



An Assessment of the Factors Influencing High Employee Turnover in the Zambia Police Service: A Case Study of Zambia Police Service Headquarters

Chaste Nsama, Michael Lumai

Graduate School of Business, University of Zambia, Lusaka, Zambia

Email address:

mikelumai@yahoo.com (Chaste Nsama), chastensama@gmail.com (Michael Lumai)

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Abstract: Today's workers are unique. The good, experienced, and skilled people are not the ones who lack good opportunities. If they are unsatisfied with their existing employers or their jobs as a result of a lack of prospects for promotion, low pay, and other circumstances. They move on to the following. As a result, businesses lose the resources they invested in to rivals, lose corporate memory, and current employees' morale also suffers. Employers must consequently do a great job of inspiring their staff, especially the talented and seasoned ones. The study on factors influencing high employee turnover in the Zambia Police Service using the Expectancy theory and Herzberg Two Factor Theory is essential. The study was conducted at Zambia Police Service Headquarters in Lusaka. A questionnaire was utilized to gather the necessary data for the study, which used a mixed method research design. The gathered data was coded, quantified, and subjected to both quantitative and qualitative analysis. Utilizing the statistical package for social sciences (SPSS), quantitative data was examined. The study's principal conclusions were that; employees were motivated by Job security, followed by a good and competitive salary, career advancement, training and career development and recognition and performance appraisal system which are good. The study recommended that the Police High Command must give proper remuneration to the officers in order to retain them for a long period of time; the officers are feeling over burden towards the workload. Thus, the Zambia Police Service should focus on their smooth workload to reduce the stress on the officers, the relationship between senior officers and junior officers should improve.

Keywords: Employee Turnover, Retention, Factors, Strategies, Zambia Police Service

1. Introduction

A serious problem facing the Zambia Police Service is high staff turnover, with 274 officers losing their jobs in 2018 and 280 in 2017. "Research suggests that poor working conditions, job dissatisfaction and perceptions of mobility in the job correlate to voluntary turnover Magalla [1]". Numerous elements, including low pay and inadequate benefits, unfavorable working conditions, few prospects for career progression, and insufficient options for training and development, might contribute to significant staff turnover in the Zambia Police Service. These factors can lead to job dissatisfaction and high turnover rates.

2. Problem Statement

"There is a high rate of personnel turnover at the Zambia Police Service, which could be caused by a number of variables. Recognize that one of the key problems seriously affecting an organization's overall performance is employee turnover Ubangu and Gbuushi [2]. In total, 280, 274, and 287 police officers departed the Zambia Police Service in 2017, 2018, and 2019, according to the Zambia Police Service Annual Report [3]. Given the allowed structure of 27,000 police officers, the 6,647 staff shortage only makes this high employee turnover worse. Human resource specialists' unsuccessful attempts to retain employees for a longer period

of time are to blame for the proportion of employees quitting their employers.

“Chabet and Njorenge [4] assert that poor retention and management tactics lead to job discontent, which in turn causes significant attrition among officers who quit the company in search of better opportunities”. Despite this empirical evidence, there has been limited effort in the Zambia police service to comprehend the reasons behind significant employee churn or strategies used to ensure that the institution holds onto its employees for a longer period. Perhaps this study which was aimed at assessing factors influencing high employee turnover in the Zambia Police service, targeting particularly the Zambia Police Service Headquarters, was appropriate this time around to correct the situation.

3. Purpose and Objectives

3.1. Broader Purpose

The study's overarching goal was to identify the factors that contribute to significant employee turnover and identify possible solutions in the Zambia Police Service.

3.2. Specific Objectives

- 1) To establish the reasons the Zambia Police Service experience high employee turnover.
- 2) To investigate the Zambia Police Service's significant employee turnover's impacts.
- 3) To identify possible solutions of reducing high employee turnover.

