analyse and present the study findings. Most studies on understaffing and employee performance have used mainly the quantitative research method. This study employed a mixed approach because both methods complement on the weaknesses of the other method. For instance, use of qualitative research assist in gaining a deeper understanding of understaffing and performance.

3.3.1 Quantitative research method

Goundar (2019, p.4) defined quantitative research as a systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical, or computational techniques. The advantage of using quantitative study is that is straighter forward as it involves the use of statistics (Goundar, 2019). However, because of the requirement to work under conditions unique to the group, quantitative study may occasionally provide results that are significantly different from those seen in real-life samples. A quantitative research method was chosen in order to explore effects of understaffing at the Forensic Pathology Department. (Goundar, 2019).

3.3.2 Qualitative Research

According to Saunders (2017, p.24) “Qualitative research involves collecting and analysing non-numerical data (e.g., text, video, or audio) to understand concepts, opinions, or experiences. It can be used to gather in-depth insights into a problem or generate new ideas for research.” The advantage of using qualitative research is that it offers the researcher with an opportunity to gain new insights as it gives the respondents free room to express their opinions (Saunders, et, al 2017). However, qualitative research methodology depends on the skills and experience of the researcher which means it might be complicated for first time researchers. Qualitative research was adopted for this study as it assisted to obtain detailed information on the effects of training and development on employee performance. Brannick and Roche (2011, p.2) had this to add:

The difference between the quantitative research and qualitative research dichotomy as two opposing approaches is that in simplistic terms the quantitative research approach deals with numbers while the qualitative research approach deals with life experiences, the meaning of which can be described in words... but such an understanding may not be absolutely correct because both approaches may deal with numbers and words.

3.4 Population

Population consisted of 82 charge office members, 22 members from Crime Investigation Sub-division, 21 members from Serious Crime Unit and 15 Forensic Pathology sub-division members to make up a population of 140.

3.5 Sample

Boru (2018) defined a sample as a subset of the targeted population. According to Krejcie and Morgan (1970) a sample size for a population of 140, the representative sample size should be 103. Thus this study was based on a sample of 103 participants.

3.5.1 Sampling Techniques

There are different sampling methods which include probability and non-probability sampling methods. Kivunja and Kuyini (2017) stated that probability sampling method is a random sampling method which allows the researcher to make strong statistical inferences about the whole population while non-probability sampling is no random selection of the respondents based on the convenience of the researcher thereby simplifying the data collection method. This study sampling was based on non-probability sampling in the form of purposive sampling method. A purposive sampling method was done based on the judgment of the researcher and has been selected because it simplified the data collection process for the researcher. Purposive

sampling is the most appropriate sampling technique for this study and was used throughout to provide more leverage to the researcher to obtain the best data possible from the samples.

3.6 Research instruments

Gounder (2014, p.14) defined research instrument “as a tool used to collect, measure, and analyse data related to your research interests. These tools are most commonly used in health sciences, social sciences, and education to assess patients, clients, students, teachers, staff, etc.” The study made use of both key informant interviews and structured questionnaires to collect data from the respondents. A set of guiding questions were formulated based on guidelines from the literature review of this study. A survey is deemed appropriate as data collection strategy for this study. Face to face interviews with key informants (FPD staff) and questionnaires with closed ended questions were administered to the other respondents that assisted to collect primary data.

3.7 Data Collection Procedures

Data collection was conducted in a natural setting (Pietkiewicz & Smith, 2014), that is at the participants’ places of work. A 60-minute interview was conducted individually. Notes were taken by the researcher during the interview. Self-completion questionnaires were provided to the respondents for completion and then collected after two days for coding and analysis. Special permission to conduct the study in this setting was obtained from a number of relevant stakeholders prior to its commencement.

3.8 Data Analysis

Qualitative data was analysed using a content analysis procedure. On the other hand, quantitative data was analysed using descriptive statistics involving frequencies and

percentages, while the formulated hypotheses were analysed with Pearson Product Moment Correlation Coefficient (rs) with the aid of Statistical Package for Social Scientists (SPSS) Version 20.0.

3.9 Reliability

This refers to the quantity of measurement procedure that provides repeatability and accuracy, (Burn & Burn, 2015). Burn and Burn (2015) state that a scale or test is reliable to the extent that repeat measurements are made by it under good conditions and will provide the same results. Burns and Burns (2015) further state that reliability refers to the consistency and stability of findings that enable findings to be replicated. It also relates to accuracy and stability of a measure. To determine the reliability of the instrument, a Test-re-test measure by using Cronbach α method was used to measure the correlation between scores from one administration of an instrument to another (Cronbach, 1990).

3.10 Validity

Validity relates to the appropriateness of the measure to assess the construct it purports to measure (Burns & Burns, 2015). Data was validated using a heterogeneous sample that included owners, managers and employees as well as secondary data. This was done in order to compare respondents' results with each other. The researcher made use of follow up interviews on partially completed questionnaires and incomplete questionnaires as well as some open-ended questionnaire responses. This was done to authenticate the research results before reaching any conclusions.

3.11 Ethical Considerations

Approval and ethical clearance to conduct the study was granted by the University of Namibia Research Ethics Committee. Approval to carry out the study was obtained from the authorities of the sections where data was collected. Burn and Burn (2015) provide the following ethical guidelines:

- The right of respondents to choose whether or not to participate;
- The right to confidentiality, privacy and anonymity of participants;
- Protecting respondents to ensure they offer their responses as freely as possible;
- Avoiding subjecting respondents to mental and physical stress by making sure questions are simple, precise and to the point.
- Making sure that questionnaires or interview schedules are not too long;
- Ensuring the self-esteem of participants is upheld by according them respect.

This study upheld all the above ethical considerations as advised by Burn and Burn (2015). Above all, the data will be stored and treated as confidential and then destroyed after five years in accordance with ethical practices.

CHAPTER 4: RESULTS AND DISCUSSION

4.1 Introduction

In the preceding chapter, emphasis was exerted on matters pertaining to the design of the study and the research methodology that was employed as well as the data collection techniques that were applied. The main objective of this study was to establish the relationship between understaffing and employee performance. To this effect, this chapter reports on the findings from the correlation tests carried out. In particular, this chapter presents the data collected and the research findings based on the two types of analysis, descriptive as well as quantitative. At the outset, the chapter highlights the descriptive statistics. Descriptive analysis presents the averages and standard deviations of different variables which were employed in the study. Descriptive analysis also presents the minimum and maximum values of the variables which assists in gaining an understanding about the maximum and minimum values a variable can achieve. It then covers findings from all respondents included in the sample. Ultimately, the chapter drew a conclusion which summed up the essence of the entire research.

4.2 Response Rate

In this study, the response rate drawn from the various respondents was 95%. According to Creswell (2012), any response rate of above 50% in a survey is considered as representative. The high response rate of 95% achieved in this study was good in that it aided to the validity and reliability of research findings. This implies that the response rate provides an insight on the turn-out and compliance of respondents during a research. Response rate to research instruments that were used in this research is revealed hereunder.

