

CHAPTER 1

GENERAL INTRODUCTION

1. INTRODUCTION

Job turnover is a very essential component of organizational behavior. Organizations experiencing job turnover either benefit or suffer the cost of job turnover depending on the various factors having an influence on job turnover. These factors can be very disruptive and costly when their ramifications are not identified, and can cause chaos in an organization if not really maintained to a minimum. However, if well maintained it helps in retaining the best employees that will in turn improve performance of employees, thus enhancing productivity of the organization. Therefore organizations need to be aware of factors that influence job turnover so that they can better deal with the impact thereof.

According to Finnemore (1990:18) high job turnover has many disadvantages for any organization, namely the disruption of work programs and low productivity. It may also have consequences that may be difficult to assess because of the impact of turnover on the quality of services. Finnemore (1990:18) further states that high job turnover may be due to a particular cause but it can be an indication of more fundamental organizational problems. Therefore job turnover is costly both to organizations and the economy as a whole and adversely affects efficiency, productivity, profitability, and morale.

The study is focused on the factors that influence job turnover of social workers in the Directorate of Developmental Social Welfare Services (DDSW) in Namibia. The agency has a high rate of job turnover that has an impact on service rendering of the agency. The organization is faced with the challenges of recruiting and retaining employees. This has adversely affected the organizational programs, which in turn has affected the organization's quality of services. Projects are abruptly stopped or shelved due to lack of manpower.

In this report, the research methodology regarding the manner in which this research will be undertaken is discussed.

2. MOTIVATION FOR THE CHOICE OF THE SUBJECT

Bless and Higson-Smith (1995:22) stated that a strong motivation is essential in conducting a research project because it is a long and difficult task. Therefore a deep-seated interest was required to conduct the study and that the quality of the research was likely to be influenced by the interest. Grinnell (1997:18) maintains that the motivation for the choice of the study by potential researchers begins with a sense that there is more to be known about the problem area.

The researcher's motivation for the choice of the study was the fact that the DDSWS in Namibia where she has been employed for the past six years has difficulties in recruiting and retaining the social workers, thus incurring costs in the recruitment and training of new employees. Therefore as a regional manager accountable to the DDSWS, shortage of employees had derailed the effective and efficient implementation of the programmes. To shed more light on the DDSWS in Namibia, the structure and functions of the DDSWS will be discussed in chapter 2.

The ironic thing was that unlike in countries where social workers leave for other countries where there is a high demand for their services, these workers are lost to other government ministries, while others join the Non-Governmental Organizations (NGO'S). The researcher's choice of the subject was purely out of curiosity or interest. As a manager tasked with the recruitment process, it has become a difficult task to recruit and retain the social workers as little or no applicants applied for the vacant posts. Thus the DDSWS is going to benefit from the study by getting the information on how to identify factors that influences job turnover of social workers, and how to keep it to a minimum.

3. PROBLEM FORMULATION

Grinnell and Williams (1990:60) state that a problem is only a problem when something can be done to solve it. Problem formulation is the condition or phenomenon that is unsatisfactory and must be clearly understood to the point that it can be specified precisely along with its magnitude and consequences (Yegidis & Weinbach, 1995:15). Before a research study is conducted, a clear definition of the research problem should be formulated (Mark 1996:60).

During the period 1999 to 2001, job turnover was very high at the researcher's workplace. The organization had a high job turnover of more than 50%. The movements of employees were voluntary. The social workers resigned to work elsewhere for various reasons. This did not only disrupt work programmes; preplanned programs were also shelved. The office was already struggling with a pile of work and as a result, only one social worker was left to render the services to the whole region.

During the period 1999 to 2001, it became difficult to recruit or fill the vacant posts. It was only in the next year that 20 % of the vacant posts were filled. This indicates clearly that the rate of job turnover of social workers in DDSWS is high. Therefore it is important that employees should make a direct connection between their work and the company's mission. If they can understand where they fit into the organization's big picture, this will help to lower job turnover.

Social work is considered to be a very stressful profession. For the social workers to carry out their tasks efficiently and effectively, the agency should be able to provide a conducive working environment. The objective reality in this case is the fact that the skills of professionals are highly mobile and in order to be able to recruit and retain the social workers, the organization should have a sound system of administration in place.

Mengel (2001:32) states that according to a study conducted by Harvard University, nearly 80% of job turnover is due to hiring decisions that can cost the company up to 90 % of unsuccessfully recruits. The cost of disruption and productivity loss and a poor hiring decision can become a very expensive exercise. Thus not only is job turnover costly but it also derails an agency's performance. The problem that could be formulated for the DDSWS is that there is a high rate of job turnover, which impacts negatively on the agency.

4. AIM AND OBJECTIVES OF THE STUDY

The aim and objectives of why this particular research study was undertaken give or paint an overall picture of what was intended in carrying out the study.

4.1 Aim of the study

The study was aimed at exploring and describing factors that influence job turnover of social workers in the DDSWS in Namibia.

4.2 Objectives of the study

- ❖ To explore and describe through literature study the factors that influence job turnover.
- ❖ To explore and describe through an empirical study the factors that influence job turnover of social workers in the DDSWS in Namibia.
- ❖ To provide recommendations to management on how to reduce the high rate of job turnover.

5. RESEARCH QUESTION

The research study was based on an open research question. Mouton & Marais (1994:43) are of the opinion that an exploratory study is not guided by a hypothesis but rather tends to give rise to the development of the research question. Grinnell (1997:59) states that an exploratory study cannot simply carry on exploring a research question but should be able to obtain some knowledge

and then describe a specific aspect of the problem area in greater detail, in either words or numbers. The research question for the study is as follows:

“What are the factors that influence job turnover of social workers in the Directorate of Developmental Social Welfare Services (DDSWS) in Namibia”?

6. RESEARCH APPROACH

The research process or methodology was determined by the research approach. It dictates which route is to be followed. According to Grinnell (1997: 186) the research approach can either be qualitative, quantitative or a combination of both. Royce (1993:211) maintains that qualitative approach studies phenomenon, using general descriptions to describe or explain. He further states that the goal of qualitative research is to enhance our general knowledge about complex events and processes. According to De Vos (2002:176) in qualitative approach, procedures are not formalized. The scope is more undefined, and a more philosophical mode of operation is adopted.

For the sake of this study the qualitative approach was adopted as the methodology to be used to get a better meaning or understanding of what influences social workers to leave the organization. The researcher has selected the qualitative approach to answer the research question and to be able to recommend to management on how to deal with the factors that influence job turnover of social workers.

In addition, qualitative approach was adopted due to the fact that the researcher intends to identify and understand from the perspective of the respondents the factors that influence job turnover of social workers in the DDSWS in Namibia.

7. TYPE OF RESEARCH

The type of research the researcher undertook depended entirely on the goals of the research study (Grinnell, 1997:185). The author identified two types of

research. The first one is applied research that aims at developing solutions for problems and applications in practice. The second is the pure research that was aimed at developing theory and expands the social work knowledge base.

For this study, the applied research was used due to its capacity to address immediate problems facing the professional practice (De Vos & Schulze, 2002:8). The research study undertaken falls within the realm of applied research because it aims at exploring and describing the factors that influence job turnover of social workers in the DDSWS in Namibia. With this study, recommendations were made that will help the organization to have a timely and reliable benchmark data to gauge their retention and staffing performance and to plan effectively.

8. RESEARCH STRATEGY

Every research project requires a research design that is carefully tailor made to the exact needs of the research as well as the problem (Bless and Higson-Smith 1995:67). Mouton (2000:15) defines of a design as a plan or blueprint of how one intends conducting the research. According to Fouché (2002:273) the phenomenology strategy aims to understand and interpret the meaning that subjects give to their everyday lives. In this study the researcher intends to gain insight into the meaning the social workers attach to the factors that influence job turnover in the DDSWS in Namibia. Interviews will be conducted with social workers to get a better understanding of what factors made them to leave the DDSWS.

9. RESEARCH PROCEDURE AND STRATEGY

The research procedure and strategy describe how the data was collected and analyzed. For this research study the following procedures and strategy were used.

9.1 Data Collection

According to Marlow (1993:65) data collection is the way in which the information regarding the phenomenon is collected. In this study, a structured interview schedule was used as a method to collect data. Interview schedule is defined as a questionnaire written to guide interviews (Greeff, 2002:302). A structured interview schedule was prepared beforehand that comprised open-ended questions to assist in obtaining the richest data possible. The interview schedule was distributed to 10 Social workers who have left the DDSWS in the past 5 five years and they were used as respondents. A dictaphone was also used to record the data.

9.2 Data Analysis

Data analysis is defined by Marlow (1993:65) as a research process of making sense out of the information gathered. For this study, data will be analyzed according to De Vos (2002:340) who maintains that data analysis in qualitative enquiry involves a twofold approach. The first aspect involves data analysis at the research site following a period of data collection. The second aspect involves data analysis away from the site following a period of data collection.

9.3 Time Frame

The researcher understands time frame as that period set out to accomplish a certain task. The research project was carried out over a period of 11 months, where different phases of the research were done. The empirical study was done during the month of November 2003.

10. PILOT STUDY

A pilot study is necessary to test one's methods to be adopted before its full implementation; it also saves the researcher the time and money because errors will be detected earlier which allows time for corrections. Strydom (2002(a): 211)

defines a pilot study as the process whereby the research design for a prospective survey is tested. The following are components of the pilot study:

10.1 Literature Study

The literature review involves consulting the written material relevant to the research problem (Marlow 1993:34). According to Strydom (2002(a): 212) the main aim of the literature study in a pilot study phase is for broad orientation of the prospective researcher with regard to his prospective investigation. The literature study gave the researcher the benefit of connecting the research question to the theory, so that the researcher was in a better position to obtain the richest data possible.

Various books, articles from journals and the Internet were consulted to gain insight on the factors that influence job turnover. Although less information was available in Social Work about the topic, information was also collected from other disciplines such as Industrial Psychology, Human Resources Management and many others. Such information was obtained mainly from the Academic Information Services (AIS) and other libraries like the University of Namibia.

10.2 Consultation With Experts/Key Role Players

Bless and Higson-Smith (1995:50) maintain that the choice of experts is a sensitive issue and one should be careful to ensure that a wide range of people are presented so as not to bias the final results. The researcher consulted the following experts for guidance and assistance to gain insight into the research topic.

- ❖ **Ms B.Katjiongua:** Director of the DDSWS in Namibia. She has headed the DDSWS for more than 10 years.
- ❖ **Dr A. Bamidele:** Acting medical principal for the Katima Mulilo district in the Ministry Healthy and Social Services in Namibia.
- ❖ **Mrs P.Coetzee-Masabane:** Deputy Director: Directorate of Developmental Social Welfare Services in Namibia.

The researcher interviewed the experts by presenting an overview of the research. The experts were asked for their advice on the way the research study has been planned and the methods of implementation. The researcher also guarded against what Strydom (2002(a): 213) refers to as confusion by experts who at times will complicate the conceptualization of the problem formulation, so as not to lose focus of the study.

10.3 Feasibility Of The Study

The study was not feasible in monetary terms; the researcher's sponsors could not pay for the study and the student incurred very high administrative and traveling costs. However, the researcher was granted two years study leave to carry out her studies. Grinnell (1997:58) states that the issue of time and cost may also mean that a study is not feasible for a particular researcher and costs can be easily underestimated. Permission was granted from the relevant authorities in the DDSWS in Namibia to carry out the study.

10.4 Pilot Test Of Measuring instrument

According to Bless and Higson-Smith (1995:50) pilot testing of questionnaires involves testing the actual program on a small sample taken from the communities for whom the program is planned. It allows the evaluator to identify any difficulty with a method of materials and to investigate the accuracy and appropriateness of any instrument that has been developed. Delport (2002:177) urges that it is essential that the newly constructed questionnaires be thoroughly piloted before being utilized in the main investigation.

A structured interview schedule was piloted with two social workers that have left the DDSWS and these respondents did not take part in the empirical study. They were requested to comment on the wording and the formulation of the questions, so that the final structured interview schedule would be able to obtain the richest data possible. The researcher made pre-arrangements with the prospective respondents on where to meet, and collect the data from them.

Subjects were thoroughly informed before hand about the potential impact of the study to allow them to withdraw from the investigation if they so wished.

11. DESCRIPTION OF THE RESEARCH POPULATION, DELIMITATION/ BOUNDARY OF SAMPLE AND SAMPLING METHODS

11.1 Research Population

Bless and Higson-Smith (1995:87) state that a population is a set of elements that the research focuses upon and to which the results obtained by testing the sample should be generalized. The researcher's population for this study consisted of 20 Social Workers who were previously employed by the DDSWS in Namibia for the past five years.

11.2 Boundary Of The Sample And Sampling Methods

A sample is a subset of the population understudy (Grinnell and Williams, 1990:54). Due to the fact that research is a systematic process that is time bound and can be very costly, not every element of the population could be included. A sample of 10 respondents was used, although analysis was done with nine respondents due to the fact that the cassette was spoiled. The respondents were between the ages of 20 - 45 years and were based in Khomas region. Both male and female respondents were included in the study.

Non-probability sampling was used in this study that was carried out without randomization. Grinnell and Williams (1990:132) define non-probability sampling as a sampling procedure in which all the persons or subjects in the sampling frame have an unknown and likely different probability of being included in the sample.

The following sampling method was utilized:

❖ **Purposive sampling**

Grinnell (1997:111) defines purposive sampling as selecting the participants based on certain characteristics and viability. The characteristics for the sample which were based on the judgement of the researcher, were that they were all social workers, have been working for the DDSWS for the past 5 years and were based in the Khomas region.

12. ETHICAL ISSUES

Grinnell and Williams (1990:304) state that ethics is a discipline dealing with what is good and bad or right and wrong with moral duty and obligations. An ethical issue according to Yegidis and Weinbach (1995:245) suggests an awareness that these individuals (population) are human and thus are entitled to both respect and attention to their rights. Strydom (2002(b): 63) stresses that ethical guidelines exist that serve as standards and form the basis on which each researcher ought to evaluate his/her own conduct. It is therefore clear from the above authors that ethical issues advocate respect and protection of the subjects and they should be treated autonomously. The following ethical issues were used in the study:

12.1 Informed Consent

Grinnell & Williams (1995:8) state that obtaining an informed consent is the first and most important precaution to take when doing a research study. For this research study, participants were informed so that they have a clear idea of what their participation would entail. Participants were legally and psychologically competent to give consent and they were aware that they would be at liberty to withdraw from the investigation at any time and that their participation was voluntary. All participants signed a written consent form in order to be part of the study.

12.2 Violation Of Anonymity / Confidentiality

According to Babbie (2001:472) anonymity implies that the researcher cannot identify the subjects afterwards. For the purpose of this study, subjects remained anonymous and their involvement and the results of the study cannot in any way be identified with them. No identifying questions were asked in the schedule thus ensuring their anonymity. Barker (1991:46) states that confidentiality is a principle of ethics according to which the social worker or other professionals may not disclose information about a client without the client's consent. The researcher ensured that whatever was discussed, remained confidential and the onus was on the researcher to guard against divulging the information.

