



UNIVERSITY
OF NATAL

CASS
DURBAN

TURNED ON OR TURNED OFF BY THEIR WORK?
A STUDY OF FACTORS INFLUENCING THE COMMITMENT
AND STABILITY OF WHITE SOCIAL WORKERS IN DURBAN

M.A. Backhouse

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DOCUMENT AND MEMORANDUM SERIES

Centre for Applied Social Sciences

Sentrum vir Toegepaste Maatskaplike Wetenskappe

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DURBAN**

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AND STABILITY OF WHITE SOCIAL WORKERS IN DURBAN

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Centre for Applied Social Sciences
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Durban

EXTRACTS

"For the sake of society as a whole, it is time the Government stopped trading on the inherent dedication of the social workers and offered them some compassion of its own in the form of hard cash and improved conditions."

- The Daily News
6 February 1982 -

"The absence of such "hygiene" factors as good supervisor-employee relations and liberal fringe benefits can make a worker unhappy but their presence will not make him work harder. The only way to motivate the employee is to give him challenging work in which he can assume responsibility..... for the economic nerve of the employee has an insatiable appetite."

- Frederick Herzberg 1968 -

PREFACE

For years, the situation of manpower in the South African Welfare Context has been steadily deteriorating. The Auret Commission 1976, clearly defined the causative factors and recommended solutions.

Currently the manpower shortage can be regarded as critical in that the Welfare Structure of the country is at risk.

It is for this reason that this study is of particular relevance, in that it is concerned with what is happening now, and why. It poses possible alternate solutions and long-term goals for change.

Mr Backhouse, in what is essentially a study of the socio-structural factors influencing the commitment and stability of white social workers in Durban, has not neglected the intrinsic psycho-attitudinal factors.

His choice of theory which provides a rational method of analysing and understanding the situation is soundly based.

It is my sincere hope, that the use of the Marxian theory of alienation, and the concomitant terminology thereof, will not cause this study to be labelled radical (which it is not), and therefore jeopardise the practical application thereof.

The findings of this thoroughly researched work, make abundantly clear to any reader, the seriousness of the dependency relationship which

exists between the Social Work profession in South Africa and its controlling "partner", i.e. the State.

It is evident from this structural analysis, that the State is largely responsible for perpetuating this dependency relationship (which it has statutorily entrenched), but will not take responsibility for that which it has basically created.

The State should stop trading on the altruistic values of the people who make up the profession and bear in mind that "in order to control a certain group, certain conditions (i.e. hygiene conditions - salary and working conditions) must be assured to it under which it can continue its existence."

M.C. LEPPENS
(Secretary/Society
for Social Workers:
Durban)

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This research project would not have been possible without the willing collaboration of a variety of persons and organizations. While I am indebted to a great many individuals who have assisted me in one way or another at every stage of the research, there are nevertheless certain contributions for which I am especially grateful:

Else Jackson, of SANEL was instrumental in providing valuable information about the predicament of the social work profession, and its relationship to the State (South African Government) This further kindled within me the fervent desire to investigate the problems of this profession. It has since become a topic of great interest to me.

Mary Leppens of TAFTA furnished me with many journal articles and newspaper cuttings which are often quoted in this research report. Her ideas and moral support was a tower of strength to me in my hour of need.

Many thanks, to Roger Allen of the Centre for Applied Social Science (C ASS) who gave so generously of his time and effort to assist me in converting erratic ideas into a coherent model upon which this research is based. Also for the invaluable material gleaned from his organization development course, which features prominently in this research design, since it is useful in any analysis of occupational organizations i.e. social work agencies included.

A special vote of thanks must go to the Port Natal Jaycees who kindly sponsored me to the tune of R200. This enabled me to employ five fieldworkers who were subsequently trained for the job of administering these questionnaires. I am sure that without such funds being made available, the high standard of quality in responses would not have been attained. A monetary reward sometimes provides the necessary incentive to encourage the fieldworkers to give of their best when interviewing respondents.

I would like to take this opportunity to congratulate the fieldwork team of Shirley, Phillipa, Alison, Phillip, David and Steven - who did a splendid job of work. Their handwriting was always legible and great care was taken not to miss out answering any particular question.

I would like to thank Professor Lawrence Schlemmer, Director of the Centre for Applied Social Science for suggesting the incorporation of "alienation theory," as a macro model for the purpose of generating a complete evaluation of the social work profession and its relationship to the State. He was instrumental in suggesting many useful references in this regard, though some were very difficult to obtain.

Ulla Butteel transferred the entire body of coded data onto punched cards and in liaison with the Computer Centre of the University of Natal, performed all the computer work required for this report.

A vote of thanks to Stephnie Robertson whose job it was to type this script correcting my numerous spelling and grammatical errors.

Finally, I have to acknowledge the co-operation of those agency directors and their staff, who are ultimately the subjects of this study. Giving of their precious time at a period when many agencies are experiencing a shortage in staff due to the existing manpower crisis in social work. I sincerely hope that their attitude of patience will, in the event, be justified by what I hope is the practical relevance of this research project.

Michael Backhouse

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INTRODUCTION

For some time now, the social work profession in South Africa has been in the grip of a manpower crisis. However, recently the problem has taken on new dimensions, accompanied by the dire shortage of social workers in Durban and a frightening drop in registration figures for students.⁽¹⁾ The seriousness of the situation is reflected in undergraduate enrolments which, in five large universities and colleges around the country dropped in 1982 by as much as two-thirds.⁽²⁾ Social workers attribute the existing manpower shortage in their profession to two prevailing factors, namely poor salary structure and working conditions. It is apparent that the above mentioned factors are government related issues, since standards in both these spheres are determined by the existing Welfare legislation.

The aim of this investigation is to determine how and why the manpower crisis has reached such proportions. Furthermore, survey research will be conducted into the effects that this manpower shortage, is having upon the attitudes of white Durban social workers towards their respective jobs and profession. To achieve these objectives, the investigation will be divided into two sections. Firstly, a theoretical analysis of the profession's structure and the nature of its relationship to the State,⁽³⁾ will be

-
- 1) Information concerning the shortage of social workers was obtained from the Natal Mercury published on 3 February 1982.
 - 2) An actual estimation of University enrolment of undergraduate social work students was obtained from the Daily News published on 6 February 1982.
 - 3) "state" used in the above mentioned context, refers to the ruling elite, i.e. the government presently in power.

conducted. Secondly, the manpower problem, will be closely examined via the use of survey research, gauging the attitudes of white Durban social worker..... profession. However, underlying this part of the study, an attempt will be made to formulate a measure of stability and commitment towards the social work profession. The factors influencing this phenomena will be carefully examined, and a measure in percentage terms of their respective contributions will be derived statistically. It will later become evident that two pieces of research have been incorporated into this particular investigation, but care must be taken not to misinterpret these as being divorced from one another. This may quite easily occur, since these entities are diverse in nature, because the theory is not specific to the research as would normally be expected. In this instance the theory is concerned with a sociological analysis of the problem, i.e. the manpower crisis. Here the profession's structure is examined, since it will later become evident that the manpower shortage is predominately a structural issue. By contrast the survey research is concerned with analysing the individual or psycho-attitudinal factors, prevailing under the above mentioned socio-structural conditions. Thus the impact that both these sets of factors are having upon one another, and on the manpower crisis per se, may later be evaluated. Hence the former part of this investigation establishes the theoretical framework, "sets the scene so to speak" to achieve a comprehensive understanding of the latter which is more practically oriented in its emphasis.

In accordance with the format to be adopted in this report, the literature review will be presented as part of two separate chapters

corresponding with the differing tasks of this investigation. In chapter one, all the sociological theory to be used in the theoretical analysis of the profession's structure will be outlined. In chapter three, theory which is pertinent to a detailed examination of how individuals function at agency level will be set forth. In essence, a dual perspective is going to be adopted for the purpose of analysing the manpower crisis in social work. The first can be called a socio-structural perspective. This is a macro view of the problem. Secondly, within this macro perspective, the micro or psycho-attitudinal perspective is located. Though no direct statistical relationships are able to be formulated between these differing perspectives, they nevertheless have a definite bearing upon one another, and valuable inferences and conclusions may be drawn.

Before the ramifications of the manpower crisis in social work can be appreciated, an understanding of the profession's function and its relationship to other professions, must first be understood. Chapter one is devoted to imparting such knowledge to its reader. This chapter is introduced by outlining some comprehensive definitions of social work, and is concluded with a diagram of the profession's structure and its relationship to the state, accompanied by an explanation thereof.

In chapter two, a detailed analysis of the socio-structural order of the profession, together with its relationship to the state will be presented. This in essence will draw the first section of the investigation to a close. However, information from this area will continually be referred to in later discussions to establish inferences as

mentioned a moment ago. A power analysis demonstrating the exchange relationship between the social work profession and the state will be documented. The Marxian concept of alienation will then be applied to elaborate on certain issues which are pertinent to a situation where powerlessness prevails. Any analysis that seeks to answer the question of how and why a particular situation prevails, would be incomplete without exploring the alternatives for improving these circumstances.

By way of contrast to the psycho-attitudinal investigation a questionnaire was designed to obtain a few agency particulars which would contribute to the profession's structural analysis. Only agency directors/senior social workers had to complete this document. This questionnaire, together with a table of statistical findings is to be found in appendix B1 and B2 respectively. This information will be frequently referred to in chapter two substantiating the arguments to be presented. In the micro-study Herzberg's theory of motivation, Flowers and Hughs theory of labour turn-over, and Maslow's theory of high order needs, will be employed in this context. Although wishing to seek mainly a socio-structural explanation for the manpower crisis in social work, it must be recognised that as a process maintained by a succession of individual decisions based on their varying attitudes towards their respective jobs and profession, which in turn depends on individual background, it has an unmistakably psychological component.

Chapters four to six inclusive will follow the normal procedure that may be cited in the average research report. These will basically

cover topics such as methodology research finding with a subsequent analysis thereof. It is felt at this point that further elaboration on material to be covered in the remaining chapters, won't enhance the reader's understanding, however it may detract from the interest of discovering for one's self what is to follow. In conclusion, tentative recommendation upon which an improvement of the situation i.e. manpower crisis may be founded, will be carefully documented in the closing pages of this report.

CHAPTER 1

THE SOCIAL WORK PROFESSION IN SOUTH AFRICA
WITH SPECIAL REFERENCE TO THE ROLE
OF THE STATE

An understanding of social work practise and its relationship to the State, is a necessary prerequisite, to an indepth appreciation of the manpower crisis prevailing in this profession. This chapter will be devoted to outlining the background information which is going to be of particular relevance to the power analysis to be conducted in Chapter 2.

1.1 SOCIAL WORK AND OTHER PROFESSIONS

The role of social work in our society is seldom clearly understood by its members, and this ignorance can be attributed to many factors. The social work profession is relatively young in relation to the more well established practises of medicine or law. The latter professions have well defined rôles in our society, and due to their lengthy existance, such practitioner's rôles have become entrenched in our normative system. Doctors are readily identified as people who administer medicine to those suffering from a variety of physical illnesses. Lawyers are easily associated with legal matters. However, social workers appear to be associated with the administration of social relief to the needy members of our society. In other instances they are feared by some individuals who can only identify them as the "welfare," who are likely to remove your children, if

the situation should warrant such action. Therefore, an understanding of the social worker's role in our society is based on stereo-type situations, that gives the profession a poor image, and low social standing in relation to other professions. Inadequate public education is largely responsible for shaping this image.

Social work has its origin in the charity organizations started in England during 1869, and four years later became established in the United States. Gavin says "that these organizations came into existence initially to co-ordinate the work of the multitude of private agencies which had developed to provide for the needs of the poor. Soon, however, these organizations began to offer direct relief and services, as well as co-ordinate the work of agencies."⁽¹⁾ The functions of social relief administration and co-ordination are conducted largely by state departments, in South Africa. With the passage of time, social work has developed three methodologies upon which its practice is based. Vast quantities of knowledge have been borrowed from sociology, and more specifically psychology. The practise of social work has advanced appreciably in relation to other professions, and the definition thereof has undergone corresponding changes. Despite this, the social work profession only has a minute body of knowledge unique unto itself.

Another disadvantage of the social work profession, lays in the fact

1) Cox, F.M. et al Strategies of Community Organization
 A book of Readings
 Peacock Publishers; Inc; Illinois; 1980; pg 51

that it has largely been unable to sell its skills successfully as other professions. Agencies in South Africa seldom if ever charge a fee for the services rendered. Consequently the profession survival is partially dependant on the goodwill and charitable spirit of publically minded people. A large part of the financial cost to maintain the profession lays with the State, who issues an assortment of grants for this purpose. Furthermore, the people who are assisted by social workers are predominantly from the economically impoverished strata of society, and therefore are unable to afford paying a fee for the service received. The profession unlike other occupations, is in a unique position simply due to its failure to generate a source of revenue.⁽²⁾ Therefore to save itself from extinction it is compelled to enter into a dependance relationship with the State, which becomes its major funding mechanism.

