

**AN INVESTIGATING THE IMPACT OF EMPLOYEE TURNOVER ON THE
SERVICE DELIVERY IN THE NAMIBIAN POLICE FORCE**

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ABSTRACT

This study sought to assess the impact of employee turnover on service delivery in the Namibia police force by assessing the level of and reasons for employee turnover in the Namibian police force; to analyze how employee turnover affects day to day operations in the police force; to determine the relationship between staff turnover and quality service delivery. This study adopted a quantitative research design and the instruments for data collection were questionnaires. Purposive and Stratified sampling was used to select the regions and stations of interest. A sample of 226 respondents was drawn from various A-Station (substrata) in four different regions using convenience sampling. The Statistical Package for Social Science (SPSS) version 22 was used to analyse data and tables were used to present the results. A pre-coded closed-ended questionnaire using 5 points Likert scale was administered to the target population. The study concludes that, employee turnover is caused by factors at home and work and that turnover causes too much wastage of resources which is spent on training replacements. Furthermore, the study concluded that employee turnover affects teamwork as the remaining employees get demoralized after the resignation of some of their colleagues. The study recommends that the top management of the police force should involve employees in the decision-making process. It further recommends that NAMPOL management should provide benefits that will attract the best employees to remain in the organization to improve service delivery. Lastly, the study recommends alignment of employees remuneration with employee job responsibilities will help in motivating employees to improve their performance and that NAMPOL should consider remunerating its staff based on their qualifications for those that are not promoted to feel their qualifications are recognized.

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DEDICATION

I wholeheartedly dedicate this work to my parents Mr. Albanus Iidhogela and Madam Priskilla Imalwa for their unwavering support and prayers.

This work has not been submitted for a degree at any other institution.

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CHAPTER 1 INTRODUCTION DECLARATIONS

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Date

CHAPTER 1 INTRODUCTION

1.0 Introduction

The study sought to assess the impact of employee turnover on service delivery in the Namibian police force. This was done by assessing the level of and reasons for employee turnover in the Namibian police force, analyse how employee turnover affects day to day operations in the police force, and determine the relationship between staff turnover and quality service delivery.

This chapter intends to provide information concerning an overview of the study. It involves the background of the study, statement of the problems, objectives, (general and specific objectives), significance, limitation, and delimitation of the study.

1. 1 Background of the study

For any business to function and prosper, it needs a reliable and consistent source of labour. A critical shortage of experienced personnel is still a problem in organizations. Every trained personnel becomes an asset of considerable value and presents management with the challenge of retaining him or her satisfied and well settled. Excessive turnover is costly, disruptive, and self-perpetuating, Cotzer (2006) as cited by Andrew (2013). It has been found that the impacts of labour turnover are very challenging and it is one of the emerging phenomena in contemporary Human Resource Management which has prompted Human Resource Managers to think further on labour market issues and technological advancement in most organizations.

Staff turnover or labour turnover is the rate at which an employer gains and losses employees (Wallelgn, 2013). The simple way to describe it is "how long employees tend to stay" or "the rate of traffic through the revolving door". Employee turnover is a problem that employers have been facing in all industries, but the situation is different for every industry, it is not a one size fits all (Catherin, 2002) as cited by (Wallelgn, 2013).

Saridakis and Cooper (2016, p.122) emphasise that employee turnover is of central and great importance to every organization because every organization needs a supply of labour to function. Turnover of the employees can have a detrimental impact on the organization especially when the employees that leave are the ones that the organization wishes to keep (Saridakis and Cooper, 2016, p.112). They further stated that retaining talented, educated, and skilled personnel can positively affect productivity and performance, and improve efficiency growth and prosperity.

However, Meier and Hicklin (2015) as cited by Abolade (2018), pointed out that employee turnover can benefit the organization in a sense that a new higher-performing employee may replace a significantly underperforming employee who left and that the costs of the replacement and retaining can be quickly compensated by the higher performance of the new employee. They opine that replacing poor performers can serve as a motivational signal to others so that they will perform better. Due to this, several studies such as a study by Kondjeni (2016), were conducted on the causes and impacts of turnover in various industries. Several pieces of the literature indicated many factors of why employees stay or quit their job. There are also many discussions on international and national level studies on the relationship between various factors of turnover and its effect.

For example, a study by Mambidisa (2013) looked at the impact of staff turnover on organizational effectiveness and employee performance. Ongori (2007) focused on sources of employee turnover, effects, and proposes some strategies on how to minimize employee turnover in organizations. Gabriel and Thomas (2012) carried out a study on Ghana Banks to find out the relationship between labour turnover and its impact on performance. Samuel and Chipunza (2009) as cited by Wallelgn, (2013) also identified intrinsic and extrinsic motivational variables that influenced the retention and reduction of employee turnover in both public and private sector organizations.

In Namibia, a study by Namweya (2017) found out poor salaries to be the main cause of turnover amongst investigating officer at Windhoek police. A similar study has found out that high turnover leads to work overload to the remaining staffs (Mutileni, 2017). These two studies all concluded that the rate of employee turnover in the police is unsustainable and that there is a need for a pay rise and improving the living condition of police officers.

The Namibian police force (NAMPOL) is a big organisation, with members in all fourteen regions. However, due to high employee turnover and lack of funds to recruit a lot of police officers at a time, none of the Directorates, Regions, Divisions, Offices, Stations, and Units has filled their structure; they all operate in manpower deficit. In 2019, NAMPOL had a total strength of 16204 members, although the approved workforce strength is 36344 members, which is less than half of the approved workforce strength (NAMPOL Strategic Plan, 2006/2014).

Table 1.1 Namibian police current strength vs the estimated strength

Current strength	Estimated strength
16 204	36 344

Source: Police establishment, (2013, p. 104)

This simply means that NAMPOL has insufficient personnel. Insufficient personnel means that the organization lacks some human resources thus the organization is not effectively or efficiently practising its policies at all angles. Insufficient personnel in an organization brings about an increase in workload. The work-load in an organization comes about when employees perform and carry out more activities in an organization than what is expected of an employee.

In his study, Engotou (2017) finds that insufficient personnel in an organization brings about a rise in the situation of stress and fatigue which brings an effect on the organization's performance. When workers are stressed up, they tend to be less efficient and effective in performing their jobs. He further uncovered that insufficient personnel bring about workload and less supervision of their activities thus the increase in workload and less supervision of their activities tend to improve the effects or a drop in the organizational performance thus bringing a drop in their performance level.

On the other hand, service delivery is defined as the actual delivery of service and product to the customer or clients (Martin and Ledimo, 2015). Anderson (2009) describes the service concept as the bundle of goods and services sold to the customer and the relative importance of each component to the consumer. These definitions speak to each other and

they are all relevant to this study. The provision of service is of great importance to the management of all service organizations and NAMPOL is particularly interested in providing excellent service to the general public (Kondjeni, 2016). It is therefore concerned with where, when, and how the product is delivered to the customer. In the case of the Namibian police force, service delivery is measured by how easy it is to report crimes to the police and how fast they can respond, how well are police officers equipped (skills, training, and resources) to deal with all the situations of security concern and how well investigation of crimes or alleged offences are carried out (Mutileni, 2017).

Strengthening service delivery is a key strategy to achieve organisational goals. This includes the delivery of interventions to reduce crime, ease accessibility, timely response to crimes as well as timely investigation of crime. Service delivery is an immediate result of investing in policing. Increased inputs lead to improved service delivery and enhanced access to services. Ensuring availability and access to policing services is one of the main functions of the Namibian police force. Alhashem (2011) as cited by Kondjeni (2016) stated that delivering quality service has a significant relationship with customer satisfaction, loyalty, service guarantees, and growth of an organisation. Therefore, service delivery is high on the NAMPOL agenda.

Although NAMPOL has registered several achievements over the years such as increasing its number and professionalizing its workforce and combating crimes, resignations and retention of members remain a challenge to be addressed. NAMPOL has been experiencing challenges in retaining its highly trained and experienced members, especially those having scarce expertise and high technical qualifications because their qualifications are on-demand in the labour market (Ndeitunga, 2018). Most members opt

to resign or transfer to other ministries to look for greener pasture. Quoting the Inspector General of Police (IGP), Hans (2014) noted that the Namibian police force loses an average of 500 officers per year. One practical example that leads to mass resignations is a monopolized system. For example, the Namibian police force is the only institution that offers a traffic course (traffic diploma) in Namibia and it is only trained police officers that undergo this course. Therefore, institutions that need the service of personnel with this expertise, like the Municipal police, Roads authority (NaTIS), and other private sectors, have to poach them from NAMPOL. This hampers the police mandate of making Namibia a crime-free nation by serving and protecting all people in Namibia.

“An organization’s competitive position squarely rests on its employees. Therefore, losing employees for any reason affects an organization’s performance” (Alchian, & Demsetz 1972, p. 777-795). According to (Namibian police turnover report, 2019, p. 4). *“The Namibian police force has lost a total number of 2446 members due to resignation, transfer to other ministry and early age retirement from 01 April 2014 to 31 March 2019”*. These numbers are alarming and not sustainable.

The question of labour turnover is very challenging since most people are not aware of the real factors that bring about labour turnover. For instance, managers believe that labour turnover takes place because employees are after green pasture, yet employees themselves believe that leaving their current job meaning to seek a good job with more pay.

This study seeks to answer the question, “do employees leave their current job only because of green pastures, what implications does it have on service delivery”? This study identified this gap and data will be collected to proffer an explanation.

1.2 Background of the organisation and composition

It is now more than two decades from 1990 to 2019 since Namibia became an independent state founded upon the principles of democracy, the rule of law, and justice for all (Namibian constitution, Article 1, 1990). The change, from colonialism to independence, brought about new challenges to both the government and its people. The uniqueness of Namibia's colonial legacy, being a former colony of apartheid South Africa, exacerbated Namibia's situation. Unlike other former colonies, the Namibian government was not only faced with the obligation to enact laws that promote democracy and enhance development but was also required to repeal or amend a host of apartheid system discriminatory laws and policies which served to promote the interests of the minority whites at the expense of the indigenous majority.

Since its inception, the Namibian government has realized the need to create a safer and more secure environment conducive to healthy economic and social activities and established the Namibian police force (NAMPOL), based on Article 115 of the constitution and the Police Act, Act No.19 of 1990 as amended. The functions of the police as prescribed by section 13 of the Act focus on the: preservation of the internal security of Namibia, maintenance of law and order, investigation of an offence or alleged offence, prevention of crime, and protection of life and property.

Article 2 of the same Act states that *"A person who was a member of the South West African police before the commencement of the Act, shall, with due recognition of his/her previous period of service be deemed to have been appointed under the Act as member of the Namibian police"*. By this provision, about 2 500 members of the disbanded South West African Police (SWAPOL) joined NAMPOL. These members are products of the

apartheid system whose staffing norms during the colonial era reflected the apartheid system of job reservation policy, where whites held senior positions and members of other racial groups occupy junior positions. This arrangement served both the interests of the apartheid system and the colonial society better.

In terms of the legislative instruments providing for the founding and establishment of the Namibian police force (NAMPOL), Section 3(1) of the Police Act, number 19 of (1990), places the Inspector General of Police (IGP) in command of the Namibian police force and spells out the duties and responsibilities entrusted upon the IG. Section 3(2) of the Police Act prescribes the functions of the Inspector General which among others include the power to develop a plan sets the priorities of the force, determine the fixed establishment of the force and the number and grading of posts, determine the distribution of the numerical strength of the force, and to organize or reorganize the force into various components, units, and groups.

The members of the Namibian police force are categorized into commissioned and non-commissioned officers. Commissioned officers refer to members of the Namibian police force holding the rank of inspector upward including the Inspector General, appointed under the Police Act 19/1990 sec 4(1) by the Inspector General of the Namibian police force or appointed by the President of the Republic of Namibia. Non-Commissioned Officers are members of the Namibian police force holding the rank categories between constable and warrant officer class one and appointed under the Police Act 19/1990 sec 4(1) by the Inspector General of the Namibian police force.

The reviewed structure and establishment indicate the various components of the force, such as directorates, regions, divisions, offices, stations, and units which vigorously pursue the achievement of the force's goals. It thus serves as the principal guide to all components within the force to improve operational efficiency by providing clarity and ensuring that members at all levels work like well-oiled machines focusing on time and energy in productive tasks. The Namibian police force is thus decentralized to all 14 regions and then regions are divided into police stations to render the necessary quality service.

1.1.1 Table 1.2 classification of the police station in Namibia

Classification of the police station	Explanation
A - Stations	These are the largest police stations in the region, in terms of manpower, crime report, the size of the community under the jurisdiction, and they are only found in bigger towns/cities. The approved police structure (2013), holds that an A-Station should have more than two hundred and seventy (270) police officers of which station commander should be a Chief Inspector who should have five (5) Inspectors under him
B - Stations	According to the approved Police structure (2013), a B- Station is the second-largest police station in the region, in terms of crime reports, manpower, and the size of the community under the

	jurisdiction. The structure further holds that the station should have one hundred and one (101) members and should be headed by an Inspector as a station commander.
C - Stations	These are the last category of the police station in Namibia that is limited to only fifty-three (53) members, where a station commander should be a Warrant Officer (1) (approved police establish/structure, 2013).