12.3 Deception Of The Subjects

According to Neuman (1993:229) deception occurs when the researcher intentionally misleads subjects by way of written or verbal instructions, the actions of the other people or certain aspects of the setting. Therefore deception of the subjects entails falsifying the purpose of the research study to get the participation of the respondents. In this study the researcher did not deceive the subjects. The research question and purpose of the study were explained to the subjects to avoid deception.

12.4 Release Or Publication Of The Study

According to Strydom (2002(b): 71) a researcher should compile the report as accurately and objectively as possible so that it will serve as guide to future researchers who will conduct research on the topic under discussion. In this study the findings will be made available to the DDSWS in Namibia and the University of Pretoria.

12.5 Debriefing of the respondents

Debriefing sessions gives the subject the opportunity after the study, to work through the experience and its aftermath (Strydom 2002(b): 73). In this manner

the researcher was in the position to assist subjects and minimize harm. The researcher got a chance to rectify any misconceptions that may have arisen in the minds of participants after the completion of the project.

13. DEFINITION OF KEY CONCEPTS

Social worker: is a professionally trained specialist in social work (Grinnell & Williams, 1990: 311). Barker (1991: 222) defines it as graduates of schools of social work (with either bachelor or master degrees) who use their knowledge and skills to provide social services for clients. Thus a social worker is a person who has received some tertiary education in social work with either a diploma or degree.

Job Turnover: it is the description of the number of job changes, separations, and new hires that occur in an organization (Pearce 1999:238). According to Barker & Holtzhausen (1996:259) it is an indication of the stability of employment in a specific enterprise or industry as indicated by the movement of personnel into and out of an organization. The researcher defines turnover as an exit of some employees and the entrance of others to the work organization.

14. LIMITATIONS OF THE STUDY

- ❖ Generalization in this study is precluded by a small population sample used, thus a larger sample may be used to validate these findings.
- ❖ The Ethics committee delayed in approving the study and as a result the time frame for the research was extended.
- ❖ The researcher incurred financial problems as the sponsors failed to pay for the study.
- ❖ Although the data was collected from 10 respondents, only nine was interpreted due to the fact that the cassette was spoiled and the information could not be retrieved.
- ❖ There was a repetition of questions in the structured interview schedule. In section 3 (internal factors), the respondents were asked about the professional ranks within DDSWS and in section 4 (External factors),

respondents were asked about promotional opportunities which is similar to the question on professional ranks. This resulted in the respondents giving the same responses for both questions.

15. CONTENTS OF THE RESEARCH REPORT

The content of the research report explains briefly what the final product will entail:

Chapter 1–Research methodology/ General introduction

It explains the process of how the research is going to be carried out and how the research process will be done.

Chapter 2 – Structure and functions of the Directorate of Developmental Social Welfare Services (DDSWS) in Namibia.

The chapter will depict the structure and functions of the DDSWS in Namibia.

Chapter 3 - Literature study

The research problem will be conceptualized with the literature to base the research question of what factors influence job turnover from a multi-disciplinary perspective.

Chapter 4 - Empirical study

Data will be processed, analyzed and findings will be presented.

Chapter 5 -Summary, conclusions and recommendations

The conclusion of the whole research project is made and recommendations as a further interpretation and summary of the investigation will be made.

In the next chapter, the structure and functions of DDSWS in Namibia will be presented.

CHAPTER 2

STRUCTURE AND FUNCTIONS OF THE DIRECTORATE OF THE DEVELOPMENTAL SOCIAL WELFARE SERVICES (DDSWS) IN NAMIBIA

1. INTRODUCTION

This chapter gives a brief overview of the Directorate of Developmental and Social Welfare Services (DDSWS) in Namibia. The Directorate is under the auspices of the ministry of Health and Social Services in Namibia, and is therefore a governmental institution that is tasked to offer social welfare services to the people of Namibia.

2. THE STRUCTURE OF DDSWS

The Director leads the DDSWS with the assistance of the two deputy directors, one for social assistance and the one for developmental social welfare services. The structure of the DDSWS is as follows and the following are the meanings of abbreviations used. (See figure 1 for organogram of DDSWS).

D-Director

DD-Deputy Director

CH.CSW-Chief Control Social Worker

CH.SW-Chief Social Worker

SSW- Senior Social Worker

SW-Social Worker

CL- Clerk

RC- Record clerk

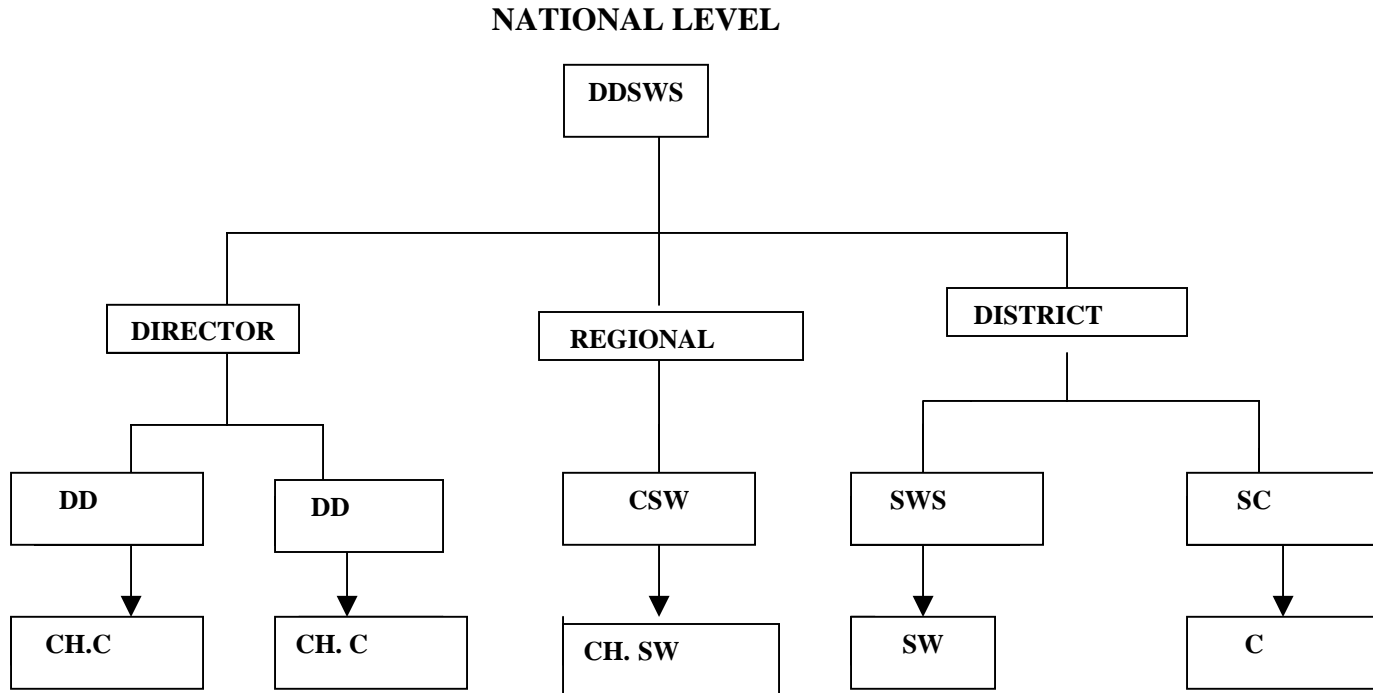


Figure. 1 Structure of the DDSWS

3.THE MISSION AND VISION OF THE DDSWS

3.1 The mission of the DDSWS

- ❖ To contribute to the social and economic development of Namibia,
- ❖ By designing and implementing a developmental, community – centered and particularly social welfare policy,
- ❖ Which will promote the social well-being, mental and physical health, active participation and self reliance of all inhabitants,
- ❖ And promote the functioning of families and communities,
- ❖ Through empowerment, preventative and developmental community work,
- ❖ And by measures that maintain and strengthen the coping capacities of individuals and families, and
- ❖ Especially advocating for people who have special needs, and those who are poor, disadvantaged or vulnerable.

3.2 The vision of the DDSWS

- ❖ A socially stable and forward looking Namibia,
- ❖ Where disparities and inequalities inherited from the past are being corrected,
- ❖ All human rights and fundamental freedoms are ensured,
- ❖ And where the social sector, in co-operation with other stake holders make the best use of resources,
- ❖ So that economic and social development reinforce each other, and
- ❖ In order to ensure human security and well being for all Namibians.

4. SERVICES RENDERED BY THE DDSWS

The Directorate of Developmental Social Welfare Services and the recently established ministry of women and child welfare services are the main providers of social welfare services in Namibia, and the other non-governmental organizations (NGO'S). The DDSWS is responsible for providing social welfare services and financial social assistance to those Namibians in need. The DDSWS has 23 regional and district offices, and 13 social assistance offices or pension offices. The DDSWS has almost 150 social work posts and almost 132 administrative staff posts. (See figure 1 for the organogram of the DDSWS).

4.1 The social services include the following:

- ❖ Family and child welfare (adoptions, foster care, of neglected children),
- ❖ Protection of children and women against exploitation, sexual abuse and violence,
- ❖ Services for the elderly,
- ❖ Services for people with disabilities,
- ❖ Arrangement for alternative sentences for young offenders,
- ❖ Rehabilitation for people with alcohol and drug problems, and
- ❖ Individual counseling for facing crises in life.

4.2 Social allowances include the following:

- ❖ Pensions for those over 60 years of age,
- ❖ Grants for people with disabilities,
- ❖ Maintenance grants, and
- ❖ Foster parent grants.

The DDSWS also subsidizes selected welfare organizations that work for the well being of Namibians and who produce necessary social services. All welfare organizations and non-governmental institutions are required by the national Welfare Act to register themselves at the Directorate of Social Services at Ministry of Health and Social Services (MOHSS).

5. DEVELOPMENTAL PROGRAMMES

In order to support the development of the social welfare sector in Namibia, the government has launched the following development programmes:

5.1 Health and Social Sector Support Programme (HSSSP) with Finish Developmental Agency (FINNIDA)

This programme supports the development of a comprehensive Social Welfare Policy for Namibia with the following development objectives:

- ❖ Upgrading the capacity of the focal point at ministry level,
- ❖ Enhancing the functions of the social welfare sector in national development,
- ❖ Improving the service delivery programmes,
- ❖ Advocating for the protection and rights of children and women as the first medium term priority, and
- ❖ Poverty reduction

5.1 Family life empowerment programme with the United Nations Children's Fund (UNICEF)

The Directorate of Social Services is the co-coordinating agency for this programme. The aim of this inter-sectoral programme is to strengthen the capacity of all relevant ministries and agencies in the following areas:

- ❖ Advocacy for Children's and Women's Rights, and
- ❖ Children and Women in Especially Difficult Circumstances.

Additionally, there are several other UNICEF sponsored programmes in which the Directorate of Social Services participates, like peer counseling, alcohol and drug related preventative programmes.

6. SUMMARY

The Directorate of Developmental Social Welfare Services is a small part of the Ministry of Health and Social Services (MOHSS) in Namibia. The DDSWS collaborates its services, shares resources with their health partners, and functions on a multi sectoral setup. The DDSWS contributes towards the overall improvement and provision of social welfare services to those in need and ensures that its services are geared towards that. It also promotes for the well being of all Namibians.

In the next chapter, a theoretical overview of factors that influence job turnover will be presented.

CHAPTER 3

A THEORETICAL OVERVIEW OF FACTORS INFLUENCING JOB TURNOVER

1.INTRODUCTION

Employees play a very crucial role in the workplace in rendering quality services. Without them, the organization will not exist as it depends on their inputs to render services to the consumers. However, if employees are unhappy with their current jobs, they will easily leave the organization and look for better opportunities elsewhere. This will result in job turnover, whereby employees will go in and out of the organization because of various reasons. Thus organizations need to take note of what factors push their employees out and should develop strategies to retain the best employees.

The above notion is supported by Pearce (1999:288) who states that human beings or manpower are considered to be gems of any organization, as the existence and survival of that organization rely in many ways on the number of employees at work and their performance standard. Thus, job turnover is a job change referring to workers changing firms and firms shedding and hiring workers. Lane (2002:1) urges that job turnover is sometimes seen as an indication of the dynamism of the economy since without turnover; labour cannot get reallocated from less productive to more productive uses.

According to Stewart (1998:2) job turnover is the flow of workers in and out of the employment in an organization during a specified period, and can represent a source of economic waste since it often does not represent true mobility. Therefore the real problem facing organizations is to control turnover where it is avoidable and to mitigate the effects of turnover when it is most damaging. It is postulated that an unstable labour force undermines efficiency and productivity.

In this chapter factors that influence job turnover are delineated in detail. The following aspects are discussed accordingly: The description of job turnover, the types of job turnover, job turnover costs, the advantages and disadvantages of job turnover, and reasons for measuring turnover.

2. DESCRIPTION OF JOB TURNOVER

Job turnover is a particular pressing issue in today's business environment where downsizing and layoffs have become a norm (Gomez- Metjia, Balkin and Cardy, 1997: 180). David *et al* (1997:202) gives a description of job turnover through the same perspective as Gomez Metjia et al (1997:181) as the rate of changes in employment shares that occurs due to job creating and destruction. According to Mobley in Sullivan and Decker (1998:398) job turnover is described as a cessation of membership in an organization by an individual who received monetary compensation from that organization.

Van der Merwe and Miller (1996:30) state that job turnover is a permanent withdrawal and also function of the person-work relationship. The authors emphasize that there should be a fit between the worker, the agency and the environment. If this fit is not present or available, job turnover is likely to occur. This relationship is considered pervasive. It can be affected by any or all aspects of the job situation, both inside and outside the employing organization. Lane (2002:1) describes job turnover as the result of both quits and layoffs and further states that some job turnover is a result of jobs in one firm being destroyed and jobs in another firm being created and hence due to the reallocation of jobs across the economy in response to changes in product demand. The author further states that a majority of job changes, however, are because workers reshuffle across the same set of jobs, and this worker reallocation occurs over and above job reallocation.

According to Boxall and Baldwin (2002:2) job turnover in any organization is likely to affect levels of productivity. From the descriptions above it can be

concluded that job turnover is when employees leave their employment permanently and the entrance of new employees to the organization. It is also evident from the description that job turnover can either be positive or negative, but all in all it has a significant impact on productivity.

3. ADVANTAGES AND DISADVANTAGES OF JOB TURNOVER

Ivancevich (1994:667) states that job turnover has both functional and dysfunctional effects in an organization. This view is supported by Ham & Griffith (1995:13) who concede that many times the advantages and disadvantages of turnover are overstated, overlooked with resultant overshadowing ramifications for both the employers and employees.

3.1 Advantages of job turnover

Job turnover is advantageous to the organization when the employee wants to leave the organization and management is unconcerned. This lack of concern is attributed to the poor evaluation of the employee's performance. Contreras and Peak (2001:1) state that job turnover is not always a bad thing. It introduces new ideas into the organization while at the same time making the workplace a more interesting one.