There are some instances where a social worker is sufficiently skilled in a particular area of social work, and is able to establish private practise. This usually occurs in the area of marriage guidance or family group therapy. It is of interest to note that such practises are also conducted by psychologists in private practice. However, due to the many differing functions of the psychologist, he has sufficient marketable skills to be able to relinquish practises such as these. Psychologists are in greater demand than social workers, since their services are more acceptable to the middle class strata of society. Psychologists, like doctors, lawyers and a host of other professions have a broader bases from which their

2) failure to generate a source of revenue and establish economic independence.

clientele is drawn, involving individuals from all walks of life. Whereas social work predominantly caters for a certain strata of the population, with private practice being an exception to the rule. Doctors and other established professional's skills are in such demand in our society that these practitioners are able to be selective with their clientele, thus charging fees which makes the profession lucrative. Since the average individual is largely motivated by money, they will seek such forms of employment if they have the necessary aptitude, before consideration is given to employment in the social work profession. Later it will be learned that individuals with strong altruistic values appear to take up this vocation.

A social worker is basically a "person for all seasons" in the helping professions, since the knowledge and skills obtained during training permits her⁽¹⁾ to work alongside a host of other professionals in a secondary capacity. Social workers may be found in hospital ward teams, both of a general and psychiatric nature. They have a specific function to fulfil as a team member, but their role is not really central to such team performance, rather her presence enhances the situation, since a deeper appreciation of every case may be gleaned, when examining the individual from a medical, psychological, and social perspective. The team can function without a social worker, proof of this is in evident supply since it is a relatively new phenomena to have social workers employed in a secondary capacity.

1) feminine term is used here, because the social work profession is predominately occupied by women.

Social workers are highly skilled to deal with and are largely responsible for programmes such as the prevention of child neglect and ill treatment, probation and crime prevention services, prevention and treatment of alcoholism, school social work, medical and psychiatric social work services, family life education, marriage and divorce counselling. Despite the fact that social workers may be involved in such a broad spectrum of activities, they, unlike nurses and teachers are seldom in the public eye. "The nature of their work, dealing as it often does with the seamier side of human relationships, is not such that we wish to be reminded of it constantly."⁽¹⁾ This desire not to be reminded of one's employment circumstances is indeed problematic for social workers, since they themselves begin to take the importance of their role for granted, thus becoming apologetic. Once this image becomes established, public education begins to dwindle, and the members of society take the social worker's role for granted. Their impressions and understanding of the profession becomes based on the stereo-types spoken about earlier.

Many social workers are employed in a team setting together with other professionals, these people are in rather a peculiar situation, since in one instance the team members are their colleagues and in another they are subordinates to these professions. This is strange, since each member of the team has a specific professional rôle, and therefore is an advocate representing his profession, yet a domination/subordination relationship is evident in such teams.

1) Information was obtained from the Daily News published on 6 February 1982.

The author concedes to the fact that every team must have a leader to guide its actions, but a joint decision making process should always prevail, however, this unfortunately is not always the case. Sometimes what may be suspected as role conflict can create a potentially explosive situation within the group context. These may occur in a psychiatric team where the roles of social worker and psychologist are closely associated. The psychologist may become disgruntled if he feels that the social worker is extending her activities too far in the direction of his role. The use of phrases such as "conducting therapy" are sometimes taboo for social work use. There sometimes appears to be a political reserve on the use of such terminology. Once again the author must concede that such terms used out of context can only be expected to create well justified frustration. However, these are not the situations being referred to in this instance. The problem appears to be of a semantical nature, based on the differing meanings of the term "therapy" as used by social workers and other professions. Social workers have just as much right to the use of this terminology as any of the other helping professions, since much knowledge is equally shared amongst them. Thurz (1973) aptly says that the social work profession is marginal,⁽¹⁾ since in many instances it is not accorded due professional status by other professions and public alike.

1) Thurz, D. Social Action as a Professional Responsibility
Social Work; NASW; New York; Vol 11 July 1966

"Social work is concerned with the interaction between people and their environments which effect the ability of people to accomplish their life tasks, alleviate distress, and realize their aspirations and values.

The purpose of social work therefore is to (1) enhance the problem-solving and coping capacities of people (2) link people with systems that provide them with resources, services and opportunities (3) promote the effective and humane operation of these systems (4) contribute to the development and improvement of social policy"⁽¹⁾

The abovementioned definitions are comparable since the emphasis assisting people on both psychological and physical levels. They are broad and diverse, as the profession they seek to describe. The third definition is the most global of the three, while the first and second are defining social work with particular reference to South Africa. The second definition relates back to the origins of social work in this country emphasising the role of the church and other organized societies formed to combat social ills. It should be evident from these definitions that social work needs to borrow from many other disciplines to fulfil its function, sociology and psychology being well represented.

1) This definition is cited in Pincus & Minahan 1978 particularly page 9.

METHODOLOGY

There are three methodologies upon which the practice of social work is based, namely casework; group work and community organization. The practitioner may use one or more of these methods when dealing with a particular problem. The methods can be identified on a continuum ranging from micro to macro levels of intervention.

Casework: This is a form of micro level intervention, where the problem presented by the client is dealt with on a one-to-one basis. The client and worker interact in such a manner as to work together against the problematic situation. This method is largely based on the psychoanalytic approach, borrowed from psychology. The client is seen as a patient in need of treatment. This method is well established in social work and is widely used in South Africa.

Group Work: This method is largely based upon an understanding of knowledge of the "social" and "psychological" views of man. It is believed that people experiencing a common problem, have the potential to act as support systems for upholding one another. The group usually consists of a worker who leads the proceedings with a compliment of five or six members, though large groups are possible. There are a variety of groups but the popular one in use is the Therapeutic group designed to assist its members

with emotional problems and to help them realise their potential for development by nurturing a process of awareness and insight.

Community Organization: This is a macro level form of intervention, where the worker assists an entire community or certain section thereof to work through its problems. These usually take the form of civic issues, i.e. housing, health etc. It is a radical form of intervention, since the worker in certain circumstances may assist a political minority to obtain their rights as citizens in the community. This method draws much of the information upon which it is based from sociology.

Much of the theoretical material for the practice of social work is largely from sociology which examines the macro perspective of man, and from psychology devoted to examining mental and behavioural state of man. This information enhances the operationalization of these diverse methodologies.

casework _____ group work _____ community organization
 micro intervention _____ " _____ macro intervention

On this continuum group work, practices may vary. However, since therapeutic treatment for personal problems is cited in relation to this method, it may largely be regarded as a micro form of intervention. This method is applied in a host of institutional settings,

ranging from places of safety and detention to mental hospitals. A corrective and rehabilitative function can be achieved via this method. Knowledge from other disciplines such as medicine, education and law is incorporated into the curriculum of most university undergraduate degree courses.

1.3 STRUCTURE OF THE PROFESSION

The policy and framework of social work in South Africa appears to have originated from its historical and cultural development. The responsibility of the State in many West European countries is far more extensive than that of the private initiative. The principles upon which social work is based in South Africa endeavour to enhance a team approach on the part of everyone and also develops national planning and co-ordination of services. It is within this framework that the contribution of the State and private initiative in the Republic should be considered.⁽¹⁾

The Department of Welfare was established in 1939 and subsequently amalgamated with the Department of Pensions. However, such developments did not imply that the responsibility of all welfare services would be centralized in this one State Department. Welfare services, as has been previously noted, cover a wide field of activities. In South Africa, this necessitated the co-operation of other State Departments, Provincial Administration and private initiatives.

1) Much of the information upon which this discussion (1.3) is based, has been drawn from Dr D. Brummer: Department of Social Welfare and Pensions Publication No. 3 of 1964

The contribution of other State Departments, include such services as housing adult education, special education and guidance regarding employment.

By means of their education and hospital services, the Provincial Administrations also play an indispensable role in national welfare planning. However, it is a characteristic of welfare work in South Africa that the local authorities play a minor role in the organization thereof. The establishment of the Department of Social Welfare and Pension now known as the Department of Health and Welfare, by no means detracts from the activities of private initiatives. On the contrary, the State continues to regard the activities of private initiatives as forming an integral part of the welfare program. The State encourages and maintains private initiatives on a partnership basis.

The part played by private agencies,⁽¹⁾ is in keeping with the policy of the State Departments. A very large and important role in the field of child and family welfare, namely the administration of the Childrens' Act, would be impossible without the family care service, assistance with adoption, family and guidance services, together with maintenance of childrens' institutions for which private organizations accept responsibility. Social security, particularly in respect of the dependant child and the aged, is incomplete without the home care and supervision services. The establishment and maintenance

1) private agencies and private practise are totally different things The former is eligible for State subsidies, while the latter is not.

of Homes for the Aged are provided by private societies.

Private organizations also play an essential role in the administration of the Act on Retreats and Rehabilitation Services. They deal with the alcoholic in the home and family circle. Clinics, retreats, hostels and information centres are conducted by these societies in terms of that Act. The value of policy encouraging co-operation between State and private efforts cannot be overestimated. The recognition which the State accords the voluntary contributions to social work, takes the form of an assortment of subsidies to provide for their maintenance.

The State assists the social work profession in the following ways:

- (1) subsidies on the salaries of qualified social workers
- (2) " " childrens' homes, creches and community centres
- (3) " " hostels for low paid workers and old age homes
- (4) " " treatment centres for alcoholics
- (5) " " Service Centres for the Aged

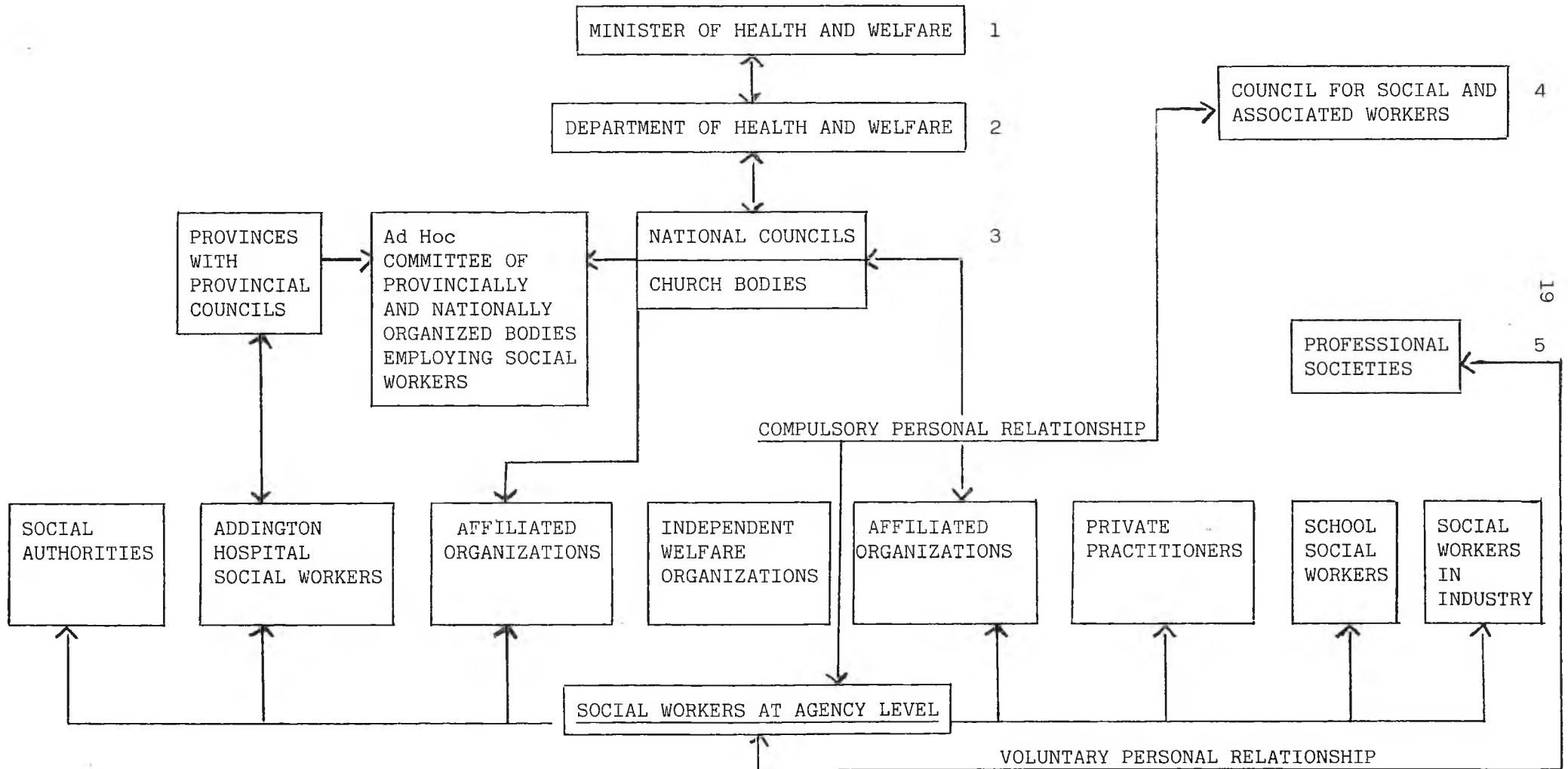
The co-operation between the State and private enterprise is not a haphazard affair. Legislation determines the basis of the relationship. Subsidies by the State are awarded in terms of the Departments' overall plan for social services. The canalization of statutory functions through the Departments' regional offices, attempts to ensure co-ordination and mutual supplementation of services in an orderly manner.