Source: Police establishment, (2013)

1.2 Problem statement

Employee turnover has become a serious management problem because it brings financial and moral impact on organization scarce resources. Public service organisations are finding it difficult to retain well-performing, well experienced, and soundly trained employees as a result of turnover (Abolade, 2018). High employee turnover has become a problem for government organizations since well experienced and well-qualified members leave the position they held in the offices (Kebede, 2017). The Namibian police force is one of those that suffer from high employee turnover.

The manpower in the police department can effectively reduce crime and rendering necessary service to the community (Hans, 2014). The NAMPOL is responsible for the preservation of the internal security of Namibia, maintenance of law and order, investigation of the offence or the alleged offence, prevention of crime, and protection of life and property and service delivery which includes issuing vehicle clearance certificate,

understanding people's problems and solving them amicably, attending all crime report and making arrests for suspects to appear before court (Police Act, Act No.19 of 1990 as amended, Namibia 1990).

This study seeks to investigate the impact of employee turnover on service delivery in the Namibian police force.

1.3 Objectives of the study

The main objective of this study is to investigate the impact of employee turnover on service delivery in the Namibia police force.

Specific objectives

The study was guided by the following specific objectives:

1. To investigate the level of and reasons for employee turnover in the Namibian police force
2. To analyse how employee turnover affects day to day operations in the police force
3. To determine the relationship between staff turnover and quality service delivery

1.4 Hypothesis of the study

H₁₀. High labour turnover has an impact on service delivery in the Namibian police force

H_{1a}. High labour turnover has no impact on service delivery in the Namibian police force

1.5 Significance of the study

This study aims to contribute to the growing area of research by exploring the impact of employee turnover on service delivery in the Namibian police force. This study sought to establish the relationship between employee turn on and quality service delivery. The study further sought to analyse how employee turnover affects day to day operations in the police force. The findings and recommendations from this study are useful to policymakers in the ministry of safety and security in policy formulation. It can also be used by other researchers who would wish to research on labour turnover in security-related organizations. The study is intended to fill a gap that exists in research especially in the Namibian context where only a few if not none has been carried out at any of the local higher educational institutions.

1.6 Limitations

This study was challenged by the unwillingness by some officers to give information that was regarded as confidential in the military (force) organisation. Another was the channel of command which the researcher had to go through to get the participants. Nevertheless, the research work was adequately covered based on the information available to the researcher although it is difficult to claim total perfection.

1.7 Delimitations

Several factors affect the performance of the Namibian police force but this study only looked at employee turnover. The research only covered four of the 14 regions in Namibia.

1.8 Definition of key terms used in the study

This study seeks to assess the impact of employee turnover on service delivery, it is important to highlight some of the most prominent terms to facilitate an understanding by the readers. The following terms are defined hereunder using an Oxford dictionary and some related articles: employee turnover, service delivery, impact, member, insufficient personnel, motivation, and compensation

i. Employee turnover

It is the rate at which employees leave a company and are replaced by other people (Wallelgn, 2013).

ii. Service delivery

Service delivery is the act of making a service or information available to people (Martin and Ledimo, 2015).

iii. Impact

This can be referred to as factors or an action of a thing hitting against another. It could be something that has a very powerful effect on a new thing or in a situation. To have an impact on something means you influence that thing (oxford dictionary).

iv. Member

Member refers to the member of the Namibian police force (police act, act 19 of 1990 as amended).

v. Insufficient personnel

It means there are not enough personnel in an organization and this may lead to the fall of the organizational performance (Engotou, 2017).

vi. Motivation

Khan, Khan, & Zakir, (2017) define motivation as an internal or external process that stimulates desire and energy in people to be continually interested and committed to a job, role, or subject or to make an effort to attain a goal.

vii. Compensation

This is the total amount an employee can expect to receive when working for an organization (Armstrong 2012). This can simply refer to a salary or a wage.

1.9 Organisation of this thesis

The current chapter provided an introduction to the research project as well as insight into the motivation and purpose of this study. Chapter two provides a review of the literature concerning the impact of turnover on service delivery. It also provides a discussion of the conceptual framework based on theories that assist the researcher to understand the effects of employee turnover on organization performance. Chapter three discusses the research methodology used in the collection of data as well as the methods of data analysis. Chapter four presents the findings of the study and discussion of the results. The last chapter provides recommendations and the conclusion of the study, and suggestions for further research.

1.10 Chapter summary

This chapter highlighted the history of the Namibian police force and gave an understanding of the police force and its composition. It further looked at the background of the study, where the researcher explored the rich literature on employee turnover, its causes, and its impact on the organization and also defined service delivery. Also, this chapter looked at the problem statement, research objective, and hypothesis, significance of the study, limitation, and delimitation as well as the organization of the study.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature on the concept of employee turnover and service delivery basing on the objectives of the study. Staff turnover may cause serious problems in the effectiveness of the organization if it is not addressed by top management. According to Hamermesh (2001, p.142), staff turnover may affect service rendered by the organization and it may cause delays in meeting customer demand. This chapter reviews the causes of staff turnover, the impact of staff turnover on employee performance, and organizational effectiveness.

2.1. Theoretical review

2.1.1. Employee turnover

Employee turnover is described as employees who have left, are leaving, and will leave an institution for various reasons (Grobler, Warrnich, Elbert & Hatfield, 2006) as cited by Tura, (2020). Another study suggests that employee turnover is the rotation of workers around the labour market, between different companies, occupations, and jobs, and also between states of employment and unemployment (Tura, 2020). Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained and this replacement cycle is known as turnover (Ongori, 2007). According to Roder (2019) turnover is the cessation of membership by an individual who received monetary compensation from an organization. These respective definitions, although different, centre on an individual who terminates his or her services with the organization. The researcher found the definition advanced by Roder (2019) to be appropriate for this study

since the focus is on police officers who have delinked with the Namibian police force they worked for.

2.1.2. John Adams's Equity Theory

Equity theory is considered to be relevant in understanding how compensation can influence employee turnover in the Namibian police force in Namibia and hence provides the theoretical background for this study. Redmond (2010) argues that Adam's equity theory states that a person's motivation is based on what he considers to be fair when compared to others. As noted by Gogia (2010), when applied to the workplace, this theory focuses on an employee's work compensation relationship or exchange relationship as well as that of employees' attempts to minimize any sense of unfairness that might arise. To be dealt with equitably is to be treated fairly in comparison with other groups or workers.

Armstrong (2006), on equity theory, stated that people will be motivated well if they are treated equitably and de-motivated if they are treated inequitably. This can lead to job satisfaction and will boost morale. It is the top management's role to treat workers fairly if they expect to retain them. Okumbe (2001) noted that compensation levels must be perceived to be fair and just to all participants. He further stated that equity is concerned with felt justice according to natural law. For compensation to be fair, it must be felt to match the level of work and the capacity of the individual to do work. It should be noted that workers have feelings of discomfort and guilt resulting from inequitably higher pay. And this, in turn, causes them to act in a manner that reduces dissonance.

Thus, if the law of natural justice is followed, then staff turnover will not be a priority as employees will be willing to continue working. This theory is linked to this study in that it advocates for employee motivation and the realization that employees, just like other inputs should be well equitably rewarded by ensuring there is a balance of rewards in the organization. The theory calls for fair treatment among employees in terms of rewards and creating a fair and equal working environment which leads to retention of employees and having a motivated workforce.

2.1.3. Frederick Herzberg's Two Factory Theory

The two-factor theory is considered to be relevant in understanding how working conditions can influence employee turnover in the Namibian police and hence provides the theoretical background for this study. Dessler (2011) argues that certain factors in the workplace cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by psychologist Frederick Herzberg (1959), who theorized that job influence and job dissatisfaction act independently of each other.

According to Herzberg, individuals are not content with the satisfaction of lower-level needs at work; for example, those needs are associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself.

2.1.4. Abraham Maslow's Theory of Need Hierarchy

Maslow proposed that there are 5 human needs, these needs are physiological, safety, social, esteem, and self-actualization. The essence of the theory is that needs lower in the hierarchy have to be fulfilled before higher needs.

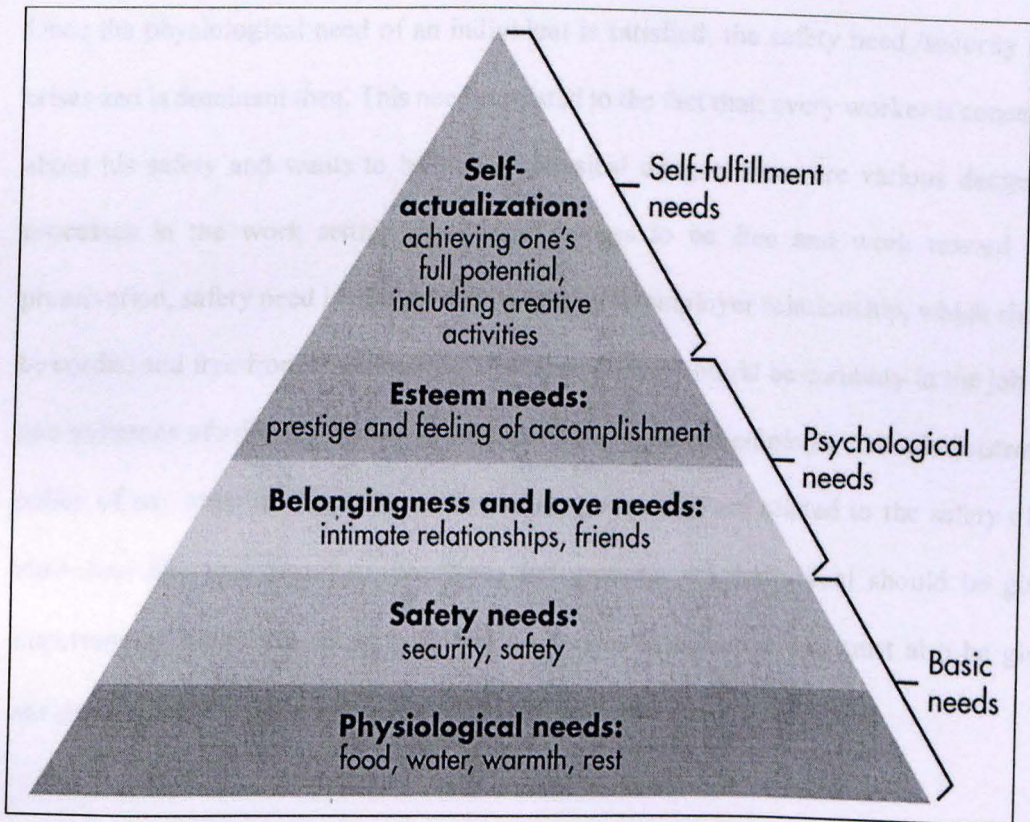


Figure 2.1: Maslow Hierarchy of Needs

2.1.4.1 Physiological Needs

Maslow's physiological need is strongest in human beings and hence it has the highest strength as compared to the other needs. Individual behaves in a particular manner to satisfy basic bodily needs like hunger; thirst, shelter, and clothing. These needs keep

dominating unless they are reasonably satisfied. A human being is therefore motivated to work in that direction.

2.1.4.2 Safety Needs or Security Needs

Once the physiological need of an individual is satisfied, the safety need /security need arises and is dominant then. This need is related to the fact that; every worker is concerned about his safety and wants to be free of physical danger; there are various dangerous processes in the work setting. Individual desires to be free and work toward self-preservation, safety need is also related to employee/employer relationship, which should be cordial and free from any threat to job security, there should be certainty in the job and non-existence of arbitrary action on the part of management/employer and administration policy of any organization must cover various points that are related to the safety of an individual like pay, pension, insurance, and gratuity. An individual should be given opportunities for choice of a job so that he derives satisfaction. He must also be given adequate security against being fired, laid off, or demotion.

2.1.4.3 Social Needs

Once the safety needs are satisfied, third needs i.e. social needs arises. People want to belong to some social group where their emotional needs of love, affection, warmth, and friendship are satisfied. Being a member of a sports club, social organizations, or being in the company of friends and relative's needs can satisfy social. In the work setting, individuals want to be a member of a workgroup and contribute towards it so that the social need of the individual is fulfilled.

2.1.4.4 Esteem Need or Ego Need

The fourth need in the hierarchy of needs as suggested by Maslow is Esteem needs or Ego need. Individual wants self-recognition, appreciation for the work done. It is related to self-respect, self-confidence, praise, power, and control. If these needs are satisfied it gives employees a sense of self-worth and ego satisfaction.

2.1.4.5 Self-actualization Need

Self-actualization is the last need in the need hierarchy. Once esteem need is satisfied, there appears the self-actualization need of human being. It is related to an intense craving for something supreme one wants to achieve in life. It is transcended and related to achieving the very best that may be possible for human endeavour.

People set high goals, achieve them, and set higher goals again and to achieve the same by utilizing the fullest potential. It is related to the development of intrinsic capabilities. An individual seeking to satisfy self-actualization needs to seek situations or jobs that are challenging in nature to the achievement of the highest value out of the work.

2.1.5 Application of Maslow's Hierarchy of Needs Theory

Maslow's Theory of motivation and its nature of the hierarchy of needs lays down a systematic approach a manager can apply to motivate his subordinates. It will be seen that needs are generally in the order. Maslow has suggested that when a worker is employed he is concerned about his basic need for food, water, shelter, and clothes and wants a minimum level of rewards so that the above need is fulfilled (physiological need).