Table 4-1: Response Rate Tabulation

Sub Strata	Questionnaires Distributed	Questionnaires Responded to and Returned	Response Rate%
Charge Office	63	61	97%
Crime Investigation Sub-Division	15	15	100%
Serious Crime Unit	15	14	93%
Forensic Pathology Sub-Division	10	8	80%
Totals	103	98	95%

Source: Primary Data (2022)

As indicated in Table 4:1, the response rate for the questionnaires that were distributed to different population strata was 95%. The response rate (95%) is an estimably high feedback rate; it provides greater confidence in the research findings. Recommendations of this study are in this regard reliable as they were sourced from a well-responded to research instrument. According to Robertson (2009) a 50% response rate is acceptable as it fundamentally provides the reality that would be discovered if response rate is one hundred percent.

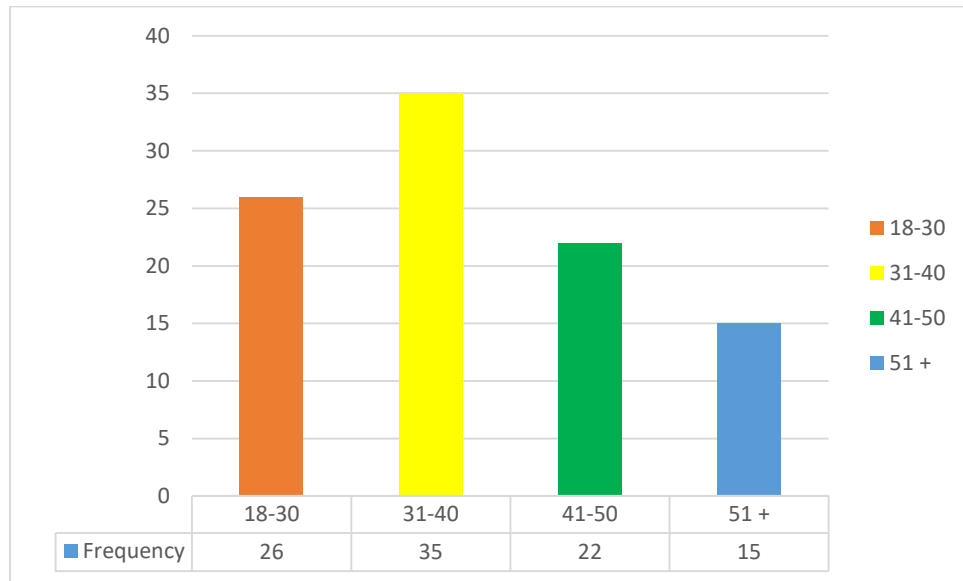
4.3 Socio-Demographic Profile of Respondents

As mentioned earlier in the chapter's introduction, section A of the questionnaire that was distributed to respondents placed focus on the socio-demographic profiles of the respondents.

4.3.1 Respondents Age Distribution

The first socio-demographic aspect that was incorporated in the first section of the questionnaire was age. In this regard, four classes were considered, namely; the '18-30 class, the '31-40' class, the '41-50' class as well as the '51 and above' class.

Figure 4-1: Respondents' Age



Source: Primary Data (2022)

Figure 4.1 exhibits that 26 (27%), 35 (36%), 22 (22%) and 15 (15%) amongst the respondents belonged to the '18-30' class, the '31-40' class, the '41-50' class and the '51 and above' class, respectively. Above 62% of the respondents were all below the age of 40. Such respondents are still young and look forward to a future at a workplace. Their responses are crucial because they still have some years before they retire from active service. If the understaffing issues are not corrected, this is the age group which will be negatively affected. It was therefore expected that such an age group would give honest responses which if well analysed and considered, would go a long way in improving things at the Forensic Pathology Department.

4.3.2 Respondents' Education Levels

In pursuit of getting more information on the socio-demographics of the respondents, question number two of the questionnaire required them to reveal their highest level of education.

Table 4-2: Respondents' Education Level

Highest Education Level	Frequency	%	Cumulative %
Grade 10	28	29%	29%
Grade 12	38	39%	67%
Undergraduate	21	21%	89%
Post Graduate	11	11%	100%
	98	100%	

Source: Primary Data (2022)

Table 4.2 reveals that 67% of the respondents had attended school at least up to grade 10 and not proceeded beyond Grade 12. Additionally, 32% of the participants to the research possessed a university degree or better. The researcher deduced that respondents of the research were arguably literate enough to understand the research questions. Thus, the research's results are reliable on this basis.

4.3.3 Respondents' Working Experience

The third question on the first section of the questionnaire that was distributed for the purposes of this research work called for respondents to reveal the length of their work experience period in years.

Table 4-3: Respondents' Working Experience

Working Experience	Frequency	%	Cumulative %
≤ 5 Years	16	16%	16%
6 - 10 Years	46	47%	63%
11 - 15 Years	23	23%	87%
≥15 Years	13	13%	100%
	98	100%	

Source: Primary Data (2022)

Table 4.3 indicates that 16%, 47%, 23% and 13% of the respondents who participated in the research possessed ≤ 5 years, 6 - 10 years, 11 - 15 years and ≥ 15 years of experience in the field. Thus, a significant proportion of the respondents generally have been with the organisation for a period reasonable enough to understand the issues that were asked with the use of the questionnaire.

4.3.4 Respondent's Work Ranks

Another question also called for respondents to reveal their ranks within the organisation in pursuit of acquiring a better insight into the demographics.

Table 4-4: Respondents' Work Ranks

Rank	Frequency	Frequency %
Constable	19	19%
Sergeant (2)	14	14%
Sergeant (1)	13	13%
Warrant Officer (2)	12	12%
Warrant Officer (1)	10	10%
Inspector	9	9%
Chief Inspector	9	9%
Chief	7	7%
Deputy Commissioner	3	3%
Commissioner	1	1%
Pathologist	1	1%
	98	100%

Source: Primary Data 2022

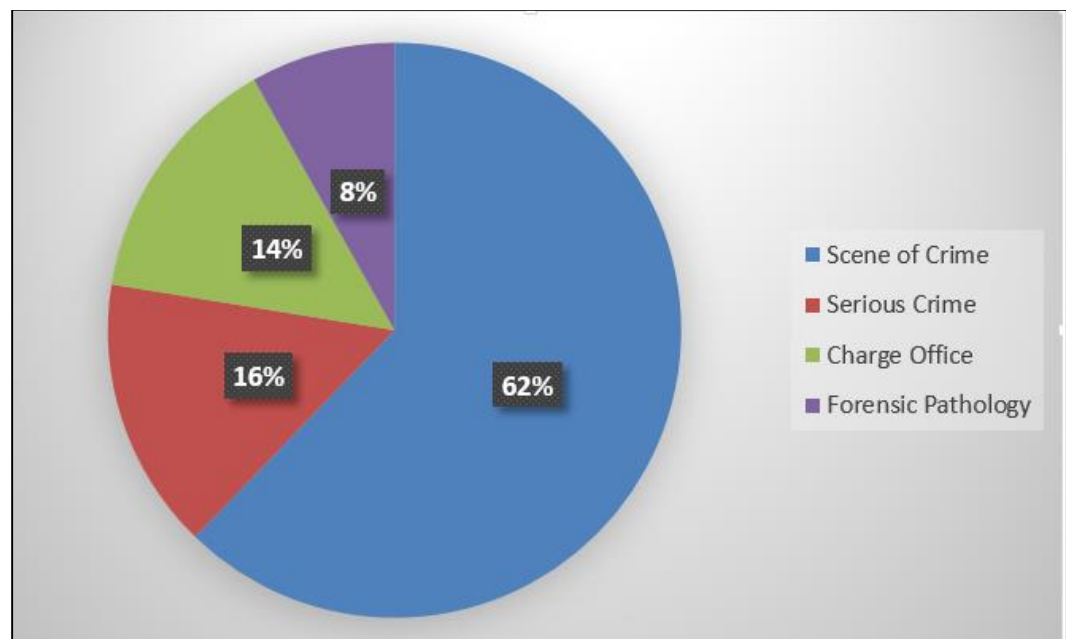
Table 4.4 exhibits the ranks of the respective respondents. It can be realised that above 50% of the officers that participated in the research are ranked between the constable rank and the warrant officer rank. More so, a mere 21% of the respondents were ranked between the chief