The following advantages of job turnover have been identified from the different authors (compare Ivancevich 1994:668, Ham and Griffith 1995:19, Sullivan & Decker 1998:79, Contreas & Peak 2001:6, and Lane 2002:4). Therefore a certain amount of turnover is inevitable and in fact desirable for a number of these reasons:

For the organization

- ❖ It introduces new ideas into an organization while at the same time making the workplace a more interesting one,
- ❖ It contributes to industrial efficiency by introducing new blood and also giving employees opportunities for advancement,

- ❖ It enables new or expanding industries to obtain labour without the employment of new workers, an organization's labour force would become static and the age structure heavily skewed, and
- ❖ It creates job opportunities for other individuals; new hires are not as costly to maintain in terms of salaries and benefits, as are more senior employees.

For the employees

- ❖ Obtain a better job somewhere,
- ❖ Avoid stressful former job,
- ❖ Renewed commitment to work,
- ❖ Pursue outside endeavors,
- ❖ Relocation to a more desirable community, and
- ❖ Improves spouse's career.

Job turnover according to Robbins (1993:54) is not all that bad for an organization. The author further states that discussions on the subject usually tend to stress the cost side of the ledger, but turnover provide benefits to the organization. This view is shared by Grobler, Warnich, Carell, Elbert, and Hatfield (2002: 451) who maintains that job turnover is advantageous if it is assumed for a good cause. The author cites that there may have been poor or at best marginal performance, but because of institutionalized employment security (labour unions, appeal boards etc), sympathetic bosses will have the desire to maintain group of employees for moral obligations or similar factors. Thus, employers will not dismiss or lay off workers due to conflictual interest with the country's labour laws.

From the above discussions, the researcher concedes that a little bit of job turnover is necessary in curtailing new ideas, methods of doing things and the introduction of new employees. This also will ensure productivity as new employees may introduce new ideas and better ways of implementing tasks. In

addition job turnover is also essential in losing the employees who are no longer keeping up with organizational standards.

3.2. Disadvantages of job turnover

The disadvantages of job turnover are dysfunctional to both the organization and to the employees. Ivancevich (1994:667) urges that disadvantages occur when an employee leaves an organization and management wants to retain the employee. Job turnover has negative consequences for organizational performance when an employee according to Robbins (1993:503) quits and has to be replaced; an organization incurs both obvious and hidden costs. The following disadvantages of job turnover have been identified.

For the organization

- ❖ Inefficiencies as the new employee learns the job,
- ❖ The supervisors and peers lose additional time while the new employee gets up to speed,
- ❖ Lost efficiency of departing employee in those weeks or months just prior to his or her leaving,
- ❖ Additional time lost by supervisor and peers just prior to the departing employee's leaving,
- ❖ Productivity lost while the position is vacant,
- ❖ Out-of-pocket processing costs, including search fees and expenses, orientation, training and travel costs for recruiters and candidates,
- ❖ Costs of processing incoming and departing employees, including relocation costs, and
- ❖ Demoralization of stayers.

For the employees who are leaving

- ❖ Forfeit seniority and fringe benefits,
- ❖ Transition stress in new job,
- ❖ Relocation costs,

- ❖ Terminate personal and family social network,
- ❖ Loss of valued community services, and
- ❖ Disrupt spouse's career.

According to Robbins (1993:53) given both the obvious and hidden costs associated with turnover, any management that is concerned with maintaining effectiveness and efficiency will want to keep job turnover to a minimum. The above disadvantages indicate that job turnover has a tremendous effect on organizations and these disadvantages lead to high costs as they are costed in monetary terms. The researcher reckons that it should also be noted that these disadvantages might have an impact on the organization depending on the position levels, organizational function, and the degree to which the organization is searching and costing. A good example is the resignation of a junior employee and that of a director of the organization, the impact of their departure will not necessarily be the same as their departure will affect the organization in different ways because of their different positions.

4. REASONS FOR MEASURING TURNOVER

Cooper (2002:11) state that job turnover should be analyzed so that the organization can deal with it better. The author indicates the following two main reasons why turnover should be measured and analyzed to determine its extent:

- ❖ **Control**

The organization must know current levels of turnover before it can be decided whether steps need to be taken to reduce them. Objective measurement is essential if the cost of labor turnover is to be calculated accurately. It does not have a universally acceptable level depending on factors such as occupation, industry, region etc. Therefore it is vital to establish the level in each organization so that changes can be measured.

- ❖ **Forecasting**

Accounts of past levels of job turnover need to be taken into account if future staffing and recruitment needs are to be estimated reliably. Thus, for this to be

carried out, clear personnel records must include accurate details of all starters and leavers, and should be in a form that assists analysis by length of service, section or department, month or year etc.

The researcher is of the opinion that in some organizations much of job turnover measurements are not carried out especially in government agencies due to the fact that management is ill prepared on how to measure turnover. The effect of job turnover is thus not really understood and in the process production, organizational goals, and aims are compromised.

5. TYPES OF JOB TURNOVER

There are two different types of job turnover that occur in an organization. Different authors have identified the following types of job turnover: (Robbins, 1993:256, Ham & Griffith, 1995:4 –9, Gomez *et al* 1997:182, and Carrel, Elbert Hatfield, Grobler, Marx, Van der Schyf 1998:570, Mkhize 1998:6, Werner 2001:450, and Taylor 2002:568).

5.1 Involuntary turnover

Gomez-Mejia *et al* (1997:184)) concede that involuntary turnover occurs when management decides to terminate its relationship with an employee due to economic necessity or a poor fit. The organization or the employee cannot control this type of turnover. It is further stressed by the authors that involuntary turnover results in very serious and painful decisions that can have a profound impact on the entire organization, especially the employee who loses his or her job. Mkhize (1998:9) describes involuntary turnover as when an employee is asked by the organization to leave. Both these authors from their definition stress the fact that with this type of turnover the onus lies with the employer rather than with the employee. The following are the identified sub-types of involuntary turnover:

5.1.1 DISCHARGES / DISMISSALS

It occurs when management decides that there is a poor fit between an employee and the organization. It occurs as a result of either poor performance or the employee's failure to change some unacceptable behavior that management has tried repeatedly to correct (Gomez-Mejia, 1997:185). Grobler *et al* (2002:244) describes dismissals as separation decisions initiated by the employer and that can occur for various reasons such as incompetence, violation of rules or dishonesty. The author still concedes that dismissals occur, however, when an employee has committed a serious offence, has repeatedly violated rules and regulations or has shown a consistent inability to meet performance expectations.

Gomez-Mejia *et al* (1997:185) stress that managers who intend to discharge an employee must make sure that the organizational procedures are followed. This view is also shared by Grobler *et al* (2002:545) who maintain that any discharge should be carried out fairly and legally, otherwise it can lead to highly publicized, costly legal procedures and significant damage to the organization's reputation. Often the disgruntled employee will bring disrepute to the organization whenever the opportunity arises.

5.1.2 LAYOFFS

Grobler *et al* (2002:240) give a description of lay-off as when employees are put on unpaid leave temporarily. Lay-offs normally occur when there is a downturn in the economy or for business reasons. Being laid off is not the same as being fired but bear the same short-term effects. The process of being laid off can have a severe psychological impact on the employee, in the same way as the person who is dismissed.

According to Gomez-Mejia (1997:185) in a layoff situation, employees lose their jobs because a change in the company's environment or strategy forces it to reduce its workforce. Global competition, reductions in product demand, changes in technology that reduce the need for workers and merges and acquisitions are

the primary factors behind lay-offs. Lay-offs affect morale of the remaining employees who may fear losing their jobs in the future. It also has an effect on a region's economic vitality, including the merchants who depend on the employees' patronage to support their businesses. Investors are also not immune to lay-offs; the investment community may interpret lay-offs as a signal that the company is having serious problems. A company's image is also affected by lay-offs. It hurts the organization's standing as a good employer and makes it difficult to recruit highly skilled employees who can choose among numerous employers.

Therefore layoffs, as mentioned earlier, are temporary in nature. It is crucial for organizations to develop well thought-out recall procedures should the economy begin a growth trend and the employees become needed again. Various alternatives to reduce layoffs exist; organizations can take them into consideration before laying off employees. Grobler *et al* (2002:240) suggest the following alternatives to be used before laying off employees:

- ❖ Effective human resources planning and control can also assist in over hiring,
- ❖ Voluntary reduction of pay can be considered in this situation, all employees agree to get a salary reduction in order to reduce the costs and in the process keep everyone working, and
- ❖ Voluntary time off - This implies that some employees can agree to take voluntary time-off that again has the effect of reducing cost.

Involuntary turnover indicates from the above discussions that both the employer and the employees have little or no control over it. But what can be done is to have a well-organized and implementable plan where both parties are able to reach a consensus that will reduce the effect on both the employer and the employee. Involuntary turnover has a dysfunctional aspect but the one that requires the survival of either the employer or the employee, and in most cases it is traditional for the organization to cut on employees if it has to survive.

5.2 Voluntary turnover

Gomez-Mejia *et al* (1997:184) describe voluntary turnover as a separation that occurs when an employee decides, for personal reasons, to end the relationship with the employer. The decision could be based on the employee obtaining a better job, changing career, or wanting more time for family or the present job is unattractive because of poor working conditions, low pay or benefits, and bad relationship with supervisor. In most cases the decision to leave is a combination of having attractive alternatives and being unhappy with aspects of the current job. Mengel (2001:32) concedes that turnover can be voluntary if organizations have carefully planned retention strategies in place. The following are the types of voluntary turnovers:

5.2.1 QUILTS

Grobler *et al* (2002:244) describe quits as occurring when an employee leaves the organization without giving the normal period of notice (e.g. one month). It is usually a sudden decision by the employee. Gomez-Mejia *et al* (1997:184) argue that the employee's decision to leave depends on the following:

- ❖ The employee's level of dissatisfaction with the job,
- ❖ The number of attractive alternatives the employee has outside the organization. The employee's extent of job dissatisfaction and its environment; a good example is when an employee is not satisfied with the location of the job and working hours. This will prompt the employee to look for another job that offers what he or she requires, and
- ❖ Employer's offer in pay incentives; an employer uses the voluntary severance plan or buy-outs to reduce the size of their workforce while avoiding the negative factors associated with lay-offs.

Thus, it should be noted that quits can occur at any time and mostly when the organization least expect it. This can have a drastic impact on the organization's total performance and productivity. Although organizations cannot do much about

employee quitting, they can try to determine the real reasons for leaving or for making that decision.

5.2.2 RETIREMENTS

It is also initiated by the employee, it usually occurs at the end of an employee's career (Gomez-Mejia *et al* 1997:184). The same view is shared by Grobler *et al* (2002:244) who maintain that retirements are a special case of resignations that are similar to quits in that the employee initiates them and are thus the product of a choice process. Retirements may occur at a certain age or after a number of years of service. Upon retirement, the employees usually receive a monthly pension until death. Gomez-Mejia *et al* (1997:184) concede that the retirement benefit may include a retirement income that is supplemented with personal savings and social security benefits.

Retirements are normally planned in advance by the organization; this allows the smooth exit of the employee and plans are made to get a replacement before the employee leaves. Thus, retirements are not that disruptive like quits. In effect, to reduce their work force, organizations have been using early retirement incentives as an effective means. These incentives make it financially attractive for senior employees to retire early. Along with buy-outs, they are used as alternatives to layoffs because they are viewed as a more gentle way of downsizing.

Therefore it is evident that voluntary separation involves a complex process; employees first have to accumulate and process a number of factors that will influence their decision to leave. If this process is successful, the individual develops definite intentions to either quit or remain on the job. Voluntary turnover is more advantageous to the worker as he initiates this type of turnover but the employer is adversely affected and has no means to control it.

6. JOB TURNOVER COSTS

The constant struggle to deal with job turnover is a fact of life among organizations today (Kelly 2001:1). He further states that job turnover costs/measurements are a problem that most executives are aware of but do not acknowledge as a potential loss of revenue. The financial loss manifests in ways one may not have imagined. A lot of disadvantages that are brought up by job turnover are clearly evident in cost benefit analyses. Human resource managers know that turnover is a major cost and significantly impacts the corporate bottom line (Irvancewich, 1994: 666).

Potter (2002:3) postulates that job turnover is a critical cost driver for American business. The cost of retaining and filling vacancies, lost productivity from vacant jobs and cost of training new employees increase operational costs. Elements of the cost of job turnover vary widely and depend on whether all cost elements are recognized. He still further identifies three primary elements of job turnover costs that include the following:

6.1 Staffing costs

Sometimes are referred to as cost per hire. These include the costs of recruiting job applicants (such as advertising or job board posting, screening applicants, personnel search, service brokerage fees, relocation expenses and signing bonuses).

6.2 Vacancies

While a position is vacant the productivity of the former employee is lost and the productivity of the overall organization is reduced as the remaining workers cope with being shorthanded. Jay (1998:127) refers to these as the temporary replacement costs of getting the work done while the post is vacant and can include overtime, temps and many others.

6.3 Training

No new employee starts working at 100% efficiency. The replacement employees' time, other employee's time and valuable resources must be expanded to train each employee and to facilitate the transition. Jay (1998:127) adds the induction costs to the training and refers to this as direct costs and pay during unproductive early stages. Stone (2002:86) maintains that this phase is the non-productive time, because it is characterized by dislocation of the other employee's work as the new employee tries to settle down and incurs the same view on the lost productivity. Thus, training costs includes an organization's expenditure to orientate and train replacements and opportunity costs caused by inefficient production. He further identifies an extension of these elements by including the following:

❖ Redeployment

Redeployment of an existing labour force as a result of labour turnover involves extra costs as this creates vacancies in the system. Assimilation and efficiency lost cost incurred before the new employee is fully proficient.

❖ Relocation costs

These costs include hotel charges, direct disturbances allowance for example legal fees, removal fees, house purchase assistance and temporal travel subsidy of the new employee.

❖ Leaving costs

These costs are associated with creating the vacancy, the closing of the previous appointment for example refunding, superannuation payments, etc. Ham & Griffeth (1995:14) refer to the leaving costs as the separation costs and describe them as those that quitting produces directly. A good example is exit interviews; these are conducted when the employee leaves the employer to determine the reason for leaving.

Lane (2002:19) postulates that greater costs may be incurred through the following:

- ❖ Unnecessarily high staffing levels and overtime payments,

- ❖ Lost or delayed production,
- ❖ Interruption to the flow of work,
- ❖ Increased production costs, scrap levels and risk of accidents to inexperienced workers,
- ❖ Long-term workers becoming unsettled and leaving,
- ❖ Low morale and resulting low productivity, and
- ❖ Damage to the organization's local reputation.

According to Stewart (1998:24) the cost of job turnover is very high. He further states that many managers refuse to face up to these costs, but they might be forced to do so when considering the various factors necessary to calculate the cost of employee wastage. In the US industry, turnover costs are estimated at \$ 11 billion a year and can be quite costly to an employer (Ivancevich 1994:663).

The researcher concedes that a high rate of job turnover in an organization means increased recruitment, selection and training costs. It can also mean a disruption in the efficient running of an organization when knowledgeable, experienced personnel leave, and replacements must be found and prepared to assume a position of responsibility.

7. FACTORS THAT INFLUENCE JOB TURNOVER

There are many potential factors that influence job turnover. According to Lane (2002:2) understanding of these factors that influence job turnover requires understanding the decision-making process of both the employer and the employee. Describing the factors is equally tricky, since turnover initiated by the worker is often likely to result in employee getting a job elsewhere while that initiated by the firm may have adverse consequences leading to disruptions.