Once the first need is satisfied, a manager must strive to fulfil the second need (security need) of his subordinates by providing them physical security, job security, and laying down various policies, which are required for the smooth running of an organization. Management must enjoy a cordial relationship with employees and ensure the free flow of communication so that employees devote maximum attention to organizational work. Workers can “belong” to a particular organization (social need) by creating workgroups and extending facilities for social interaction so that esteem needs and self-actualization needs, which are intrinsic, can be accomplished by workers.

Maslow Hierarchy of Needs Theory is relevant in the study of impacts of labour turnover on organization performance since, if an employee is provided with all these needs he is likely to stay for a long time and remain well settled and satisfied, contrary to the one who is lacking these needs, however, Maslow has been criticized for laying down needs in a particular order. But in reality, it may not be so.

To balance the old theories above with the new ones, the researcher also looked at the contemporary theories of motivation: expectancy and equity theory.

2.1.6 Expectancy theory

This contemporary theory of motivation applies to this study because it focuses on the link between motivation and behaviour. According to expectancy theory, the probability of an individual acting in a particular way depends on the strength of that individual's belief

that the act will have a particular outcome and on whether that individual values that outcome.

The degree to which an employee is motivated depends on three important relationships. The link between effort and performance, or the strength of the individual's expectation that a certain amount of effort will lead to a certain level of performance, the link between performance and outcome, or the strength of the expectation that a certain level of performance will lead to a particular outcome and the link between outcomes and individual needs, or the degree to which the individual expects the anticipated outcome to satisfy personal needs. Some outcomes have more valence, or value, for individuals than others do.

2.1.7 Equity Theory

Another contemporary theory that applies to this study is equity. It is based on individuals' perceptions about how fairly they are treated compared with their coworkers. Equity means justice or fairness, and in the workplace, it refers to employees' perceived fairness of the way they are treated and the rewards they earn.

According to equity theory, if employees perceive that inequity exists, they will make one of the following choices: change their work habits (exert less effort on the job), change their job benefits and income (ask for a raise, steal from the employer), distort their perception of themselves ("I always thought I was smart, but now I realize I'm a lot smarter than my coworkers."), distort their perceptions of others ("Martin's position is much less flexible than mine."), look at the situation from a different, or leave the situation (quit the job).

Managers must use the equity theory to improve worker satisfaction. Knowing that every employee seeks equitable and fair treatment, managers can make an effort to understand an employee's perceptions of fairness and take steps to reduce concerns about inequity.

2.3 Conceptual framework

A conceptual framework is used to illustrate what you expect to find through your research, including how the variables you are considering might relate to each other (Tamene, 2016). This study claims that employee turnover has an impact on service delivery in the Namibian police force. It has been argued that the high the employee turnover, the lower the provision of quality service (Alzaydi, Al Hajla, Nguyen & Jayawardhena, 2018). Employee turnover and service delivery are the two variables in this study. Variables are simply the characteristics that the cause-effect relationship is describing. In this study, the independent variable is employee turnover while the dependent variable is service delivery.

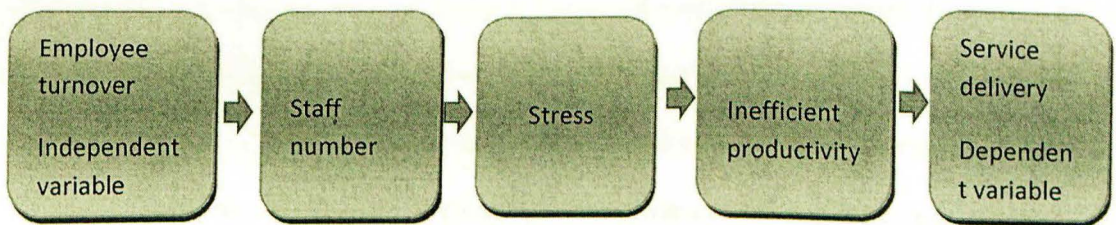


Figure 2.2 Cause-effect relationships between two variables

The research assumed that when other things are kept constant (*ceteris paribus*) the performance of the study, is possible to be related to these two variables and confirm that indeed, employee turnover has an impact on service delivery.

2.3 Empirical studies

Alexander (2008) identifies some factors causing high staff turnover some of which are; the job not matching new employees expectations; lack of attention from line managers; lack of training; lack of autonomy; lack of challenge and variety within the work; disappointment with the promotion and development opportunities; disappointment with standards of management, including unapproachable, uncaring and distant behaviour and failure to consult.

Apart from conducting studies on employee turnover to establish the causes of employee turnover, it has been suggested that it is important for the organizations to conduct exit interviews to find out the reasons as to why employees leave to develop plans and strategies that will assist in curbing employee turnover. However, research indicates that exit interviews are not a trustworthy informational basis for the identification of factors that cause turnover in an organization (Griffeth and Hom, 2007). Some organizations utilize exit interviews to find out the reasons as to why employees are leaving to rectify and improve the situation that may lead to some good retention strategies. However, it must be stated that certain employees may not provide accurate information in interviews. Griffeth and Hom (2007) state that as a result of the exit interview inaccuracy, most academic researchers concerned with employee turnover use the exit interview only as a secondary data collection tool.

In 2005, an analysis of some 800 turnover studies was conducted by Hom and Griffeth, which was updated in a study titled “reviewing employee turnover: focusing on proximal withdrawal states and an expanded criterion” by Hom, Mitchell, Lee, and Griffeth (2012)

confirmed some well-established findings on the causes of turnover. These include job satisfaction, organizational, and comparison of alternatives. The analysis also confirmed that employee turnover harms employee performance.

Manu (2010) studied employee turnover in the hospital industry in South Africa. This study concluded that the causes of employee turnover can be grouped into employee-based, employer-based, or workplace-based. The study further revealed that moderate employee turnover has no significant effect on the performance of the organization since the employees leaving can be replaced easily and the costs of the incoming new employees are evened out with the cost of recruiting them. However, the study found out that turnover of whatever level harms service delivery since the incoming employees have to learn new ways of doing things that may take time. Studies, therefore, seem mixed on the real effects of labour turnover, especially on service delivery.

Another study by Shava (2017) while studying the factors associated with turnover among nurses in public health facilities in the Khomas region of Namibia revealed poor working conditions; unsatisfactory salary, insufficient time for training, lack of chance for promotion, and lack of managers 'encouraging participation. Further outcomes indicated that nepotism, favouritism, delayed overtime payments, lack of teamwork, unskilled supervisors, including lack of commitment career development, were the main factors leading to a nursing turnover. Similar sentiments were also shared by Namweya (2017) who pointed out that the high rate of resignation for investigation officers in NAMPOL was attributed to work overload, unfair promotion practices, and poor salary.

Maina (2010), while studying the effects of labour turnover on the performance of organizations, concluded that economic studies provide consistent and significant evidence on the impact of labour market conditions on turnover rates at an aggregate level as being negative. This report was in contrast with that of Mobley (2016), who, while studying the effects of employee turnover, pointed out that at an aggregate level the relationship between economic factors such as employment levels and turnover has been well established as being positive. All these studies seem to agree on the causes of turnover in an organization. However, these studies did not come out on the impacts turnover has on service delivery.

2.4. Causes of Employee Turnover

Employee turnover is a major concern of businesses of all sizes (Roder, 2019). Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees (Edunote, 2017). The common definition of employee turnover is the loss of talent in the workforce over time (Roder, 2019). This includes any employee departure, including resignations, layoffs, terminations, retirements, location transfers, or even deaths. The author further identifies a lack of career advancement opportunities, poor management from supervisors, and lack of organizational fit, lack of training, support, or resources necessary to do their jobs well, as main reasons for quitting the jobs (Roder, 2019).

If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies

in the same industry (Edunote, 2017). High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of apprentice workers. Although there may be shared characteristics and outcomes associated with each incidence of turnover, there are different types of turnover, each with its implications, that is, voluntary and involuntary turnover within an organisation (Fay, 2017).

The following discussion highlights some various causes of staff turnover as described by various authors.

2.4.1 Remuneration

The main objective of a compensation system is to attract and retain high-quality staff. To be able to retain staff, the rewards that employees receive for their compensation must be satisfactory. Beede Emerole, & Ogbu Edeh (2017) define compensation as a reward that an employee awaits after putting his/her efforts to achieve enterprise goals and objectives. One purpose of a person as an employee of a company is to earn income in the form of wages or compensation. Received wages to meet basic needs such as food, clothing, and housing. Kayode, Adeyinka, & Abiodun (2019) agreed that the classical objectives of any compensation system are to attract, retain, and motivate employees. Poor remuneration is one of the reasons for staff turnover. Quoting Maslow's theory of motivation, Kondaparthi (2014) noted that the main reason why people work is to be able to satisfy their basic wants (food, water, shelter, and clothing). If the job is not able to pay an employee a living wage, at the very basic, the resignation becomes inevitable.

2.4.2. Job Dissatisfaction

Job dissatisfaction is an unpleasant or negative, stress-related emotional state resulting in a re-appraisal of one's job or job experiences (Gabriel and Thomas, 2012). Job dissatisfaction wears down job performance and triggers off employees' low morale and job turnover intention. When the attitude of an employee towards his or her job is negative, we refer to it as job dissatisfaction (Nwobia & Aljohani, 2017). Job dissatisfaction is one of the major causes of absenteeism. In a study conducted back then in a Military Health Care Facility by Mullins (2005), it was found that there was a positive relationship between job dissatisfaction, employee turnover, and levels of absenteeism.

2.4.3 Job ownership

According to Park (2008, p. 43), employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they own the result. As individuals mature in their jobs, the organization should provide them with opportunities for the added responsibility.

2.4.4 Employee recognition

King (2018) noted that individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes do not have to be monumental before they deserve recognition, but the praise should be sincere. Steers (2002, p.59) states that one premise inherent in Herzberg's theory (1959) is that most individuals sincerely want to do a good job. To help them, they should be placed in positions that use their talents to

an optimal level and where they are not set up for failure (Mathis and Jackson 2007, p.116). Clear, achievable goals and standards for each position should be set and should be known to employees. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Individuals should not be overloaded with challenges that are too difficult or impossible (Nwobia & Aljohani, 2017).

2.4.5. Staff training and development practices

Training and development, according to Armstrong (2009), is a systematic process of altering employees' behaviour to further an organization's goals. Development is the acquisition of knowledge and skills that may be used in the present or future. Training programs can affect work behaviour in two ways. The most obvious is by directly improving the skills necessary for an employee to complete his or her job. An increase in ability improves an employee's potential to perform at a higher level.

Besides, training may help staff to become more competent and to enjoy their work even better. They may gain confidence in their work which in turn may boost their morale. Reducing staff turnover will benefit businesses and save money (Brubaker, 2019). Moreover, replacing staff is costly and valuable skills are lost. By providing staff with training and development they are more likely to be keen to take on greater responsibilities more suited to promotion or career progression.

Career development requires formal action by an organization to ensure that employees with appropriate qualifications and experience are available when the organization requires its services. According to Ramawickrama, Opatha & PushpaKumari (2017), the reasons for career development in organizations include, the quality of employee's work life is improved when he/she has the opportunity to progress in his/her care; employees can learn new skills with the result that there is always a demand for them; career development of employees decreases an organization's employee turnover rate and the personal job satisfaction of the employees is enhanced when their abilities have been developed and when they are placed in positions that suit their ambitions and abilities. Other factors make employees quit from organizations and these are poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organization, and toxic workplace environment, (Emilia, 2019).

2.5. Causes of turnover in the police organization

Law enforcement attrition is a complex and complicated issue to manage. There are many factors at play, both internally and externally, making it difficult for agencies to address the issue. In the competitive world of business, employers in both the public and private sectors have sweetened the pot to attract qualified applicants and keep them. More attractive and appealing work environments are luring officers from one agency to the next, or from the public sector to the private sector (King, 2018). A study by Crawford, Disney, and Simson (2016) found out that police officers in England and Wales resign from their jobs because of job stress. Crawford et al., (2016) found out that the growing level of terrorism in the Middle East countries and Europe has posed a security challenge

to police officers in England and Wales in particular and Europe as a whole. Police officers are required to work extra hours to protect their countries from radical terrorists. Besides external threats of terrorism, an increase in lawlessness also puts a demand on security personnel to keep law and order. The mounting pressure caused as a result of an increase in lawlessness provides ground for the resignation of police officers in England and Wales because of work-related stress. The same study found out that the exit rates of police officers were higher than the entry rates, further causing a shortage in manpower.

According to King (2018), many agencies are still characterized as having centralized management styles, hierarchical organizational structures with a dependence on strict operational procedures. However, officers today are seeking more motivating work environments with leaders who engage their minds and hearts. Centralized management styles are not conducive to this, though, which is why agency leaders must consider decentralized management styles whereby officers are given the freedom and discretion they need to make their own decisions and accomplish organization goals (Stojkovic, Kalinich, and Klofas, 2015) as cited by King, (2018).