4. Literature Review

4.1. Employee Turnover

Employee turnover, labor turnover, and attrition are all terms that are frequently used interchangeably. Morrell, “John and Adrian [5] Recognize that a variety of different phrases, such as quits, attrition, exits, mobility, wastage, migration, or succession, have been used synonymously with employee turnover”. “Employee turnover is a measure of how frequently workers depart a company. Hedwiga [6] Another definition of employee turnover is “the proportion of employees who leave an organization over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers (CIPD, [7]”. Employee turnover will thus be defined in this dissertation as “the ratio of the average number of people in the organization during the period being considered divided by the number of organizational members who have left during the period being considered”, Price, [8]”.

4.2. Causes of High Employee Turnover

“Lynch and Tuckey [9] and Shukla and Sinha [10] both discovered that organizational commitment and job satisfaction are the main influences of employee turnover”. Shukla and Sinha [10] showed that among the leading factors

in employee turnover were a lack of job satisfaction and the workplace environment, suggesting that if the Zambia Police Service does not improve remunerations, A significant rate of employee turnover might be seen.

4.3. Effects of High Employee Turnover

Turnover affects a company and its personnel in a positive and negative way. An organization may advance, introduce new ideas, boost production, and enable change with the support of good personnel, Good employees can promote new ideas, boost productivity, and facilitate change for an organization.

“Mkhize [11] stated that the potential negative results employee turnover which have an effect on organizational efficiency are the effect on organizational costs”, operational distraction and demoralization of organizational relationship. “Tziner and Birati [12] observe that the financial impact of employee turnover comprise separation, replacement and training costs”. For instance, separation costs arise as a result of the expenses sustained for exit interviews, organizational tasks associated with termination as well as separation/termination pay whereas replacement costs are associated with advertising position, entry interviews and meeting held on finalizing the decision on the new hires. Finally, training costs come as a result of the norms of conduct and performance, employee behaviour and partaking in on-the-job training events. In the Zambia Police Service this does not apply, hence, Zambia Police Service losing a lot of officers because of not knowing the cost associated with replacement, and training.

5. Expectancy Theory of Motivation

Victor Vroom of the Yale School of Management proposed the expectation theory of motivation in 1964 (Lunenburg, 2011). This theory offers insight into the behavioral factors that influence individuals' decisions to quit one company over another. According to the theory, people are more likely to work toward goals if they believe that: efforts and performance are positively correlated; a favorable performance will result in a desirable reward; a reward from a performance will satisfy an important need; and/or the outcome sufficiently satisfies their need to justify the effort.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory or Motivator-Hygiene Theory has been applied as theoretical foundation of this study. “Fredrick Herzberg created the theory in 1959 to explain the motivational and hygienic elements that could influence a worker's job happiness or discontent. Herzberg's motivation theory, based on intrinsic and extrinsic constructs, determines turnover intent, Frey, Bayón and Totzek, [13]. “Herzberg [14] The theory for job satisfaction included the following as essential constructs, including motivators (intrinsic variables) and cleanliness (extrinsic factors) as well as both as intrinsic and extrinsic aspects: Achievement, Recognition, Work, Responsibility, Advancement, Opportunity for Growth and Advancement, and Job

Dissatisfiers are only a few examples. A company's policy, supervision, work environment, pay, job security, and interpersonal relationships are just a few examples". Furthermore, previous researchers have examined the applicability of Herzberg's two-factor theory and employee turnover intention with several organizations.

6. Methodology

6.1. Research Design

The use of a mixed method research design was thought to be the best course of action because employing either a quantitative or qualitative technique in isolation was deemed insufficient for providing the greatest understanding of the research problem.

6.2. Target Population

The target group for the study included around 500 police officers from the Criminal Investigation Department (CID), United Nations (UN) Peacekeeping Assignment Desk, Technical Services, Medical Services, Operations and Administration at Zambia Police Service Headquarters.

6.3. Sampling Techniques

"Glenn [15] promotes the idea that the sample size determined using published tables reflects the number of replies received rather than necessarily the number of surveys sent or interviews scheduled".

