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## ASSESSING THE IMPACT STAFF TURNOVER ON SERVICE DELIVERY: A CASE STUDY MINISTRY OF JUSTICE, WINDHOEK

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### Abstract:-

*The purpose of this paper is to make assessment on the impact of the staff turnover in the Ministry of Justice. The paper used quantitative research method in data collection. The data were selected from 30 respondents in the ministry and those who already left the ministry for greener pastures. The analysis used both descriptive and inferential statistics technique. The absence of good governance is the result of the staff turnover in the ministry of Justice. Measures should be taken to improve policy and administrative issues for providing social and better service delivery and reduce the high staff turnover.*

**Keywords:** - Staff; Turnover; Service Delivery; good governance; Employees.

## **1. INTRODUCTION**

This paper focuses on the effects of employee's turnover on service delivery in the Ministry of Justice in Windhoek. It looks at the research objectives, and significance of the research paper.

### **1.1 Orientation of the proposed study**

Over the past years, the Namibian Government has made many positive efforts to improve employee benefits and services to attract and retain professionals in many sectors. The Government after 27 years of independence has relatively attained a favourable number of legal practitioners (officers). One of the demanding challenges faced by the judiciary system in Namibia is that most of the legal officers prefer to work for private companies after fulfilling their loan agreement obligations. This situation has resulted in disturbingly high rates of staff turnover in the Ministry of Justice. The Ministry has a diversity of employment positions from loser positions such as cleaners, clerks, human resource practitioners, legal officers just to sustain a few. Nevertheless, high rate of labour turnover is perceived to be high on legal officers. Legal officers are one of the major back bone or crucial positions of this ministry as they are involved in the core activities of this ministry.

Staff turnover in organisations has received massive attention among academicians and practitioners in equal measures. The Ministry of Justice plays an important part of the legal system in Namibia and it contribute to the social and economic development of Namibia through the provision of legal and policy frameworks with which justice services are efficiently and effectively delivered to all. The ministry ensures effective governance, improved service delivery, improve financial management and control, oversee the implementation of annual plans inclusive of capital projects, regulatory framework/enabling policy environment and ensure improved customer care. According to Mathis and Jackson (2007) staff turnover include employees who retire and employees who are laid off, who quit or who are discharged. It also includes those who are either boarded off or die. Government ministries are faced with hard competition from private sectors when it comes to enticing human resources. This has resulted government losing highly skilled workers to the private sectors. This is because the private enterprises offer a competitive remuneration packages and a conducive working environment which the government cannot provide.

### **1.3 Research Objectives**

The research paper is guided by the following objectives:

- To investigate the causes of staff turnover in the Ministry of Justice in Windhoek.
- To assess the effects of staff turnover on service delivery in Ministry of Justice in Windhoek.
- To explore measures that will help the Ministry of Justice in Windhoek to retain its staff.

### **1.4 Significance of the study**

This paper aims to provide answers to some questions relating to the effects of staff turnover on service delivery at Ministry of Justice in Windhoek. These enable policy makers (monetary authorities) to take appropriate policy measures in this regard. Therefore this paper is going to benefit all ministries to make appropriate and everlasting solution to the huge staff exit. Many institutions and companies are going to benefit from this research as they can use this recommendations and results on how to retain its workers. Researchers and academics also stand to gain from this paper since it will impart discipline and motivation to pay for services rendered.

## **LITERATURE REVIEW**

### **2.1 Introduction**

The literature review focuses on definitions of staff turnover with support of authors of different books and articles.

### **2.2 Definition of staff turnover**

Staff turnover is described as the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). Another study proposes 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 (Abassi & Hollman 2000). In most cases, the majority of employee turnover is characterised by voluntary turnover. According to Lynda (2015), labour turn over can be attributed to number of factors, from issues with pay scales to conflict with company management. She added that despite these causes, it is important to reduce high turnover because it reflect poorly on the company's image. Moreover, high turnover can make difficult to recruit new talent, once one finds new causes of high turnover in the company, takes swifts action to reverse courses so that turnover does not affect productivity or the company's bottom line.

### **2.3 Causes of staff Turnover**

The paper aims to investigate the causes of staff turnover at the Ministry of Justice, Windhoek. In so doing it is important to search literature and discuss some of the factors that lead to high staff turnover. The following are factors defined by different authors.