King (2018) further identified generational differences as cause turnover in law enforcement agencies. The 'personality' of each generation is unique unto itself and developed by the events occurring in society during the formative years. Each generation is different from its strengths and weaknesses. Also, he noted that a lack of career growth or better opportunities leads to employees leaving the organisation. Officers often cite limited opportunities to grow or 'move up' as a reason for leaving their current position.

Law enforcement is constantly changing and providing new challenges. Training is critical for providing officers with the skills they need to achieve their personal career goals. Officers desire sufficient training because they know, without it, they make more mistakes, lose cases, and feel less confident, all of which leads to more lawsuits, negative publicity, and poorer organizational performance (Orrick, 2008) as cited by King, (2018).

In addition to the obvious dangers of confrontation with criminals and case management, police officers and detectives need to be constantly alert and ready to deal appropriately with several other threatening situations. Many law enforcement officers witness death and suffering resulting from accidents and criminal behaviour. A career in law enforcement may take a toll on their private lives. The situation like random transfers to different towns and states leaving their families behind contribute to a high rate of resignation from the police. The study further relates that, although the remuneration of police officers is relatively low, police officers and detectives are not allowed by law, to run private businesses to raise additional income.

According to Wilson (2012) as cited by Namweya, (2018) and King (2018) high resignation rate attributed to police officers poses both operational and security threats to the organization given the ever-expanding law-enforcement responsibilities. It has become quite difficult for firms today to achieve high levels of performance about their performance goals and targets because when employee exit the organization, the remaining employees are left with too many responsibilities as they have to cover up the vacant positions. Thus a study conducted by Namweya (2017) pointed out a high rate of

resignation for investigation officers in NAMPOL was attributed to work overload, unfair promotion practices, and poor salary.

Comparing both studies conducted in the USA and England to the studies conducted by Namweya (2017) in Namibia, studies came to different findings depending on the regions where they were conducted. However, they all share some similarities such as work stress, work overload, poor management style, and lower salaries to be the main contributing factors that influence the turnover decisions. This means that there is a trend between developed and developing countries in this regard. In contrast, a Namibian scenario differs in a way that they are not faced with radical terrorists. So here is not one size fits the situation. Furthermore, these studies also did not come out on the impacts turnover has on service delivery or on the organisation itself. This study, therefore, sought to explore or access the impact of turnover on service delivery.

2.6. Impact of turnover on Organization

Ampomah and Cudjor (2016) found out that staff turnover has both positive and negative effects whereby the positive effect includes: new ideas and skills being introduced into the company, it opens up promotion channel for employees, it helps in reducing redundancy in the organization and it also helps in replacement of poor performers. And that the negative effect involves: loss of skilled manpower, the additional cost of replacement recruitment, poor quality of work, and difficulties in attracting new staff affect the organization most.

While Brandt, Bielitz & Georgi, (2016, p. 457), identified Staff turnover as a factor contributing to direct loss of revenue due to associated cost (e.g., searching for a new employee, job interviews, severance pay, administrative costs, training costs) and to more indirect costs resulting from factors like varying customer loyalty, possible loss of expertise, an increase of error rate, an increase of occupational accidents, resources tied by an increased need for knowledge management and loss of product quality. These two findings are pointing in one direction. This was confirmed by Namweya (2017) who also identified direct and indirect costs of voluntary turnover as a replacement, recruitment, and selection, temporary staff, management time, morale, pressure on remaining staff who have to work extra hours to compensate for the work of those that have resigned, costs of learning, product or service quality, organizational memory, and the loss of social capital. Mabindisa (2013) added emphasis that if staff turnover is not taken into consideration, it will cause the productivity of the organisation to decrease, customers will lose trust in the organisation and that it will damage the image of the organisation in addition to the fact that employees will be demotivated to work for an organization with a high staff turnover rate.

Another study by Shava (2017) also concluded that staff turnover increased workload that leads to low morale and high levels of stress which in turn leads to absenteeism amongst employees. However, if the factors are identified, they tend to reduce the ramifications of turnover in terms of costs and disruptions in the workplace (Bratton and Gold, 2017). Employee turnover puts a strain on an organization's scarce resources. Staff turnover is costly and disruptive. Costly, as it reduces the output and disruptive, as it requires that schedules and programs be modified (Armstrong, 2009).

Lastly, a study by Hur (2013) as cited by Mutileni (2017) reports that staff turnover hurts crime control performance. He further says that the sworn officer turnover was more responsible for the reduced police ability in crime management in that violent and property crimes was more likely to occur when sworn officers leave the departments. He further states that voluntary separation has a significant and direct effect on crime occurrences than involuntary departures. He asserts that involuntary turnover has a good effect because the poor performing officers are weeded out of the organization. To relate this to the Namibian police force, the Inspector General of police (2018) pointed out a lack of manpower and resource as a challenge in making Namibian a crime-free. Staff turnover continues to cause the organization to lose a lot of money because they have to employ recruits over and over again.

2.7. Strategies to reduce employee turnover

Approximately 25 million people quit their jobs in 2016, overall (U.S. Bureau of Labor Statistics, 2017). The general business problem is the inability of some business managers to retain employees in the business and technical personnel support industry. The specific business problem is that some business managers lack strategies to improve employee retention (Merla, 2018). The strategies organizations use to engage their workers to depend not only on their business strategies but also on the size and complexity of the organizations and their workforce (Bryson, 2018). According to Kappel (2018), the best strategies to reduce employee turnover are; hire the right people, offer competitive pay and benefits, give praise, and show the career path.

2.7.1 Hire the right people

Keeping employees starts with hiring the right employees. Hire the right candidate with the right skills set, qualification, and attitude. It is important to make sure that their personality and style of work fit the organisation culture (Kappel, 2018).

2.7.2 Offer competitive pay and benefits

Kappel (2018), emphasized that people look for a job because they need to cover standard expenses like housing, utilities, and food. And they want enough money for extras, too.

2.7.3 Give praise

Employees need encouragement and recognition (Kappel, 2018). When employees do something right, show your appreciation. He further added that, when employees finish a large, difficult project or submit a project before the deadline, they should be congratulated.

2.7.4 Show the career path

If employees stay stagnate in one job for too long, they might search for another job where they can advance. Most employees want to increase their skills and knowledge and move up the career ladder. Employees should be given training opportunities for them to learn new skills and practice them (Kappel, 2018).

In conclusion, management should ensure that there is a suitable working environment to enhance efficiency, Ampomah, and Cudjor (2016) as cited by Mutileni (2017).

Management should create opportunities for career advancement in the organization to help staff to become more competent and to enjoy their work even better, should give due recognition to its internal employees, and have clear, achievable goals and standards for each position set and known to employees.

Besides, individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. There is a need to involve employees in the decision-making process in any issue that will affect them in the organization and this may be through meeting with their representatives (Mabindisa, 2013) as cited by Sitengu, (2018).

Ensure that every good performance is appreciated in the form of a pat on the back, bonuses, or giving some other compensation for a job well done. Maslow's hierarchy of needs and Herzberg's entails that if an employee is provided with all the basic incentives including performance incentives, he/ she is likely to stay for a long time and remain well settled and satisfied, contrary to the one who is lacking these needs.

2.8. Chapter summary

Employees are the backbone of any business success and therefore, they need to be motivated and maintained in the organisation at all costs to aid the organisation to be globally competitive in terms of providing quality products and services to the society. A lot of studies has been conducted to investigate the reasons for high employee turnover in the Namibian police force. However, from the foregoing research, most existing researches on the subject of the effects of employee turnover do not seem to come up with

a concrete agreement on the effects of the phenomenon on the performance of the employees and especially on service delivery in NAMPOL. Therefore this study sought to assess the impacts employee turnover has on service delivery in the police force.

CHAPTER 3: METHODOLOGY

3.0 Introduction

A research methodology is a path through which researchers need to conduct their research. It shows the path through which researchers formulate their problem and objective and present the result from the data obtained during the study period (Sileyew, 2019). This chapter covers the research methods which were used in the study. It comprises the research design, research philosophy, population and sample, data collection and sampling procedures as well as the research instruments used, and data analytic procedures. This research methodology chapter also shows how the research outcome was obtained in line with meeting the objectives of the study.

3.1 Research philosophy

Research philosophy is a term typically used by academics and researchers relating to how the relevant data should be obtained and analysed to come to a conclusion or a finding (Fay, 2017). The research philosophy adopted by an author has certain assumptions about the perspective the author may have of the theoretical or research world, these assumptions help in establishing the strategy, relating to conducting the appropriate research (Fay, 2017). Fay further shared that three research philosophies exist, namely; Ontology, Epistemology, and Methodology. The Ontology philosophy focuses on the nature of reality, which included dimensions such as positivist and interpretive which affect the end data. In a positivist paradigm, a researcher considers that the study is seen as by them. In interpretive and comparable approaches the view of the researcher is indulged, priority is placed on the perceived realities and views of those being studied. Ontology centres

around comprehending on how certain situations or topics come to be and what the driving forces were to create these situations or topics.

The Epistemology philosophical perspective refers to the link the researcher has with the subject of study, similar to the ontology branch the contrast in epistemology is observed amid the positivist and interpretive viewpoints. Veal (2011) as cited in Fay, (2017) clarifies that positivist researchers “adopt an objective, distanced stance” and that the interpretive researcher is more subjective and engaged with the subjects.

An additional philosophy by Guba and Lincoln, Heron, and Reason (1997) as cited in Fay, (2017) propose a fourth philosophy – axiology - the study of values and ethics within the research process. As this thesis is a study of employee turnover in the police force, therefore a combination of philosophies may be applied. This study employed an interpretivism paradigm whose standpoint is that our understanding of reality is a social construction by human actors. It is characterized by a need to understand the world as it is from a subjective point of view and seeks an explanation within the frame of reference of the participant rather than the objective observer of the action. As stated above, at an axiological level, the interpretivist paradigm is more concerned with relevance than accuracy. It is for these reasons that the researcher adopted the interpretivist approach.

3.2 Research design

According to Grove, Burns, and Gray (2013), a research design is an overall research approach or the strategy taken. McDaniel and Gates (2006) define research design as a plan for addressing research objectives. Both definitions include a plan or strategy required to address the objectives of a study. This study employed a quantitative research

design therefore descriptive data was collected. This research design was chosen because it helps gather quantifiable information that can be used to statistically analyse a target audience. It further allowed the researcher to employ multiple approaches for data collection and analysis. The descriptive research design involves gathering data that describe events and organizes data in the form of visual aids such as graphs and charts to aid a reader in understanding distribution (Quentin, 2019). It helps the researcher to present discrete and categorical variables like mean and standard deviation (Ali & Bhaskar, 2016). It also helps to manage large volumes of data.

3.3 Population

The population is the entire set of individuals (or objects) having some common characteristics as defined by the sampling criteria established for the study (National Council on Measurement in Education, 2019). In other words, a population is the broader group of people to whom you intend to generalize the result of your study (David, 2017). The population in this study consists of all police officers at four A-station in the selected regions. These are; Khomas region (Windhoek police station 245 members), Otjozondjupa region (Otjiwarongo police station 115 members), Oshana region (Ondangwa police station 120 members), and Hardap region (Rehoboth police station 107 members). Therefore, the total population is 587 police officers.

3.4 Sample

Ideally, the study design should include all the target population. Including all the target population is generally not possible, because of the large numbers, the cost, and the time.

A subset of the population, called a sample, is studied instead, from which conclusions (or inferences) are drawn as applying to the Target Population.

The researcher applied a stratified sampling method to choose the regions of interest and to select a stratum (stations) of interest. The stratified sampling is based on grouping units into subpopulation called strata and then using the hierarchical structure of units within each stratum (Aridaman & Robert, 2014). The study considered regions in Namibia as strata and the type of police station within each region as substrata and these stations are categorised as A-stations, B-stations, and C-stations.

The A-Stations were then selected because they are a true representative of the region in terms of their size (number of police officers), the area of operation, and the population they serve.

Finally, the researcher considered the workforce within these A-stations to partake in the study, this was done using the convenience sampling. According to (Etikan, Musa & Alkassim, 2016) convenient sampling is a type of non-probability sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the study.

The researcher then used Krejcie and Morgan (1970)'s table of a given population to determine the sample size. The A-stations in the four selected regions accounted for 587 police officers; therefore, a total number of 226 police officers were randomly drawn from the chosen police stations. To ensure that each station is represented proportionately, the researcher used the sampling table and the formula below;

Region	Police station	Population	% of the population	Sample
Khomas region	Windhoek P.S	245	42%	95 members
Otjozondjupa	Otjiwarongo	115	19.6%	44 members
Oshana region	Ondangwa P.S	120	20.4%	46 members
Hardap region	Rehoboth	107	18%	41 members
Total		587	100	226

Table 3.1: Sampling table

Source: Primary data

Formula used: $N(\text{police station population}) / N(\text{target population}) * n(\text{sample size})$

Formula: $N / N * n$

For example, Windhoek police station: $245 / 587(N) = 42\%$ Then $0.42 \times 226(n) = 95$

Table 3.2: Table for Determining Sample Size for a given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.
 Source: Krejcie & Morgan, 1970

The table shows the population (*N*) and the sample (*S*) size determination. It informs that if the population size is for instance between 130 to 139 people or objects, then the sample size to be considered should be 97 people or objects. For this study the population size was 587 police officers across the four (4) regions hence the sample size was determined using the population size of 550 to 569 members, hence estimated as 226 participants.