FIGURE 1

PROFESSIONAL STRUCTURE
WITH PARTICULAR REFERENCE TO WHITE SOCIAL WORKERS
IN SOUTH AFRICA

KEY ←→ RELATIONSHIP

→ INDICATES WHERE
SOCIAL WORKERS
ARE EMPLOYED



This relationship between State departments and private initiatives is extremely complex. All structures which are pertinent to an understanding of the welfare system in South Africa are diagrammatically represented in FIG 1. Here the author has deliberately neglected to outline certain structures, since such may be interpreted as appendages of the existing State departments, and therefore will be discussed in this context. The structures in question, are those of National and Regional Welfare Boards. If these structures were to be incorporated into FIG 1, it is felt that further unnecessary complications would arise, confusing those individuals who aim to obtain an understanding of the various welfare structures, and their corresponding relationship to the State.

Regional Welfare Boards, are of particular interest and warrant further examination, since they have basically been established under the National Welfare Act No 79 of 1965⁽¹⁾ to perform specific functions in the best interest of the State. Some of these functions are listed as follows:

- (1) to advise the board or a commission in connection with -
 - (a) family life and welfare planning; and
 - (b) all matters relating to social welfare
- (2) to promote the planning and co-ordination of social welfare services in its area; and
- (3) to provide guidance and information to welfare organizations.

1) The specific functions outlined above, have been gleaned from section 12 (1) (c) (1) (11) (d) (e) of Act no. 79 of 1965.

Regional welfare Boards may be regarded as State apparatus for keeping their finger on the pulse of welfare matters in the community. In this manner, the State is not only able to exercise control over the welfare system, but it is also assisted in its planning and co-ordination of services in the various communities. Should the State make changes, that it wishes the private initiatives to observe, the Regional Welfare Boards may often be used as channels of communication for disseminating such information.

Further analysis of legislation determining the establishment of Regional Welfare Boards reveals the following information:

- (1) Any regional welfare board shall consist of the chief social welfare officer for the area in respect of which such board is established as ex officio member and not less than eight or more than sixteen other members to be appointed by the Minister and of whom not less than three-fours shall be persons whose names appear on the list referred to in section (15).⁽¹⁾
- (2) The Minister shall cause every registered welfare organization, every branch of such an organization holding a letter of delegation to submit to the Minister the names of not more than four persons who are competent and willing to serve on the board or a commission or such regional welfare board, and every name so submitted shall be placed on the nomination list for the area in question.⁽²⁾

1) 2) Information with respect to the establishment of Regional Welfare Boards was gleaned from sections 10 (2); 15 (2) 14 (1) respectively.

- (3) There may be paid to a member of the board or a commission or regional welfare board who is not in the full time service of the State, while he is engaged in work connected with the business of the board, such fees and travelling and subsistence allowances as may be determined by the Minister in consultation with the Minister of Finance. ⁽¹⁾

Rigid control is exercised over the Regional Welfare Boards by the Minister with respect to its representation, since all the members are selected by him, three-fourths thereof from the list of nominations proposed by welfare organizations in the community. It is apparent therefore, that the Minister may select one-fourth of those members entirely of his own choice, since they are not to be drawn from the abovementioned list of nominations, this includes the chief social welfare officer who is appointed as a member of the board in an ex officio capacity. The above point is of great significance, since it indicates quite clearly that the decision making power which guides the welfare process in South Africa, is not in the hands of professional people who function in the field ⁽²⁾ but resides with higher authorities who make decisions which effect the field worker's function in both a direct and indirect manner. The irony underlying this matter being, that social workers in a field capacity are

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- 1) Information with respect to the establishment of Regional Welfare Boards was gleaned from sections 10 (2); 15 (2) 14 (1) respectively.
- 2) field workers, are individuals who have a case load, usually defined by a geographical area, and whose function it is therefore, to render welfare services in the said area. In the welfare employment structure, these people are usually at the bottom rung of the ladder. They use the existing welfare resources most frequently, and therefore have to bare the frustrations which may arise due to inadequacy of the welfare system

regarded by the State as sufficiently responsible individuals to deal with statutory and other complex welfare matters, but do not have a right to participate in the planning and co-ordination of the services which they use.

The author concedes that involvement in such decision making processes would be exceeding complex, but nevertheless quite possible. For example, individuals who are nominated by the agencies should be voted on to the board by all practitioners at field level. Nominees should then be obliged to express before a public gathering of social workers, their intended function, should they be voted onto the board. Social workers should be allowed to vote for a stipulated number of members as required by the minister for the function of such boards, not exceeding the maximum compliment of three-fours. In this manner all social workers have the opportunity to participate in the decision making process which effect their lives, because the majority in power will be there, as a direct result of collective individual action. This procedure at least is more democratically oriented in its emphasis, breaking some of the alienation that workers may experience, as a direct result of structural circumstances. The problem in this instance may be interpreted as one of reification.⁽¹⁾ Here structures exercise power over people, instead of providing a framework for people to exercise power over issues of importance to their daily performance.

1)
reification: means to give a structure a life of its own independent of people

The effectiveness of the Regional Welfare boards may also be called into question, since membership is voluntary, and the National Welfare Act No 79 of 1965 neglects to make provision for rewarding board members for their services. However, an allowance is paid for subsistence and travelling expenses incurred. Thus the accountability of such a board is relatively low in relation to any boards of management in the industrial or commercial world. It can be suggested therefore, that Regional Welfare Board representatives would not have that high degree of vested interest in their job, as those individuals on management committees in private enterprise. However, it is felt that to increase accountability of such boards, it should be the responsibility of individuals at agency level to financially support and maintain the function of these representatives. Furthermore, this will create deeper obligations between the individuals at agency level and their representatives to the State in major decision making processes. The power exchange will be in favour of the social workers at agency level who will then be in a position to partition against members who, it is felt, are not performing adequately. Such persons would then be obligated to go before a disciplinary committee established in the same manner as that of the Regional Welfare Boards, but the representatives should be drawn from the membership of the existing professional societies. For it is these bodies which are attempting to uphold the standard of social work in this country.

It should now be evident, that Regional Welfare Boards at present, are structured in a manner which meets the needs of State departments, and may simultaneously militate against the best interests of the social

work profession. The present Regional Welfare Board structure exhibits "sham" democracy in decision making processes, by inviting nomination to the Minister, who then manipulates these in the best interest of the State. Thus it manifests itself as a mechanism for exercising rigid control over the profession. The State may argue that selection is made up of individuals who are noted authorities or specialists in certain welfare fields. However, criteria such as these do not always legitimate the selection of such representatives. A person with lesser experience may perform with greater enthusiasm than the more experienced who may rationalize his justification as a member because of his/her intellectual capacities.

The State Department is the locus from which the welfare system in South Africa is controlled. This Department works hand in hand with the Minister of Welfare, who sanctions the activities, entrusting a great deal of his power vested in him by the Prime Minister, into the hands of the Departmental Offices. The most important decisions on welfare matters, namely the planning and co-ordination of these services are referred to the Minister, and upon his approval they are endorsed. Should he however, disapprove of any situation, or be requested by the Department, he has the right to set up a commission of enquiry appointing individuals deemed by him to be suitably equipped to investigate the matter in question. Both Regional and National Welfare Boards may be requested to contribute to this commission of enquiry. Should the finding of such a commission not satisfy the Minister, he is at liberty to reject them.

The Department and Minister's behaviour are governed by higher centres

of political control. Both are accountable to the political order in justifying the finances spent annually on the development and maintenance of the welfare system. Once again, the political norms of the ruling elite may militate against the development of an effective welfare service, especially during times of economic hardships. The government may be forced to back out on its budget to stabilize the economy. Welfare usually being as the lesser important area of spending, suffers under such circumstances. The paradox which is of interest here, being that the government totally rejects the idea of becoming a welfare State, yet via its present role, it enjoys control over the welfare system comparable to those of a welfare State.

The National councils and provincial authorities present their affiliated agencies cases, with respect to welfare matters, to the State Departments. A similar situation prevails here, since the representation of these various councils and committees is not the direct result of collective action on the part of those which their rôle it is to represent. A schism exists between the leadership at national council levels and the respondent at agency level. Many young workers do not comprehend the operation of these higher order structures, and even less, know who is representing their agency's needs at such levels. Representatives are drawn from all parts of the country to participate on National council, therefore, if the community of operation is small geographically, a representative from such agencies within may seldom be selected to take up such office.

The National Councils Act as advocates on behalf of their affiliates,

presenting the needs of such agencies to the State Departments for their consideration. An example of this process can be cited in instances where an agency affiliated to a National council requires further State subsidized social work posts. The National council will investigate the matter with the agency concerned. Their finding will be documented and presented to the planning division of the local State Department in the community. Further investigation will be undertaken by this office, and a decision will be taken on the matter. Should subsidized posts be awarded the National council will be notified of this development. The posts are then entrusted in the care of the National council concerned, who will subsequently award them to the agency who submitted the application.

Independent welfare agencies, such as institutions and homes, not associated with other welfare structures e.g. TAFTA, Child Welfare etc., applies directly to the State department for such posts. Similar procedures prevail when they apply for any other form of State assistance. The matter is always investigated by the local State department before any decisions are taken.

The Council for Social and Associated workers was established by the State to protect the consumer of welfare services in the country. Every individual who is a social worker in terms of the definition set forth in the Social and Associated Workers Act No 110 of 1978, has to be registered with this body. This council has removed part of the function of the National Welfare no 79 of 1965, which made provision for the registration of social workers in the following manner:

- 1) Any person who holds the prescribed qualifications, may in the prescribed manner apply to the board for registration as a social worker.⁽¹⁾
- 2) If an applicant for registration does not comply with the prescribed requirements, but has in the opinion of the board successfully performed social work or undergone instruction in subjects related thereto, the board may register him provisionally on such conditions as may be prescribed.⁽²⁾

Via the legislation pertaining to the registration of social workers, the State has control over every individual practitioners behaviour within and without the profession, since provision is made for disciplinary action to be taken against individuals whose conduct is deemed to be unprofessional.

"The board shall have power to enquire into any case of alleged improper conduct on the part of any registered social worker, whether in relation to his occupation or otherwise, and whether or not such conduct constitutes improper conduct in the regulations."⁽³⁾

However, very little, if any record is made of disciplinary action which should be taken against those individuals who are representatives of higher order structure, and do not fulfil their rôle in such capacities adequately.

1) 2) 3) Information for these quotations have been taken from sections 33 (1) (2) and 35 (1) of the National Welfare Act No. 79 of 1965.

The Professional societies are bodies which attempt to uphold the standards of social work. Their membership is voluntary, and all social workers from different agencies may join such societies in their community. No relationship exists between the State and these bodies, they are independent entities. These societies do not only represent the profession, but are concerned about the wellbeing of social workers, and how effectively they are able to function in their respective employment capacities. Other structures, such as National councils, are mainly concerned with changes and developments that are being made in their specific fields of social welfare, e.g. the council for the aged, will be devoted to improving services and creating awareness in the various communities on matters concerning the aged. If a drastic shortage of funds or subsidized posts exist in these specialist fields of social work, the National council will negotiate with the Government for improved conditions. In this fashion each council will act on behalf of its affiliates. However, when a manpower crisis prevails in the profession, as is the case now, the only collective representation to the Government on these matters is made by the professional societies. It will later be learned that this representation is weak, and needs to be greatly strengthened before meaningful changes in salary structure and working conditions may come about.

There are five professional societies in South Africa which represent social work. They are:

- i) South African Black Social Workers Association
- ii) Social Workers Association of South Africa (religious)
- iii) Society for Social Workers of South Africa (1)
- iv) White Association for Social Workers
- v) Lowveld Social Workers Association (For Afrikaans speaking social workers)

Chronologically, the Social Workers' Association of South Africa, was the first professional body to come into existence. The membership is limited to social workers of the white race group only. The black race groups therefore formed their own society a little later. By this time problems began to emerge within the ranks of the Social Workers' Association, as a result of its exclusively white membership. A subsequent break in the ranks occurred and the Society for Social Workers of South Africa was born. Within the last two years, a further two professional associations have been formed, namely, the White Social Work Association and the Lowveld Association for social workers. The former may be regarded politically as right wing in relation to the Social Workers' Association of South Africa. It developed due to a split in the ranks of the Social Workers' Association of South Africa. The latter professional society has just recently formed and very little is known about it, except that its constitution is "religiously" oriented, apparently attracting members of all established Afrikaans Churches.

There are several points of particular interest to note with regards to the development of professional societies in South Africa. Firstly, division in the ranks of these associations have resulted in the development of five splinter groups. Secondly, these divisions are

1) Society for social workers of South Africa is non-racial

predominantly racially oriented. This is of great significance, since it mirrors the present political dilemmas which have to be resolved by the Government before constitutional development can have a fair chance of success. Like in the Government case, significant developments must be made in the relations between professional associations before any form of co-ordinated action may be successfully embarked upon. The Government is trying to unite certain race groups under one political dispensation, but with sufficient autonomy to exercise the right to self determination, while taking joint decisions on problems of mutual interest. In this manner too, must the professional societies develop along such group minded, politically oriented lines.