According to Carrel et al (2000), staff turnover may be caused by low remuneration, job dissatisfaction and unfair treatment. New employees have expectations but when these expectations are not met, they may start withdrawing from work using sick leave, family responsibility leave and all kinds of excuses.

Apart from low remuneration, job dissatisfaction and unfair treatment, Jimmy: (2009) highlighted three factors that causes employees turnover:

- (a) **Rude behaviour**- Studies have shown that everyday indignities have an adverse effect on productivity and result in good employees quitting. Rudeness, assigning blame, back-biting, playing favourites and retaliations are among reasons that aggravate employee turnover. Feeling resentful and mistreated is not an enticement for a good work environment.
- (b) **People skills are inadequate**- Many managers were promoted because they did their jobs very well and got results. However, that doesn't mean they know how to lead. Leaders aren't born they are made. People skills can be learned and developed, but it really helps if a manager has a natural ability to get along with people and motivate them. Managers should lead by example, reward by deed.
- (c) **Poor Interrelationship between Employees and Management**-The nature of interrelationship between employees and management represents another factor that cause staff turnover. If the interrelationship between employees and the management is poor, employees will not hesitate to quit for another employment at any available opportunity (Shukla& Sinha, 2013).Conflict with managers and supervisors is a frequent cause of employees' turnover. A feeling that management in general, or a particular manager and team leader is treating employees unjustly or is bullying his staff can lead to a high rate of employee turnover (Armstrong, 2004). Shamsuzzoha & Shumon (2010) argue that it is somewhat unusual for employees to quit employments in which they are happy and having good interpersonal relationship, even if offered another employment with a higher salary elsewhere. This is because employer-employees relationship plays a very important role on employees' turnover as cited in Akinyomi (2016).
- (d) **Lack of staff empowerment and job redesign**-According to Joshi (2013, p. 57) Empowerment occurs when individuals in an organization are given autonomy, authority, trust and encouragement to accomplishing a task. Empowerment is designed to unshackle the worker and to make a job the worker's responsibility. Some employees who feel that autonomy and authority is not given to them become demoralized and start to perform poorly. Therefore this results employees leaving the organization.

If employees' job in the organization is not redesigned, they keep on doing the same task. This is one of the many difficulties which cause employees to feel bored. As Joshi (2013, p. 57) stipulates that "Many people go to work and go through the same, unenthusiastic actions to perform their jobs. These individuals often refer to this condition as burnout. But smart managers can do something to improve this condition before an employee gets bored and loses motivation. Redesigning attempts may include the following:

- Job enlargement; It increases the variety of tasks a job includes. It may reduce some of the monotony, and as an employee' boredom decreases, his or her work performance generally increases.
- Job rotation; this practice assigns different jobs or tasks to different people on temporary basis. The idea is to add variety and to expose people to the dependence that one job has another jobs. Job rotation can encourage high level of contribution and renew interests and enthusiasm. The organization benefits from a cross-trained workforce.
- Job enrichment; this application includes not only an increased variety of tasks, but also provide an employees with more responsibility and authority. If the skills required to do the job are skills that match jobholder's abilities, job enrichment may improve morale and performance as cited in Namwandi (2015).

#### **2.4 The impact of staff turnover on service delivery on organisational performance.**

According to Ampomah & Cadjor (2015), High staff turnover rates may jeopardize efforts to attain organizational objectives. In addition, when an organization loses a critical employee, the effects on innovation, consistency in providing service to customers and timely delivery of services to customers may be negatively affected. Financial costs include separation costs and replacement costs such as recruitment, selection, hiring and training expenses. From a utilitarian perspective it is argue that the satisfaction or dissatisfaction of employees can lead to behaviour that affect the functioning of the organization. It is associated with high levels of voluntary turnover which can in turn reduce the productivity, efficiency and service delivery in government departments (Pietersen 2014).

#### **2.5 Creating Conducive Work Environment**

Another measure which can be utilized in controlling staff turnover is through the creation of conducive work environment for employees. Work environment is one of the factors that affect staff's decision to stay with the organization (Ngethe, et al., 2012).The physical condition in the place of work should be such that it has crucial amenities that will motivate employees to perform. Adequate provision of basic amenities such as health care services, air conditioning, office space, furniture, suitable lighting, and proper ventilation can encourage employees to remain with their employers (Shukla& Sinha, 2013). Similarly, employers should create an atmosphere that will reduce employees' stress level at all times as this will further boost their morale to remain in the organization (Firth, et al., 2007). Working environment that is comfortable, relatively low in physical psychological stress, facilities and attainment of work goals will tend to produce high levels of satisfaction among employees.