3.5 Research Instrument

The research instruments employed in the study for data collection included a questionnaire. For a quantitative study like this one, a questionnaire was an appropriate tool to collect the required data to answer the research questions. According to De Vaus (2001), a questionnaire is a list of questions prepared by a researcher to collect data on a given subject. Answers were obtained through structured questions with multiple choice answer options. The questions were based on the Likert Scale whereby respondents were required to state whether they strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree. These questions are compromised of four parts.

Part 1: Demographic factors: This part of the questionnaire asked questions on demographics of the respondents, namely gender, rank, length in rank, level of education, and tenure to gauge the representativeness.

Part 2: Causes of staff turnover: This part of the questionnaire comprised nine close-ended questions on factors contributing to police officers leaving one job for another. The questions covered spouse relocation, advanced opportunity, work stress, unfair promotion, hostile work environment, uncaring leadership, organisation politics, employee conflict; a five-point Likert scale was used (1 = not at all; 2 = poor extend; 3 = fair extend; 4 = good extend; 5 = great extent). The respondents were also be asked to rank factors related to the career advancement of a police officer and uncaring leadership from strongly agree to the least ones on a scale of 1 to 5. Respondents were requested to answer YES or NO on the effect of the hostile work environment and work stress on police officer turnover

Part 3: Impacts of staff turnover on service delivery: This part of the questionnaire comprised nine close-ended questions on the impacts of staff turnover on service delivery. These questions cover wastage of resources, reduction in work productivity, reduction in

quality of service, inability to meet deadlines, service provision, level of trust. And again a five-point Likert scale was used

Part 4: Staff turnover on employee performance: This part of the questionnaire comprised nine close-ended questions on the impacts of staff turnover on employee's performance. The questions covered the workload, work stress and teamwork and moral.

3.6 Procedures

The researcher acquired a clearance certificate from the Namibia business school before going to the ministry of safety and security department of police where permission to obtain data was sought. Two types of data were collected, that is, primary and secondary data. Primary data was collected using closed-ended questionnaires. The secondary data was collected from the police reports/ archives.

3.7 Data Analysis

Gayet et al. (2009) define data analysis as ordering and organising raw data to extract useful information. After data was collected, it was cleaned and coded. Data were then imported into an analysis tool called the Statistical Package for Social Sciences (SPSS) version 22 software.

figures and tables were used to present the results. Chi- square was then used to test the research objectives to determine the association the two variable as opposed to testing the hypothesis

3.8 Ethical Considerations

All ethical considerations about the avoidance of harm to the respondents, informed consent, confidentiality, and authorization to undertake the study were observed in this study. Hard copies were stored in the lockable safe that was only accessible by the researcher. Concerning the information in a soft copy, the researcher kept them in a hard drive that was secured with a password and was only accessible by the researcher. The data collected was envisioned to be destroyed by burning and formatting once the data is no longer needed specifically 6 months after the submission of the final report to the university.

3.9 Chapter summary

This chapter dealt with the research methodology covering the research design, philosophy, sampling and analysis procedures, research instruments, and ethical aspects employed in the study.

CHAPTER 4: RESULTS AND DISCUSSION

4.0 Introduction

This chapter covers the findings on the primary data collected from respondents on the impact of employee turnover on the service delivery in the Namibian police force as per the objectives. The data were processed and presented in tables, graphs, and other statistical representations using Microsoft excel. Interpretations given were on processed data collected from the field. The researcher used a questionnaire as a data collection tool from the participants. The questionnaire had four (4) sections, the demographics, and the other three sections as per the research objects.

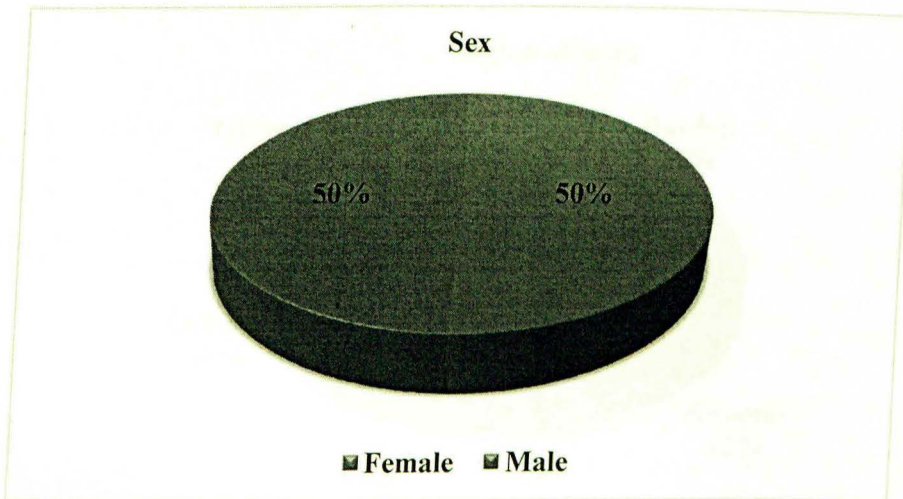
4.1 Demographic factors

The questionnaire was designed to get data that will answer the research objectives. In so doing the research firstly got to know the background of the participants which is also paramount to the study especially for comparability purposes in terms of demographics. The objective of asking for the demographic data was to obtain and classify the sex, region of work, length of service, positions (rank), and service length of those participating in the survey. The author deemed it important to gain this information to understand the composition of the participants in the survey on the impact of employee turnover on service delivery in the Namibian police force. This allowed the researcher to identify variations in turnover within those variables and to identify if the reasons for the impact are different by the parameters in question.

Gender

Gender is one of the variables considered to have an impact on the findings in terms of contribution as it helped to know the information given by both males and females. To the researcher, this was important as it provided evidence that on account of the impact of employee turnover on the service delivery in the Namibian police officer is of a gender-balanced perspective.

Figure 4.1: Gender of the respondents



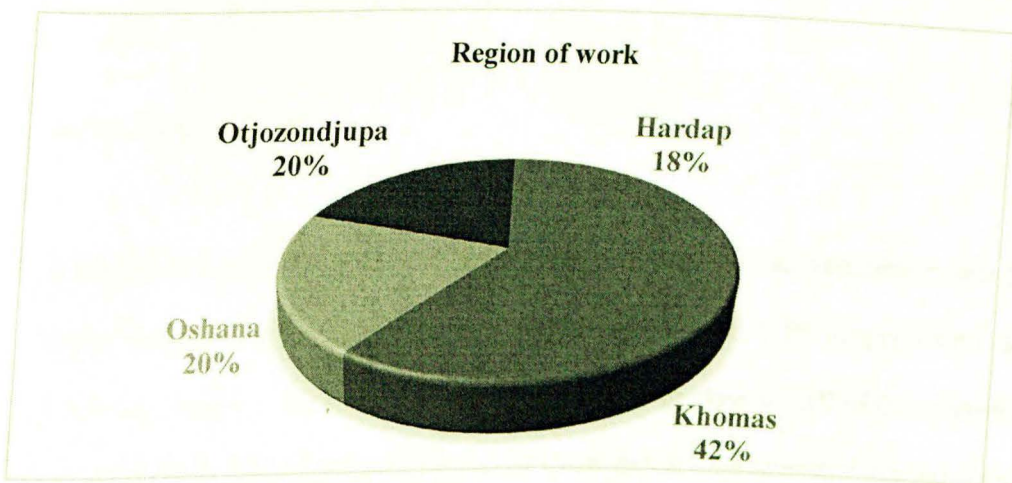
Source: Primary data

Figure 1 shows that the respondents were equally represented in terms of gender in which 50% were female and 50% males. The study sought to capture the impact of employee turnover on service delivery by factoring out the sex. The findings, therefore, are a reflection of the Namibian police force. The researcher considered this variable to factor out sex, hence, this background helped in determining the views which were represented in the study. 50% representation of each sex category shows fairness in the study.

Respondent's region of work

The region of work was included in the research to clearly show the number of people who were willing to contribute to the study. The researcher's expectation was not to have the same number of respondents for every A-station within each region, but to rather administer the questionnaire only to those who had the will to be part of the study.

Figure 4.2: **Region of work**



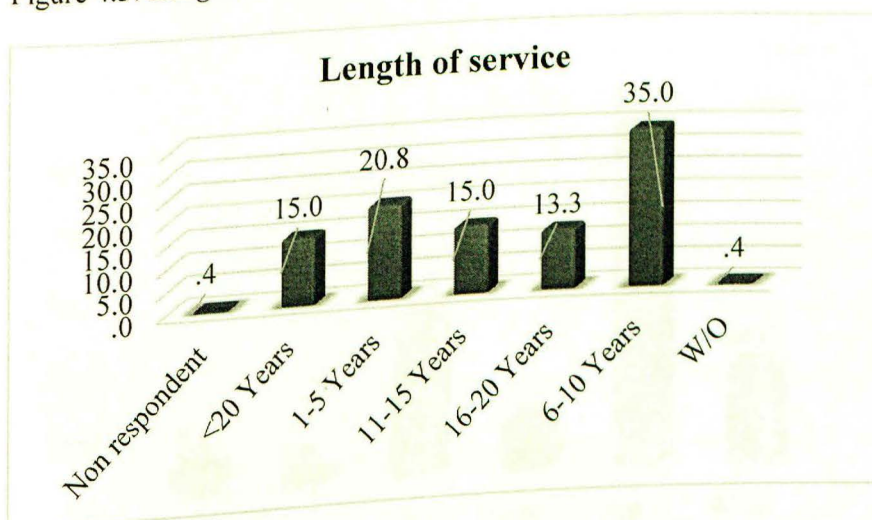
Source: Primary data

The study comprised of the Namibian police force from Khomas (42%), Oshana and Otjozondjupa (20% respectively), and Hardap region (18%). This simply shows that Khomas being a capital city has more police officer compared to other regions.

Number of years in the Namibian police force

Data concerning the length of service for respondents were presented into five categories; these include those who had worked between 1-5 years, 6-10 years, 11-15 years, 16-20 years, and >20 years.

Figure 4.3: Length of service in the Namibian police force



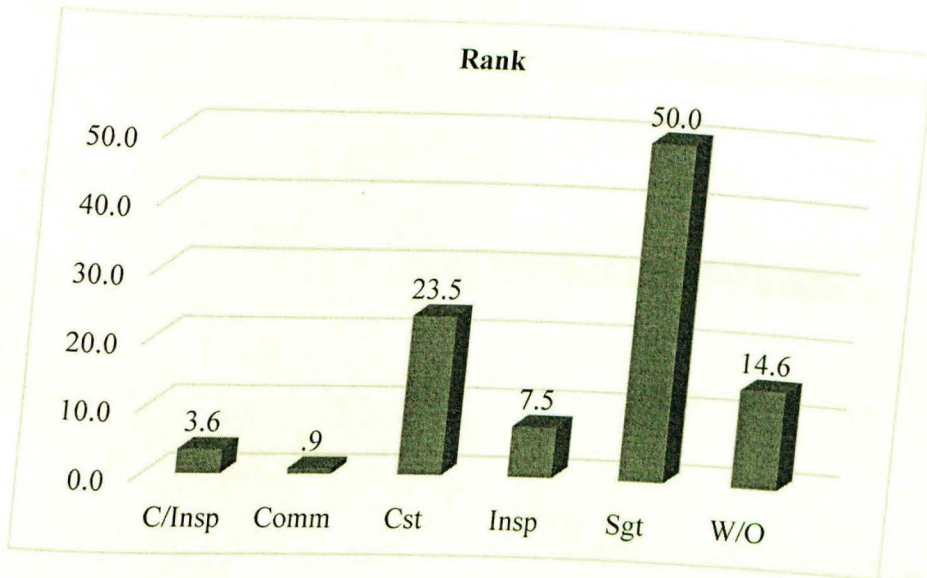
Source: Primary data

Figure 3 shows that 35% of the respondents have worked for the Namibian police force for 6-10 years, 1-5 years (20.8%), >20 years, and 11-15 years (15% respectively), while 16-29 years (13.3%). This illustrates that the majority or close to half of the respondents were within their first ten years, which could mean they are the ones directly impacted by turnover.

Respondent's positions in the Namibian police force

The position of the participants was important to this study in that it helped the researcher to know of a representation in terms of ranks. The findings showed some positions within the police force were represented hence the business was reduced. The views were from different officers who shared information based on their experiences in their departments and positions.

Figure 4.4: Rank of the respondents



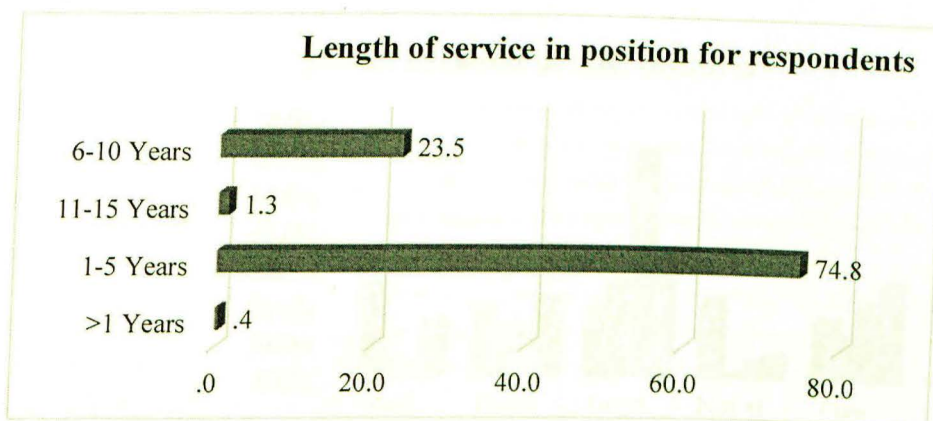
Source: Primary data

The findings as stipulated in Figure 4 shows that 50% of the respondents were Sergeants, 23.5% Constables, 14.6% Warrant officers, 7.5% Inspectors, 3.6% Chief inspectors, and the least represented group being 0.9% Commissioners. This shows that sergeant and constable are the ones making a big chunk of the population at the police station under study that could explain the high employee turnover.