1.4 Theoretical Orientation

Previous sections of this chapter have been concerned with the documentation of background information, combined with the author's comments on the nature and structure of social work, with particular reference to South Africa. This information is part of the foundation upon which an indepth structural analysis of the manpower crisis will be built. What remains in this chapter, is the development of a theoretical orientation, which not only will complete the foundation for such an analysis, but provide a sociological context in which the manpower problem can be examined. Since it has been argued thus far that this problem is structurally related, theory best reflecting the structural implications of this issue must be sought. Sociology offers the social scientist a wide variety of theory for analysing structurally related issues. For the purpose of this analysis, two theoretical concepts are to be employed. The first

of these, seeks to demystify the relationship between social work and the State. The second, will provide a theoretical backdrop against which the implications of such a relationship can be gauged.

It has previously been said, that the social work profession is supported on a partnership basis by the State. The fact cannot be denied that without such assistance, the profession would suffer drastically. If another source of funding could not be found to replace the State, the profession might even cease to exist. Therefore, the maintenance of the profession is largely dependant on the State, thus making a detailed analysis of this relationship relevant to an overall assessment of the manpower crisis. Talcott Parsons, outlines a most illuminating method for analysing relationships between structures within a system,⁽¹⁾ based on his concept known as "generalized media of exchange." This concept is part of a larger theory which seeks to unravel the mysteries which enshrine the Hobbesian problem of order.⁽²⁾

This concept is appropriate for analysing the problem of order in systems smaller than society, for Parsons, such are known as sub-systems. Although Parsons never developed the concept fully before his death, he had begun to view these inter and intra systematic relationships in terms of "generalized symbolic media of exchange"⁽³⁾

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- 1) The diagram (FIG 1) is a system outlining the structural relationships between the State and social work profession in South Africa.
 - 2) Hobbesian problem of order: seeks to explain why most of the people conform most of the time in society.
 - 3) Talcott Parsons in Turner, J.H. Book entitled: The Structure of Sociological Theory 3rd edition; The Dorsey Press; U.S.A.; 1982 pages 53-55

In any interchange, generalized media are employed, for example, money is used in the economy to facilitate the buying and selling of goods. What typifies these generalized media, such as money, is that they are really symbolic modes of communication. The money is not worth much by itself, its value is evident only in terms of what it says symbolically in the exchange relationship.

Governments largely trade, using their power as a means of exchange. This power is relinquished in such a manner as to ensure a strengthened position upon which the next exchange may be based. This exchange is similar in many respects to those conducted by capitalists, since they are both power oriented and draw upon economic relationships to reinforce the power base of their respective establishments. In essence, the wealth in material/financial terms is a symbolic media of exchange, the ulterior motive being the ability to increase power. The success of Governments like that of business organizations is derived from the ability to develop a sound power base for the purpose of entering trading relationships with other organizations. According to Parsons, four symbolic media of exchange exist for obtaining power. Each of these are synonymous with power and to have one or more in operation, means that potential for the accumulation of power exists. These are listed as follows:

- 1) wealth
- 2) commitment
- 3) influence
- 4) integrity

With power exchange relationships, a win-lose situation need not necessarily prevail, since both organizations may strengthen their respective positions in equal quantities in relation to one another. Thus both are equally stronger with respect to the power positions previously occupied, hence a homo-static situation prevails in this case.⁽¹⁾ A win-lose dilemma, only occurs in situations where one party increases in power, while the other loses or remains constant.

A hypothetical example of how this power exchange works, can be cited in the following excerpt. Chief Buthelezi of Kwa Zulu, is developing his power base by entering into an exchange relationship with the South African Government. The strategy being employed by him in this instance, is one of passive resistance. In this manner he is not closing the doors for negotiation with the Government, but is gaining international support for his action, since his strategy is a peaceful, non-violent form of political retaliation on issues that form the basis of their relationship, e.g. homelands issue. He has support for this strategy from his 16 000 strong Inkatha movement. Thus, should he become a threat to the Government, it would be difficult to use coercive violent means to stave off this threat. Since there will be an international outcry engendering further external support. Meantime, support will grow, increasing the Inkatha movements membership and strengthening the already well established bonds within.

1) It may be argued here that the power exchange is of no significance, since the parties positions have not changed in relation to one another. However, the significance of this exchange is that the lesser body may have gained confidence and experience for the next exchange trade-off.

This leaves the South African Government with one suitable alternative, namely to co-opt⁽¹⁾ the Chief and his movement, by incorporating them into the present political dispensation. Thus trading a position to alleviate the pressure which has developed. This is similar in many respects to a chess game, where the attacker may for some reason be forced on the defensive to maintain his position of dominance in the game. However, by having such action forced upon him, may result in his opponent's position becoming appreciably strengthened. The chess game approximates the situation which may occur in a power exchange between the South African Government and Chief Buthelezi. Despite being co-opted to stave off the threat, the Chief is physically closer to the locus of political control even though his new situation may increase its commitment towards the South African Government.⁽²⁾ The strategy employed by Chief Buthelezi has attracted two symbolic forms of media upon which power is based, namely influence and commitment. Influence is attracted through international support for the strategy, and commitment is derived from the loyalty of the Inkatha movement towards the strategy.

In this manner, a power analysis will be conducted, seeking to explain the relationship between the State and Social Work Profession. The effects of this relationship upon the manpower crisis will then be determined. For the purpose of examining this problem (effects of manpower crisis), Marx's concept of alienation will be outlined here

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- 1) Co-opt, essentially means in this context to "buy the opposition off." This is done by giving way to appease them in a threatening situation.
 - 2) What is meant here basically, is that since co-option, the Government has increased power, due to the commitment drawn from Buthelezi to the new dispensation (i.e. incorporation into the existing political system.) Therefore, despite the fact that Buthelezi is closer to holding total power, it will be more difficult to increase that power in the next trade-off.

and employed subsequently in Chapter 2. Alienation is a very old concept, dating back to earlier writing than that of Hegel. However, he laid the foundation upon which the Marxian concept is based.

It is useful to make a distinction between subjective and objective aspects of alienation, particularly with regards to empirical studies. The subjective aspect of alienation, refers to the individual's experience and his description of these experiences. The focus of interest is on the subjective point of view of the actor, and concerns social-psychological conditions as work satisfaction. Despite the fact that the research study to be documented from Chapter 3 onwards, incorporates no variables from which subjective measurements of alienation can be obtained. This dimension of the concept will still be of practical relevance in subsequent discussion to be led on the manpower issue. However, the power analysis to be set forth in Chapter 2 will draw mainly on the objective dimensions of alienation.

There are two possible interpretations of alienation as an objective phenomena. Firstly, it can refer to the study of objectively observable behaviour. The focus of interest is still on social-psychological conditions, but it is distinguishable from the subjective aspect of alienation, in that the observations of the behaviour are independent of the subjects' report of the experience. This poses two problems;

- (1) under what circumstances the individual will become aware of his "alienated" behaviour
- (2) there must be an assumption, furthermore, that "alienated" behaviour is identifiable and that alienation can be equated with this manifestation of "alienated" behaviour.

In the second interpretation of alienation as an objective phenomenon, the focus of interest is on social conditions which characterize a particular social structure and make for particular types of social relationships. This interpretation is of practical relevance to the power analysis, since it has already been mentioned earlier, that the manpower crisis is largely a structurally related issue, even though collective individual decisions to leave the job or profession directly manifest the situation statistically. These decisions will be given consideration within the context of the ambient structural relations which prevail in Social Work in South Africa.

The concept of alienation may be defined as follows;

"Alienation is a state or process which relates to man and his environment which includes other social beings and significant social constructs, both ideal and concrete"⁽¹⁾

Information on all aspects of alienation, which are cited on this page have been drawn from an unpublished Master dissertation by Ann Bekker; entitled; A Sociological Study of Alienation - particularly pages 6-7.

- 1) definition of Alienation is gleaned from Bekker's unpublished Master Dissertation, entitled A Sociological Study of Alienation - particularly page 8.

Marx's concept of alienation will be used to examine the nature of the relationship between social workers and the State who controls their practises. In essence, the author will be endeavouring to determine the degree to which alienated labour relations prevail between the Social Work profession and the State. Marx says that alienation is a process which totally effects the mode of production.⁽¹⁾ Here Marx is speaking of the mode of production which prevails in society at various stages throughout history.⁽²⁾

"Hitherto, every form of society has been based on the antagonism of oppressing and oppressed classes.⁽³⁾ But in order to oppress a class, certain conditions must be assured to it under which it can continue its existence. The serf, in the period of serfdom, raised himself to membership in the commune, just as the petty bourgeois, under the regime of feudalism, managed to develop into a bourgeoisie." Such modes of production are defined according to specific epochs e.g. serf v/s lord under the feudal epoch and proletariat v/s capitalist under capitalism.

For the purpose of analysing the manpower crisis, it will be necessary to reduce Marx's macro perspective of his concept (Mode of Production) i.e. his overall application of the social relations of production under capitalism, into a micro perspective for specifically examining

- 1) mode of production is defined as consisting of both the existing forces of production and the existing relations of production
- 2) "From the Materialist Conception of History" summarized by Edward, Reich and Weiskopf
- 3) class is defined by the relationship to the means of production e.g. serf v/s lord in their book entitled The Capitalist System - particularly page 54

Social Work-State relations. This is realistically possible since both macro and micro relationships spoken of above, are dichotomous⁽¹⁾ by nature. Furthermore, the welfare structure in South Africa is part of the prevailing capitalist order of our society.

Macro: capitalist \longleftrightarrow proletariat
 Micro: state \longleftrightarrow social work profession

Hence the theoretical framework which govern the macro relationship set forth by Marx, can be applied to the micro situation which prevails in the Social Work profession.

It is of interest to note here, that according to Marx, the social relations arising from a particular mode of production, are quite inflexible and resistant to change, where the forces of production, technology and knowledge are much more flexible and subject to rapid change. One of the important reasons for the inflexibility of social relations of production, is that these asymmetrical power relations are entrenched in the State. For Marx, a change in the political structure, therefore, is a necessary prerequisite for change in the economic mode of production and the supersession of the economic as well as the political aspects of alienation.

Throughout this chapter, the background information pertinent to an

1) Dichotomy, means objects which stand at pollar opposite ends of a scale to one another, but are dependant on each other to remain in such a position on this scale. Hence, their interaction continually reinforces their respective positions.

understanding of the Social work profession, has been set forth in some detail. Two theoretical concepts which are especially relevant to this study, have been documented in section 1.4. Other more particular theoretical perspectives which are going to be adopted at times will be made clear at the relevant points in the body of the report. To apply the concept of alienation adopted by Marx, first requires an understanding and application of his concept - Mode of Production, since those concepts are infinitely related. Therefore the understanding of one reinforces the applicability and understanding of the other. Pragmatically conceived, the study is to a large degree a survey of a very extensive situation, rather than a systematic testing of theories. The role of theory is therefore to assist informed comment and interpretation of the manpower crisis, rather than to proclaim confident predictions.

CHAPTER 2

THEORETICAL ANALYSIS OF THE STATE'S RELATIONSHIP
TO THE SOCIAL WORK PROFESSION, WITH STRUCTURAL
ALTERNATIVES FOR ALLEVIATING THE MANPOWER CRISIS

The central feature of this chapter will be the power analysis of the Social Work profession - State relationship. However, an analysis of this nature would be justifiably incomplete without a sober examination of alternative strategies, for either dismantling or improving this relationship, since it will become apparent that the outcome of this relationship is largely a reflection of the existing manpower problem in social work throughout South Africa. In accordance with the concluding lines of chapter one, this interpretation must not be mistaken for a prediction of the situation, since such is largely based on rigid statistical research, rather than upon a loosely structured theoretical analysis. The most that may be achieved from such an analysis is a breakdown of these structural relations, in terms of the conceptual framework set forth in section 1.4. Interpretation of this situation will be largely subjective, but informed by this conceptual framework. The product of this analysis must take the form of a realistic assessment of the alternatives for change, or else the analysis will remain embedded within the realm of theoretical "ivory tower" type speculation.

Before embarking upon an analysis of the social work profession - State relationship, the factors contributing to the manpower problem must first be documented. This will be followed by an indepth

examination of certain structures and their rôle played in the system, outlined in FIG. 1. The States rôle has already been documented, but further elaboration will be of importance to the power analysis. In this instance, an understanding of the rôle played by the professional societies is indeed critical to this issue, since they are the only united or semi-united structure for representing the needs of social workers per se. Only once such ground work has been laid, can the analysis, and alternatives for change be documented.

2.1 STATEMENT OF THE PROBLEM

"It goes without saying that people who undertake such emotionally and physically draining work should be paid adequately, but, sadly this is not the case."

- The Daily News

6 February 1982 -

The social work profession in this country has been experiencing a steady decline in its manpower over recent years. However, at the beginning of 1982, it was accepted by practitioners, that the manpower problem, particularly in Durban, had reached crisis proportions. The degradation and exodus of young social workers from the profession, is believed to be the result of poor salary structures and working conditions. Many have departed, to seek more lucrative jobs in the industrial and commercial spheres, while student numbers at sixteen universities and colleges around the country experienced an overall decline in registration of first year students from 1980 - 1981, of approximately 38% (See Appendix D. 1).

Before examining the problems of working conditions as documented in a memorandum forwarded to the Government by three of the five professional societies, during April 1981. It would be of significance to devote some discussion to salary structures, since these in themselves are a "bone of contention." In the past eighteen months, teachers, nurses and occupational therapists have received appreciable salary increases. Unfortunately, at the time when information for this research was being collected, these new salary scales had not been made available to the public. It is believed by social workers, that these professions which were once on parity with social work, are now considerably ahead financially.