This view is supported by Jay (1998:125) who states that if an organization has problems with job turnover, then there are many possible causes, as well as many possible treatments. The author reckons that the first thing the employer will probably want to do is to get a broader understanding of job turnover, to see if the

problem fits into any recognized pattern. The factors that influence job turnover are divided into three major categories as follows:

7.1 Personal factors

The personal factors include individual qualities that can be viewed as personal traits the employee possesses and which are distinctive to the individual (Harmse, 1999:27). The author further asserts that it has to do with what and who the individual is within his total being and which guide his behavior or functioning. According to the researcher, the employee's general outlook on life is one of the major factors that influences job turnover. An employee with a high self-esteem, confidence in his or her abilities and with a positive outlook on life is more likely to stay than the one with a negative attitude. Thus, these factors are inherent in human behavior. The following are the personal factors that influences job turnover as identified by the different authors:

7.1.1 MOTIVATION

Motivation is any influence that triggers, directs or maintains goal-directed behavior (Hellriegel, Jackson, Sochum 2001:262). Drafke and Kossen (2002:273) explain motivation as an incentive to act. From these definitions motivation is viewed as the major factor within an individual that directs him to act in order to achieve certain goals. It means the various drives within, or environmental forces surrounding individuals that stimulate them to behave in a specific manner. Unfulfilled needs are the driving force behind motivation.

Motivation is driven by management and supervisors who have the responsibility to motivate their employees to carry out their tasks efficiently and effectively and in the process increases their need fulfillment; it can also be threatened by decreased need fulfillment unless they follow a required course of action. This is a very difficult task for management unless they are certain or know what motivates employees. Motivation is based on various theories, which will be discussed below.

7.1.1.1 THEORIES OF WORK MOTIVATION

Hellriegel *et al* (2001:263) postulate that the theories of motivation are best-known explanations for employee motivation. These were devised in an attempt to explain the behavior of people and help practicing managers in explaining employee motivation, and management usually uses them in planning, organizing, and controlling their firms to improve productivity and efficiency.

7.1.1.1.1 Maslow's *hierarchy of needs*

Drafke and Kossen (2002:276) concede that Maslow suggested human needs can be assigned to various levels, and that each level need has to be gratified to some extent before the next level assumes importance. This view is also shared by Luthans (1995:150) who postulates that Maslow thought a person's motivational needs could be arranged in a hierarchical manner. In essence, Maslow believed that once a given level of need is satisfied, it no longer serves to motivate the next. Therefore Maslow's hierarchy of needs has had a tremendous impact on the modern management approach to motivation. The following are the different levels of needs:

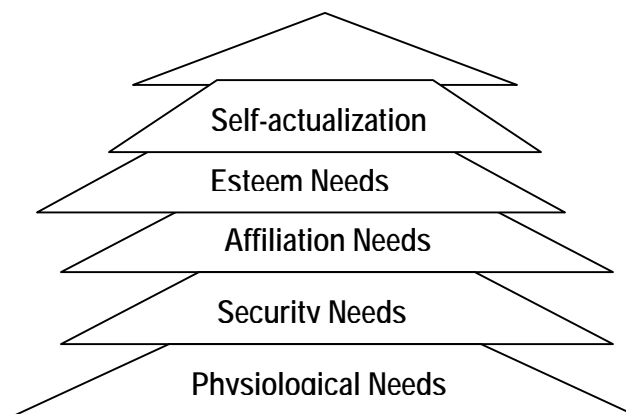


Figure 1. Maslow's hierarchy of needs.

❖ **Physiological needs**

These are primary needs for food, shelter and clothing that can be directly satisfied by compensations. Grobler *et al* (2002:105) concede that people try to satisfy physiological needs before all others. For example, the primary motivation for a hungry person is to obtain food rather than gain recognition for achievements. Thus, people work for urges that will allow them to meet these needs first.

❖ **Security Needs**

Include the desire for safety and stability and absence of pain, threat and illness. People deprived of the means to satisfy security needs become preoccupied with obtaining them. The security needs in many employees are expressed as a desire for a stable job with adequate medical, unemployment and retirement benefits (Drafke & Kossen 2002: 276). Robbins (1993:206) concedes that the organization that provides stability and benefits is likely to have relatively low turnover and little dissatisfaction among employees who are striving to meet these needs.

❖ **Affiliation needs**

It is sometimes referred to as social needs according to Grobler *et al* (2002:105). At this level employees seek social relationship inside and outside the organization. Peer-group acceptance within the workforce is often an important psychological need for employees. Robbins (2001:207) asserts that this level in Maslow's hierarchy for needs represents a clear step-up from the truly basic physiological and security needs. The author further states that when an organization does not meet affiliation needs, any employee's behavior may be expressed in terms of frequent absenteeism, low productivity, stress-related behavior and even emotional breakdowns. Thus, in an effort to lower the factors that will influence the employee to leave, the manager might try encouraging others to work more closely with the employee and suggest that the employee participate in the organization's social activities.

❖ **Esteem needs**

These needs take precedence once employees have formed friendship within the organization and feel a part of the peer group. Hellriegel *et al* (2001:264) suggest that to satisfy these needs, people seek opportunities for achievements,

promotions, prestige and status, all of which symbolizes their competency and self-worth. He further stresses that these needs are the desire for self-respect, a sense of personal achievement, promotion, prestige and status. Organizational factors such as job title, status, and conditions within the organization such as parking space or office size, and level of responsibility become important to the employees.

❖ **Self-actualization needs**

These are the desire for personal growth and the realization of the individual's full potential (Hellriegel *et al*, 2001:204). These authors further concede that traits commonly exhibited include initiative spontaneity and problem solving ability. Grobler *et al* (2002:105) maintain that at this level, employees seek a fulfilling and useful life in the organization and society. In efforts to achieve self-actualization, employees seek challenging and creating jobs. These authors further urge that individuals will climb the ladder of need fulfilment until they have become self-actualized.

Luthans (1995:151) stresses that most research findings indicate that Maslow's hierarchy of needs is not the final answer in work motivation. Yet, the theory does make a significant contribution in terms of making management aware of the diverse needs of employees at work. The author further argues that the exact nature of these needs and how they relate to motivation are not clear. Thus, to try and overcome some of the problems of Maslow's hierarchy of needs, Herzberg suggested the following.

7.1.1.1.2 Herzberg's two factor motivational theory

Luthans (1995:153) concedes that Herzberg's two factor motivational theory casts a new life on the content of work motivation. The theory offers an explanation specifically to the work place and job design (Grobler *et al* 2002:107). Robbins (1993:208) states that Herzberg believed an individual's relation to his / her work is a basic one and that his / her attitude towards his work can very well determine

the individual success or failure, and referred to this as motivation-hygiene theory.

Herzberg concluded that there is a relation between job satisfiers and job content; job dissatisfiers are allied to job context. He named the motivation factors satisfiers and called dissatisfiers hygiene factors. The hygiene factors are preventative because they can prevent dissatisfaction and are environmental in nature, and therefore are roughly equivalent to Maslow's lower level needs (Luthans: 1995:152). The motivators are intrinsic and related to job satisfaction for example achievement, recognition, and the work itself, responsibility, advancement, and growth. The hygiene factors are extrinsic and comprise company policy, administration supervision, salary, interpersonal relations and working conditions.

Robbins (2001:209) postulates that according to Herzberg, the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore managers who seek to eliminate factors that create job dissatisfaction can bring about peace, but not necessarily motivation. Thus, managers who hike wages will be placating their workforce rather than motivating them. It is evident that the Herzberg two factor motivational theory indicates that the more resources are poured down the hygiene drain for example increasing fringe benefits, the more resources will be needed in future. This is because with hygiene factors, ever-increasing amounts are needed to produce the same effect. A classic example is the issue of salary that never seems to be resolved; employees will still be discontent over wages even after concluding salary negotiations.

As indicated earlier, motivators are intrinsic in nature and reflect the work content of the job. The supervisor cannot disperse them to the employees but they are controlled by employees and are administered personally. It is evident that no one can give another person the satisfaction that comes from accomplishing a particularly challenging job.

According to the researcher, the need to motivate social workers is a very crucial one. Motivation is required if the social workers are to make a significant impact on their work given the limited budgets they operate on and the very difficult circumstances. In any situation, every employer would like to have employees who are motivated to do their work efficiently and effectively. This bears fruitful results and enhances organizational productivity and a lot of problems associated with de-motivation like absenteeism and late coming can be avoided.

7.1.2 AGE

Drafke and Kossen (2002:350) maintain that job turnover typically increases with age. Older employees have more work experience. They have a better understanding of what work needs can satisfy and overall they have a more realistic view of work and life. Young employees have comparatively little or no job experience with which to compare their current jobs and because of this they are more likely to substitute the opinions of other people, their own beliefs about other people's jobs and their own idealistic views of what should be for their lack of experience.

This view is shared by Mc McCullough (2002:1) who stresses that age is a widely known factor that influences job turnover. He further states that the younger the employee, the stronger the likelihood of the employee to quit. The longer that employee stays, the more the turnover risk goes down. Similarly older employees are less likely to quit than younger ones because older employees typically enjoy employment stability while younger ones are more likely to take employment risks and hop to other jobs. The author still concedes that research has confirmed that the older the employee, the lower the likelihood of quitting.

7.1.3 OPINIONS OF OTHERS

It refers to the opinions others have of the status and desirability of someone else's job. (Drafke & Kossen 2002: 230). If other people, especially people you

have admired and respected, believe that you have a good job then you will typically be more content than if people around you think you have a lousy job. This also applies to the way society views the entire profession. This is true in a lot of our communities: social work as a profession is considered to have a fragmented identity. It is still mainly associated with dishing out food parcels to the needy and marginalized. Thus, if the society in general regards your profession as valuable and of higher status, then the employee will think twice about leaving, other than if society feels your job is of low status.

According to the research, social work is perceived to be a poor profession that has not yet received the recognition it deserves from society, and thus this has led to a fragmented professional image among the employees. This professional fragmentation is also cited by Elliot (1993:21) who maintains that social work has a diffuse professional identity due to its inability to reconcile different approaches. Many time employees would like to be associated with jobs that are not looked down by their friends, families and the society at large. If this becomes the case the chances of leaving are increased to seek for better opportunities.

7.1.4 COMPARISONS

It refers to the comparisons employees make between their jobs and how satisfied they are. An employee in a middle management position may feel less likely to leave his / her employer if his / her family members and neighbors all have lower status and low paying jobs (Drafke & Kossen 2002:232). This same middle manager might feel less obligated to stay with his / her employer if his or her family and neighbors is CEO'S and doctors. Thus, the bottom line is that each job has relative worth, rather than absolute worth.

7.1.5 EFFORT / REWARD RATIO

Drafke & Kossen (2002:336) explain this as the comparison of the reward someone receives from his / her work to the effort he / she puts into the work. If the ration between the two is heavy on the effort side, then employees generally

feel less obligated because they reckon they are putting more into their work than they are getting out of it. Employees will always compare their effort reward ratios to the ratio of others. Thus, what is evident in all of this analysis is that employees look at total rewards from work, not just monetary compensation. Also it is once again dealing with employees' perception of effort and reward, which may be real or imaginary. Rewards should be individualized and linked to performance.

7.1.6 OCCUPATIONAL STRESS

Qili (1999:163) defines occupational stress as a substantial imbalance between environmental job demands and the response capability of the individual. Sauter and Murphy (1995:209) consider occupational stress as a state that arises when individuals are unable to cope with the psychological load imposed on them. The authors still continue to stress that when recovery does not take place or is insufficient, such stress negatively affects personal health and organizational effectiveness and often creates losses.

According to Ham and Griffeth (1995:45) occupational stress has been neglected by researchers, although evidence indicates that occupational stress moderately and positively predicts turnovers. This view is shared by Sauter and Murphy (1995:209) who maintain that occupational stress has a detrimental effect and has costly related effects to the organization due to absenteeism, sick leave, hospitalization, and even death.

According to Mitchelin and Region as cited in Ham and Griffeth (1995:98) people in the helping profession are more prone to experience occupational stress than other professions. This is because by directly working with people in need of help is in itself emotionally stressful and may produce feelings of fear, anger, embarrassment, frustration and despair. According to the researcher, although social workers are trained professionals and should be able to cope with their

anxiety without impairment to their professional roles, this has proved to be difficult and as such they are also prone to stress.

Sauter & Murphy (1995:99) claim that although occupational stress appears to be limited to the care giving fields e.g. nurses, social workers and ministers it is not readily generalized to other professionals. The researcher is of the opinion that although occupational stress seems to be prevalent in the helping professionals, no employee is really immune to occupational stress, as individuals differ in their reaction towards problems or issues that they are encountering. Occupational stress management is therefore recommended in the workplace, to prevent and have treatment programs that will cut costs significantly as it will reduce absenteeism and sick leave (Ham & Griffeth, 1995:100). With such programs employees may feel less obliged to leave their jobs, thus reducing job turnover.

7.2 Internal factors

These are professional qualities and refer to the specialized knowledge and skills necessary for the social worker to be able to function effectively and efficiently. It has a bearing on the employee's diagnostic skills, competent usage of the knowledge, absence of own interest, and autonomy in judgments of his / her own professional work performance and the maintenance of a high standard within his / her behavior and activities (Harmse1999: 27). These are inherent in the work itself and comprise the following:

7.2.1 FEEDBACK AND RECOGNITION

Recognition can be differentiated from feedback by frequency and significance. Recognition refers to noticeable acknowledgments of performance; it is received less often but carries greater significance than feedback (Robbins 2001:124). Recognition may take many forms ranging from public acknowledgments of one's contribution, to an outstanding service or employee of the month or year award to a promotion.

Feedback may be as simple as a good job; feedback from a manager may also be inherent in the job. To maximize the effect on job turnover, feedback must be accurate, timely and frequent. To be accurate, the social worker doing a good job must know he / she is doing a good job and vice versa if a job is not well done. Recognition for a job well done can lead to decreased chances of quitting.

7.2.2 INDUCTION PROCESS

Induction is described as a program designed to give new hires a better start on the job by familiarizing themselves with job rules and operating procedures. It is also at times referred to as orientation program (Stone 2002:60). According to Lane (2002:5) the induction process is vital and it should be realized that it is more than a simple administrative chore, and that it should not be skimmed, even if time is short. The authors still further maintain that a good impression of the organization helps new workers to settle down and learn their jobs quickly.

This view is shared by Decker & Sullivan (1998:74) who stresses that the induction process is necessary because all new employees experience feelings of tensions, dissatisfaction and uncertainty in the early stages of employment. Therefore the induction process creates an atmosphere where tension and problems felt and envisaged by new employees can be faced head-on and dealt with.

Stone (2002:62) concedes that the orientation sessions should also include a discussion of the organization's missions and the mission's relationship to the corporate strategy. According to the researcher, this will give the new employee an idea of what the organization stands for, its aims, goals, objectives, and why tasks are carried out in a specific manner.

Decker & Sullivan (1998:71) stresses that the successes and failures experienced during the induction process can provide feedback on the future selection procedures. The researcher is of the opinion that gross mistakes that have been

made can be easily identified in the recruitment and selection process and thus efforts will be made on how to rectify and have future possible solutions. The induction process is important to the new worker and deserves considerable attention by the organization. Like the old adage the first impressions are the lasting ones. Thus, organizations should strive to offer orientation programs that are both beneficial to the new employee and the employer. This will ensure positive experiences for the employees.