Participants' length of service in the police force

Data concerning the service length of respondents were sought to determine whether the respondents have been in the force to observe or accumulate experiences as far as turnover is concerned.

Figure 4.5: Service length in the position of respondents



Source: Primary source

Of the Namibian police force participants, the majority (74.8%) have worked for at least 1 to 5 years in their position, while 23.5% have worked for 6-10 years, and those who have worked for 11-15 years accounted for 1.3%, and those less than a year for 0.4%. The findings show that most of the respondents have a vast experience in the force and were able to give or share their opinions to the best of their knowledge.

4.2 Objective 1: Determine the level of and reasons for employee turnover in the Namibian Police force

Various questions were asked to have an understanding of the contributing factors to Namibian police force employee turnover. These were asked to have insight before deducing its effects on service delivery as per the main objective.

Figure 4.6: Extent for causes of staff turnover

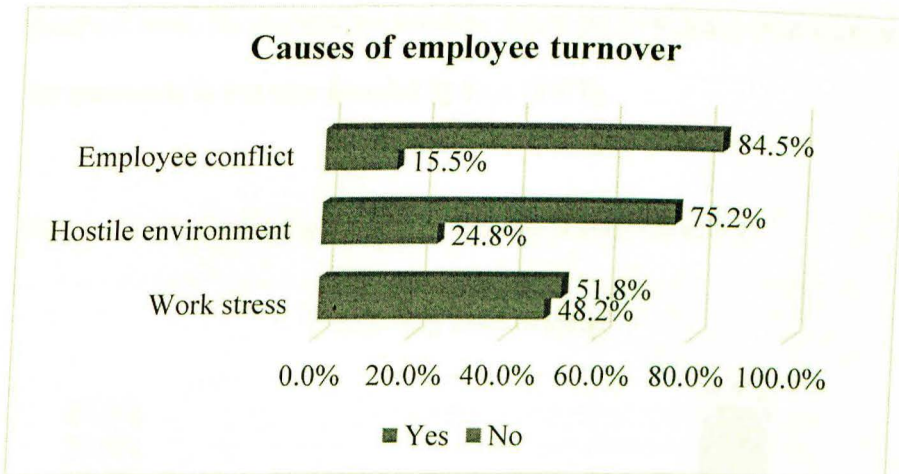


Source: Primary data

The respondents were asked to share the extent of the causes of staff turnover in the Namibian police force. The finding shows that staff turnover is mostly caused by spouse allocation (38%), unfair promotion (71.2%), organization politics (50.9%), and work stress (39.4%). It was evident that both factors at work and home do contribute to staff turnover. Similar factors were identified in the study on the investigation into the effectiveness of skills retention strategies applied by the Namibian Defence Force (NDF) within the same ministry (Immanuel, 2018). As such, it was shared that employee conflict (84.5%), and hostile environment (75.2%) were causes of employee turnover. Work stress was not as impactful as the other factors as shown in figure 4.7 below. This implies that identifying the extent of causes of employee turnover helps highlight the root causes of high and unwanted staff turnover as depicted in Figure 4.7 below. With this information,

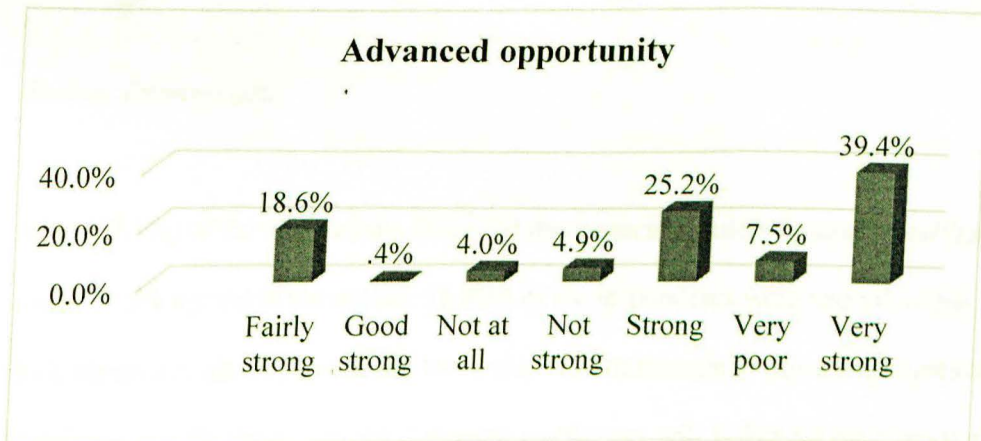
the study intends to identify how the Namibian police force management can implement strategies on staff retention and reducing turnover.

Figure 4.7: Causes of staff turnover



The study enquired from the respondents to share the impact or influence of advance opportunity as a contributor to Namibian Police employee turnover. The findings are shown in figure 4.8 below.

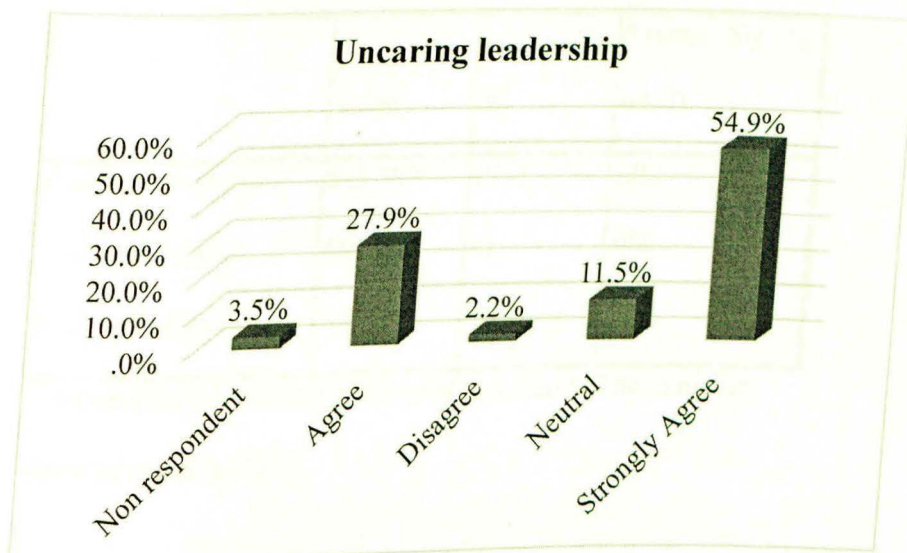
Figure 4.8: Advanced opportunity



Source: Primary data

The majority (39.4%) of the respondents indicated that advanced opportunity influence employee decides to leave the job. This was confirmed by 25.2% more participants and 18.6% who shared that this contributed fairly well to staff turnover. This implies that when the police officers are subjected to an opportunity to advance at an organisational or personal level, the chances are that they would prefer to leave their current job or position for another as it was also founded by Fay, (2017).

Figure 4.9: **Uncaring leadership as a cause of staff turnover**



Source: Primary data

Most (57.1%) of the respondents disagreed that uncaring leadership causes staff turnover, while 27.9% agreed to the notion. 11.55% of the respondents were neutral in this regard. This means that although uncaring leadership may be thought to cause employees to leave their jobs, the findings indicate that most employees will rather do their work at their

positions than abandoning it for another due to less care received from the leaders. These findings were not coherent with those found by (Mkele, 2016).

A chi-square test was carried out to determine the possible association between the level of and reasons for employee turnover. The cross-tabulation of the variables is in annex 4, the results of the test are shown in table 4.1 below.

Table 4.1 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	515.587 ^a	15	.000
Likelihood Ratio	480.794	15	.000
N of Valid Cases	904		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 17.75.

The Pearson Chi-Square statistics above is 0.000 which is smaller than the alpha level of 0.05. Therefore, there is enough evidence to reject the null hypothesis which states that there is no significant difference in the causes of staff turnover.

4.3 Objective 2: Analyse how employee turnover affects day to day operations in the force

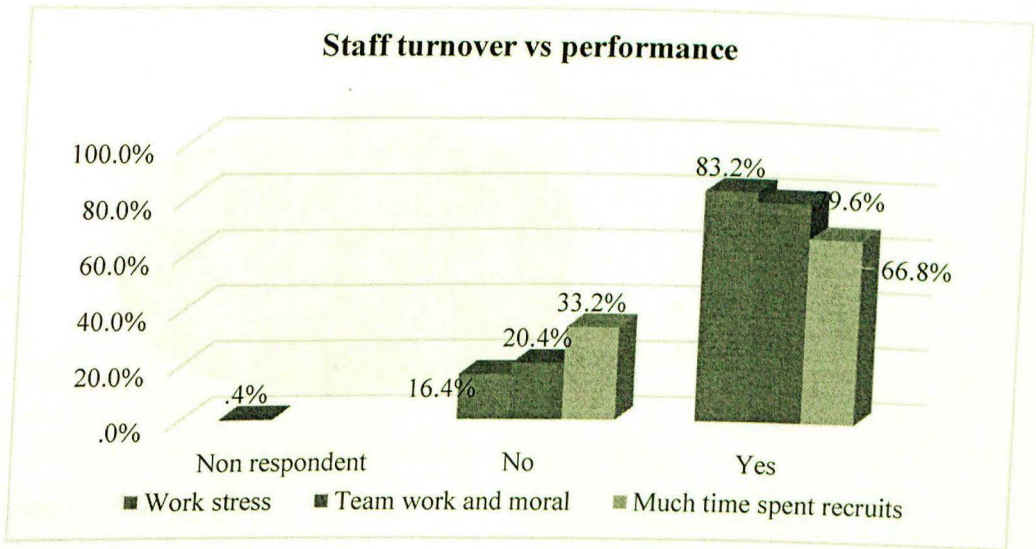
The researcher wanted to know how employee turnover affects the day-to-day operations in the police force. The respondents were asked to rate different variables to add meaning to the factors under study. The findings were as below.

Table 4.2: Employees performance and staff turnover

		Count	Column N %
<i>Workload</i>	Fair extent	30	13.3%
	Good extent	50	22.1%
	Great extent	101	44.6%
	Not at all	13	5.8%
<i>Turnover effect on employees</i>	Poor extent	32	14.2%
	Fair extent	27	11.9%
	Good extent	38	16.8%
	Great extent	97	42.9%
	Not at all	8	3.5%
	Poor extent	56	24.8%

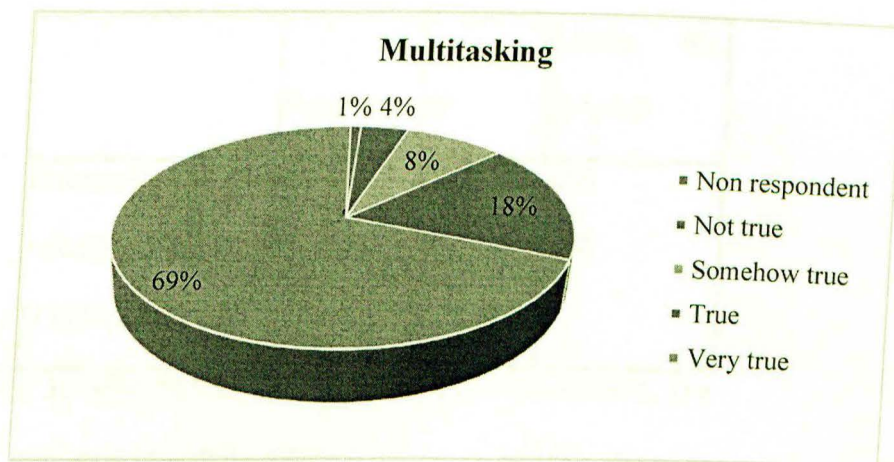
Source: Primary data

Figure 4.10: Staff turnover and performance



The findings revealed that 66.7% of the Namibian police force members believe that staff turnover increases the workload for each police officer, hence it greatly affects the remaining employees (59.7%). This is attributed to the gaps that are left behind by those who leave the force which in turn increases the existing workload to be more (Mkele, 2016). In a long run, the vacancies affect the performance of the force as shown in figure 10 below which depicts that stress, teamwork, morale, and the time spent on recruiting the replacements affect productivity negatively.

Figure 4.11: Multitasking by the Namibia police officer



Source: Primary data

The participants were asked to share whether the remaining employees –after staff turnover-do multiple of works due to turnover, to which the majority (69% very true and 18% true) agreed that this was the case. Other respondents shared that it was somehow true (8%), while 4% indicated that it was not true. This depicts that when an employee leaves the force, the remaining members do not only stick to their work or job descriptions but also take up the work of those who have left the force resulting in an overload of work per member. The above findings are consistent with earlier findings by Namweya, (2017) who found that workers tend to increase in some departments when an employee leaves their job especially when it is sudden.