inspector position and the pathologist position. Arguably, it can be noted that the research's participants were well dispersed around all the organisation's ranks thus the research's credibility is enhanced by the fact that the views expressed are collected from all the levels of the organisation.

4.3.5 Respondents' Work Departments/Division

Lastly, on the first section of the questionnaire that was distributed, respondents were required to indicate the division which they operate under.

Figure 4-2: Respondents' Departments/ Divisions



Source: Primary Data (2022)

Figure 4.5 exhibits the different departments that the respondents work within the organisation. It can be seen that 62%, 16%, 14% and 8% work from the scene crime department, serious crimes department, charge office as well as the forensic pathology division, respectively. Thus, all departments were duly represented in proportion to the populations.

4.4 Section B: Contributing Factors/ Causes of Understaffing

Section B of the questionnaire that was distributed to respondents focused on questions relating to the various contributing factors of understaffing. In this section, the researcher’s aim was to gain insights into what really causes understaffing.

4.4.1 Respondents’ answers to question B (1): How would you rate the level of understaffing in the Forensic Pathology Division?

Prior to asking questions directed on the causes of understaffing, respondents were first requested to rate the level of understaffing within the division. This would then assist in establishing, in the first place, whether or not understaffing is a challenge in the organisation.

Table 4-5: Respondents’ answers to question B (1)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	46	46.6	46.6	46.6
High	19	19.3	19.3	65.9
Average	10	10.2	10.2	76.1
Low	13	13.6	13.6	89.7
Very Low	10	10.2	10.2	100.0
Total	98	100.0	100.0	

Source: Primary Data (2022)

Table 4.6 indicates the respective ratings that were attached to the forensic pathology division’s level of understaffing by the respondents. Above 65% of the respondents rated their service provider from high to very high. The mean thereof was 3.78 (representing a rating just below ‘high’, the median was 4 (representing a ‘high’ rating’) and the mode was 5 (representing a ‘very high’ rating). Thus, the general level of understaffing at the forensic pathology division is

perceived to be high hence the need to look into whether it is a contributing factor to underperformance and ultimately exploring strategies that can be employed to ameliorate its effects.

This finding is supported by Ployhart (2016) who states that staffing is broadly defined as the process of attracting, selecting, and retaining competent individuals to achieve organisational goals. If understaffing is allowed to persist, it is definite that achievement of organisational goals will be affected.

These challenges might lead one to think that organisational decision makers recognise staffing as a key strategic opportunity for enhancing competitive advantage. Because talent is rare, valuable, difficult to imitate, and hard to substitute, organisations that better attract, select, and retain this talent should outperform those that do not (Ployhart, 2016). Namene (2021) argues that, staffing is one of the key performance areas for management in any organisation. If understaffing is not resolved, it goes a long way in exposing the competence of management and in that regard, he advocates for swift resolution of the problem.

4.4.2 Respondents’ answers to questions on section B (2) of the questionnaire

Part 2 question of the questionnaire’s section B, had a series of statements on what causes understaffing in the organisation that was put under study. Respondents were required to indicate their level of agreement to the statements and the results thereof are displayed in Table 4.7.

Table 4-6: Analysis of responses to section B questions

Cause of Understaffing	Strongly Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly Agree (5)	Mean Answer
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	<i>f</i>	<i>f</i>	<i>f</i>	<i>f</i>	<i>f</i>	μ
Not getting along with commanders	12 (12.2%)	15 (15.3%)	36 (36.7%)	16 (16.3%)	19 (19.4%)	3.3 (Undecided)
Excessive workload	10 (10.2%)	16 (16.3%)	21 (21.4%)	24 (24.5%)	26 (26.5%)	3.5 (Agree)
Lack of understanding on the essence of working at the mortuary	7 (7.1%)	10 (10.2%)	19 (19.4%)	29 (29.6%)	33 (33.7%)	3.9 (Agree)
Minimised opportunities for growth and advancement	9 (9.2%)	9 (9.2%)	18 (18.4%)	34 (34.7%)	28 (28.6%)	4.2 (Agree)
Fear of being stigmatised	21 (21.4%)	19 (19.4%)	31 (31.6%)	17 (17.3%)	10 (10.2%)	2.9 (Undecided)
Fear of psychological effects post working at the mortuary	8	23 (23.5%)	27 (27.6%)	19 (19.4%)	21 (21.4%)	3.4 (Undecided)
Inadequate salaries	4 (4%)	17 (17.3%)	49 (50%)	21 (21.4%)	7 (7.1%)	3.1 (Undecided)
Mismatch between worker qualifications and mortuary duties	1 (1%)	19 (19.4%)	64 (65.3%)	13 (13.2%)	1 (1%)	3.1 (Undecided)
Lack of incentives at the mortuary	3 (3.1%)	14 (14.3%)	25 (21.4%)	27 (27.6%)	29 (29.6%)	3.9 (Agree)
Poor working conditions at the mortuary	3 (3.1%)	4 (4.1%)	18 (18.4%)	40 (40.8%)	31 (31.6%)	4.2 (Agree)
Advanced Age	4 (4.1%)	27 (27.6%)	43 (43.9%)	22 (22.4%)	10 (10.2%)	3.3 (Undecided)
Lack of awareness about the nature of the job	6 (6.1%)	14 (14.3%)	30 (30.6%)	29 (29.6%)	19 (19.4%)	3.4 (Undecided)
Failure to get along with co-workers	3 (3.1%)	21 (21.4%)	48 (49%)	19 (19.4%)	7 (7.1%)	3.1 (Undecided)

Source: Primary Data (2022)

Table 4.7 shows that out of the 12 questions in this section, the mean of the respondents on five statements was 'Agree' while seven had a mean of 'Undecided'. Respondents agreed that the cause of understaffing is caused by excessive workload which makes members not keen to join

the Division, there are minimum opportunities for growth, lack of incentives for working at the mortuary and poor working conditions at the mortuary. These are the drivers of understaffing according to respondents. The study notes that there were high numbers of ‘Undecided’ as responses. While this was not expected, it possibly shows the nature of respondents among the disciplined forces some of which would prefer not to be open with their feelings given their training. The respondents on average, were indecisive on the causal nature of the following factors in relation to understaffing; advanced age, lack of awareness about the nature of the job, failure to get along with co-workers, fear of being stigmatised, fear of psychological effects post working at the mortuary, inadequate salaries, mismatch between worker qualifications and mortuary duties as well as not getting along with commanders.