7.2.3 SELECTION AND RECRUITMENT PROCEDURES

According to Mondy & Preameaux (1994:270) selection is a process that determines which individual to hire for a particular job. The authors further maintain that selection is designed to attract the individual who are most capable of meeting the requirements of the job. Decker & Sullivan (1998:70) describes selection along similar lines by mentioning that it is the matching of prospective employees to the jobs they are supposed to undertake. The author acknowledges that the selection procedure is a process of trying to determine which individuals will best match a particular job in the organizational context, taking into account differences like personality, what is required to do the job, and the organizations external and internal environment.

Ham & Griffeth (1995:142) maintain that the selection and recruitment procedures offer the best opportunity for controlling turnover. The authors state that poor recruitment; selection procedures and mismanagement can generally lead to job turnover. Thus the right person has to be recruited for the job. The effective remedy is to select and keep the best people. Jackson & Schuler (2000:279) state that job turnover is the reason behind most recruitment pressures. According to Boxall and Baldwin (2002:1) employers need to consider the employees' ability to do the job as well as their interest in the job when they are considering someone at the recruitment stage.

According to Decker & Sullivan (1998:70) the recruitment and selection procedures should not be treated casually, as fire and hire are the worst and the most expensive method of all. This view is supported by Taylor (2002:123) who stresses that these procedures are costly and at times even time consuming; therefore it is vital to appreciate how recruitment and selection arrangements can be managed as efficient as possible while ensuring, at the same time, that the approaches used remain effective and do not breach the law.

7.2.4 DEPARTMENTALIZATION

Dessler (1996:149) describes departmentalization as a process through which the organizational activities are grouped logically and assigned to managers. It also refers to the organization's wide division of work. Hellriegel *et al* (2001:204) define departmentalization as a basis on which jobs are grouped in order to accomplish their goals. There are various ways of structuring organizations; as such every organization has its own unique way of classifying and grouping work activities. Departmentalization includes devising standards for the performance of tasks. Dessler (1996:149) stresses that departmentalization is a very important process and a common phenomenon. The author identifies the following ways on how to arrange departments:

- ❖ By business,
- ❖ By product division,
- ❖ By customer,
- ❖ By territory,
- ❖ By matrix, and
- ❖ In hybrid.

Hellriegel *et al* (2001:204) concede that the reason for departmentalization and the pressure in a growing business is to split the total task of management into smaller units, which are easier to manage. It also promotes specialization, for it is necessitated by logical groupings of activities that belong together. The author further concedes that departmentalization mainly addresses the following:

- ❖ **Specialization.** This is the process of identifying particular tasks and assigning them to individuals or teams who have been trained to do them. Its essence is to ensure that the work is not done by one person, but broken down into tasks, and a different person completes each.
- ❖ **Standardization.** This refers to the uniform and consistent procedures that employees are to follow in doing their jobs. Standards permit managers to measure an employee's performance against established criteria e.g. written procedures, job descriptions, instructions, and rules and regulations are used to standardize the routine aspects of the job.

The researcher concedes that the way the organization is departmentalized influences job turnover, depending on the quality of supervision, the structure of the organization, and planning. This determines the employee's accomplishments and morale.

7.2.5 PROMOTIONAL OPPORTUNITIES

Luthans (1995:126) describes promotional opportunities as advancement in the hierarchy. Nel (2001:271) ascertains that a promotion occurs when an employee is moved from one job to another that is higher in pay, responsibility or organizational seniority. Various approaches can be used to promote employees; this can be based on the person's promotion potential, development needs and the talent shortages in the organization.

Skidmore (1995:235) states that promotions are important in the functioning of the organization. Nearly every employee wants to move ahead, both in position and in salary. The procedures and standards for promotion should be clearly defined through sound administration.

Nel (2001:272) stresses that promotions are usually based on merit or seniority. The merit-based promotions occur because of an employees' superior performance in his / her current job. The researcher is of the opinion that merit-

based promotions should be based on organizational standards, and the appraisal system should be able to recognize the superior performance. The seniority-based promotions should be treated consistently and should be given to the employees with the longest length of service. It is urged by the authors that this approach is very objective and one only needs to compare the seniority records of the candidates to determine which candidate should be promoted.

Ham & Griffeth (1995:207) concede that promotional opportunities seem to have a varying effect on job turnover. This is because promotions take a number of different forms and have a variety of accompanying rewards e.g. a promotion with a 10% salary raise is typically not as satisfying as one with a 20 % salary raise. These differences help explain why executive's promotions may be more satisfying than promotions that occur at the lower level of the organization.

Promotions can trigger feelings and attitudes that can either be positive or negative. Ham & Griffeth (1995:203) stress that promotions should be fairly done and justified, because if not fairly done it will lead to job turnover. Skidmore (1995:235) maintains that promotions should be based on merits only and reckons seniority should not be the only basis. The author further urges that seniority does not guarantee good performance and as such the organizational productivity, effectiveness and efficiency will be compromised.

According to the researcher, seniority-based approaches although justified, are not fair and tend to encourage the old employee to stay on therefore blocking new talent, new ideas, and even new methods of carrying out tasks. Promotions are also a basis on which employees compare the reward and the effect they put into their work. Therefore if there is no correlation between the two, employees will generally feel less obligated because they reckon they are putting more into work than they are getting out of it. A fair and justified promotion also guarantees commitment by the employee to the organization. It can be concluded that

promotions should be fair and rewarding as much as possible so that employees do not feel the need to leave.

7.2.6 PAY STRUCTURES

According to Garrison (1997:243) a fair pay and reward system should be adopted to avoid job turnover. Although pay structures or money are considered a less factor in job turnover, the perception of fairness is critical to satisfaction with the reward. Therefore clear criteria are crucial to the employees accepting the decision.

Many employees claim that money is the main motivating factor of production in the business world, and some claim the same is true for the delivery of social services (Skidmore 1995:188). The author still stresses that research shows that money is important but it is not the salient factor in job turnover. Money is so relative, and attitudes towards it vary so much, that there is no set pattern regarding its motivational value. Boxall & Baldwin (2001:1) concede that money is not the only reason why people leave their jobs. In fact, one in two people surveyed said they had left their job because of the prospect of more interesting work elsewhere.

Luthans (1995:127) ascertains that wages and salaries are recognized to be a significant, but complex, multidimensional factor in job turnover. Money not only helps people attain their basic needs but it is instrumental in providing upper-level need satisfaction. Employees often see pay as reflection of how management views their contribution to the organization.

According to the researcher, although different authors have mentioned that money is not really a deciding factor in leaving one's job, money plays a crucial role in job turnover. A lot of social workers have cited poor salaries as one of the factors why they left. This view is also confirmed by Skweyiya (2003:1) who cites low salaries as the reason why the Department of Social Development in

South Africa has a shortage of social workers. He further maintains that many social workers have been lured away to the private sector with high salaries. As a means to re-employ the social workers, the author has proposed to improve the social workers packages to the same as those received by other public service employees with four years degrees.

Stone (2002:48) argues that if the pay and benefit are not comparable to that of colleagues, the organization is likely to lose their employees to another organization quickly. The big disparities that exist in salary, and bonuses can encourage the brightest employees to learn as much as they can from the firm, and then move on.

Robbins (2001:178) stresses that although money is considered a smaller factor that will lead to job turnover, the author concedes that pay is considered to be a major source of employee dissatisfaction because it is the most tangible part of the mutual relationship between the organization and the individual. It can also be used as an instrument of change within the organization. The payment system of the employees should also comprise of benefits, which are described as indirect compensation. The author further stresses that benefit plans offered by organizations should include the following:

- ❖ Payment for time not worked, both on the job and off the job,
- ❖ Social security contributions,
- ❖ Unemployment compensation,
- ❖ Disability and workers compensation benefits,
- ❖ Life and health insurance programs, and
- ❖ Pension plans.

The researcher is of the opinion that the pay structure of a job as well as the compensation package should be determined if possible before an employee assumes duty.

7.2.7 SUPERVISION

According to Lewis, Lewis & Souflee (1994:13) supervision is a process that involves helping a less experienced person increase his / her effectiveness in service delivery. Through the vehicle of the supervisory relationship, the authors further concede that the supervisor provides support and encouragement, helps build skills and competences and oversees the supervisee's work. According to the researcher, supervision in social work is both a teaching and learning process that aims at helping both the supervisee and the supervisor to better understand their work and the organization's policies and procedures in carrying out their tasks.

Kadushin (1992:33) stresses that supervision in social work is important because it enhances the morale of the staff while maintaining the system; meaning supervisees are supervised according to their different levels. For example, the less experienced tend to be supervised according to a tutorial model, whereas those with more experience achieve similar purpose through case consultation, peer groups consultations, peer group interaction, staff development programs and social work teams. Skidmore, Thackery & Farley (1997:124) share this view by mentioning that supervision is a major part of social work because it is concerned with helping the staff to use their knowledge and skills in getting the job done efficiently and well.

According to the researcher, the supervisor occupies a leadership position and therefore should possess supervisory ability. The supervisory ability is defined by Dessler (1996:225) as the capacity to direct the work of others, organize and integrate their activities so that the goal of the work group can be obtained. The relationship between the supervisor and supervisee is vital in social work because the organization's performance and production rely heavily on this relationship. Skidmore *et al* (1997:124) concedes that the organization will function with the optimum of efficiency, conserving human values in work with clients, when staff responsible for the operation of the agency are qualified, and when its capacity to

render service is aided by effective agency policy and procedures that emphasize the pre-eminence of the worker in the helping process.

According to the researcher, supervision is a very important part of social work because it is a process that is administrative, supportive, educational, enabling, enriching and motivational. In this process the ability of the supervisor to provide technical assistance and behavioral support is executed, therefore making the organization's performance and production efficient and effective. The right type of supervision to individual supervisees should be given accordingly. This requires the supervisor to have professional qualities, which are specialized knowledge and skills that are necessary for the supervisor to be able to function effectively. Supervision may increase job turnover if it is not carried out correctly because employees will have difficulties carrying out their tasks without the required support from the supervisor.

7.2.8 THE JOB

Kolen (1997:191) defines the job as the kind and amount of work to be performed by a person or a piece of equipment within a given time period. Harmse (1999:205) describes a job as a position within an organization depending on the scope of the organization, which can be as small as one. The author still concedes that it can also be viewed as a group of positions that are nearly as identical with respect to primary duties and tasks that are sufficiently similar to be included in less than one title. Kolen (1997:194) argues that a job is fully described only when authority, responsibility and accountability have been fully specified. The author still maintains that every well-conceived job definition should always consist of two parts namely:

- ❖ **Job description.** This is a detailed statement of the content of the job in terms of major tasks the sequence of those tasks and the conditions under which they will be performed. Mondy & Premeaux (1994:268) describe job description as a document that describes the tasks and responsibilities of a job and its relationships to other jobs. According to Harmse (1999:207), the

job descriptions are beneficial for both the individual employee and the organizations. The author further identifies the following advantages:

- ❑ The employee has a concise picture of why he/she is employed,
- ❑ The employee can easily identify how he / she will be assessed,
- ❑ The parameters of authority and accountability are clear,
- ❑ Given the big picture, i.e. the mission statement, the value of this specific position for the organization can be identified,
- ❑ It assists in placing the right person in the right position,
- ❑ There is more efficiency and effectiveness throughout the organization as tasks and responsibilities are identified.

❖ **Job specification.** This states the qualification an individual must possess to perform the job. Mondy & Premeaux (1994:268) view a job specification as the minimum acceptable qualifications a person should possess to perform a particular job.

Decker & Sullivan (1998:27) maintains that the job has some potential factors that influence job turnover and identifies the following:

- ❖ Insecurity,
- ❖ Job responsibility,
- ❖ The influence of workers,
- ❖ The availability of clear job goals,
- ❖ The extent to which the employees understand their organizational missions, objectives and tasks,
- ❖ The availability of training to carry out tasks and improve performance,
and
- ❖ The type of job.

According to the researcher, the job is the very crucial factor in job turnover, because it is extremely difficult to stay in a job if you hate the work you are

doing. Often at times employees claim to hate their job when in fact they just hate doing the job for their current employer. Therefore these employees actually love the work but they just don't like the people they are currently doing the job for.

Van Dyk (2001:21) stresses that any job should have key characteristics that directly affect employee performance and satisfaction and thus in turn influences job turnover. The authors further identify the following three job characteristics:

- ❖ Variety – refers to the number of different tasks and activities included in the job,
- ❖ Challenge – is the level of difficulty of job tasks and activities, and
- ❖ Autonomy – refers to the extent to which an employee can carry out his/her tasks independently on the job.

According to the researcher, the job that does not consist of the above job characteristics will cease to have any meaning. Employees would want to do the job that is exciting and be able to use their abilities in executing tasks. Without these, chances of employees leaving their employers are accelerated.

7.2.9 MANAGEMENT

Werner (2001:350) describes management as a science, which is concerned with short-term problem in the organization. In management, changes are implemented as suggested by the leader. Managers control their subordinates; they also possess power that is derived from authority. They are also tasked to do things right and lastly their commitment to organizational goals is impersonal.

Dessler (1996:559) maintains that management is a process that has the following functions: planning, organizing, leading, and controlling. The management process requires the manager to implement its functions. Managers are described as people who get things done through others. This requires managers to be skillful and knowledgeable to be able to carry out their work efficiently and

effectively, and achieve the expected organizational goals. Thus, managers are very much the glue that holds the enterprise together.

Subordinates do not always appreciate a manager's job. The managers strive to achieve organizational goals by using allocated resources, which are always inadequate (Taylor, 2002:76). He stresses that the manager's job is to organize and control resources for e.g. equipment, material, skills, money, and to inspire his people to achieve the desired goals. The author still concedes that in any organization in which reason and common sense play a part, efforts will be made to help managers to understand exactly what is required of them.

According to the researcher, managers should always be able to strive for excellence, and always update and upgrade themselves to keep up with what is happening. This is because their function and tasks are more complex. Lewis *et al* (1999:3) give a comprehensive definition of management as the process of making a plan to achieve some end, organizing the people and resources needed to carry out the plan, encouraging the helping workers who will be asked to perform the component tasks, and then evaluating the results. Decker & Sullivan (1998:74) ascertains that management should be concerned with job turnover as it affects the whole organizational set-up because there are internal factors and characteristics of particular organizations, which influence the stability of their labour.

7.2.10 TRAINING

Cherrington (1995:319) describes training as the process that enables employees to acquire new knowledge, learn new skills, and perform behaviors in a new way. It refers to the acquisition of specific skills and knowledge. The author further concedes that training programs attempt to teach trainees how to perform particular activities or a specific job. Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve his / her ability to perform on the job (De Cenzo & Robbins 1994:255).