Cross-tabulation of staff turnover on performance, see annex 5

Further analysis using the Chi-square to test the association for the impact of staff turnover on performance is indicated in table 4.3 below

Table 4.3 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2783.545 ^a	60	.000
Likelihood Ratio	2773.753	60	.000
N of Valid Cases	1356		

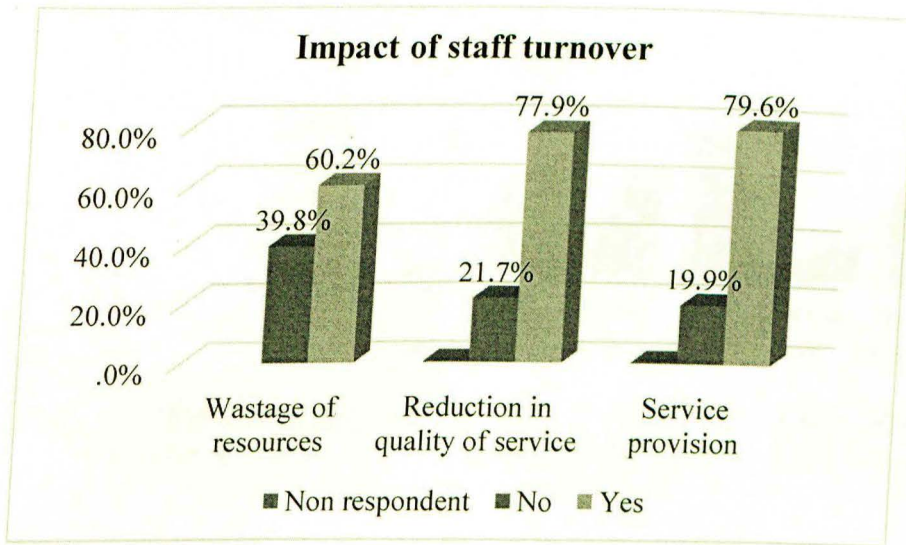
a. 30 cells (38.5%) have an expected count less than 5. The minimum expected count is .17.

As with the causes of staff turnover, the Pearson Chi-Square statistics for the impact of staff turnover on performance is 0.000 which is also smaller than the alpha level of 0.05. Therefore, there is enough evidence to conclude that staff turnover has an impact on performance.

4.4 Objective 3: Determine the relationship between staff turnover and the quality of service delivery

The researcher wanted to know how employee turnover affects the quality of service delivery in the police force. The respondents were asked to agree or disagree and other cases were requested to indicate their extent to some variables. The findings were as below.

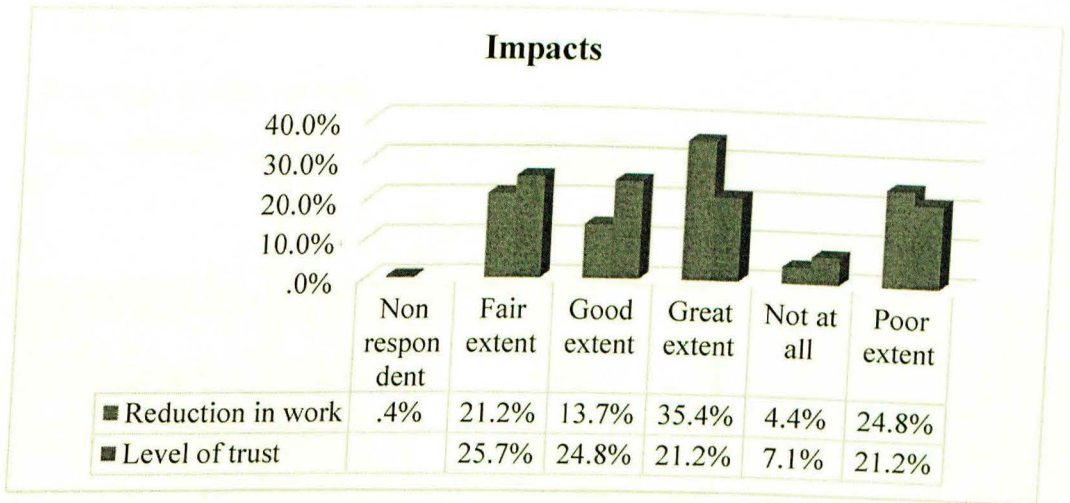
Figure 4.12: Staff turnover and service delivery



Source: Primary data

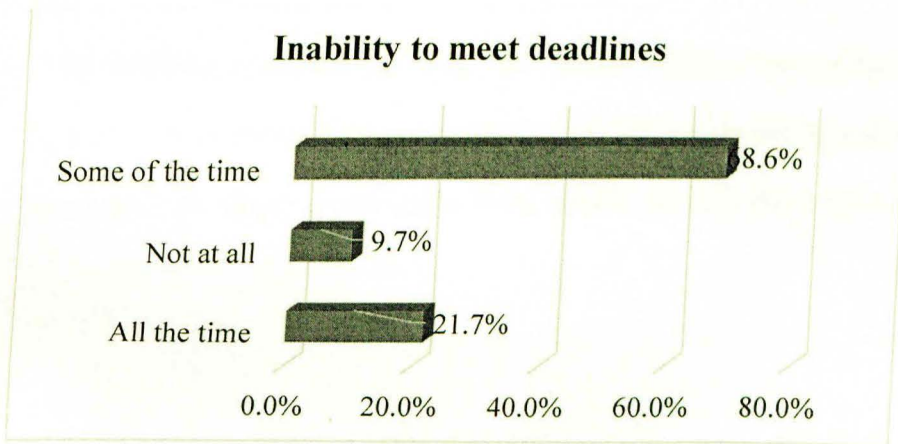
The Namibian police force who was part of the study agreed that staff turnover causes too much wastage of resources when the staffs settle in (60.2%); causes a reduction in the quality of service provided (77.9%), and causes a decline in services provided (79.6%). Mkele, (2016) echoes that, there are direct costs of training replacement in the necessary skills, and loss arising from the reduced input from new starters until they are fully trained or gain experiences. Other impacts of staff turnover on the service delivery as shown in figure 13 below included a reduction in work productivity and the loss of level of trust in the police force.

Figure 4.13: Impacts of staff turnover



Source: Primary data

Figure 4.14: Inability to meet deadlines



68.6% of the participants in the study indicated that staff turnover only affects the ability to meet deadlines some of the time, whilst 21.7% indicated that it affects all the time, and 9.7% shared that it does not affect at all. This implies that employee turnover does not necessarily affect all personnel, as each is subjected to different work and positions or ranks as well as stations.

Cross tabulation relationship between staff turnover and quality service delivery. See annex 6

Table 4.4 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2711.124 ^a	45	.000
Likelihood Ratio	2720.844	45	.000
N of Valid Cases	1356		

a. 6 cells (10.0%) have an expected count less than 5. The minimum expected count is .50.

With the alpha level at 0.05 and the p-value at 0.000 which is smaller than the alpha level, it can be concluded that there is enough evidence to reject the null hypothesis which states that there is no significant difference in the impacts of staff turnover on service delivery.

CHAPTER 5: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

The study assessed the impact of employee turnover on service delivery in the Namibian police force. The researcher was interested in discovering the level of and reasons for employee turnover in the Namibian police force, the effect of employee turnover on day-to-day operations of the force, and the relationship between staff turnover and the quality of service delivery. This chapter presents a summary of the entire study and also makes conclusions and recommendations for future research.

5.1 Summary

The study looked at the impact of employee turnover on service delivery in the Namibian police force. Specifically, this chapter consists of the background of the study, the main problem statement, objectives, and significance of the study, the scope of the study, limitation, and the organization of the study. The study also reviewed related literature such as definitions, causes of employee turnover, causes of turnover in the police force, the impact of turnover on an organisation, and strategies to overcome employee turnover. The study also employed both quantitative and qualitative methods as a research design. In all a sample size of 226 respondents was used for the study.

The study identified the following findings of the objectives of the study:

5.1.1 Level of and reasons for employee turnover in the Namibian Police force

1. It was identified that staff turnover was mostly affected by the extent of the situation faced by the employees such as spouse relocation, unfair promotion, and work stress. The finding shows that (38%) of the respondent will leave if their spouse is relocated, (71.2%) indicated unfair promotion, and work stress was (39.4%). It was evident that both factors at work and home do contribute to staff turnover.
2. The study discovered that advancement opportunities influenced employee decides to leave the job. This was confirmed by (39.4%) of the respondents.
3. The majority of respondents confirmed that uncaring leadership did not cause staff turnover. This means that if an employee finds out that their leaders do not care about them, they may opt to go where they believe they are cared for.

5.1.2 Employee turnover and its effects on day to day operations in the force

1. The majority of respondents (66.7%), believed that staff turnover increases the workload for each police officer, and the performance of the force is weakened.
2. The findings revealed that 66.7% of the Namibian police force is with the opinion that staff turnover increases the workload for each police officer, hence it greatly affects the remaining employees (59.7%).

3. Most respondents indicated that the remaining employees do multiple works due to turnover. It is obvious that when an employee leaves an organisation, the work that was allocated to him/her will have to be allocated to someone else. This results in employee doing multiple tasks.

5.1.3 The relationship between staff turnover and quality of service delivery

1. Respondents agreed that staff turnover causes too much wastage of resources when the staff settles in, causes a reduction in the quality of service provided, and causes a decline in services provision. Time means that more time will be spent training new colleagues instead of doing the actual work.
2. The study found that staff turnover only affects the ability to meet deadlines some of the time, as opposed to every time.

5.2 Conclusion

The study concludes that employee turnover is caused by factors at home and work. These included spouse relocation, unfair promotion, organization politics, work stress, employee conflict, and hostile environment. Additionally, the findings confirmed that staff turnover does indeed affect the day-to-day operations of the Namibian police force due to the reason that the work associated with the vacant post lags thereby the remaining staff members are obliged to take up extra workload which in turn affects service delivery negatively. Furthermore, the study concluded that turnover causes too much wastage of resources which is spent on the employees who join the workforce to replace the ones who

left. This affects the budget allocation given to NAMPOL. Employee turnover also affects teamwork. The remaining employees get demoralized after the resignation of some of their colleagues. Turnover, therefore, causes a reduction in the quality of service provided and causes a decline in the number of services to be offered.

5.3 Recommendations

Based on the findings of the study, the following recommendations were made:

5.3.1 The level of and reasons for employee turnover

- i. The causes and impacts of employee turnover must not be overlooked. Further study is needed to cover the home aspects which contribute to staff turnover.
- ii. Top management of the police force should involve employees in the decision-making process. Top management should involve employees in any issue that will affect them in the organisation. Employee involvement may be through meetings. This will get them very much committed to the organisational goals, and also get to know the state of affairs of the stations.
- iii. NAMPOL management should provide benefits that will attract the best employees to remain in the organization to improve service delivery. Aligning employee remuneration with employee job responsibilities will help in motivating employees to improve their performance.

- iv. NAMPOL should consider remunerating its staff based on their qualifications for those that are not promoted to feel their qualifications are recognized.

5.3.2 Impacts of employee turnover on a day to day operations

- i) The police must recruit more police officers to fill the gaps left by members who quit their jobs to minimize work overload to the remaining employees.

5.3.3 The relationship between staff turnover and quality service delivery

- i) Top management should provide induction and orientation to new employees to reduce too much wastage of resources. Providing training to new employees will help in the reduction of wastage of resources while the new staff member settles in.
- ii) Finally, the researcher recommends that, given the significant relationship that exists between the employee turnover and service provision, staff and the management should work together on creating a positive work climate to improve the performance of the workforce and service delivery.

5.3.4 Areas of further study

- i) The researcher recommends further studies to include all stations in the study, that is, stations classified as A, B, and C. This is to increase the comparability of the participants' perception of employee turnover across all stations.

- ii) The researcher also recommends that the sample size (stations to be chosen in further study) should be high enough to allow variability and for the research findings to be a representative of the population
- iii) Furthermore, the researcher recommends that future researchers and academics should consider the inclusion of stakeholders in the security and safety sector to be part of the study.
- iv) Finally, the researcher should consider collecting numerical data for staff turnover (e.g. How many police officers resigned from station B in 2019?) to enable them to carry out regression or ANOVA.

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Appendices

Annex 1



16 October 2019

TO WHOM IT MAY CONCERN


Re: MBA Management Strategy, Student – Mr. Martin Nambala Iidhogela Student Number-218210669

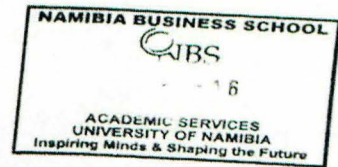
As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Mr. Martin has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Mr. Martin with the information he requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. His research synopsis indicates that his topic touches on "Assessing the impact of employee turnover on service delivery in the Namibian police force"

Your kind assistance is highly appreciated.