4.5 Section C: Effects of Understaffing

The third section of the questionnaire that was distributed to respondents focused on the effects of understaffing on employee performance at the forensic pathology division.

4.5.1 Responses to question C (1): Does understaffing affect employee performance in any way?

Table 4-7: Responses to question C (1)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	90	92	92	92
No	3	3	3	95
Not Sure	5	5	5	100
Total	98	100.0	100.0	

Source: Primary data (2022)

4.5.2 Responses to question C (2): How does understaffing affect employee performance?

This part of the questionnaire constituted of statements pertaining the effects of understaffing on employee performance. Respondents were required to indicate their level of agreement to the statements and the results thereof are displayed in Table 4.8.

Table 4-8: Analysis of responses to section C (2)

Effects of understaffing on employee performance	Not at all (1)	Small extent (2)	Moderate Extent (3)	Large extent (4)	Very large extent (5)	
	<i>f</i>	<i>f</i>	<i>f</i>	<i>f</i>	<i>f</i>	Mean Answer μ
Understaffing leads to work overloads that leads to further abandonment of other tasks and subsequently result in poor performance.	1 (1%)	0 (0%)	4 (4.1%)	5 (5.1%)	90 (91.8%)	4.7 (Very Large Extent)
Work overloads leads to poor docket completion, that will eventually cause delays in court proceedings.	0 (0%)	5 (5.1%)	18 (18.4%)	31 (31.6%)	44 (44.9%)	4.1 (Large Extent)
Increased risk of missed deadlines: which can seriously hurt the Division's credibility.	4 (4.1%)	8 (8.2%)	21 (21.4%)	33 (33.7%)	32 (32.7%)	3.7 (Large Extent)
Decreased customer satisfactions: grieving families tend to wait for longer periods before they get their deceased ready for burials due to lack of staff.	14 (14.9%)	17 (17.3%)	35 (35.7%)	21 (21.4%)	11 (11.2%)	2.98 (Small Extent)
Understaffing at the division can cause elevated stress among employees who are expected to do more with less, work long hours, or endlessly multitasked.	6 (6.1%)	13 (13.3%)	19 (19.4%)	29 (29.6%)	31 (31.6%)	3.67 (Large Extent)
Increased stress due to workloads can make the body more susceptible to illnesses, which can hurt productivity/performance of the individual in particular and eventually the Division as a whole.	10 (10.2%)	11 (11.2%)	21 (21.4%)	34 (34.7%)	22 (22.4%)	3.6 (Large Extent)
Being understaffed enhances employee satisfaction.	72 (73.4%)	21 (21.4%)	5 (5.1%)	0 (0%)	0 (0%)	1.32 (Not at all)

Work overloads leads to increased absenteeism that will eventually results in poor employee performance at the Division.	2 (2%)	5 (5.1%)	15 (15.3%)	41 (41.8%)	35 (35.7%)	4.25 (Large Extent)
Being understaffed causes delays in compiling of post-mortem reports and medical certificate of causes of death due to work overloads.	15 (15.3%)	13 (13.3%)	38 (38.8%)	16 (16.3%)	16 (16.3%)	3.1 (Moderate Extent)
Being understaffed reduces stress among members.	43	34 (34.7%)	15 (15.3%)	4 (4.1%)	2 (2%)	1.9 (Small Extent)
Being short-staffed, can increase morale that further leads to high employee performance.	57 (58%)	21 (21.4%)	12 (12.2%)	8 (8.1%)	0 (0%)	1.7 (Small Extent)
Being short staffed, decreases morale that leads to poor performance.	1 (1%)	2 (2%)	7 (7.1%)	25 (25%)	63 (64.3%)	4.5 (Very Large Extent)
This hectic environment (understaffed environment) can increase staff dissatisfaction	0 (0%)	2 (2%)	10 (10.2%)	31 (31.6%)	55 (56.1%)p	4.5 (Very Large Extent)
Overworked employees, with intent to meet deadlines can lead to emotional stress that further results in employee turnover which may disrupt quality service delivery at the Division.	4 (4.1%)	7 (7.1%)	11 (11.2%)	36 (36.7%)	40 (40.8%)	4.4 (Large Extent)

Source Primary Data (2022)

Table 4.9 reveals that the respondents generally showed a conviction that, to a very large extent, understaffing had an effect on employee performance in terms of the following facts; the hectic environment (understaffed environment) can increase staff dissatisfaction, being short staffed, decreases morale that leads to poor performance as well as understaffing leads to work overloads that leads to further abandonment of other tasks and subsequently result in poor performance. In addition, the respondents credence that the following statements were true to a large extent in relation to the effect of understaffing on employee performance; Increased stress due to workloads can make the body more susceptible to illnesses, which can hurt productivity/performance of the individual in particular and eventually the Division as a whole,

work overloads leads to poor docket completion, that will eventually cause delays in court proceedings, increased risk of missed deadlines: which can seriously hurt the Division’s credibility, understaffing at the division can cause elevated stress among employees who are expected to do more with less, work long hours, or endlessly multitasked. Respondents were, on average, of the idea that understaffing had a moderate impact on employee performance when taking the following statement into cognizance; t; being understaffed causes delays in compiling of post-mortem reports and medical certificate of causes of death due to work overloads. The statement that; being understaffed enhances employee satisfaction, was found not to be true at all. Thus, understaffing does not in any way improve the performance of employees, in actual fact it might do the opposite as prescribed by the previously given statements.

4.5.3 Strategies to ameliorate challenges at Forensic Pathology Division

The last section of the research instrument was aimed acquiring insights into ways of ameliorating understaffing and other related problems at the forensic pathology division.

4.5.3.1 Responses to question D1

The first question under section D required respondents to indicate whether they think there are any measures that could be implemented to in pursuit of curbing understaffing.

Table 4-9: Responses to Question D (1)

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid Yes	95	97	97	97
No	0	0	0	97
Not Sure	3	3	3	100
Total	98	100.0	100.0	

Source: Primary Data 2022

4.5.3.2 Responses to question D2

Question D (2) comprised of a series of strategies wherein respondents were required to indicate the extent to which each of the strategies would aid in curbing understaffing and employee turnover.