In table 1 on the following page, attention is drawn to a comparison made between social workers and administrative staff salary structures. Both sets of statistics documented here, apply to individuals employed in the public service. These salary structures do not compare favourably, since a social worker who has completed at least three years university education, starts with a salary of R540 per month. The administration assistant with a matric and three years experience is earning R434. This is only a difference of approximately R110. The reward for taking the risk of undergoing tertiary education is inadequate. Consideration must be given to the fact that university entrance fees for the minimum degree qualification is + - R1 000 per annum. Table 2 pg.45 will give the reader an indication of how the fees escalate annually.

TABLE 1

A COMPARISON OF SOCIAL WORK AND
ADMINISTRATION STAFF SALARIES

<u>MESSENGER</u>	<u>ADMIN. ASS. (MATRIC)</u>	<u>SEN. ADMIN. ASS.</u>	<u>ADMIN. OFF. MATRIC + 7 YRS.</u>
2301x195-2886x 249-4380	4380x249-4878x276- 6534x312-7470	6258x276- 6534x312- 8406x414- 9648	9234x414-10890x 570-13740
1. 2 301	1. 4 380	1. 6 258	1. 9 234
2. 2 495	2. 4 629	2. 6 534	2. 9 648
3. 2 691	3. 4 878	3. 6 846	3. 10 062
4. 2 886	4. 5 154	4. 7 158	4. 10 476
5. 3 135	5. 5 430	5. 7 470	5. 10 890
6. 3 384	6. 5 982	6. 7 782	6. 11 460
7. 3 633	7. 6 258	7. 8 094	7. 12 030
8. 3 882	8. 6 534	8. 8 820	8. 12 600
9. 4 131	9. 6 846	9. 8 820	9. 13 170
10. 4380	10. 7 158	10. 9 234	10. 13 740
	11. 7 470	11. 9 648	
<u>SOCIAL WORKER</u>	<u>SEN. SOC. WKER.</u>	<u>CONTROL POST-CHIEF</u>	<u>DEPUTY DIRECTOR</u>
6534x312-8406x 414-10062	10062x414-10890x 570-14310	14310x570- 16590x849- 18288	
1. 6 534	1. 10 062	1. 14 310	1. 18 288
2. 6 846	2. 10 476	2. 14 880	2. 19 137
3. 7 158	3. 10 890	3. 15 450	3. 19 985
4. 7 470	4. 11 460	4. 16 020	4. 20 835
5. 7 782	5. 12 030	5. 16 590	5. 21 684
6. 8 094	6. 12 600	6. 17 439	6. 22 533
	7. 13 170	7. 18 288	
	8. 13 740		
	9. 14 310		

TABLE 2

ENTRANCE FEES FOR A BACHELOR OF SOCIAL SCIENCE DEGREE
AT THE UNIVERSITY OF NATAL FROM 1979 - 1983

ACADEMIC YEAR	ENTRANCE FEE	AMOUNT FEES INCREASED ANNUALLY	ANNUAL % INCREASE OVER THIS PERIOD
1979	R630	-	
1980	R700	R70	11
1981	R840	R140	19
1982	R920	R80	11,9
1983	R1 100	R180	19,6
TOTAL	-	R470	

Calculation of percentage derived using a changing base..

These figures have been compiled from university accounts for the last five academic years.

A table of percentages, using R630 as a constant base, indicates that university fees have increased by 18% p.a. over the last five academic years. Further comparison of the salary structures in table 1 indicate that if promotion is held constant for both employees, there is a R732,75 difference in the monthly income, once the highest notch has been reached. Should promotion be non-existent in each case, it will take 31 years for the administration officer as opposed to 28 years for the social worker to reach the end of their respective scales. By this time, the social worker may have obtained a PhD in social work. The only reward he may receive for post graduate study may be a notch or two increase, meaning that he will reach the end of his salary structure more rapidly. However, once at the top level i.e. "deputy director," he will only be earning R22 533 per annum, which is equivalent to a monthly salary of R1 877,75.

To reach a PhD qualification, takes anything between 7 - 9 years from the time one enters a university. Most of the post-graduate work having to be completed on a part-time basis. The credit for this level of education, is not at all adequate, considering that the local newspapers are frequently running advertisements for top business managers. The salaries here, are highly competitive, with the top management strata earning in the region of R40 000 per annum. This is approximately R3 300 per month, and nearly twice what social workers of a comparable position earn. Furthermore, some of these individuals have not completed a university education. The administration officer, to reiterate for a moment, basically undergoes inservice training, which is paid for by the organization by whom he is employed.

Very seldom do these people receive higher education at technikons or colleges in the country, and even more remote, is the possibility of a post graduate university education. However, the author must concede here, that with the large numbers of BA and B. Soc. Sc. students graduating today, the labour market cannot absorb them. Thus the degree is devalued because people with such qualifications are not in short supply, but the jobs that they aspire to obtain are few. Many of these graduates use Government administration posts in a short-term fashion, thus gaining experience to launch into high management positions offered by private enterprise. It would be unfair to categorize social workers with other BA and social science graduates, because they enter the employment market with specific skills, for practicing social work. At the university of Natal, social work students have to undergo practical training during six weeks of their end of year vacation, at the end of both first and second years of their education. Monetary remuneration for these practical periods is not granted to students.

Bursaries to study social work are difficult to obtain, and the Commission for Administration offers about the best, being R2 400 per annum. However, until very recently, female students were not eligible for such bursary funds. These bursaries are designed to attract manpower into the Government service, and for each year the bursary award is made, the candidate is obliged to service a year in the public service. However, bursary systems of this nature are not available to attract employees to the private agencies. In essence, the State Departments have a monopoly over the manpower, because

not only attractive bursaries awarded, but the pension scheme, medical aid scheme and housing subsidies make for security and permanence in such jobs. Private agencies do not have such attractive fringe benefits to offer their employees. In 1981, the maximum subsidy for a white person's salary was R402 a month, paid by the Department of Health and Welfare. Subsidies for other population groups of social workers were lower, meaning their organizations had to find more money from private means to pay them. One social worker has been quoted as saying "organizations do not like taking on new people with eight years experience because they just cannot afford them;" another is quoted as saying "they prefer graduates."⁽¹⁾

Social workers are experiencing many problems with their working conditions. These have been reported to the Government in a memorandum compiled by three of the existing five professional societies. Let us explore these issues in greater depth, many of which have already been mentioned in past discussion, but will be elaborated upon here. With regards to salaries, it has been requested by the abovementioned bodies that equal subsidies be paid by all relevant Government Departments.

In South Africa, the State only subsidizes posts based on two methodologies, namely, casework and group work. However, it is very difficult to obtain a group work post, because the State only recognizes the need for the practise of this methodology in institutions that

1) information published by the Daily News on 6 February 1982

deal with alcoholics and drug dependents. However, other settings make ample use of this methodology at their own expense. These agencies have two alternatives, firstly, they may draw entirely from their own funds to maintain this post, or secondly, they may receive the post for case work purposes, but split this caseload among the other workers, so allowing one individual to become a group work specialist. The same applies in the case of community workers, which is unfortunate because they have a fundamental role in any social work agency. A community worker is able to reach more people in the community than a casework practitioner who is confined to an office in the agency with a fixed clientele. The community worker has the rôle of educator to play, informing the community of her particular agency's function, and the types of services it is able to offer. If this task alone is conducted effectively, an agency's work may be reduced by at least one-third, since individuals will not have to be referred to so often. This cuts down the administration work, and the work of the intake officer. If the community worker conducts research, she is likely to diagnose with accuracy those areas that are most in need of the agency's service. Planning is essential to the effective performance of any agency and starts with the information collected by its community worker. The community worker is likely to be the most politically oriented individual in the agency, because her observations and research will reveal all the inadequacies of the welfare system.

There are many complaints about the high case loads in some agencies, this is well in excess of 100 per social worker. This is unrealistic, since the work is emotionally draining. Even the existing case

load norms held by the Department of Health and Welfare, for the allocation of posts to private agencies is high. The cases are scored according to a points system, based upon criteria for differentiating degrees of importance, set forth by the Department of Health and Welfare. The minimum requirements is either sixty cases or a score of 225 points, these measurements are supposed to be equivalent to one another.

Private agencies embark upon new projects which they have to fund entirely. Fund raising can be difficult in some instances, since the activities of some agencies have more public appeal than others, e.g. child welfare and associations for the aged. Furthermore, it is difficult to raise funds for projects that are going to have results which do not take the form of tangible objects. For example, funding bodies are more prone to donate R10 000 for the alteration to an existing resource in the community, rather than allow that money to be used for administration and social workers salaries. With the result being, that it is a fairly simple task to motivate for a new vehicle, but it is a different story to raise funds to maintain and run it. To this end, the profession is requesting that the Government subsidizes new projects if required, on a pilot scheme basis for a fixed period of a minimum of one year before re-assessment and continuation of the subsidy on a permanent basis. Many projects that are able to improve the welfare system, never leave the drawing board. These are usually very costly, and may result in the provision of a service which is not tangible, such as buildings or motor vehicles, in the donors' eyes.

Private agencies are largely run by lay committees, with the people in positions of power not being qualified social workers. This committee membership, is voluntary, and usually consists of individuals who are managers of businesses in the commercial and industrial world. Thus many lack the understanding of welfare matters, furthermore, others are not empathically inclined to deal effectively with welfare matters at the planning level. In essence, many organizations are being run by people who are not sufficiently qualified to occupy such positions. In some cases the chief social worker may not even be represented on such a committee. Even in cases where she is, it may be very difficult to sell her ideas and gain the support necessary to operationalize these. Here a phenomena of "top down"⁽¹⁾ administration prevails. The social workers at agency level, are completely divorced from the decision making processes, since these reside in the hands of management. Agencies that are not affiliated to a national council, suffer most, since such structures advocate on behalf of the workers at agency level. Unfortunately, this membership is voluntary, and many agencies decline taking up affiliation, since their management and executive committees become threatened. Such controlling bodies claim that national council continually pry into matters that do not concern them. The fact of the matter is, that the council acts in the best interest of that specific field of social work for which it has been formed to represent. They endeavour to propogate the highest standards of practice possible, and show concern about affiliated organizations who are not giving the best they have to offer to the

1) "top down" is a term used in American and British community organization literature, which seeks to describe community development efforts initiated by the State or local authorities.

community. Managements and executive committees who are accountable for their activities, have no fear being affiliated to a national council. Social workers and agency directors who do not have a good working relationship with their management, become "yes men" having to obey management in humble obedience. It has therefore been requested by the profession, that the State enforces a ruling, making it compulsory for agency directors of private welfare organizations to be qualified social workers and occupy a control post as in the Department of Health and Welfare.

These are some of the changes to the profession which have been requested by the social workers at agency level. In essence, they are seeking a new deal for social work. These incorporate a progressive salary structure, which will not be documented here since apparently it is already out of date, due to inflation.

2.2 THE ROLE OF PROFESSIONAL SOCIETIES AND THEIR EFFECTIVENESS

Let us consider for a moment the manner in which the professional societies have dealt with the manpower problem to date.

The exodus of social workers from the profession, together with correspondingly low university entrance figures for the under graduate social work course, are physical manifestations of the manpower crisis. Research by some professional societies was undertaken, and the findings were documented in a memorandum. This was subsequently submitted to the Minister of Health and Welfare during April 1981. However, by the beginning of February 1982, the Minister had not released a satisfactory

statement on the matter. The professional societies began to apply pressure, by releasing statements to the local press throughout the country. The Daily News published on 10 February 1982, carried the following reports;

"Durban social workers are supporting a nation-wide move to win better service conditions and salaries from the Government"

"Mass meetings are to be held in the major centres around the country to discuss salaries and service conditions in South Africa, and how the state of work affects the people they deal with"

The Minister said that social workers would have to wait twelve to eighteen months before the conditions were improved. This was unsatisfactory to the professional societies, and the matter attracted a great deal of publicity. The mass meeting held at the city hall was attended by 130 social workers of all race groups, possibly only representing two of the five existing professional societies. This figure only represents 2,8% of the estimated 4 700 registered social workers in South Africa. Considering the seriousness of this problem, i.e. manpower crisis, together with the factor that Durban is the third largest city in the country, it becomes evident that the attendance of this meeting was very low. It has been said by social workers that the phenomenon can be attributed to the fact that many social workers are still on holiday at that time of the year. The author would like to suggest that the attendance reflects largely, the

mediocre attitude of social workers towards this issue.⁽¹⁾ Tables 3 and 4 illustrates the point being made here.

TABLE 3

B.408

RESPONDANTS REACTION TO FUTURE DECLINE IN SOCIAL WORKERS'
SALARIES AND WORKING CONDITIONS

CATEGORY	CODE	FREQUENCY	% OF SAMPLE
NOT A REAL ISSUE	1	24	28,9
EQUIVOCAL/IRRELEVANT	2	7	8,4
REAL ISSUE	3	52	62,7
TOTAL		83	100,00

TABLE 4

ORIENTATION TOWARD FUTURE DECLINE OF THE
SOCIAL WORK PROFESSION

CATEGORY	CODE	FREQUENCY	% OF SAMPLE
POSITIVE/TOLERANT	1	21	25,3
EQUIVOCAL/NOT SURE	2	23	27,7
NEGATIVE/INTOLERANT	3	38	45,8
TOTAL		82	98,8
MISSING CASES 1			

1) issue: "the manpower crisis, not specifically salaries or working conditions."