Yours sincerely


Greenfield Mwakipesele, Dr
Senior Research Co-Ordinator
Namibia Business School
University of Namibia
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REPUBLIC OF NAMIBIA



POL 716

Namibian Police Force

MINISTRY OF SAFETY AND SECURITY

Tel. No: (+264 61) 209 3111
Fax: No: (+264 61) 220 621

Enquiries: Comm. Kashihakumwa/ Sgt¹ Katala

Our Ref.: 8/3/1
Your Ref.:

OFFICE OF THE INSPECTOR-GENERAL
Namibian Police Force
Private Bag 12024
Ausspannplatz
WINDHOEK
Namibia

31 October 2019

Mr. Martin N. Iidhogela
P.O. Box 63381
Wanaheda
Windhoek

Dear Mr. Iidhogela

RE: REQUESTING FOR PERMISSION TO CONDUCT ACADEMIC RESEARCH

The above mentioned subject matter has reference.

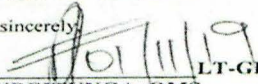
Your request to conduct academic research study in the Namibian Police Force titled: "*Assessing the impact of employee turnover on service delivery in the Namibian Police Force*" is hereby **approved**.

You are urged to ensure that information which will be provided to you will be treated with higher level of confidentiality and will not be used for any other purpose except for only this academic research.

Your interest and willingness to carry out a research study within the Namibian Police Force is highly appreciated. Hence, this office would appreciate sharing the research findings with the Namibian Police Force.

Thanking you in anticipation.

Yours sincerely,


S. H. NDEITUNGA, OMS
INSPECTOR-GENERAL: NAMIBIAN POLICE FORCE



Questionnaire

Assessing the impact of employee turnover on service delivery in the Namibian police force

My name is Martin Nambala Iidhogela and I am a student at the Namibian Business School (University of Namibia). I am pursuing MBA studies focusing on *assessing the impact of employee turnover on service delivery in the Namibian police force*. I would be grateful if you can take a few minutes to fill in this questionnaire. The information you provide will remain confidential and used for research purposes only.

Please mark tick next to the correct answer

1. Demographic factors

	Variable	Description	Code
1	Name of the company	Namibian Police Force	
2	Gender	What is your gender	1=Male 2=Female
3	Region	Which One of the region do you work	5=Khomas Region 4=Otjozondjupa Region 3=Oshana Region 2=Hardap Region 1=Other

4	length of service	How long are you working in the police force	5 = 1 - 5 4 = 6 -10 3= 11-15 2= 16 -20 1=more than 20
5	Rank of the member	What rank are you holding	6=Constable 5=Sergeant 4=Warrant Officer 3=Inspector 2=Chief Inspector 1=Commissioner
6	Length in the position	How long are you in this position	5 =1-5 years 4 =6-10 years 3 = 11 -15 years 2 = 20-25 years 1=More than 25 years

2. Causes of staff turnover.

	Variable	Description	Code
7	Spouse relocation	Do you think spouse relocation affects the turnover? Extent	5=Great extent 4=Good extent 3=Fair extent

			2=Poor extent 1=Not at all
8	Advanced opportunity	How strong does advancement opportunity influence employee decision to leave the job?	5=Very strong 4=Strong 3=Fairly strong 2=Not strong 1=Very poor
9	Work stress	Do you think work stress is the main reason for leaving the police?	1=Yes 0=No
10		If yes, to what extend?	5=Great extent 4=Good extent 3=Fair extent 2=Poor extent 1=Not at all
11	Unfair promotion	Does unfair promotion affects turnover decision? To what extend	5=Great extent 4=Good extent 3=Fair extent 2=Poor extent 1=Not at all
12	Hostile work environment	Does hostile environment for both the genders have great effect on turnover?	1=Yes 0=No
13	Uncaring leadership	Do you agree that uncaring leadership for employees affects the retention rate?	5= Strongly Agree 4= Agree

			3= Neutral 2=Disagree 1=Strongly Disagree
14	Organisation politics	To what extend does organizational politics affects the employee retention?	5=Great extent 4=Good extent 3=Fair extent 2=Poor extent 1=Not at all
15	Employee conflict	Does conflict with immediate supervisor or coworkers have a direct effect on the turnover decision?	1=Yes 0=No

3. Impacts of staff turnover on service delivery

	Variable	Description	Coding
16	Wastage of resources	Staff turnover causes too much wastage of resources when new staff settles in.	1 =Yes 0 = No
17	Reduction in work productivity	To what extend does high staff turnover causes reduction in work productivity	5=Great extent 4=Good extent 3=Fair extent 2=Poor extent 1=Not at all

18	Reduction in quality of service	High staff turnover causes reduction in the quality of service provided.	1 =Yes 0 = No
19	Inability to meet deadlines	High staff turnover cause employee not to meet their deadlines. How often (time)?	3= All the times 2= Some of the time 1= Not at all
20	Service provision	Staff turnover causes a decline in services provision.	1= Yes 0= No
21	Level of trust	To what extend does the service provided resulted in loss of trust in the police	5=Great extent 4=Good extent 3=Fair extent 2=poor extent 1=Not at all

4. Staff turnover on employee's performance

	Variable	Description	Code
22	Work load	To what extend does staff turnover increases work load for each police officer.	5=Great extent 4=Good extent 3=Fair extent 2=Poor extent 1=Not at all

23	Work stress	Staff turnover increasing work stress to present police officer.	1=Yes 0=No
24		Is it true that remaining employees are asked to do multi task work (administration and operation at the same time) because of high turnover rate?	5= Very true 4= True 3 = somehow true 2= fair 1=Not true
25	Team work and moral	High staff turnover breaks team work and moral within the organization	1=Yes 0=No
26		Employees spend too much time in training new staff member.	1=Yes 0=No
27		To what extent does turnover affect the remaining employees	5=Great extent 4=Good extent 3=Fair extent 2=Poor extent 1=Not at all

End

Thank you so much for your time

Annex 4

Reasons for employee turnover * Extent Cross tabulation

		Extent					Total		
		Fair extent	Good extent	Great extent	Non respond ents	Not at all		Poor extent	
Reasons for employee turnover	organisatio	Count	33	47	68	3	14	61	226
	politics	Expected	26.5	36.3	76.5	26.5	17.8	42.5	226.0
		Count							
	spouse	Count	56	43	43	0	47	37	226
	relocation	Expected	26.5	36.3	76.5	26.5	17.8	42.5	226.0
		Count							
	unfair	Count	10	24	137	0	9	46	226
	promotion	Expected	26.5	36.3	76.5	26.5	17.8	42.5	226.0
		Count							
	Work stress	Count	7	31	58	103	1	26	226
		Expected	26.5	36.3	76.5	26.5	17.8	42.5	226.0
		Count							
Total	Count	106	145	306	106	71	170	904	
	Expected	106.0	145.0	306.0	106.0	71.0	170.0	904.0	
	Count								

Annex 5

Extent * Impact of staff turnover *Cross tabulation

		Impact of staff turn over						Total
		Much time spent recruits	Multi tasking	Team work and moral	Turnover effect on employe es	Work load	Work stress	
nt	Exte Fair extent Count	0	0	0	27	30	0	57
	Expected Count	9.5	9.5	9.5	9.5	9.5	9.5	57.0
	Std. Residual	-3.1	-3.1	-3.1	5.7	6.7	-3.1	
Good extent	Count	0	0	0	38	50	0	88
	Expected Count	14.7	14.7	14.7	14.7	14.7	14.7	88.0
	Std. Residual	-3.8	-3.8	-3.8	6.1	9.2	-3.8	
	Count	0	0	0	97	101	0	198

Great extent	Expected Count	33.0	33.0	33.0	33.0	33.0	33.0	198.0
	Std. Residual	-5.7	-5.7	-5.7	11.1	11.8	-5.7	
	Count	75	0	46	0	0	37	158
No	Expected Count	26.3	26.3	26.3	26.3	26.3	26.3	158.0
	Std. Residual	9.5	-5.1	3.8	-5.1	-5.1	2.1	
	Count	0	0	0	0	0	1	1
Non respondent	Expected Count	.2	.2	.2	.2	.2	.2	1.0
	Std. Residual	-.4	-.4	-.4	-.4	-.4	2.0	
	Count	0	2	0	0	0	0	2
Non respondents	Expected Count	.3	.3	.3	.3	.3	.3	2.0
	Std. Residual							
	Count							

	Std. Residual	-0.6	2.9	-0.6	-0.6	-0.6	-0.6	
Not at all	Count	0	0	0	8	13	0	21
	Expected Count	3.5	3.5	3.5	3.5	3.5	3.5	21.0
	Std. Residual	-1.9	-1.9	-1.9	2.4	5.1	-1.9	
Not true	Count	0	9	0	0	0	0	9
	Expected Count	1.5	1.5	1.5	1.5	1.5	1.5	9.0
	Std. Residual	-1.2	6.1	-1.2	-1.2	-1.2	-1.2	
Poor extent	Count	0	0	0	56	32	0	88
	Expected Count	14.7	14.7	14.7	14.7	14.7	14.7	88.0
	Std. Residual	-3.8	-3.8	-3.8	10.8	4.5	-3.8	
	Count	0	19	0	0	0	0	19

Somehow true	Expected Count	3.2	3.2	3.2	3.2	3.2	3.2	19.0
	Std. Residual	-1.8	8.9	-1.8	-1.8	-1.8	-1.8	
	Count	0	40	0	0	0	0	40
True	Expected Count	6.7	6.7	6.7	6.7	6.7	6.7	40.0
	Std. Residual	-2.6	12.9	-2.6	-2.6	-2.6	-2.6	
	Count	0	156	0	0	0	0	156
Very true	Expected Count	26.0	26.0	26.0	26.0	26.0	26.0	156.0
	Std. Residual	-5.1	25.5	-5.1	-5.1	-5.1	-5.1	
	Count	151	0	180	0	0	188	519
Yes	Expected Count	86.5	86.5	86.5	86.5	86.5	86.5	519.0
	Count	151	0	180	0	0	188	519

	Std. Residual	6.9	-9.3	10.1	-9.3	-9.3	10.9	
Total	Count	226	226	226	226	226	226	1356
	Expected Count	226.0	226.0	226.0	226.0	226.0	226.0	1356.0

Annex 6

Extent * Impact of Staff Turnover on Service Delivery * Cross tabulation

			Impact of ST on SD					Total	
			Inability to meet deadlines	Level of trust	Reduction in quality of service	Reduction in work productivity	Service provision		Wastage of resources
Extent	All time	Count	49	0	0	0	0	0	49
		Expected Count	8.2	8.2	8.2	8.2	8.2	8.2	49.0
		Std.	14.3	-2.9	-2.9	-2.9	-2.9	-2.9	
		Residual							
Fair extent		Count	0	58	0	48	0	0	106
		Expected Count	17.7	17.7	17.7	17.7	17.7	17.7	106.0
		Std.	-4.2	9.6	-4.2	7.2	-4.2	-4.2	
		Residual							
Good extent		Count	0	56	0	31	0	0	87
		Expected Count	14.5	14.5	14.5	14.5	14.5	14.5	87.0
		Std.	-3.8	10.9	-3.8	4.3	-3.8	-3.8	
		Residual							

Great extent	Count	0	48	0	80	0	0	128
	Expected	21.3	21.3	21.3	21.3	21.3	21.3	128.0
	Count							
	Std.	-4.6	5.8	-4.6	12.7	-4.6	-4.6	
	Residual							
No respondent	Count	0	0	49	0	45	90	184
	Expected	30.7	30.7	30.7	30.7	30.7	30.7	184.0
	Count							
	Std.	-5.5	-5.5	3.3	-5.5	2.6	10.7	
	Residual							
Non respondent	Count	0	0	1	1	1	0	3
	Expected	.5	.5	.5	.5	.5	.5	3.0
	Count							
	Std.	-.7	-.7	.7	.7	.7	-.7	
	Residual							
Not at all	Count	22	16	0	10	0	0	48
	Expected	8.0	8.0	8.0	8.0	8.0	8.0	48.0
	Count							
	Std.	4.9	2.8	-2.8	.7	-2.8	-2.8	
	Residual							
	Count	0	48	0	56	0	0	104

Poor extent	Expected Count	17.3	17.3	17.3	17.3	17.3	17.3	104.0
	Std. Residual	-4.2	7.4	-4.2	9.3	-4.2	-4.2	
Some of the time	Count	155	0	0	0	0	0	155
	Expected Count	25.8	25.8	25.8	25.8	25.8	25.8	155.0
	Std. Residual	25.4	-5.1	-5.1	-5.1	-5.1	-5.1	
Yes	Count	0	0	176	0	180	136	492
	Expected Count	82.0	82.0	82.0	82.0	82.0	82.0	492.0
	Std. Residual	-9.1	-9.1	10.4	-9.1	10.8	6.0	
Total	Count	226	226	226	226	226	226	1356
	Expected Count	226.0	226.0	226.0	226.0	226.0	226.0	1356.0
	Count							0



The Rev. Dr. Greenfield Mwakipesile

ThD, MBA, HBS | mwakipg@outlook.com

CONTACT

PO Box 99539,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

28th May 2020

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF MARTIN NAMBALA IIDHOGELA'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **MARTIN NAMBALA IIDHOGELA'S** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **ASSESSING THE IMPACT OF EMPLOYEE TURNOVER ON SERVICE DELIVERY IN THE NAMIBIAN POLICE FORCE**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile



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Dr. Greenfield Mwakipesile