Table 4-10: Analysis of responses to Section D (2)

Managing employee turnover	Not at all (1)	Small extent (2)	Moderate extent (3)	Large extent (4)	Very large extent (5)	
	<i>f</i>	<i>f</i>	<i>f</i>	<i>f</i>	<i>f</i>	Mean Answer μ
Offer a competitive remuneration to the employees at the Division.	0 (0%)	0 (0%)	3 (3%)	7 (7.1%)	88 (89.8%)	4.9 (Very Large Extent)
Invest more in employee education, training, and engagement programs to increase moral of employees at the Division.	2 (2.1%)	6 (6.1%)	13 (13.3%)	42 (42.9%)	35 (35.7%)	4.12 (Large Extent)
Staff members should be recognized when they achieve goals.	3 (3.1%)	7 (7.1%)	16 (16.3%)	31 (31.6%)	41 (41.8%)	4.02 (Large Extent)
Creating Conducive Work Environment for staff members.	1 (1%)	6 (6.1%)	25 (25.5%)	37 (37.8%)	29 (29.6%)	3.9 (Large Extent)
Implement or create more attractive referral programs.	15 (15.3%)	21 (21.4%)	43 (43.9%)	23 (23.5%)	19 (19.4%)	3.2 (Moderate Extent)
Harness the potential of older staffs. (Find ways to retain older employees).	10 (10.2%)	11 (11.2%)	21 (21.4%)	38 (38.8%)	18 (18.4%)	3.95 (Large Extent)
Invest in promoting employees at the Division, thus will attract more members.	9 (9.2%)	9 (9.2%)	42 (42.9%)	18 (18.4%)	20 (20.4%)	3.31 (Moderate Extent)
Employee with educational qualifications should be paid accordingly, to reduce staff turnover and eventually manage the effects of understaffing.	3 (3.1%)	16 (16.3%)	33 (33.7%)	23 (23.5%)	23 (23.5%)	3.3 (Moderate Extent)
Create awareness program to attract new members.	9 (9.2%)	12 (12.2%)	26 (26.5%)	35 (35.7%)	16 (16.3%)	3.37 (Moderate Extent)
Automate where possible.	20 (20.4%)	23 (23.4%)	35 (35.7%)	17 (17.3%)	3 (3.1%)	2.59 (Moderate Extent)

Source: Primary Data (2022)

As revealed in table 4.10, offering a competitive remuneration to the employees at the Division would, to a very large extent lead to an improvement on labour turnover problems within the organisation. The respondents, on average, were of the idea that the following strategies would, to a large extent, assist in bringing an end the understaffing challenge at the Division; staff members should be recognised when they achieve goals, creating a conducive work environment for staff members, harness the potential of older staff. More so, the responses also indicated that the following strategies would have a moderate effect on turning around the understaffing predicament at the division: implement or create more attractive referral programs, invest in promoting employees at the division, thus will attract more members, employee with educational qualifications should be paid accordingly, to reduce staff turnover and eventually manage the effects of understaffing, create awareness program to attract new members, automate where possible.

4.6 Correlation analysis

By way of performing person’s coefficient correlation analysis between responses to section b and c, the researcher managed to get an insight into the gnarl relationship that link understaffing to individual employee performance and consequently the overall performance of a business.

Table 4-11: Analysis of the relationship between understaffing and employee performance

	Understaffing	Employee Performance
Understaffing Pearson Correlation	1	-.654**
Sig. (2-tailed)		.000
N	98	98
Employee Performance Pearson Correlation	-.654**	1
Sig. (2-tailed)	.000	
N	98	98

**. Correlation is significant at the 0.01 level (2-tailed).

Source Primary Data (2022)

Table 4.11 reveals the Pearson correlation analysis for the two variables that were put under study wherein understaffing was the independent variable and employee performance was the dependent variable. Two tailed correlation analysis (using SPSS V16) revealed that the calculated 'r', -0.654 was significant at the 0.01 level, a figure which does not lie within the range $0 < 'r' \leq +1$ but $'r' < 0$. This according to PMCC decision criteria implies that understaffing is negatively correlated to employee performance. Thus, when understaffing heightens, employee performance subsequently decreases and vice-versa. This implies that; if the forensic pathology division is to improve on managing understaffing and bringing it down, employee performance would subsequently improve thereby improving the overall performance of the division.

4.7 Discussion

4.7.1 Discussion on demographics

The response rate was very high with 9% which then gave high reliability and validity to the study. Septet the various departments that took part in the study the collected results included people from various departments which also very good food data triangulation purposes. This sort of an approach is supported by research guides through Saunders, et.al (2017). In regard to the age of the participants the fact that majority of the participants were between 31 – 40age gap can h lead to understand why it is possible for the forensic pathology to work when they are understaffed. According to the theory of human capita that was used in this study there is a certain productive age gap in which people tend to be more productive as compared to other ages (Armendariz, 2011). The explanation to the results could link to the reviewed literature in terms of formal education as an explanation to the human capital theory. The provision of

formal education is seen as an investment in human capital, which proponents of the theory have considered as equally or even more worthwhile than that of physical capital (Armendariz, 2011). It also between the identified age gap that people will be done with their formal education as per the Namibia curriculum.

In discussing the demographics one of the results were in relation to the work experience that the respondents had. Majority of the participant indicated they had been with the organisation for more than 5 years. This can be discussed to be a positive sign for the organisation because of low turn which helps to keep staff with expertise. This can be support by the staffing theory. However, the disadvantage of this human resources scenario could be reading with limited chances of getting new staff as well as letting go of unproductive staff (Cheryl, 2020).

4.7.2 Contributing Factors/ Causes of Understaffing

The results of the study indicate that the respondents were, on average, in agreement with the notion that the following factors are the causes of understaffing in their organisation; excessive workload, lack of incentives at the mortuary, poor working conditions at the mortuary, lack of understanding on the essence of working at the mortuary as well as minimised opportunities for growth and advancement. These causes of understaffing and having excessive workload are in contrast with the study reviewed in the second chapter of this study. The study Holt .et.al (2016) excessive work is caused due the fact that forensic scientists and laboratories must deal with rising demands for their services, though they face a chronic lack of resources for training, equipment, personnel, and in some cases, a lack of scientific standards for analyse. This can also be related to Covid 19 issues in which there has been so many deaths and the Forensic unit has been as busy as explained in the introductory chapter of the study. The problem of understaffing in the Forensic Pathology Division of the Namibian Police Force has been a matter of record and it became more apparent during the Covid -19 pandemic which caused an increase in deaths and also during the festive season when accidents increase. In contrast to

these results they are also similar to the data analysed in regard to the African context and the health system. The problem of understaffing in the Forensic Pathology Division of the Namibian Police Force has been a matter of record and it became more apparent during the Covid -19 pandemic which caused an increase in deaths and also during the festive season when accidents increase

Another identified use of understaffing during this study is lack of incentives. Majority of the participants indicated that low incentives contributes to understaffing in the forensics unit. This could be explained in relation to the staffing theory that clearly state the implication of incentive in returning and keeping staff. This is due to that fact that staffing theory is explained as a social psychology theory that explores the effects of behaviour settings being either understaffed or overstaffed based on the issues of incentive (Cheryl, 2020). Besides incentive like salary the results on lack of incentive as cause to understaffing can be described through the use of human capital theory. Human capital theory emphasises how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings. The provision of formal education is seen as an investment in human capital, which proponents of the theory have considered as equally or even more worthwhile than that of physical capital this then shows the need for investment in the education of the employees.

The respondents, on average, were indecisive on the causal nature of the following factors in relation to understaffing; advanced age, lack of awareness about the nature of the job, failure to get along with co-workers, fear of being stigmatised, fear of psychological effects post working at the mortuary, inadequate salaries, mismatch between worker qualifications and mortuary duties as well as not getting along with commanders. This can be explained the

staffing theory which mainly focuses on the setting of the job. The Forensic department can be very difficult to deal with.