These tables are drawn from a study gauging white Durban social workers' attitudes towards their jobs and profession. This study will be outlined in chapter 3, but the information set forth above, are two sets of responses based on question 21 (Appendix A) designed to measure commitment and stability in social work. TABLE 3 indicates that 62,7% of the total sample, feel that future decline in salaries and working conditions is an issue of relevance to them. However, TABLE 4 illustrates that a lesser 45,8% are intolerant to future decline in the social work profession. Salaries and working conditions are more easily identified as issues of importance in the minds of individuals, than an actual decline in the profession. Yet, both matters are infinitely related to the extent that they are inter-dependant of one another. While concerned about salaries and working conditions, the real issue, namely an improved profession, becomes of secondary importance to these individuals. Hence the depressed mediocre attitude of social workers when the idea of group oriented action is suggested.⁽¹⁾

1) What the author is suggesting here basically, is that individuals want to take action with regards to work conditions and salaries, but many feel that the structures which determine these factors have to be changed. They immediately become overpowered by such thoughts, because the structure is seen as all powerful and beyond their ability to change. "The structure is reified in the minds of individuals."

TABLE 5

EFFICACY OF RESPONSE/MEASUREMENT OF INITIATIVE
TOWARD DECLINE OF THE SOCIAL WORK PROFESSION

CATEGORY	CODE	FREQUENCY	% OF SAMPLE
EMOTE	1	15	18,1
OPINE	2	31	37,3
ACT	3	26	31,3
AGITATION	4	11	13,3
TOTAL		83	100

Table 5, further serves to reinforce the argument outlined above. Only 13,3% of the sample are prepared to stay in the profession and participate in collective action, i.e. strikes, mass walkouts etc. This, in opposition to 31,3% whose action to future decline would be to leave the profession. While the remaining 55,4% only express strong feelings or opinions on the issue, many of whom claimed to feel powerless in this situation. The sample upon which this research is based, was drawn from ten magisterial areas located around the centre of Durban. Therefore, the number of social workers within and beyond these boundaries of all race groups, must approximately number +- 500 indicating an attendance of the mass meeting of around 26%. This figure is substantial, however, the numbers who will actually be

prepared to take some form of concrete action, may be considerably smaller.⁽¹⁾

In the light of individual attitudes, which appear to prevail amongst white social workers in Durban, strategies upon which collective action may be based are limited. Under these circumstances, the professional societies have very little power over the situation. Their membership is voluntary, and therefore is only a partial representation of social workers' feelings on the matter. Unlike trade unions, these professional societies are ill-equipped to deal with this issue. This problem may warrant action which is contradictory to their values of professionalism. Furthermore, the social worker is in a strenuous position with regards to professional status. These societies are an attempt by the profession to improve the image of social work, and thus increase their acceptability as a profession in the eye of the community and other disciplines. Radical action may destroy what has already been achieved in this area. The development of a trade union for social workers, may possibly be a better alternative for dealing with this problem, since it is concerned with winning gains for individuals. This in opposition to the professional societies, who would like to win gains in this manner, but fear compromising on their existing professional image.

A major problem of the professional societies, is that they lack co-ordination. This serves to disjoint their ranks and divides their

1) It is not being suggested here that this depressed attitude towards the profession prevails throughout the country. However, if this is the case, the changes of organizing co-ordinated collective action, is reduced considerably.

power to act effectively. Co-ordination on issues of mutual interest must be developed between these professional societies. This in itself is a difficult problem because these societies like the political order, are organized largely along racial lines. Thus the overriding political structure reinforces this behaviour in the lesser structures which surround it. Some professional societies are based upon religious values, creating even greater difficulties for negotiation and co-ordination. Religious values tend to be stronger culturally than others, and in some instance reinforce racial values. The power to reason with people who are religiously oriented may be less, since some tend to be rigidly dogmatic. If the nature of the issue is complementary to their belief system the bonds for action are considerably strengthened.

Besides the formation of a trade union for social workers, the professional societies are the next best alternative for action. At present they have an important role to play as mediator between the workers at agency level and the State. Their importances lay in the fact, that they are the only structure which exists at present for dealing with the manpower crisis in a fashion that would suit the average social worker i.e. upon a basis of negotiation with the State. Furthermore, it appears to only be a matter of time before co-ordination is attained between all these professional bodies. This is the case since the Government recently referred the memorandum to the Council for Social and Associated Works, who promptly remarked that they cannot work with five different bodies on this matter. Therefore, co-ordination must be established before the manpower problem can be further investigated.

2.3 A PARSONIAN POWER ANALYSIS

Let us consider for a moment, the basic dynamics underlying the political manoeuvring surrounding the rise to power of a ruling elite, and the maintenance of its capacity to rule. The rise to power of a new political elite, may be based upon strategies of a democratic or non-democratic nature. The latter, is characteristic of situations whereby the existing political order is superceeded via the use of military means. In such instances, a military dictatorship is usually established, employing coercive measures to maintain a position of power. In the former case, a political regime may reach the seat of governing agent by democratic means. The commonly accepted procedure, is based on votes casted by all citizens of that society, the individual or party with the most votes in its favour is publicly pushed into the offices of power. The term of office is governed by the political constitution, which can only be changed through consensus of the people. Both democratic and non democratic orientations have one element in common, namely the maintenance of order in society. Even the most coercive dictatorship cannot maintain order solely by instilling fear into its people. The proposition of having a policeman at every street corner to investigate the slightest deviations, is highly unfeasable. The question may then be asked, "why do most people in society conform to most of the norms most of the time?"⁽¹⁾

1) This question emerges from the Hobbesian problem of order. Thomas Hobbs: Leviathan published, 1651 says "the world is a war of all against all, life is nasty, brutish and short." In terms of this statement, how is order maintained? Hobbs believes that order is based upon the establishment of social contracts.

The norms of society are internalized via the process of socialization. People conform, since norms are no longer external to themselves. It may be argued crudely that non-conformist behaviour is the result of the individual's inability to internalize certain norms sufficiently.

Social institutions play an important role in sanctioning and upholding the society's normative system. Such are the instruments for the attainment and maintenance of political domination. Any ruling elite, must exercise a certain degree of control over such institutions as the family, religion, education and social welfare. These are mechanisms upon which power exchanges are based. The ruling elite, evaluates each of these in turn, giving precedence to those it is able to use when trying to reach or maintain political power. For example, the military forces and police apparatus are of particular significance to those who govern in a dictatorship fashion. The first step therefore, would be to satisfy people holding these institutional positions in an attempt to ensure that rebellion does not emerge within their ranks. In this manner the Government may exchange some of its monetary wealth to obtain commitments and loyalty from these individuals. The money is a symbol of exchange for power, to buy the services of military men to protect the ruling elite. In societies ruled along democratic lines, popularity is a form of political power. In and through various social institutions the ruling elite may win popular support from the members of society.

The foremost aim of any ruling elite is to maintain its position of

political dominances, this is an undisputable fact, by western standards.⁽¹⁾ Thus it would not be crude or short sighted to interpret every activity initiated by a political system to be fully or partially, in the interest of maintaining its power base. Therefore, as a capitalist needs to accumulate wealth in order to exist, so to must a political system accumulate power for its existence. Power is the fuel which is necessary to keep the political machinery functioning. Society may initiate action which warrants attention from the ruling elite, its response to the situation, is largely shaped by the power trade involved.

Therefore, even the most benign acts propogated by Governments, are carried out to appease the members of its society. Thus hording off political threat and attracting support of both an internal and external nature. For example, political reforms in South Africa, may be popular among black people within the country, and surrounding States.⁽²⁾ It can be argued that Governments will not intentionally propose policies purely to engender goodwill amongst all people. The external manifestation may be observed as such, but the underlying dynamics indicate the subtle truth of the matter. What may be an act of goodwill today, may be part of tomorrow's strategy for gaining public support on contentious political issues. Every political

1) western standards, refers to life under capitalism, however, the Eastern bloc socialist societies cannot be disregarded, since they are run largely upon capitalist lines, e.g. "State capitalist." Therefore, any reference made to the capitalist world here, is applicable to socialism.

2) surrounding State; refers to the homelands

system makes its fair share of mistakes, and even phenomenon which are regarded as such, can be explained in terms of power manoeuvring that went wrong.

Every institution, organization or individual, who desires to enter a trading relationship with the political order, must have an exchangeable⁽¹⁾ commodity which is of value to the other party involved. Let us now consider what social workers have to exchange for the changes they desire for their profession. They certainly cannot guarantee an improved welfare service, for the purpose of engendering public support. However, if the State exceeded to the pleas of the welfare profession, it would automatically lay claim to any improvements that occur. The welfare system could possibly gain in popularity, but the State would steal much of the glory here. The power distribution from this trade-off, would favour the Government, more than the social work profession. The profession's power base would however increase slightly only in respect to its previous position and not to any significant degree in relation to its trading partner, e.g. South African Government

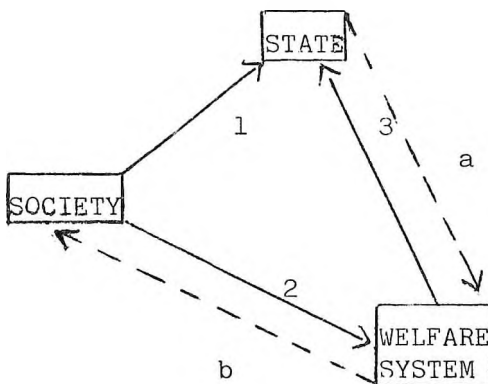
If the power strata of our society, manifested revolution tendencies, which posed a threat to the existing political order, action would have to be taken. Revolutionary potential can either be eradicated by coercive means, but a subtler approach of "buying" off this strata may be preferred. Internationally coercive action may be regarded as

1) exchangeable commodity, may be tangible or intangible. Ranging from wealth exchange through taxation to support through commitment.

inhumane, and only resorted to once all other alternatives have been explored. Therefore, if South Africa's poverty stricken strata is considered to be a potential political threat, the Government may align itself with the welfare system. It would exceed to the request of this profession, in an attempt to gain their commitment in this issue. Thus wealth is exchanged by the State, to obtain commitment from the welfare system. The social work profession, has won power in the form of influence that has been attracted from the State. This power for welfare, is achieved in an indirect manner based on the socio-economic circumstance of the poor.

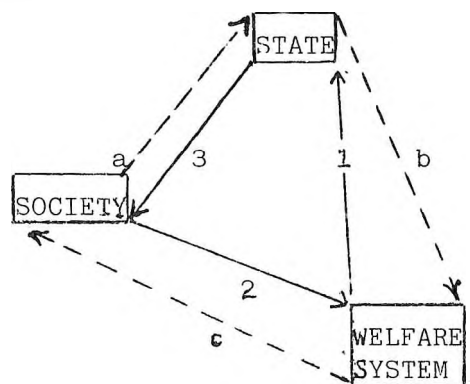
Both these situations mentioned above can be represented diagrammatically as follows:

FIGURE 2



The broken lined arrows, (a; b), represent better service conditions given by State to welfare profession. Improved welfare services which this profession is able to

FIGURE 3



Broken lined arrows (a; b; c) represent the following;

- (a) Potential by society's poor strata to revolt and destabilize the existing political

give the community. \bar{b} ; therefore is an intended or planned reaction by the State to a. Society acknowledges improvement to the welfare system. This is represented by arrow 2. However, society will attribute these improvements to State funding (1). Thus commitment to State and Welfare system is received from society, hence (1) and (2) again. Arrow 3 represents the Welfare Systems increased commitment to the State. This is attributed to two factors;

- 1) Increased welfare spending by the State to improve working conditions.
- 2) Support from society which increase the esteem of the social work profession. Thus the State through community support indirectly finds some favour with the welfare system.

order.

- (b) The State recognizes the threat and decides to use the welfare system to hold off revolution. Any potential, hence finance to improve social work profession.
- (c) Society receives improved welfare services, which is an indirect result of (b)

Arrows (1; 2; 3) represent the following

- (1) Here the welfare system gives the State deeper commitment, for the finances received to improve the profession
- (2) Society acknowledges improvements by giving commitment to the welfare system (thus indirect commitment to the State)
- (3) The action of the State represented is by broken line arrow (b) Arrow (3) is the consequence, hence revolution potential has been staved off.

These examples are rather simplistic, since social systems are very dynamic, therefore making it difficult to monitor their behaviour, and predict with a reasonable degree of accuracy, future movements. The analogy of a chess game can be used here. One player's movements are usually based on a prediction of his opponent's future movements. Just like chess players have to think a few moves ahead when trying to outwit their opponents, so to must Governments think in the long-term sense before rejecting a trade-off which has no immediate gains. Thus the State may exceed to the pleas of the social workers, in exchange for their commitment in the distant future. In one sense this sort of planning is like an insurance policy, in that small contributions now stand to pay great dividends later. But a risk of negative returns is always involved.