According to Lane (2002:16) training a new entrant for a job naturally varies in length and complexity according to the organization and the job itself. Training can either be on or off the job depending on the size of the organization and the complexity of the job. Whether the job calls for a detailed training programme or something more informal, the supervisor should keep a constant check on the trainee's progress, be available to answer questions, correct faults before they become bad habits and give encouragement. Cherrington (1995:320) identified the following types of training programs and the advantages of training:

- ❖ Orientation and informing programs,
- ❖ Skills development,
- ❖ Safety training,
- ❖ Professional and technical education, and
- ❖ Supervisory training and executive education

Training has the advantages to:

- ❖ Improve the quality and quantity of productivity
- ❖ Reduce the learning time required for employees to reach acceptable standards of performance.
- ❖ Create more favorable attitudes, loyalty and co-operation.
- ❖ Satisfy human resource requirements.
- ❖ Reduce the number and cost of accidents.
- ❖ Help employees in their personal development and advancement.
- ❖ Help organizations respond to dynamic market conditions and changing consumer demands.

Harmse (1999:111) stresses that the organization has a responsibility to ensure that its employees receive the necessary training and development to be able to achieve personal and organizational objectives. This can be done through formal training, job rotation, on the job training and in-service training. The researcher is of the opinion that through training, job turnover can be held to a minimum since

highly qualified and trainable employees are a good investment in any organization as long as they stay and get the chance to implement what they have learnt during training.

Decker & Sullivan (1998:72) argues that where training schemes have been introduced, job turnover has invariably decreased. The author further concedes that a planned, systematic training scheme is always a stabilizing influence. However, if a training scheme is to motivate employees in any way, trainees must be able to see how they are doing and to know where they are going in the organization. Those employees who are able to respond to training should be given feedback; a good example can be a wage increase.

The researcher is of the opinion that training should be a supervisor-task especially in determining who is eligible for training and the type of training required to improve and increase productivity, efficiency, and effectiveness. For training to be meaningful it should be results orientated, aiming at improving specific skills and abilities required to do the job. According to the researcher, training is the process that provides an employee with the opportunity to extend and improve skills in order to be more productive in the organization; thus if these are compromised it will inevitably lead to job turnover.

7.3. External factors

It refers to the areas outside the organization that affect the social workers via the organization as well as areas within the organization that affect the individual social workers. They are related to the job or to the working environment. Those related to the work itself are either easier to separate from the work than the internal factors or they are easier to change. Grobler *et al* (1999:202) state that these external factors refer specifically to the effect of labour demand and supply on an employee's period of service with a particular organization. Different authors have identified the following external factors that influence job turnover

(Compare Ham & Griffeth, 1995:19, Carrel, *et al* 1998:259; Lane, 2001:11, and Taylor, 2002:15).

7.3.1 JOB SECURITY

It is the assurance of the employer to the employee of continued future employment. Herzberg's hygiene factor is a classic example of job security; if not available it may affect job turnover. Job security is an integral part of the employer's culture although this is recently diminishing since a lot of employers are not offering job security. When job security is affected by Herzberg's motivational theory, intrinsic threats to job security and decisions to quit can originate, with individual managers and the firm's performance in the labour market will be compromised.

The main extrinsic job security factors involve the economic and political–legal environments within which organizations operate. If economic times in general are poor (recession), sales may decline and layoffs may appear more eminent. The political–legal environment may also affect the condition of the firm and the job security of those working for the firm. In any event, whether due to intrinsic or extrinsic factors, low job security leads to turnover.

7.3.2 SOCIAL INTERACTIONS

According to Draffe & Kossen (2002:302) it refers to the communication among employees. Its importance is evident in the work of Herzberg, and Maslow, and many others. If social interactions are not as desired, job turnover can increase. These social interactions are complex entities; the value to the individual is affected by the quantity of interactions, physical and mental isolation, and the quality of the social interactions. As the quantity of social interactions increases, job turnover may decrease. Physical isolation means that the worksite is so remote that few other workers are in that area or that the workers in the area are isolated by the working conditions. The very nature of the work may prevent social interactions; thereby creating mental isolation. This occurs when the

concentration level required to perform the work is so high that it prevents communication.

If the quality of social interactions affects turnover, this quality factor is more subjective, yet powerful. A good example is where employees are found staying at the job that they could have left due to interactions. It is maintained by Drafke & Kossen (2002:305) that the best way to earn the respect of co-workers is through job knowledge and performance, thus increasing the chances of co-worker's need to interact.

Jay (1998:128) asserts that poor relationships at the workplace are one of the main factors that influences job turnover. Too often employees think that only bosses, and maybe peers, need to be treated well, and that those considered beneath a person do not deserve or require respect. It should be noted that every employee in the organization deserves the same treatment. Everyone should be treated well so that every aspect of the work and social interactions are of the highest quality, and turnover will be reduced significantly.

7.3.3 ORGANISATIONAL CULTURE

According to Taylor (2002:153) organizational culture determines how employees perceive the organization. It is the acquired attitudes and behaviors that determine how work is done in the organization. It is manifested in shared customs, traditions, beliefs and norms. The overall organizational culture and management style can increase or decrease job turnover. Decker & Sullivan (1998:66) maintains that organizations, like people, have their own personalities, and these can be affected by style of management, organizational structure and communication channels. More specific for the employee's perception of the organizational climate, is the level of personnel management, which will include the vital area of wage and salary administration, selection, and all the other personnel functions.

Drafke & Kossen (2002:345) concede that there are three types of organizational culture namely, classical, bureaucratic, and authorization. Depending on the employees' needs, they can have preference in attaining their need to stay. A good example is an individual needing or wanting more freedom; more responsibility, she / he may not be satisfied in a classical management atmosphere where these characteristics are in short supply. What is important here is that the employee should try to match their needs to the organizations so that their needs can be fulfilled, thus lowering the chances of turnover.

7.3.4 SENIORITY

It is described as the time spent working at the same job or working for the same employer (Drafke & Kossen 2002:336). It affects the decision employees make on leaving their jobs. It also increases job satisfaction and prompts employees to perform proficiently. For others, the decision to leave increase due to boredom or due to the realization that their goals and careers are not advancing as they had hoped. The researcher reckons that for those who have decided to leave their employers due to seniority may choose to leave the position that they are in. They may leave by seeking a promotion, by requesting a transfer, or by looking for a job with another employer. Some jobs changes are acceptable to the potential employers but frequent changes, holding jobs for only a few months and not staying at even one employer for a respectable amount of time (1–2 years), can be perceived quite negatively.

7.3.5 LABOUR AND MARKET DETERMINANTS

The labour and market determinants are determined by both the local economic conditions and the supply / demand ratio for specific kinds of occupations and professions in that labor market. Ham & Griffeth (1995:162) describe the state of the economy as the most accurate single predictor of job turnover. A market comprises two sides namely the demand and supply. Demand refers to the potential consumers at whom the market offer is directed while the supply

consists of all the enterprises competing for consumer patronage and the suppliers offering all kinds of products and services (Hussey 1996:132).

Taylor (2002:26) stresses the relative significance of each stage in terms of costs, management and time and organization success varies with the state of the labour market. The author argues that when the labor market tightens, recruitment and selection activities assume a greater importance. This occurs as it becomes harder to find staff of the caliber and skills required, so more time and expense are necessarily incurred on the part of the organization. Conversely, when labour markets are loose and jobs are in short supply there is no shortage of qualified applicants for vacant positions. Less attention is therefore given to recruitment and more to the selection stage as organizations look for a way of effectively differentiating between candidates. Labor and market determinants can reasonably estimate the future of job turnover.

According to Ham & Griffeth (1995:142) finding qualified people is becoming more and more difficult in today's labor and market determinants. The researcher is of the opinion that labour and market determinants play a crucial role in job turnover basically because the decisions to leave one's employer is based on what is available in the labor market. In situations like these options are weighed to determine the pros and cons.

7.3.6 THE ECONOMIC CLIMATE

According to Carrell & Kuzmits (1998:573) general economic conditions have an important bearing on the overall availability of jobs. Job turnover closely follows economic conditions. Job turnover is generally high during periods of growth or prosperity and when jobs are plentiful. Van der Merwe & Miller (1996:66) postulate that the economic conditions override all the other determinants of turnover because it is the level of activity, which inevitably must have a strong influence on overall employment levels and on the availability of jobs. It is this climate that determines the overall rise and fall of job turnover levels in any area,

and it is against these levels that variations within any organization must be interpreted.

8.CONCLUSION

This chapter entailed a detailed literature review of factors that influence job turnover. The following aspects were discussed: the description of job turnover; the advantages and disadvantages; reasons for measuring turnover; types of job turnover; the turnover costs; the factors that influence job turnover in three sub headings; the personal, internal and external factors. From the literature review it is obvious that there are various factors that influences job turnover. Some of these factors are interrelated to one another and requires that job turnover should not be viewed in part but in its totality to gain insight in the factors that determine job turnover in order to establish relevant intervention strategies to reduce turnover.

The next chapter will focus on the analysis of the results of the empirical study.

CHAPTER 4

EMPIRICAL FINDINGS ON FACTORS THAT INFLUENCE JOB TURNOVER OF SOCIAL WORKERS IN THE DIRECTORATE OF DEVELOPMENTAL SOCIAL WELFARE SERVICES (DDDSWS) IN NAMIBIA

1. INTRODUCTION

In this chapter the research findings will be discussed briefly using the central themes from the respondents experiences. The findings were generated from the interview schedule and the dictaphone was used to record the findings/information. The researcher collected data from 10 respondents, who were previously employed for the DDSWS in Namibia for the past five years. Only 9 responses were interpreted because one cassette was damaged and some information could not be retrieved.

The profile of each respondent will be described in relation to the general information collected through data analysis and various themes will be extracted from the responses of the participants with regards to factors that influence job turnover of social workers in the Directorate of Developmental Social Welfare Services (DDDSWS) in Namibia.

2. PROFILE OF THE RESPONDENTS

Respondent 1: Is a 30 years old female with a Masters degree in Social Work. She has worked for DDSWS for four years and left for the past 2 years. She is currently a junior lecturer at the university of Namibia in the department of social work. She is married and is Oshiwambo speaking.

Respondents 2: Is a 30 years old married female and Subia speaking. She has a Diploma in Social Work, and has worked for DDSWS for the past five years. She has been working for the office of the Prime Minister for the past three years as a social policy analyst.

Respondent 3: She is female, aged 28, married and Sifwe speaking. She has a B.A Social Work degree. She is currently working as a social worker with the young women Christian Association of Namibia (YWCA); she has been working for YWCA for the past three years and worked for DDSWS for two and a half years.

Respondent 4: He is aged 44 years, married, and speaks Afrikaans, and Otjiherero. He has a Diploma in Social Work, and has been in private practice for the past four years. He has worked for DDSWS for five years prior to his private practice.

Respondent 5: Is aged 39, married, female, and Oshiwambo speaking. She has a B.A Social Work degree, and has worked for DDSWS for twelve years. The Ministry of home Affairs currently employs her as social worker for almost a year.

Respondent 6: Is aged 30, male, and Rukwangali speaking. He is single, and has a B.A. Social Work degree. Is currently working for Lifeline Namibia for almost a year now, and has previously worked for DDSWS for three years.

Respondent 7: Is aged 28, single, Silozi speaking, and female. She has a B.A. in Social Work and has been working for the Ministry of Land Resettlement and Rehabilitation for the past three years. She previously worked for DDSWS for three years.

Respondent 8: Is single, aged 31 years, female and Subia, speaking. She has an Honours degree in Gender and Transformation. She previously worked for DDSWS for two years. She is currently employed by the Ministry of Women Affairs and Child Welfare as a development planner.

Respondent 9: Is married, Oshiwambo speaking, female and aged 40 years. She has a B.A. degree in Social Work and has previously worked for DDSWS for twelve years. Currently the University of Namibia employs her as a lecturer.

In summary, the age of the respondents range from 28 to 44. From the nine respondents, three have worked for DDSWS for more than 10 years, while the other seven respondents have worked for less than five years. All the respondents possess social qualifications and seven of them are female, the other two are male. The above description will be integrated into the research findings (central themes) to be discussed below.

3. CENTRAL THEMES

According to Neuman (1997:106) qualitative analysis proceeds by extracting themes or generalization from evidence and organization data to present a coherent and consistent picture. The central themes were used to analyze the data collected from the structured interview schedules and dictaphone. Central themes will be extracted from the responses of the respondents in the following section. The quotations will be presented according to the order of the respondent's number (chronologically). In cases where two or more respondents made the same comments, their number will be specified next to the quotation. The themes will be discussed as follows:

4. PERSONAL FACTORS

The following personal factors that influences job turnover will be analyzed:

4.1 Motivation

In this section respondents were asked to indicate what motivated them to leave their work at the DDSWS. All of the respondents were motivated by a variety of factors that influenced them to leave the DDSWS. The following are the responses cited by respondents as the reasons why they left the DDSWS:

“Seeking for greener pastures”

“I was frustrated because the operational set up was not conducive as there were no chances of promotion”

“Poor or bad working conditions”

“Poor career opportunities”

“Lack of resources like transport and office equipment”

“Poor salaries”

“Wanted to be stationed in Windhoek, where things are happening. I needed a transfer.

“Promotional structures were so depressing, I wanted to climb the ladder”

“There was no supervisory encouragement”.

According to Hellerigel *et al* (2001:262) motivation is defined as any influence that triggers, directs, or maintains goal direct behaviour. In this case all respondents were influenced by a variety of motivational factors. Thus, if the employees experienced any of the above-mentioned factors, it could have influenced their decision to leave the DDSWS.

4.2. Years of service

In this section the respondents were asked to indicate how long have they been working for the DDSWS. Respondents 1,2,3,6,7,8 have worked for the DDSWS for less than five years while respondents 4,5, and 9 have worked for more than 10 years. The respondents who worked for less than 5 years are young and below 31 years old. This confirms Mc Collough (2002:1) who views that age is a widely known factor that influences job turnover. He further states that the younger the employee, the stronger the likelihood of the employee to quit.

4.3. Working conditions

In this section the respondents were asked to describe the working conditions at the DDSWS. Respondents 1,3,4,5,6,7,9 indicated that the working conditions were bad and cited the following statements:

“Bad working conditions with no resources to carry out tasks” (Respondents 1,3, 4, 5, 6)

“The working conditions were bad and there was too much workload for the workers ”

“Working conditions were terrible considering the vastness of the region, resources and workload”

It was only respondents 2,8 who said the working conditions were neither good nor bad, indicating that it was average. The respondents expressed the following statements:

‘It was neither good nor bad. Although there was no supervision it left me feeling alienated’

“It was not so good or bad”

The researcher is of the opinion that poor or bad working conditions are very critical in an employee's life span with an organization. It is essential that organizations must provide good working conditions so that the employees can carry out their tasks effectively and efficiently hence enhancing productivity. The majority of the respondents indicated that poor working conditions are one of the factors why they left. Work becomes frustrating if the working condition does not allow an employee to carry out his/her tasks. The respondents also indicated that they had no resources like transport and office equipment, which made working conditions so difficult that it triggered their decision to leave.