6.4. Data Collection Instruments

This study employed a methodological triangulation involving In-Depth Interviews and survey questionnaires which adopted a Five Point Likert Scale to establish factors influencing high employee turnover in the Zambia Police Service.

6.5. Data Analysis

Both quantitative and qualitative methods were used to analyze the data. Statistical tools like Microsoft Excel and the Statistical Package for Social Sciences (SPSS) were used to code, tabulate, and analyze the quantitative data that was gathered through the use of questionnaire instruments.

7. Discussion of Findings

7.1. Zambia Police Service Experience High Employee Turnover

According to this study, officers' empowerment, a lack of modern technology, promotions, a lack of flexible work arrangements, training and professional development, compensation for officers, performance reviews, and officers' dedication were all factors in high employee turnover. Employee turnover is influenced by the availability of opportunities for professional progress, well stated goals and

objectives, and job descriptions. The study also discovered that readily available financing facilities, assured job stability, stress management programs, and suitable working equipment all have an impact on how much employee turnover is influenced.

An officer with a stable job will be able to make financial plans in advance. For example, an officer can borrow money from a bank to build a house and repay the loan within a set period of time. This will essentially spur the officer to put in more effort in order to hold onto the position for an extended period of time and pay back the loan. The new dawn government has assured all officers that no one will be retired on national interest; this gives more security to all police officers.

An officer who participates in numerous possibilities for training and skill development will be greatly encouraged to work even more in expectation of future promotions, accolades, and financial rewards. However, given to the difficulties police have in carrying out their duties, a lack of training can have a negative impact on officers' motivation and effectiveness. When police perform the same job, their rewards can vary. For instance, if four (4) officers go on an investigation and do excellent work, only two (2) will be recognized. As a result, the benefits granted were not in line with the quantity and quality of the work performed by the officers.

7.2. Effects of High Employee Turnover

It was discovered that motivation had an impact on officers' performance. There was general consensus among the respondents that a well-motivated package had a significant impact on their output, which also accords with "Maslow [16] that by promoting a healthy workforce, providing financial security, providing opportunities for social interaction and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increases their output". The only thing that will drive officers to accomplish their goals in the face of challenges is motivation. Officers are social beings with needs, and they will constantly want to satisfy these needs.

7.3. Reducing High Employee Turnover

It was established that the Police Service will do better by spending more resources on training and development, good salary, good jobs should not be blocked, furthermore, rules and procedures should be flexible, work relationships between Police high command which is senior officers and junior officers should be improved, reduce work load by recruiting more officers, working conditions should be improved, corporate interaction through annual balls, most of the jobs like Police require team work and performance of one individuals depends on the performance of other officers should be deployed according to their skills and hardworking officers be recognized by promoting them on merit and not on tribal or political lines. Keep their morale high, Police

High Command should be able to develop relationship with staff, encouraging mentoring and coaching.

8. Conclusion and Recommendations

8.1. Conclusions

The research established that majority of employees were motivated by job security followed by a good and competitive salary, career advancement, the study further concluded that training and career development should be adopted to a great extent by the Zambia Police Service, officers should be satisfied with the training provided to them, receive promotions, and also mention that they were driven by a "favorable work environment," and that they should sponsor officers for training programs. This is because the institution has experienced high employee turnover. Therefore employees need to feel secure about their jobs at Zambia Police Service.

8.2. Recommendations

Performance appraisal should be conducted on merit basis not tribal or political bases and give clear incentives to best performers. The system should have benefits for both police officers and the institution, so that there is need to balance its purpose. Officers must be rewarded fairly which is an important component of operating a successful performance appraisal system.

Building team spirit and establishing a continuous assessment system are equally important, rules and procedures should be flexible, good salary, better working condition. Officers should be deployed according to their skill.

Police Command must also encourage a leadership style that promotes a favorable work environment for officers to operate properly. Human Resource Managers must create a total reward structure. An overall compensation system must be developed by human resource managers.

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