4.7.3 Effects of Understaffing

The results of the reveals that the respondents generally showed a conviction that, to a very large extent, understaffing had an effect on employee performance in terms of the following facts; the hectic environment (understaffed environment) can increase staff dissatisfaction, being short staffed, decreases morale that leads to poor performance as well as understaffing leads to work overloads that leads to further abandonment of other tasks and subsequently result in poor performance. This can be supported by the literature reviewed on a study that was carried out in Europe indicates that understaffed conditions put enormous pressure on the workforce who are expected to meet unrealistic performance targets (Camias, 2021). Working in this kind of environment causes higher stress levels which can cause real damage to an employee's mental and physical health if it continues for a prolonged period of time which can then have an effect on their daily performance. For example, the study indicated that more than 70% of nurses in Europe experienced burn out during Covid -19 and it affected the quality of their performance (Camias, 2021). This shows that understaffing can be generalised to causing pressure. In addition, the respondents credence that the following statements were true to a large extent in relation to the effect of understaffing on employee performance; Increased stress due to workloads can make the body more susceptible to illnesses, which can hurt productivity/performance of the individual in particular and eventually the Division as a whole, work overloads leads to poor docket completion, that will eventually cause delays in court proceedings, increased risk of missed deadlines: which can seriously hurt the Division's credibility, understaffing at the division can cause elevated stress among employees who are expected to do more with less, work long hours, or endlessly multitasked.

Respondents were, on average, of the idea that understaffing had a moderate impact on employee performance when taking the following statement into cognizance; to being understaffed causes delays in compiling of post-mortem reports and medical certificate of causes of death due to work overloads. The statement that; being understaffed enhances employee satisfaction, was found not to be true at all. Thus, understaffing does not in any way improve the performance of employees, in actual fact it might do the opposite as prescribed by the previously given statements. The factor of under or poor performance is also an issue that was experienced by other countries not only by the Forensic pathology. Developed countries such as the United States, Canada and Australia experienced nurse understaffing as a result of establishment of old people`s homes. This affected their performance in terms of the quality of work that they had to provide to the patients. Some nurses even indicated that they find it hard to concentrate at work because they are always tired due to issues of understaffing (Runeni, 2015). This lead to some errors that could even cost the lives of the patients. These studies were specifically for nurses, hence this study singles out forensic pathology as an area of concern when it comes to understaffing (Runeni, 2015). This was also found in the study were other respondents indicated the possibility of mistakes in dockets of being understaffed.

4.7.4 Strategies that can be employed to ameliorate the challenges at the Forensic Pathology Division

The results indicated that, offering a competitive remuneration to the employees at the Division would, to a very large extent lead to an improvement on labour turnover problems within the organisation. This can be support by the concept of employee value proposition that attached t remuneration to the value of the employee. It will help if they use the same concept as described by technique.

The respondents, on average, were of the idea that the following strategies would, to a large extent, assist in bringing an end the understaffing challenge at the Division; staff members should be recognised when they achieve goals, creating a conducive work environment for staff members, harness the potential of older staff. More so, the responses also indicated that the following strategies would have a moderate effect on turning around the understaffing predicament at the division: implement or create more attractive referral programs, invest in promoting employees at the division, thus will attract more members, employee with educational qualifications should be paid accordingly, to reduce staff turnover and eventually manage the effects of understaffing, create awareness program to attract new members, automate where possible. The human capital theory can be used to develop strategies and mitigate the challenges.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

While the previous chapter focused on data presentation, discussion and analysis, the current chapter presents the general findings of the research in the context of the central ideas underpinning the objectives of this research. The purpose of this chapter was not only to recommend solutions but also to present the findings in relation to the relationships that exist between understaffing and employee performance. The key components of the chapter include the summary of findings, recommendations as well as conclusions.

5.2. Conclusions

Through primary, secondary and tertiary sources of data and the use of research analysis tools, the study accomplished to investigate the nature of the relationship that connects understaffing to employee performance. The study managed to attain all the objectives that were set out to be achieved in this study as was initially planned and the following findings and conclusions were arrived at:

5.2.1. Factors that lead to understaffing in the FPD

One of the objectives of this research was to identify the causal factors that surround the problem of understaffing at the forensic pathology division. Through research, this study established that excessive workload, lack of incentives at the mortuary, poor working conditions at the mortuary, lack of understanding on the essence of working at the mortuary as well as minimised opportunities for growth and advancement were amongst the key causes of understaffing at the Forensic Pathology Division. The purpose for identifying the causal factors was to establish a base upon which understaffing could be dealt with without focusing much on its symptoms but rather on the root causes.

5.2.2. Effects of staff shortage on employee workload at FPD

Another objective of this research was to provide an extensive analysis of the effects of understaffing on the workload of remaining employees. This objective was based on the fact that the research's conceptual framework connotes that the effects of understaffing on employee performance are, in its middle, connected by the amount of workload that remain employees encounter. It was established through research that employees in an understaffed organisation tend to lack a sense of control over their rapidly increasing workload. This hectic environment can lead to poor work performance and can be detrimental to the organisation as a whole. Simply put, it was found that overworked employees tend to suffer from high levels of stress. Remaining employees are requested to cover duties that extend their normal and official duties and responsibilities as espoused in their job descriptions and this was found to be the key reason why understaffing leads to increased work load for employees.

5.2.3. Establishing the impact of understaffing on employee performance at FPD

The primary objective of the research project was to establish the nature of the relationship between understaffing and employee performance. It was established that understaffing had an effect on employee performance in terms of the following; the hectic environment (understaffed environment) can increase staff dissatisfaction, being short staffed decreases morale and that leads to poor performance. Understaffing leads to work overload and that leads to further abandonment of other tasks and subsequently results in poor performance. Increased stress due to workloads can make the body more susceptible to illnesses, which can hurt productivity/performance of the individual in particular and eventually the Division as a whole, work overloads lead to poor docket completion and that eventually causes delays in court proceedings, increased risk of missed deadlines: which seriously hurts the Division's credibility, understaffing at the division and cause elevated stress among employees who are expected to do more with less, working long hours, or endlessly multitasked. Additionally,

correlation analysis brought up a -0.654 value was significant at the 0.01 level, revealing that there exists a significantly negative relationship between understaffing and employee performance. Thus, this research upholds that when understaffing increases followed by an increased workload for remaining employees, the performance of individual employees and consequently that of the organisation as a whole decrease.

5.3. Recommendations

Discrepancies which account for the gap between actual and ideal levels of staffing at the Forensic Pathology Division could be dealt with by the adoption of the recommendation that are presented hereunder. From the findings and conclusions drawn from the study, the following recommendations were proffered:

- 1) One of the key recommendations of this research is that the leadership at the Forensic Pathology Division should secure ways of improving remuneration and compensation schemes for employees in an endeavour to minimise labour turnover.
- 2) Organisations should recognise employees for good performance in order to achieve intrinsic motivation.
- 3) The Forensic Pathology Division's leadership should work on enhancing the working conditions of staff as a manner of encouraging other employees to join the department.
- 4) The Forensic Pathology Division's leadership must focus on formulating and implementing robust retention strategies aimed at minimising labour turnover. In this regard, the Division should prioritise work-life balance of employees, introduction of fringe benefits, recognition and rewarding of loyal and long serving employees as well

as investment on employees' careers and advancement are some of the employee retention strategies that could assist in ameliorating the plight of employees at the Forensic Pathology Division.