Trading is a manipulative procedure, and the power holders in a situation are usually the manipulators. In both the above described situations, the State is the manipulator, because it will achieve the most gains in the final analysis. These are two isolated accounts of how the welfare system may be used by the State. In reality, other institutions such as religion and education may become instruments of propaganda to instill a false consciousness into the poor strata. (1)

These institutions are reinforcements in this instance. The problem in question must also be seen in relation to others which are simultaneously threatening the political order. The State is likely to

1) "false consciousness" a concept used by Marx to explain why the proletariat class has not revolted and overthrown the bourgeois class. Here the State endeavour to propogate the "good" side of its' governing, indicate the stable state of the economy etc., while many may be starving.

devote attention to the more serious issues first and foremost. A trading relationship may be embarked upon with welfare, if this institution can deal simultaneously with several problems that harris the State. The concept of trading is more abstract than has been realized in this discussion. Therefore, one may have to research a trading relationship before it begins to make sense.

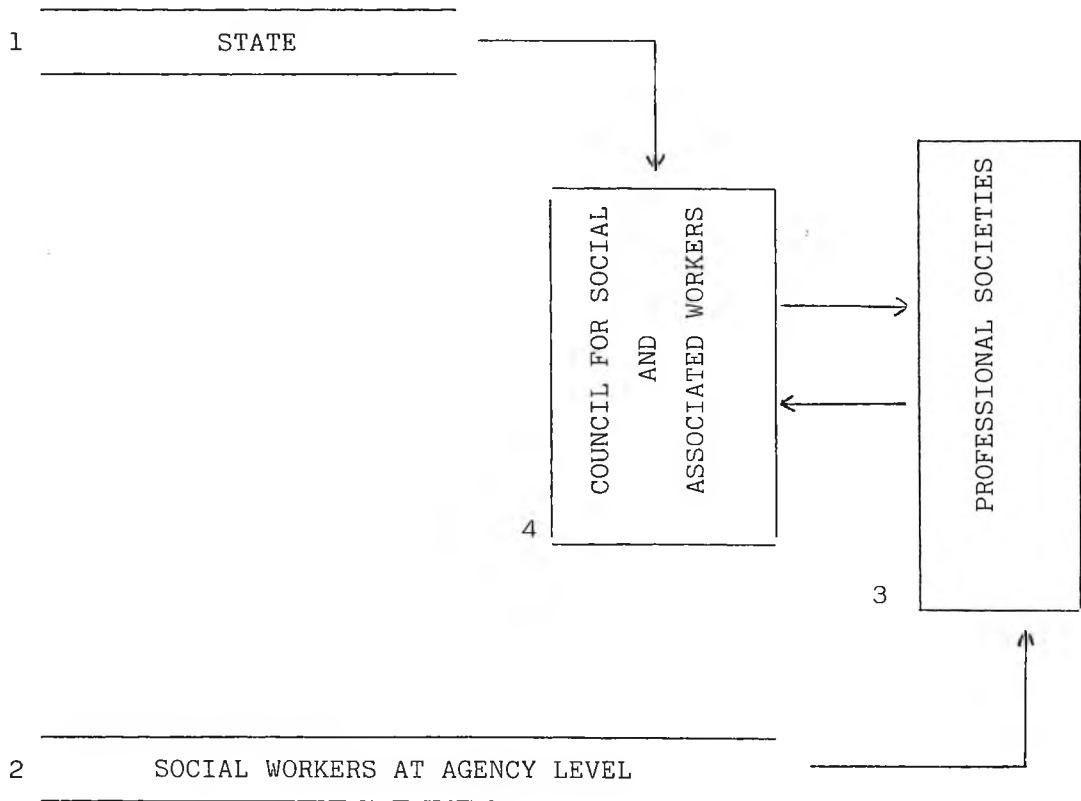
Much of the social work profession's power for trading with the State, is encapsulated in various pieces of legislation. Legislation rigidly defines the criteria upon which the relationship is based. The State invests power in the social work profession to perform certain statutory functions, at the same time protecting its own interest by carefully defining the areas where power is to be exercised. Therefore in exchange for the various financial forms of assistance received by the profession, it has little choice in determining the criteria upon which their trading relationship is based. Therefore, obligations to the State, serves to increase the commitment in this direction, simultaneously weakening the profession's power bases drastically.

The State has such a monopolistic grip over the profession, that this relationship is quite dictatorial by nature. Any action against the State outside the boundaries stipulated by legislation, is largely regarded as illegal. Thus the State is able to take legal action to counter act any form of threat which may come its way from the profession. Within legislative parameters, the profession can do little of significance to persuade its partner to provide it with the necessary material gains to improve the existing situation. Legally

the profession can only hope to increase its dependency upon the State, but how this is to be done is not quite certain. The political, economic, and social circumstances in South Africa at present are sufficiently stable enough not to warrant any form of political disorder, that the welfare system can assist in stabilizing. Thus, welfare as an institution, cannot be employed in an indirect manner at present. Therefore the State is not obliged to exceed to the pleas of the profession. Somehow the profession must develop methods for pressurizing the State in such a manner, that it is forced to respond with improved financial support. This matter will be pursued in a later discussion.

Despite the numerous problems that plague the professional societies, they are still the best bodies for winning improved service conditions. This can be attributed to the fact that their function is not controlled by welfare legislation. The Social and Associated Worker's Act no 110 of 1978, make provision for the Council of Social and Associated Worker's to negotiate on behalf of the State with the professional societies on certain matters. Thus, the professional societies are able to take the chance of behaving like trade unions without being enfeathered by trade-union legislation. It can be suggested therefore, that should the internal problems of the professional societies be overcome rapidly, a fairly potent power based for action may emerge. This could be further strengthened by making professional society membership compulsory.

FIGURE 4



In FIG. 4 above, the channels upon which change can be based, is illustrated. The social workers at agency level are represented by the professional societies, while the State has the Council for Social and Associated Workers representing its interest on the matter. This Council will liaise with the professional societies on the problem of service conditions. Social workers that are represented at agency level, do not include those employed by State departments, even though they are allowed to join their local profession society. Their employment positions put them in a tight situation, since outright support for workers of private organizations may cause them to be dismissed from their jobs. Besides, their service conditions are the best offered to social workers under the South African Welfare system.

This sympathetic action in favour of their colleges in private agencies, may only jeopardize their own positions. In the future a great deal of success in dealing with the manpower problem will lay with the professional societies. Two factors are of importance here,

1) Firstly, popular leadership, which is acceptable to all societies, must emerge. These leaders will have to be progressive in their thinking, planning carefully for the long-term development of the profession, while taking appropriate action to alleviate the prevailing short-term circumstances. This will involve people who are revolutionary thinkers, that are progressive in every aspect of their functioning, ceasing upon any opportunity for change that may pass their way. It will have to be a leadership base which inspires its membership to participate in the necessary collective action for gains. 2) Secondly, the people will have to adopt increasing support for their respective societies, working towards one united body. This will help to mend the present divisions in their ranks, which at present is limiting the success changes of collective action.

Finally, the various national councils, have their contribution make on the matter, by negotiating with the professional societies on problems of mutual interest. In this manner, they will be able to conduct joint research, devising and implementing strategies which are suitable for dealing with the problem.

2.4 A MEASUREMENT OF STATE DEPENDANCY AMONG WHITE DURBAN SOCIAL WORKERS

The professional societies are seeking a "new deal" for social work.

Their requests for improved salaries and working conditions is strengthening the existing dependency relationship with the State. This plea for improvements, creates a dilemma for the South African Government who holds anti-welfare State policies, and is confronted by a rapidly declining welfare system. The State has to carefully evaluate the situation, asking itself how much more dependency is required before its anti-welfare State policies become endangered? The answer is going to determine the future of social work in this country. If the State exceeds to the requests for improved salaries and working conditions, it will have to pour more finances into the existing system. With future fluctuation in the economy, this sort of action will have to be repeated from time to time. In this manner, the State will become increasingly responsible for the maintenance of the welfare system. The rules which uphold anti-welfare State policies, will have to be bent, and eventually abolished. The other alternative would be to compromise, and only exceed partially to the pleas for improvement, while simultaneous arrangements are made with industry to transfer part of the maintenance of welfare onto their shoulders in exchange for reasonable tax concessions.

At present, the State treads a fine line between the partnership with the welfare system, and the actual formation of a welfare State. In the 1982 budget, the State allocated the second highest amount to welfare spending, while defense spending topped the bill. In the study of white Durban Social Worker..... profession, sixty-three of the eighty-four respondents were drawn from eight of the largest agencies (Appendix B 2). Sixty of these respondents' salaries are subsidized

by the State. This indicates that approximately 76% of this sample are Government sponsored in this manner, meaning that agency's of employment only fit the bill for 25% of each worker's salary. This illustrates a measure of dependancy which embraces this partnership. The percentage of State sponsorship may have been much higher, had there been information available from agencies that only employ one social worker. This measure reflects a high measure of State dependancy among white Durban social workers, solely with regards to salary subsidization.

2.5 ALIENATION FROM DECISION MAKING PROCESSES

The welfare system in South Africa is centralized, with the State departments co-ordinating and planning the services on offer to the community. Much of this activity is enshrined by the elaborate bureacratic procedures that have to be undertaken before any changes or developments come into effect. The existing structures for channelling information are long-winded and alienating. The messages which are transmitted between agency and State, have to pass through other levels (e.g. National Councils) before they are eventually received. This is largely a basis for developing misunderstanding and misinterpretation of situations. The worker at agency level (i.e. private agencies) quickly becomes frustrated with her job, because no channels exist for propogating ideas and possible improvements to the existing services. Information largely flows in a top-down manner, without adequate feed-back systems. In future, the professional societies may be of assistance in this respect, providing this feed-back work. Thus, social workers are not only dependant upon

the State, but are powerless to act effectively in situations where inadequate resources exist. For example, a child who is found in need of care according to the Childrens' Act of 1960, may have been placed in a childrens' home, because foster parents cannot be found. The child may exhibit problematic behaviour which the home's staff is inadequately equipped to deal with. The only alternative therefore, is to have the child removed to a school of industries. Such placement, may not always be in the child's best interest, but no intermediate resource exists to accommodate such an individual. Many problems of this nature exist, and social workers have no channel for ventilating their feelings on these matters to State planner and other centralized decision makers. The caseload norms, make it impossible to render a service of benefit to the client. No time is available for the implementation of intensive casework services, especially in the instance where a worker may have 100 cases, 70 of which are active. Even with the most efficient planning of one's day, it is virtually impossible to make any headway. This becomes emotionally taxing, especially for young workers, who have recently graduated. They usually go about their tasks enthusiastically, and after a short period of time, suffer from the "burn out syndrome."⁽¹⁾

Marx says that the labourer under capitalism is alienated from the community which he manufactures, because he does not eventually own it. Even the materials and the decision making processes which go

1) This is a relatively new American concept, for explaining why social workers quit the profession after a short period of time. Social workers may find that the work is too stressful, and lose interest, because they are achieving little or no satisfaction. Their capacity to cope both emotionally and physically usually breaks down.

into the manufacturing of any product, are determined by management. Thus it is evident from this scenerio that the social worker, supposedly regarded by the State as a "professional person," is not that much better off than a production line worker when it comes to making major decisions. It is of significance to note, that both sell their labour as a commodity. The worker in private industry, sells his skills to the capitalist, while the social worker sells her labour to the State, even when employed in private agencies.

The State therefore operates largely along capitalistic lines, since its management like that of private industry, has a political reserve over all major decision making processes. In both instances, the employee is treated solely as a wage labourer, who must act in humble obedience to the existing order of the organization. Attempts to change the order are usually severely reprimanded, because they pose a threat to those in control, questioning the authority of their positions.

Just like the worker according to Marx is alienated from the finished product, so too is the social worker alienated from the results achieved. This occurs, because any action taken by a field worker is done on behalf of the agency director, and is sanctioned by the social worker's supervisor. Therefore, all programs to be implemented, or action persued, is first censored by the supervisor to check that it is in keeping with agency and State policy. Activities that do not meet these criteria are rejected, even if they provide the best alternatives for the clients treatment. Thus social workers' thinking in

thinking in every situation, is molded by the agency in which she is employed. The scope for exercising initiative is very limited in most instances, especially in State departments. The irony underlying this alienation, being that social workers are trained at universities to exercise initiative in work situations, but in reality they have responsibility thrust upon them. This blocks out their own ability to exercise initiative and be responsible for their action. They are largely being responsible for decisions not entirely of their own making. When a plan backfires, they are reprimanded and criticised on some occasion, this may even reach the mass media. However, when the workers perform effectively, they will receive very little acknowledgement from agency officials. If the situation comes to the notice of the news media, the agency will be showered with praise for its good performance. Social work is a team effort, and acknowledgements or dispersions should never be carried by one individual, as this only serves to place stress on performance, and can be an alienating factor. The latter is especially true in situations where an individual has to shoulder the blame for a plan that backfired. The author must concede that guidance of every worker in various situations is necessary, but this must be tempered to allow individuals to exercise initiative.

The problem of powerlessness⁽¹⁾ extended by Weber, beyond the industrial context as viewed by Marx. Of this extension, Gerth and Mills remark:

1) Alienation may be defined in many different ways , e.g. isolation normlessness, self-estrangement and powerlessness. These are particularly cited in a journal article by Melvin Seeman, documented in the American Sociological review, volume 24 1959 pages 783-791.