4.4 Satisfaction

In this section, the respondents were asked to indicate what satisfied them most while working at the DDSWS. All respondents indicated that the satisfaction they got from doing their work was only from helping their clients in improving and changing their lives, except for respondent 3 who indicated that nothing really satisfied her. The respondents expressed the following statements:

“I got personal inner fulfilment in helping clients better their lives and these clients appreciating services provided” (Respondents 1, 2, 5)

“The satisfaction of being able to help clients and change their situation to something better and positive”

“Being head of the unit and the responsibility of doing the supervisor's work since she did not take up her tasks”

“Smiling clients after counseling sessions e.g. sending a disabled child to school, the achievements were visible and rewarding from helping clients”

“Satisfaction from helping clients. The results were visible and measurable”

“Doing probation work”

There are various factors that satisfy employees at the workplace. From the above statements it can be concluded that satisfaction was derived from personal growth and development. According to Herzberg's motivational theory, job satisfaction lies in the task itself. Satisfaction is brought about by motivators that are also called growth factors, and are closely related to the nature and content of the work done Werner (2001:331). Motivation include the following:

- ❖ Achievement, for example successful execution of tasks.
- ❖ Recognition for what has been achieved.
- ❖ The job itself (how interesting, meaningful, and challenging it is.)

From the above statements it can be concluded that satisfaction is essential in an employee's working environment, thus work should be both exciting, fulfilling and challenging. The employee should be satisfied with the organizational policies, structure, and other aspects of the job. Both the employer and the employee have the mutual responsibility to make their environment conducive so that they achieve the set goals.

4.5 Dissatisfaction

In this section the respondents were asked to indicate what dissatisfied them most while working at the DDSWS. Respondents 2,3,9 indicated that the root of their dissatisfaction was the poor working conditions and they expressed the following statements:

“Bad working conditions and environment and the inaccessibility to clients. No resources like transport, I got frustrated due to difficulties in carrying out tasks ”(Respondent 2,3, 9).

“Supervisor's inability to carry out her work and the lack of resources”

“Lack of knowledge and skills to carry out her work”

“Language barriers, could not communicate with clients”

“Limited promotional opportunities is one of the reasons”

“Non recognition of social work in a multi-sectoral set up”

“Not recognized as professionals by the health partners”

This could be interpreted in Herzberg's two motivational theory where he called hygiene factors as dissatisfiers; these are extrinsic in nature and working conditions is one of those. The hygiene factors are preventative in nature, for example if working conditions can be improved, it will prevent dissatisfactions among employees. According to Werner (2001:331) the opposite of dissatisfaction is not satisfaction as per Herzberg's motivational theory but rather a lack of dissatisfaction. Thus the above implies that satisfaction and dissatisfaction are influenced by various factors and they mean different things to different employees. As a result neither satisfaction or dissatisfaction is directly linked to job turnover.

5. INTERNAL FACTORS

The following internal factors that influence job turnover will be discussed as follows:

5.1 Selection procedure

In this section the respondents were asked to describe the selection procedures by which they were selected. Respondent 2,3,5,6,7,8,9 were hired without following the proper recruitment and selection procedures. They applied and were hired right away. The respondents expressed the following statements:

“Normal selection procedures were not carried out like the literature says. There were no interviews, I just applied and I was offered the job”

“I was just called to start working after applying for the post. This granted recruitment with no screening”

“I just applied and I was offered the job”

“No interviews took place.”

“No selection and recruitment procedures took place, I was just offered a job after applying”

“I was just recruited after applying”

“Automatic recruitment, with no procedures to determine if you really needed the job”

According to Ham & Griffeth (1995:142) poor selection procedures can lead to high job turnover, therefore the right person has to be recruited for the right job. The researcher is of the opinion that a lot of the respondents were not screened which really made it so difficult to determine who was the right employee for the particular job in the DDSWS. Since this did not take place there was no fit between the organization, the employee and the job, thus influencing job turnover.

Respondents 1 & 4 were interviewed before being recruited and expressed the following statements:

“Normal procedures were done I was short listed, interviewed, competed with others and then selected.”

“Normal procedures were carried out, I was screened, interviewed and then selected”

These above responses indicated that although some respondents had undergone some selection and recruitment procedures to determine if they were the right candidates for the job, they still decided to leave. This implies that a variety of factors influence job turnover, and these factors are reciprocal to each other. According to the researcher this actually means that the selection and recruitment procedures should not be done hap-hazardly, yet at the same time this will not guarantee that the employees will not be leaving.

5.2 Induction course

In this section the respondents were asked to indicate if they had received any induction course when they started working and if yes, what value did it have for them.

Respondent 1,2,3,6,8,9 did not receive any induction course. According to Decker & Sullivan (1998:74) an induction process is necessary because all new employees experience feelings of tensions, dissatisfaction, and uncertainty in the early stages of employment. The author further concedes that induction the process creates an atmosphere where tension and problems felt and envisaged by new employees can be faced head-on and dealt with.

Respondents 4, 7 received the induction course. This somehow managed to be meaningful to their work, and they expressed the following statements:

“The induction course helped with the carrying out of tasks”

“Induction was given and included the following administrative procedures: report writing and challenges to be faced”

This view is supported by Harmse (1999:110) who concedes that the induction process creates an awareness of the scope of the services of the organization and its impacts.

Respondent 5 received an induction course but it was not relevant to her job. The researcher is of the opinion that the induction course should be goal-oriented. It is also crucial in introducing the new workers to the job, its environment, and therefore each employee should be given the induction course and it should be relevant to their jobs. If not properly done, it may trigger the employee's decision to leave.

5.3 Job description

Respondents 1,2,4,5,7,8, 9 indicated that they had a job description that was so broad that it covered every aspect of social work. The following statements were expressed:

“I had a job description, which was so broad”

“I had a job description which was broad and it comprised generic social work.” (Respondent 2, 4)

“It was there and included casework, group work, community work; it consisted of generic social work”

“It was so broad and what was so depressing was being a jack-of-all-trades, there was no specialization given the vastness of the place”

“It entailed all the social work methods”

“It was available but broad”

From the above statement, the respondents indicated that although they had job descriptions, it was not specific to what they were doing. Therefore the job description did not serve its purpose or what it was intended for.

Respondents 3,6 did not have job descriptions and ended up doing what they thought was required of them, Thus they did not know what was expected of them. Harmse (1999:207) concedes that the job description offers employees the opportunity to learn what is expected of them. The researcher is of the opinion that the job descriptions are essential if the organization needs to enhance its productivity. Job descriptions also serve as a yardstick to measure performance. A job without a job description is very chaotic for both the employer and the employee, and may trigger the decision to leave.

5.4 Tasks and job description

All the respondents who had job descriptions indicated that the job description correlated with the task allocated, but it was too broad and too general except for Respondent 7 who expressed the following:

“The correlation was there but it was broad and not limiting”

The responses indicated that job descriptions were not specific and therefore were not useful to the respondents. Job descriptions should be specific and goal oriented, and the goals should be linked to the organizational objectives. This notion is supported by Mondy & Preameaux (1994:421) who argue that the job description is a document that should describe the tasks and responsibilities of a job and its relation to other jobs.

5.5 Supervision

In this section the respondents were asked to describe the type of supervision they had received while working at the DDSWS. Respondent 1,2,3,5,7, 9 indicated that they did not receive any supervision and that was one of the reasons why they left. The respondents expressed the following statements:

“I had a supervisor, but she did not supervise. Maybe she was not knowledgeable on how supervision should be done.”(Respondent 1, 2,3,9)

“I made telephonic enquiries to other colleagues at the same level if I did not know what to do in a particular situation”

“Supervisors were appointed with no qualifying standards and they were not skilled. No supervision took place”

Respondent 4,6, 8 indicated that they had received supervision and expressed the following statements:

“When we started, we received supervision on a regular basis which really improved working conditions”(Respondent 4, 8)

“We received individual and group supervision, but in the end it was no longer there, supervisory plans were not met due to too much work”

From the above statements, it is clear that supervision is essential in helping a less experienced person increase his/her effectiveness in service delivery. Supervision should be enriching, supportive, educational, motivational, and it should also be able to provide guidance to the employees. The above responses indicate that nothing much happened to help the respondents in carrying out their tasks and as a result the decision to leave was triggered.

According to Skidmore *et al* (1992:33) supervision in social work is a major part of social work because it is concerned with helping the staff to use their knowledge and skills in getting the job done efficiently and well. Therefore it can be concluded that supervision should be goal-orientated, and that supervisors should have the ability to direct work of others, organize and integrate their activities so that the organizational goals are realized.

5.6 Salary structure

In this section the respondents were asked to describe the social workers' salary structure in the DDSWS. All the respondents indicated that the salary structure at the DDSWS is very low, poor, and bad. The respondents expressed the following statements:

“Salaries were very low; it is one of the reasons why I left”. (Respondents 1, 3, 9)

“One cannot live on that salary, it was really difficult to make ends meet”

“Other professionals in the same ministry earned better than social workers, with equivalent qualifications”

“Salaries were very poor, and management did not really support social workers in negotiations to improve their situation, they only sympathized which was not enough”

“The salaries were very low, it was not equivalent to the work and the qualification”

“The low salaries were very depressing”

“The salaries were terrible, one cannot make ends meet with that salary, I heard rumors that it was going to change but it remains to be seen”

The statements expressed above are supported by Skweyiya (2003:1) who stressed that low salaries was one of the reasons why the Department of Social Development in South Africa has a shortage of social workers. He further indicated that many social workers have been lured away to private sectors through salaries. The researcher is of the opinion that salaries should be comparable to the tasks, qualifications and the economic standards or climate of

that particular country. From the above statements it is clear that low salaries triggered the respondents' decision to leave. The above confirms that there is a relationship between job turnover and salary structure.

5.7 Professional ranks

In this section the respondents were asked to describe the professional ranks within the DDSWS. All the respondents indicated that although professional ranks existed, they were very limited and did not allow newcomers to climb the ranks. The respondents expressed the following statements:

“Professional ranks were very limited, and in terms of the responsibility they were not the same”(respondent 1, 6)

“Professional ranks were cramped up at the top, not bottom”(Respondent 2, 7)

“The professional ranks were too bureaucratic”(Respondents 3,4, 9)

“Ethnicity played a crucial role in professional ranks, management favored colored and whites”

“In professional ranks affirmative action was not applied”

Skidmore (1995:235) stresses that professionals are important for the functionary of the organization. Employees want to move ahead both in position and in salary. Thus, the procedures and standards for promotion should be clearly defined by sound administration.

5.8 Worthwhile

In this section the respondents were asked to indicate whether their efforts while working at the DDSWS were worthwhile. All the respondents indicated that their

efforts while working for the DDSWS were really worthwhile, because they attained personal fulfillment although the working conditions were very bad. The respondents expressed the following statements:

“It was really a stepping-stone to the corporate world” (respondent 1, 5)

“It was a learning experience”

“Yes, it has helped me in growing professionally” (Respondents 3, 4, 8)

“It was personally fulfilling from work well done even when management did not recognize our efforts”

“It was fulfilling in helping clients” (Respondents 6,7, 9)

Jay (1998:128) supports the above-mentioned statements that a poor relationship at the workplace is one of the factors that influence job turnover. Too often employees want to feel they belong to a certain organization and that they are well looked after. Therefore it can be concluded that employees need to feel that their efforts are appreciated. This will enhance their productivity. The responses indicated that the appreciation was only from the clients but not from management; the feeling of worthwhile should be received from both management and the clients. Drafke & Kossen (2002:330) stressed that employees always compare their efforts put into the work and the reward they receive from their work. If the ration between the two is heavy on the effort side, then employees generally feel less obligated because they reckon they are putting more into their work than they are getting out of it, This triggers the decision to leave. The bottom line is that each job has relative worth rather than absolute worth.

6. EXTERNAL FACTORS

The following external factors that influence job turnover will be analyzed and interpreted.

6.1. Evaluation of the DDSWS

In this section respondents were asked to evaluate the DDSWS as an organization to work for compared to other government ministries. All respondents indicated that the DDSWS was not a good organization to work for except for respondent 5 who indicated that she finds it difficult to evaluate because she was new at the ministry and they were starting from scratch whereas with the DDSWS, the structures were already in place. The majority of the respondents expressed the following statements:

“DDSWS is not a good organization to work for, due to the way it is structured”

“ Prefers to work for other organization, because DDSWS has no better training opportunities, salaries and staff development”

“DDSWS is a bad organization to work for. They do not have resources, how can any one expected to perform when there are no tools and equipment”

“DDSWS has no resources Social workers there work in a very bad environment”

“DDSWS’s working conditions are not good and therefore not favorable to employees”

“DDSWS has no resources for most of its activities” (Respondent 5, 6, 7)

“DDSWS is not a good organization. Much needs to be done, a lot of things need to be improved”

It can be concluded from the respondents’ evaluations that the DDSWS was not a good organization to work for. For example, as they lacked resources, and the standards could not measure up to other governmental ministries.

Hellriegel *et al* (2001:204) support the above-mentioned statements by indicating that the organization or a department should be able to address standards, which are referred to as the uniform and consistent procedures that employees have to follow in doing their jobs. Standards permit managers to measure an employee’s performance against criteria, e.g. written procedures, job descriptions, instructions, rules, and regulations are used to standardize the routine aspects of the job. It can be concluded that the way the organization is structured and operates influence job turnover.

6.2 Training opportunities

In this section the respondents were asked if training opportunities existed at the DDSWS. Respondents 1,2,3, 9 indicated that they did not receive training while working for the DDSWS, and as such are non-existent. They expressed the following statements:

“Training opportunities were limited and only existed for the chosen few”

“I did not receive any form of training”

“I did not receive any training. Opportunity was not there” (Respondents 3, 9)

Respondent 5 indicated that in the 12 years that she worked for the DDSWS, training was done only in the last three years. She further mentioned that if it came earlier, it might have improved a lot of things like efficiency and productivity. Respondent 4, 6,7, 8 indicated that they received training which was

very useful because it related to the work. They expressed the following statements:

“Training opportunities existed, I had received some that helped in carrying out the work and it broadens one’s horizon”

“I had received training in probation and computer, but the training needs were realized from the supervisory meeting, then management started realizing the need for training”

“Training was received but did not have an impact on the tasks since there was no support from the supervisors”

“I attended training which was very relevant to the work”

From the above-mentioned statements, it is clear that training is necessary to improve the quality and quantity of productivity. It also helps employees in their personal development and advancement (Cherrington, 1995:30). The researcher can conclude that training is crucial in providing employees with opportunities to extend and improve skills in order to be more productive in the organization. Therefore, if training is compromised, it will inevitably lead to job turnover.

6.3. Benefits

In this section the respondents were asked to indicate what benefits they were entitled to while working for the DDSWS. All respondents indicated that there were no benefits except the usual government housing allowance and medical aid. They also indicated that the DDSWS could not even remunerate them for working overtime. The respondents indicated the following statements:

“No benefits received”

“There were no benefits” (Respondent 2,3,5,6,7, 8)

“No benefits except personal benefits like training opportunities”

“There were no benefits as such, the only benefit would be gaining experience, move out and start practicing elsewhere”

The above statements from the respondents are supported by Stone (2002:48) who stresses that pay and benefits should be comparable to other organizations, qualifications, type of work, and the economic structure of that country. Benefits are essential; therefore employers need to guard against losing its employees to other organizations quickly, and should ensure that they provide benefits to their employees. According to Robbins (2001:178) the payment system of the employees should also comprise benefits, which are described as indirect compensation. It can be concluded that benefits are important, especially for the retention of employees. Employees look at total rewards from employees and not just at monetary compensation.