- 5) The Forensic Pathology Division should promote and maintain positive wellbeing in the workplace.
- 6) Employees should be trained because training has a direct relationship with employee retention. Training assists to increase employee retention and decrease turn over.

5.4 Suggestions for Further Study

Further studies should be conducted to establish, in real value monetary terms, how much each digit of understaffing contributes to the negative performance of employees so as to express this scenario mathematically and financially to assist decision makers. Likewise, further research should be conducted to examine the extent to which understaffing affects not only the organisation that was put under the microscope for the purposes of this study but also its impact on Namibia's overall economic activity. Further research may also explore other variables of understaffing, apart from the mere underperformance of remaining individual employees, such as loss-making, poor customer satisfaction, lack of competitiveness, *inter-alia*.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

Purpose: the aim of this research instrument is to gather data for a research project.
(NO NAME IS REQUIRED)!

Instruction: please indicate your responses on this questionnaire by ticking the responses that best characterizes you, your feeling or beliefs.

Section A:

Personal Information: (please tick the appropriate answer)

1. Age:

- 18- 30 years
- 31-40 years
- 41 –50 years
- 51 years and over

1. Highest Education Level

- Grade 10
- Grade 12
- Under graduate
- Post graduate

3. Working Experience

- Less than 5 years
- 6-10 Years
- 11-15years
- 16 years and above

4. What rank do you hold?

- Constable
- Sergeant (2)
- Sergeant (1)
- Warrant officer (2)

- Warrant officer (1)
- Inspector
- Chief/Inspector
- Chief
- Deputy Commissioner
- Commissioner
- Pathologist

5. Division, Sub-division or Unit

- Scene of crime
- Serious Crime
- Charge office
- Forensic Pathology

Section B:

Contributing factors / Causes of understaffing

3. How could you rate the level of understaffing in division of Forensic Pathology Division?

- Very High
- High
- Average
- Low
- Very low

3. The **causes of understaffing/ factors contributing to** understaffing at Forensic Pathology Division, varies greatly from one individual to another. It is helpful to find out what situation or condition causes understaffing. Please indicate how you personally agree on the following causes/ reasons of understaffing at forensic pathology division: **Please record your answer by (ticking) on the space provided.**

Causes of understaffing/ factors contributing to understaffing	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
Not getting along with commanders can be emotionally draining, thus leads to staff turnover that will eventually results in understaffing at the Division					
Excessive workloads at the Division					
I do not understand the use of working at the mortuary.					
There are few opportunities for growth or advancement at the Division					
I fear being stigmatized					
I fear losing my memory/mind whenever I think of joining the mortuary.					
I fear coming in contact with dead bodies					
Inadequate salary for mortuary workers					
Mortuary work is for uneducated					
There is lack of promotions at the division					
Few/Lack of incentives at the mortuary					
Poor working conditions at the mortuary					
Old age contributes to understaffing					
Lack of awareness about the nature of the job contributes to understaffing					
Not getting along with co-workers can be emotionally draining, thus leads to staff turnover that will eventually results in understaffing at the Division					

Section C:

Effects of understaffing on employee performance at forensic pathology division

This part of the questionnaire will display how understaffing affect the performance of employees at Forensic Pathology Division. **Kindly please tick what best indicate your feelings of beliefs.**

1. Does understaffing affect the employee performance in any way?

- Yes
- No
- Not sure

2. How does understaffing affects employee performances? Please indicate your response by **choosing and ticking** what best fits you, your feeling or beliefs on the space provided.

Effects of understaffing on employee performance	Not at all	Small extent	Moderate extent	Large extent	Very large extent
Understaffing leads to work overloads that leads to further abandonment of other tasks and subsequently result in poor performance.					
Work overloads leads to poor docket completion, that will eventually cause delays in court proceedings.					
Increased risk of missed deadlines: which can seriously hurt the Division's credibility.					
Decreased customer satisfactions: grieving families tend to wait for longer periods before they get their deceased ready for burials due to lack of staff.					
Understaffed at the division can cause elevated stress among employees who are expected to do more with less, work long hours, or endlessly multitasked.					
Increased stress due to workloads can make the body more susceptible to illnesses, which can hurt					

productivity/performance of the individual in particular and eventually the Division as a whole.					
Being understaffed enhanced employee satisfaction.					
Work overloads leads to increased absenteeism that will eventually results in poor employee performance at the Division.					
Being understaffed causes delays in compiling of post-mortem reports and medical certificate of causes of death due to work overloads.					
Being understaffed reduces stress among members.					
Being short-staffed, can increase morale that further leads to high employee performance.					
Being short staffed, deceases morale that leads to poor performance.					
This hectic environment (understaffed environment) can increase staff dissatisfaction					
Overworked employees, with intent to meet deadlines can lead to emotional stress that further results in employee turnover which may disrupt quality service delivery at the Division.					

Section D:

What **strategies** can be employed to help the Division to better the situation?

1. Are there measures employed by the Division to manage understaffing?

Yes

- No
- Not sure

2. Please indicate the extent to which the following possible solutions could manage understaffing and lessen its negative effects on employee performance. Please record your answer by (ticking) at the space provided, by the scale indicator.

Managing employee turnover	Not at all	Small extent	Moderate extent	Large extent	Very large extent
Offer a competitive remuneration to the employees at the Division.					
Invest more in employee education, training, and engagement programs to increase moral of employees at the Division.					
Staff members should be recognized when they achieve goals.					
Creating Conducive Work Environment for staff members.					
Implement or create more attractive referral programs.					
Harness the potential of older staffs. (Find ways to retain older employees).					
Invest in promoting employees at the Division, thus will attract more members.					
Employee with educational qualifications should be paid accordingly, to reduce staff turnover and eventually manage the effects of understaffing.					
Create awareness programme to attract new members.					
Automate where possible.					

Thank you for your cooperation.

APPENDIX 2: INTERVIEW GUIDE

DATA COLLECTION INSTRUMENT:

DEMOGRAPHIC QUESTIONNAIRES

1. Please fill in your biographic details below:

1.1 Gender (mark by circling): Male/Female

1.2 Date of Birth:/...../..... Age:

1.3 Occupation:

1.4 Division:

1.5 Duration of employment:

1.6 Marital status (mark by circling): Married/ Divorced/ Widowed/ Unmarried/

Other (specify):

INTERVIEW GUIDE

1. You have indicated in your demographic questionnaire that you have been employed as a at Oshakati Police station for the past years

2. What made you decide to pursue this career?

.....

3. Have you undergone any education or training in the field of your work?

.....

4. How did you feel about your career when you started working?

.....

5. How is it different now?.....

6. According to the Forensic Pathology Division’s structure, (2021) the Division have a total number of 90 Forensic Pathology Technicians in all 14 regions, while it is supposed to have a total number of 150 members, hence there is a shortage of 60 Forensic Pathology Technicians and this tells you that

the division is understaffed. How does working at an understaffed environment affect your performance?

.....