## **2.6 Conclusion**

Labour turnover is caused by low remuneration, job dissatisfaction; unfair treatment, and rude behaviour, People skills are inadequate and decision-making ability. All these are some reasons why some employees leave the ministry. The best solutions how to control labour turnover is conducive working environment, and improved remuneration packages, amongst others.

## **RESEARCH METHODOLOGY**

### **3.1 Research design**

Research design refers to the strategy used to integrate the different components of the research project in a cohesive and coherent way. This paper used a quantitative research design. A quantitative research involves the collection and analysis of data that is quantifiable. The general idea of quantitative research is to get information that can be inferred to large populations of people such as the sample to be used in this study, Creswell et al (2009). In this paper, it was suitable to use quantitative research since the researcher used a questionnaire to gather information about the impact of staff turnover on service delivery at the Ministry of Justice in Windhoek. Cross-sectional study was used and this involved observation of the target population at one specific point in time. The quantitative approach method involved the use of structured questionnaire which is distributed among the workers at the Ministry of Justice, Windhoek.

### **3.2 Research Population**

This study was conducted at the ministry's headquarter. The population under the study were staff members employed at the Ministry of Justice within Windhoek population stands at more hundred employees. The population comprised of management, middle, management and general staff and legal officers. Welmann and Krugger (2001) refer to a population as the study object which may be individual persons, groups and organizations.

### **3.3 Sample size**

Based on the population, this study covered 30 respondents. The participants were randomly selected and questionnaires were administered to them in no particular order. At that time of the research, the researcher sampled employees available at that time; questionnaires were administered to obtain information form the key respondents within the staffs.

### **3.4 Research Instruments**

This study used of both primary and secondary data that were collected from various sources and used in the investigation of the title under consideration. The questionnaire was a main instrument to use for data collection. Structured questionnaire types were used in order to avoid incidence of biasness. The right to privacy of respondents was taken into consideration during the process of designing the questionnaire. The questionnaire was structured in a simple form to make it easy for respondents to understand and answer. The questionnaire included both closed and open-ended questions which were drawn in accordance with the set objectives of the study.

### **3.5 Data Collection Procedures**

Both primary and secondary were the source of information in data collection. The questionnaires were distributed to the respondents by the researcher herself in my view; the researcher would collect the questionnaires after one week. The respondents were called after two days to remind them to complete the questionnaires. The questionnaire consists of three (3) parts, namely; The Biographical Information- e.g. issues of gender, age, position and qualifications.

### **3.6 Data analysis**

Leedy and Ormrod (2010) stated that the important tool for organizing data is the electronic spreadsheet' a software program that allows a researcher to manipulate data displayed in a table where the Microsoft excel and Lotus 1-2-3 are widely used. The data collected were analysed by using, Microsoft Excel. Data that was not to be quantified were described. The research made use of descriptive statistics, making use of graphs, figures and tables.

### **Research Ethics**

The paper observed the following ethical issues considered in economic research, first the researcher informed participants about the goal of this research paper. Thus deceptions of participants as unethical practice were avoided in this study. Second, the researcher protected participants from any possible emotional harm that may have arisen as a result of taking this study. Third, the researcher respected participants' privacy and made every effort to minimize inaccurate of the data. Personal data of the respondents were not taken during the study with the aim of ensuring privacy and those respondents are not mistreated based in the study results.

### **Conclusion**

The overall objective of the research paper was to determine the impacts of staff turnover in the ministry of Justice with specific reference Windhoek. The study concluded that the major causes of staff turnover that impacted negatively on ministry of Justice included; lack of employees retention strategies, low level of employee motivation, lack of career development opportunities and absence of work environment. The manner in which human resource management employs measures to address these factors determines the state of employee turnover in the ministry. However, lack of effective retention strategies for minimizing employees' turnover leads to lack of employees reward incentives and bonuses and lack of regular increment of employees remuneration packages.

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