6.4. Managerial support

In this section employees were asked to describe the difference between the DDSWS and other organization in terms of managerial support. Respondents 1,2,3,5,6,7, 9 indicated that there was no management support at the DDSWS and expressed the following statements:

“The DDSWS has no managerial support. This led to the deterioration of standards and working conditions of the social workers”

“The DDSWS has no managerial support and no guidance. Social workers had to figure out what was expected of them”(Respondent 2 and 3)

“Managerial support was lacking in the DDSWS, policies and guidelines were not available. The social workers had to work with outdated policies”

“Managerial support is lacking, they could not even provide feedback after taking up issues”

“The DDSWS does not support its employees”

“Management and its employees perceived one another as enemies; suggestions and concerns were not taken seriously”

Respondent 4 indicated that she received management support from middle management while respondent 8 had this to say:

“At times, given the situation, there was support available, but at many times things used to lie in the middle and never reached top management”

According to Taylor (2002:76) management should inspire its employees to achieve the desired organizational goals. Inspiration from management in this case was not evident and influenced job turnover. Management should be concerned with job turnover as it affects the whole organizational set-up because there are internal factors, and characteristic of the particular organization which influences the stability of its labour.

6.5 Promotional opportunities

In this section respondents were asked about the promotional opportunities that existed at the DDSWS. Respondents 1,2,3,4,5,6,7,8,9 indicated that there were no promotional opportunities that existed at the DDSWS. The following were the statements from the respondents:

“There were no promotional opportunities as the structure does not permit it” (Respondent 1,6, 8)

“There are no promotional structures. Up to now it has only three promotional ranks, which does not motivate the employees to stay”

“Zero chances of being promoted” (Respondent 3,4, 5)

“There were no promotional opportunities”

“If you wanted to be promoted at the DDSWS, you had to wait for a colleague to either die or resign and the waiting queue was very long, so the chances were non-existent”

The above statements indicate the importance of promotional opportunities in the DDSWS and the basis on how the social workers can be promoted. According to the researcher promotional opportunities enhances productivity and social workers’ life span at the organization thus, giving meaning to the relationship between the employer and the employee. In this case the non-existent of promotional opportunities influenced the social workers decision to leave.

7. RECOMMENDATIONS

In this section the respondents were asked to give recommendations to the DDSWS on how to address factors that influence job turnover. The respondents made more than one recommendation and the following recommendations were made:

“DDSWS should change its structure”

“Improve supervision”

“Change the mode of operation”

“Better the working conditions”

“Improve salaries in line with other employees with similar qualifications in other government departments”

“Provide training and resources like office equipment and transport”

“Revamp promotional ranks”

“Focus more on developmental work and move away from clinical social work”

“Demand recognition from health partners and equal sharing of resources”

“Social workers at the DDSWS need to work hard to improve their image and be more productive”

From the above statements, it is evident that the DDSWS needs to do much to decrease their job turnover to a minimum. These recommendations also indicate the complexity of factors that influence job turnover.

8. CONCLUSION

The researcher can conclude that, based on the statements extracted from the respondents' responses, most of the respondents were influenced by a lot of factors to leave the DDSWS. Their reasons comprised the personal, internal, and external factors. The study confirmed that a variety of factors influenced job turnover of social workers in the DDSWS including work condition, motivation, salaries, supervision, the economic condition, recruitment and selection procedures, seniority, feedback and recognition. According to Lane (2002:2) there are many potential factors that influence job turnover. The author further concedes that an understanding of these factors that influence job turnover requires understanding of the decision-making process of both the employer and the employee. Therefore, the researcher is of the opinion that social workers that worked for the DDSWS were influenced by a variety of factors that were

identified in chapter 3. If, somehow, these factors that influence job turnover could have been changed for the better, their decision to leave was not going to be taken.

In the final chapter, conclusions and recommendations of the study will be presented.

CHAPTER 5

SUMMARY, CONCLUSIONS, AND RECOMMEDATIONS

1. INTRODUCTION

In this chapter, the summary of the research will be discussed focusing on the aims and objectives of the study. Then the conclusions will be drawn from the literature study and results of the empirical study. Finally, recommendations will be discussed based on the conclusions.

2. SUMMARY

The aim of the study was to explore and describe factors that influence job turnover of social workers at the Directorate of Development Social Welfare services (DDSWS) in Namibia. The above aim was achieved through the following objectives:

- ❖ To explore and describe through literature study the factors that influence job turnover in the DDSWS in Namibia.
- ❖ To explore and describe through an empirical study the factors that influence job turnover of social workers in the DDSWS in Namibia.
- ❖ To provide recommendations to management of the DDSWS on how to reduce the rate of job turnover.

A literature study was presented on the factors that influence job turnover and also on the structure and functions of the DDSWS in Namibia. The empirical study was conducted through the use of the interview schedule with 10 respondents but data analysis was done with 9 respondents since one cassette was spoiled.

3. CONCLUSIONS

The following conclusions are drawn from the literature study and the empirical study:

- ❖ Motivation is a crucial factor that influences job turnover. In chapter 4 it was clearly reflected that most of the respondents were motivated to leave the DDSWS for a variety of factors that are interrelated to one another. For instance, bad working conditions were coupled with low salaries and lack of resources.
- ❖ Job experience plays a crucial role as a factor that influences job turnover. In chapter 4 it was clearly evident that the less your work experience, the higher the chances of leaving; and the more experience, the lesser the chances of leaving.
- ❖ In job turnover, working conditions are crucial as they indicate the type of the organizations, environment and the structure the social workers operate in. It was indicated in chapter 4, that the respondents were working under very difficult conditions where there were no resources like office equipment and transport. That made working conditions very difficult to operate in. Thus working conditions was one of the factors that influenced the respondents' decision to leave.
- ❖ In job turnover, the satisfaction and dissatisfaction of social workers is manifested in a variety of factors that influence job turnover. The empirical findings indicated that conclusive findings could not be made because neither satisfaction nor dissatisfaction directly influenced the respondents' decision to leave.
- ❖ Selection and recruitment procedures play a crucial role in influencing job turnover. Most of the respondents indicated that there were no proper recruitment and selection procedures at the DDSWS when they were appointed. None of the procedures propagated by the literature took place. The literature study indicated that the selection and recruitment procedures are essential in appointing the right social worker for the right

job. This reflects that if not followed, the appointment of the wrong person for the job is likely to occur thus influencing job turnover.

- ❖ There is a close link between the induction process and its impact on job turnover. Most of the respondents indicated that they did not receive any induction course thus experiencing confusion as to what was expected of them. For the smooth running of the organization and the social worker 's ability to work at his /her optimal potential, induction should be designed to give new hires a better start on the job by familiarizing new employees with job rules and operating procedures.
- ❖ A job description is beneficial to both the employee and the organization because it gives the big picture, i.e. the mission statement, the value of the specific position for the organization and this gives the employee a concise picture of why she/he is employed.
- ❖ Job descriptions that are too broad may impact on the quality of work of the employees. The majority of the respondents indicated that they had job descriptions but they were so broad that it resulted in them having a very high workload that affected their quality of work.
- ❖ There is a close correlation between supervision and job turnover. Most of the respondents indicated that they did not get any form of supervision even though they had supervisors. This resulted in poor efficiency and effectiveness in service delivery, thus compromising the quality of work.
- ❖ A low salary is one of the factors that influenced job turnover of social workers in the DDSWS. Low salaries were indicated by the respondents as one of the reasons why they left and sought employment elsewhere where they were offered better salary packages.
- ❖ Recognition and feedback of the social workers' efforts are crucial in minimizing job turnover. Chapter 4 reflected that the respondents needed recognition and acknowledgment from both management and clients for the job well done, but this was only received from clients. Social workers in carrying out their tasks need to be acknowledged and recognized to feel valuable and appreciated by management and clients.

- ❖ Evaluation is crucial not only to determine organization goals but also to measure social workers performance and how the organization treats its employees. In chapter 4 the respondents evaluated the DDSWS as a bad organization to work for as it does not offer basic working conditions, resources, salaries, benefits etc and as such these factors influence job turnover.
- ❖ Training is essential in service delivery and in keeping job turnover to a minimum. In chapter 4 most of the respondents indicated that they did not receive any form of training while working at the DDSWS. According to the literature training enhances and promotes efficiency and effectiveness in productivity. This reflects that if training is offered, it lowers job turnover, and if not, it leads to high job turnover.
- ❖ There is a close link between benefits and job turnover. In chapter 4 the respondents indicated that they were not offered any benefits while working for the DDSWS except for the usual benefits offered by the public service. This resulted in the respondents leaving for other organizations where there were better benefits. The type of benefits an organization offers attracts employees to that organization and such benefits help in retaining social workers.
- ❖ Managerial support is crucial in enhancing productivity and keeping job turnover to a minimum. The majority of the respondents indicated that they did not get any managerial support while working for the DDSWS. This left them feeling abandoned and neglected.
- ❖ Promotional opportunities are crucial in job turnover. The respondents in chapter 4 indicated that the promotional opportunities at the DDSWS are very limited and chances of one being promoted are non-existent. This resulted in respondents leaving the DDSWS, therefore management should continuously give support to social workers, to inspire them in their efforts to carry out their tasks and improve productivity.

4. RECOMMENDATIONS

The following recommendations are made in the light of the above-mentioned conclusions:

- ❖ Prospective social workers to be recruited by the DDSWS in Namibia should be thoroughly screened to determine if they have what it takes to do the job before they are selected. This will lower the chances of recruiting employees who are not really interested. Therefore, proper recruitment and selection procedures should be followed.
- ❖ Conduct exit interviews to determine why employees leave. Statistics of job turnover should be compiled, interpreted, recommendations made, and actions taken to remedy whatever proves to be the factors that influence job turnover.
- ❖ A record of the employees leaving should be kept; it assists in determining the factors that cause job turnover and also helps with planning and recruitment procedures. The record is important to categorize leavers to determine who is leaving and what are the common characteristics of leavers such as sex, age, marital status, and position.
- ❖ Skilled supervisors should be appointed, and necessary measures should be taken, ensuring that they are doing their jobs.
- ❖ The job description of social workers per client should also be determined to ease the workload of social workers. This enhances efficiency and effectiveness through the organization as tasks and responsibilities will be identified.
- ❖ Promotional ranks within the DDSWS should be clearly redefined to allow new and hard-working employees to be promoted. The means of appraising the social workers should be put in place since social workers want to be promoted both in position and salary.
- ❖ Provision of resources should be made to enable the workers to carry out their tasks efficiently and effectively. This will lower the chances of employees leaving. Resources include office space, equipment, transport

and Internet. Improve the relationship with the health partners and determine means and ways of equally sharing resources.

- ❖ Management should be well informed on factors that influence job turnover of social workers so that they should provide support services to the employees to curtail job turnover. Management should also be well informed on how to prevent job turnover. Although there is a high rate of job turnover, the full consequences of job turnover should be well understood in order to manage it.
- ❖ To maximize the effects of job turnover, management should give feedback that is timely, accurate and frequent. Whereas in recognition management should recognize and acknowledge the social workers performance for example in the form of incentives and awards.

5. CONCLUDING REMARKS

This study indicated that there are various factors that influence job turnover of social workers. These factors were demarcated into personal, internal and external factors; they are interrelated to one another and therefore reinforce each other. Job turnover has serious replications for the employers as well as the employees. Therefore both employers and employees should be aware of these factors that influence job turnover and act to keep it to a minimum. A quarterly and annual appraisal of the employees will help to identify some of the factors that influence job turnover and help to devise a plan to keep it to a minimum.

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ANNEXURE A

CONSENT FORM

Participant's name ----- Date -----

Principal Investigator: Cecilia Mabengano. University of Pretoria. Tuksdorp,
University of Pretoria. H/no 13, Room 1 –9, Hartfield, 0083.

INFORMED CONSENT

1. **Title of study:** The factors that influence job turnover of social workers in the Directorate of Developmental Social Welfare Services in Namibia.
2. **Purpose of the study:** the purpose of this study is to explore and describe the factors that influence job turnover of social workers in the Directorate of Developmental Social Welfare Services (DDSWS) in Namibia.
3. **Procedures:** I will be asked to answer questions related to my experience as former employee of the Directorate of Developmental Social Welfare Services and the reasons why I left. The interview schedule will take approximately 30 minutes to an hour. The interview schedule will be scheduled according to my convenience.
4. **Benefits:** I understand there are no direct benefits for me to participate in this study. However the results of the study may help researchers gain a better understanding of what are the factors that influence job turnover among social workers in the Directorate of Developmental Social Services in Namibia.
5. **Financial compensation:** I will not be reimbursed for participating in the study.
6. **Participation rights:** I may withdraw from participating in the study at any time.

7. **Confidentiality:** In order to record exactly what I say in the session, a tape recorder will be used. The tape will be listened to only by the principle investigator and authorized members of the research team at the University of Pretoria. I understand that the results of the interview schedule will be kept confidential unless I ask that they be released. The results of this study may be published in professional journals or presented at professional conferences, but my records or identity will not be revealed unless required by the law.
8. If I have any questions or concerns, I can call CECILIA MABENGAN0 at 00 27 826259101 at any time during the day or night.

I understand my rights as a research subject, and I voluntarily consent to participation in this study. I understand what the study is about and how and why it is being done. I will receive a signed copy of this consent form.

Subject's signature

Date

Signature of investigator

ANNEXURE B

**A STRUCTURED INTERVIEW SCHEDULE ON
FACTORS THAT INFLUNCE JOB TURNOVER OF
SOCIAL WORKERS IN THE DIRECTORATE OF
DEVELOPMENTAL SOCIAL WELFARE SERVICES
(DDSW) IN NAMIBIA**

Section 1: GENERAL INFORMATION

1. What is your gender or / sex?

2. What is your marital status?

3. What is your home language?

4. What is your age?

5. What is your highest qualification?

Section 2. PERSONAL FACTORS

1. What was the main reason for leaving DDSWS? -----

2. How long have you been working for the Directorate of Developmental Social Welfare Services in Namibia (DDSWS)? -----

3. How would you describe the working conditions at DDSWS? -----

4. What satisfied you most for working at the DDSWS? -----

5. What dissatisfied you most for working at the DDSWS? -----

Section 3. INTERNAL FACTORS

1. How would you describe the selection procedure on how you were selected? -----

2. Did you receive any induction course when you started working? Yes /no? If yes what value did it have for you? -----

3. What did your job description entail? -----

4. Tasks allocated to you were they correlating with contents of your job description? -----

5. How would you describe the type of supervision you received? -----

6. How would you describe the social worker's salary structure in the DDSWS? -----

7. How would you describe the professional ranks within the DDSWS? -----

8. Were your efforts for working for DDSWS worthwhile? -----

SECTION 4. EXTERNAL FACTORS.

1. How would you evaluate DDSWS as an organization to work for, compared to other governmental ministries? -----

2. How would you describe the training opportunities for social workers at the DDSWS? -----

3. What benefits were you entitled to while working for the DDSWS? -----

4. How would you describe the difference between DDSWS and other organizations in terms of managerial support? -----

5. What are promotional opportunities that existed at DDSWS? -----

6. What recommendations can you make for DDSWS to address job turnover? -----