7. Do you think there is a relationship between understaffing and workloads? (Please explain your answer)

.....

.....

8. What can be the contributing factors to the situation of understaffing at the Division?

.....

.....

9. Do you think working at an understaffed environment can affect the general performance of the Division: Do you mind explaining your answer?

.....

.....

10. How does working with corpses affect your relationship with other people, be it your own family, friend and the community at large?

.....

11. Do you know of strategies that can be used to solve the problem of understaffing at the Division?

.....

.....

THANK YOU FOR PARTICIPATING.







APPEDICES 3: SIMIRARITY REPORT



Document Information

Analyzed document	OLVIA AMADHILA FINAL THESIS JANUARY 2022.docx (D126048913)
Submitted	2022-01-25 10:05:00.0000000
Submitted by	
Submitter email	oamadhila@gmail.com
Similarity	2%
Analysis address	mivskipp@unam@analysis.urfund.com

Sources included in the report

SA	University of Namibia / CECILIA SHEKUPE-6-2.pdf Document CECILIA SHEKUPE-6-2.pdf (D31207856) Submitted by: shekupec@gmail.com Receiver: assistan.sjpus.unam@analysis.urfund.com	 3
SA	PAULINE MUDAMBURI 182491 Dissertation Final.pdf Document PAULINE MUDAMBURI 182491 Dissertation Final.pdf (D106083286)	 3
SA	University of Namibia / Final Research Proposal.pdf Document Final Research Proposal.pdf (D110501289) Submitted by: denise.david71.dd@gmail.com Receiver: moodle.unam@analysis.urfund.com	 1
W	URL: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/495011/The_role_of_Forensic_Pathologists.pdf Fetched: 2020-03-23 10:47:16.1900000	 1
W	URL: https://open.uct.ac.za/bitstream/item/28257/thesis_hsf_2017_de_jong_jacqueline.pdf?sequence=1Hudson Fetched: 2022-01-25 10:07:00.0000000	 1
W	URL: https://www.cjournal.ca/files/197.pdf Fetched: 2022-01-25 10:07:00.0000000	 1

APPEDICES 4: COVER AND INFORMED CONSENT LETTER

COVER LETTER AND INFORMED CONSENT

Research Project: Master of Business Administration: Management Strategy
Researcher: W/O (1) Olivia Amadhila
Cell no: 0812097479/ 0813503401
Email: oamadhila@gmail.com
Supervisor: Dr. T. Bhebhe cell no: +263 77 224 1580

Dear Respondents

I Warrant Officer (1) Olivia Amadhila, currently registered at Namibia Business School – University of Namibia for studies leading to a Masters of Business Administration: Management Strategy. In partial fulfilment of the mentioned qualification, I am carrying out a research project titled: “Examining the effects of understaffing on employee performance at Forensic Pathology Division: Namibian Police Force”.

The levels of understaffing had reached an alarming rate and one would wonder as to how positively or negatively this affects the Division in question. For some unexplained reasons, majority of the division’s technicians are being transferred to other police departments almost every year since the year 2016 and there has been no replacement for them and at the same time the division is currently confronted with an aging population, quiet a number of staff members are expected to retire in two to three years’ time and obviously a lack of manpower will follow.

Given the distinctive circumstances above, this study aimed at examining the effects of understaffing on employee performance at the Division of Forensic Pathology, its causes and eventually produce strategies that can be employed to help the Division to better the situation.



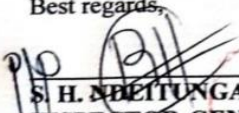
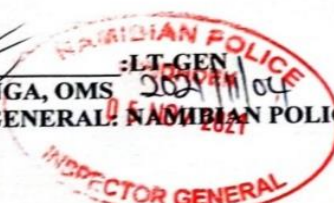
To achieve the objectives of this research, the researcher needs assistance from you to fill the questionnaire provided. The attached questionnaire will take about 15 minutes to complete. Please return the questionnaire as soon as possible. Please take note that you are not obligated to participate in this research study unless you are fully willing to do so. With absolute assurance, there will be no negative consequences for a decision not to participate. Please rest assured that your responses will be treated with utmost confidentiality and will not be divulged to any other party. The researcher will make sure that the information that you will provide would not be used for any other purpose except for this academic research only. Anonymity will be ensured in this research. Your participation will be highly appreciated.

If you have any questions or concerns about participating in this study, please contact me or my Supervisor.

Yours Sincerely

Researcher's signature  Date..... 2021/11/10

APPEDICES 5: CLEARENCE LETTER

	REPUBLIC OF NAMIBIA	 POL 716 Namibian Police Force
MINISTRY OF HOME AFFAIRS, IMMIGRATION, SAFETY AND SECURITY		
Tel. No: (+264 61) 209 3111 Fax: No: (+264 61) 220 621	CONFIDENTIAL	OFFICE OF THE INSPECTOR-GENERAL Namibian Police Force Private Bag 12024 Ausspannplatz WINDHOEK Namibia
Enquiries: Comm Mafwila/ W/O(1) Katala		
Our Ref.: 018729/6 Your Ref.:		03 November 2021
The Regional Commander Oshana Region Namibian Police Force Private Bag X5506 OSHAKATI		
RE: APPLICATION FOR AUTHORITY TO CONDUCT RESEARCH: NO. 018729 WARRANT OFFICER¹ O. AMADHILA: FORENSIC PATHOLOGY SUB-DIVISION; OSHANA REGION		
<ol style="list-style-type: none">1. Receipt of your evenly numbered letter dated 14 October 2021 regarding the above subject matter is hereby acknowledged with thanks.2. No. 018729 Warrant Officer¹ O. Amadhila applied to conduct a research study titled: <i>“Examining the effects of understaffing on employee performance at Forensic Pathology Division: Namibian Police Force”</i>.3. The application is approved, hence the member should be urged to ensure that information that will be provided to her will be treated with high level of confidentiality and will not be used for any other purpose except for only this academic research.4. The member’s interest and willingness to carry out a research study is highly appreciated. Hence, this office would appreciate sharing the research outcome with the Namibian Police Force.5. Kindly for your information and inform the member accordingly.		
Best regards,		
 S. H. NDETUNGA, OMS INSPECTOR-GENERAL, NAMIBIAN POLICE FORCE		
		

APPEDICES 6: EDITING CERTIFICATE

Dr. Joseph Namutungika Mukoroli
Oracle Writing and Editing Services
Box 25074, Windhoek, Namibia
Cell: +264811474631
Email: jmukoroli@unam.na

28 January 2021

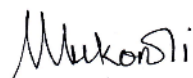
To whom it may concern

LANGUAGE EDITING – OLIVIA AMADHILA

This letter serves to confirm that a **Master of Business Administration (Management Strategy) Entitled: Examining the Effects of Understaffing on Employee Performance at The Forensic Pathology Division, Namibia Police Force** was submitted to me for language editing.

The thesis was professionally edited and track changes and suggestions were made in the document. The research content or the author's intentions were not altered during the editing process and the author has the authority to accept or reject my suggestions.

Yours faithfully



Dr JOSEPH NAMUTUNGIKA MUKOROLI
PhD in Language and Literacy
M.A. in the Art of Teaching

B. ED in Education