"Marx's emphasis upon the wage worker as being "separated" from the means of production becomes, in Weber's perceptive, merely one special case of a universal trend. The modern soldier is equally "separated" from the means of violence, the scientist from the means of enquiry, and the civil servant from the means of administration."⁽¹⁾

This is a very apt statement, since the welfare system needs to develop its own administration to deal with the powerlessness which prevails at present. By becoming increasingly dependant on the State for funds, the professional will never be able to achieve this end. Dependency creates a vicious circle, because in such a relationship, the needs of the lesser party are never satisfied. In a bid to achieve satisfaction, ever stronger bonds of dependency have to develop. This is only a way of bringing short-term relief to the circumstance, cure lays in the difficult motion of becoming independant.

2.6

BARGAINING TO ACHIEVE CHANGE

The social work professional, will have to devise strategy upon which the ability to bargain for improvements with the State may be based. A strategy/ies is important in every trade-off involving the exchange of power between two parties. Such must be persuasive enough, not

1) quotation taken from pg 784 of the abovementioned article. The definition of alienation used here (powerlessness) is limited to expectancies that have to do with the individual's sense of influence over socio-political events (control over the political system, the industrial economy, international affairs and the like).

only to attract the attention of a trading-partner, but must also evoke a response creating a sense of danger or embarrassment which cannot be ignored. In the social work profession's case, very little chance for endangering the State's ability to rule exists. However, with the correct type of strategy, it is possible to create embarrassment of international proportion.

In an attempt to endanger or disrupt the State's ability to function, the social workers would have to take radical collective action e.g. striking or mass resignation campaigns. Without a trade union or united professional societies, such action is risky, because centres exist for co-ordinating and planning such efforts. Even if this action was conducted entirely successfully, the State may still not respond in the expected manner (namely exceed to the profession's demands). The author would that an intense crisis situation would develop. The Government would have to find people to occupy some of these positions especially in the case where pensions and grants need to be administered. Though this is an administrative task of the State department itself. With the passage of time, the State may rather find that it can do without the "profession" and relinquish such functions into the hands of those willing to work. That is to say, the State will continue having their departments and subsidizing the system, but get voluntary workers to deal with the menial tasks, while the more complex ones are given to psychologists, psychiatrists, doctors etc. This can quite easily be done over a long-term period, since social work is essentially a product of knowledge from other professions, hence the term ("person for all seasons.")

Social work is a relatively young profession, and it presents impact in the professional realm which is but a mere indentation on very hard surface.

Should strike action have a devastating impact which gives rise to improvements in the profession. The social workers will have one fair amount of power in their trade-off. Their action attracting both wealth and influence from the State. However, the tables can be immediately turned to reclaim the power lost. The State may introduce new legislation, making future collective action more difficult. Ground is lost by the profession indirectly, since in achieving a gain now, it becomes restricted in its future action. This is a procedure which perpetuates itself with every trade-off where the dominant party has to exceed to the demands of the lesser party.

The profession may obtain improvements by successfully embarrassing the State. This has been the strategy of the professional societies to date, and should be pursued with greater venom. If done correctly, the State will not be well disposed to control it. By using the facts of the situation, the profession must continually release realistic, plausible, statements to the local press throughout the country. With the support of the press and the public on these matters, the State will have to account for attitude towards the profession. These could be very embarrassing, especially if a delegation from the press is sent to the Prime Minister's office every few months. The power base is considerably strengthened if the profession can engender public support, but this would be difficult because of the poor image held by the society's members vis-a-vis the welfare.

Statements that are propaganda oriented, will not embarrass the State, because they will be able to reject them as "communist rhetoric."

The profession must conduct society awareness campaigns. Thus educating the public with regards to the welfare function, this is a way of attracting support.

2.7

AN ALTERNATIVE FOR CHANGE

The strategies outlined above, are only effective for ameliorating the short-term circumstances. However, the future functioning of the profession is going to largely depend upon long-term planning. This dependency relationship with the State, will only further serve to alienate the social workers, because each improvement will be accompanied by an even more rigid method of control, until the profession has no decision making power over its own functioning. Therefore, the author would like to propose that long-term planning be devoted to dismantling this complex relationship, in a total drive for independence. The State holds anti-welfare State policies, therefore, to further strengthen this relationship, is not in their interest, at present. A sudden break would be unacceptable altogether, because the monopolistic grip over this institution will be lost. The author would like to advocate that this relationship be phased out over a long period of time. This can be done by drawing on funds obtained from industry, while learning the necessary management skills to become a business organization in itself.

The first step, would be to get the State to transfer a great deal of the responsibility for welfare organization, to industry. This

This can be done by offering industrial organizations reasonable tax concessions if they fund an agency or group of agencies on a regular basis. A calculation will have to be formulated to determine the percentage of total profits as a max $\frac{m}{n}$ to be granted to such organizations. This percentage must take account of the agencies planning and development. The amounts given to welfare organizations, must not be such, that the economy deteriorates due to insufficient revenue from tax. A balance has to be attained which accommodates industry, welfare organization and the State. The new system would have to be designed in such a manner, as to account act corruption. The Fund Raising Act no. 107 of 1978, was legislated partially for this reason, since industry was dodging the tax office by giving a certain amount of profit to welfare organizations. However, the amounts given, apparently were fictitious, and only approximately half found their way into these organizations, while the rest was being spent by company directors, and the like.

The purpose of welfare aligning itself with industry is not to form another dependancy relationship, on the contrary, it is a way of becoming independant. Welfare under these circumstances will have to learn to function like a business organization, since the amounts obtained from industry will fluctuate, depending upon the industrial organizations profit margin. With the passage of time, welfare organizations will have to invest some of their funds so as to create returns for use in future planning. By developing management and commercial skills, welfare organizations will slowly begin to generate their own source of revenue, thus becoming autonomous bodies. Initially, this activity

will require the abolition of existing welfare legislation, and the formation of new accommodating policies, from the State.

The welfare system in South Africa is in a similar position to many third world countries with regards to its development. Both like the necessary management and administrative skills to function effectively. With regards to development in third world countries, Dr Diana Boernstein says "That the problems of administrative breakdown occur for various reasons. Society needs a "cushion in the form of the private sector which can act as an engine of growth and efficiency. Break-down in public administration normally occurred at higher levels where shortages of staff existed because of a brain-drain to private industry."⁽¹⁾

A major cause of breakdown giving rise to alienation in the South African Welfare context is the fact that the administrative system is too centralized, eroding the power of private initiatives, which are best acquainted with the local situation and people's needs. State assistance should be rendered to projects which have the capacity to become financially self-supporting at a later date. Centrally administered welfare, results in a large proportion of available capital being chained off in the form of administrative costs. The development and planning of welfare must take place with private agency's. not for them, since much of the existing problem (manpower crisis) can be attributed to the alienation of social workers from the

1) This remark was drawn from a synopsis of evidence given by Dr. Diana Boernstein, Chief Research Officer for the Public Information United Nations New York.
Buthelezi Commission of Enquiry 1981

decision making processes. Social workers therefore become depressed, and this effects the quality of their performance.

The idea of lay welfare boards and planning committees, must be abolished, since these do not function in the best interest of the agency. In time to come, social workers will have to receive training in the commercial field, in order to plan for their agencies development. Commercial qualifications will be needed by social workers to enable them to understand the best methods of generating their own source of revenue. The skills social workers have, therefore, will increase, and with the development of a competitive welfare system, their salaries will naturally improve. Under such circumstances, only those agencies who are able to generate profit will be able to survive independently. The role of the State, therefore, would be to support the weaker agencies, to ensure their existence.

The drive to independence is marked by the ability to generate profit which can be reinvested, while some is used for the welfare function. The management of agencies would be conducted on a consensus basis, thus allowing every member of the organization to at least have a say in the decision making processes that effects her capacity to function.

B.408

CHAPTER 3A STUDY OF WHITE DURBAN SOCIAL WORKERS' ATTITUDES
TOWARDS THEIR JOBS AND PROFESSION

With the completion of a structural analysis into the manpower crisis, that prevails in the social work profession. Our attention may now be devoted to an examination of white Durban social workers' attitudes towards their respective jobs and profession. The sociological analysis of Chapter 2, is a macro or global perspective, in which some of the structural relations most likely contributing towards the degradation of social work in South Africa, have been outlined. The micro investigation to be documented henceforth, must be evaluated against the context of this background scenerio. Besides actually gauging attitudes and opinions, this study is designed to obtain a measure of stability and commitment to social work amongst white professionals in Durban. A measure of this nature, is of particular importance, to any study of employee behaviour, especially in situations where a manpower crisis prevails. The aim of obtaining this measurement is justified in and through the types of questions that may be answered. This study seeks to explore the following issues;

- i) what motivates individuals who practice social work?
- ii) is there a particular value orientation towards social work, that can be associated with stability and commitment
- iii) can a set of factors be isolated which contribute towards stability and commitment?

The questions outlined above, are logical steps that will provide information necessary to obtain an overall measure of stability and commitment amongst white social work practitioners in Durban. The background attitudes and opinions of these individuals will be used in the final analysis to determine the extent to which apathy and depression prevails in social work.

3.1 A MICRO THEORETICAL PERSPECTIVE

Micro theory is the establishment of a framework, upon which the interpretation of personal behaviour and attitudes towards work may be based. This theoretical perspective is a synthesis of the following;

- i) Maslow's theory of Human Motivation
- ii) Herzberg's Motivation - Hygiene theory
- iii) Flowers and Hughes theory of Labour Turnover

This study is not concerned with testing the validity of theory, but such is a tool for achieving an informed interpretation of the prevailing attitudes towards social work.⁽¹⁾

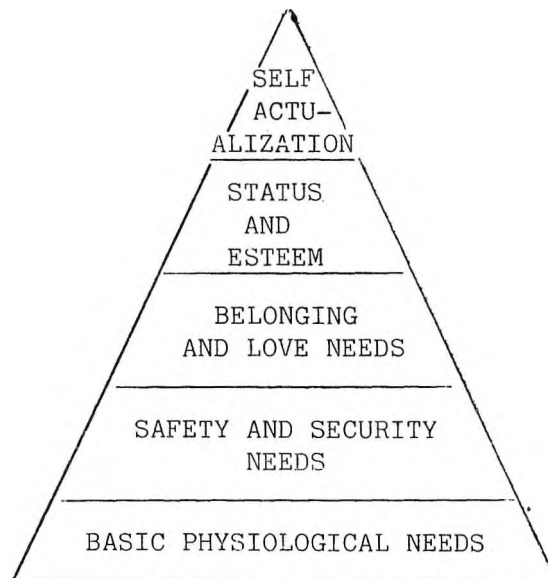
Before the problem of stability and commitment to work can be confronted, it is first necessary to understand why people work.

The motivation to work can largely be attributed to the fulfilment of personal needs. These can be divided into two broad categories, namely physical/material and psychological needs. Abraham Maslow proposes that individual needs may be order into a hierarchy, progressing from basic needs to higher order needs. This is graphically

1) This will be useful for establishing the criteria, upon which a measurement of stability and commitment is to be based.

represented below.

FIGURE 5



Any individual must satisfy a certain need in this hierarchy, before the next stage may be reached. This does not mean to say that an individual's basic physiological needs, for food, shelter and clothing, must be met to the point of satiation before the need for safety and security manifest themselves. Only partial fulfilment of basic needs is necessary before higher order needs are felt. The threshold which distinguishes sufficient satisfaction of any need, along this hierarchy, differs from one individual to another. Therefore an individual will not cease to behave in such a manner as to detract from the maintenance of needs lower down on the hierarchy while pursuing the ones above. Therefore, an individual will not stop feeding and clothing himself, because all his energy is directed at meeting the need for love and belonging. Thus he will behave in such a fashion as to simultaneously maintain the threshold of needs that have been sufficiently

fulfilled. The individual will not maintain the effort of fulfilling a need for love and belonging, if suddenly he is confronted by the problem of starvation. In fact, the need for love may be scorned in this context.

Therefore the rules that apply when progressing up the hierarchy are reversed if a relapse is experienced. The individual who is trying to meet the needs for status and self-esteem will totally abandon this pursuit if his needs for survival⁽¹⁾ have not been adequately met, and all the ground hitherto covered is lost. Very seldom is this the case, because individuals may only experience hunger in starvation terms once or twice in a lifetime. Other forms of hunger can be attributed to appetite, which does not account for meeting the minimum criteria for satisfying this physiological need. Appetite always exceeds this value and is influenced psychologically, more than physiologically.

Need dispositions along the Maslowian hierarchy, can be partially or even fully met, through the activity of work. Hence it would be safe to assume that these needs are largely responsible for shaping the individual's motivation to work. Continuing with the theme of motivation in mind, Frederick Herzberg takes Maslow's work a few steps further, with his study entitled One more time: How do you motivate employees. Herzberg's motivation - hygiene concept splits the Maslowian hierarchy into two sections. This concept is based

1) Survival needs are both basic physiological and safety/security needs.

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upon the assumption that man has two sets of needs; his need as an animal to avoid pain and his need as a human to grow psychologically. The former is similar to what Maslow identifies as survival needs. (physiological and security need: FIG. 5), while the latter corresponds with the concept of higher order needs. The basic question asked by Herzberg in his investigation of professional workers,⁽¹⁾ was an attempt to ascertain the nature events and experiences at work which either resulted in a marked improvement or reduction in the job satisfaction. The workers were asked also if the feelings of satisfaction in regard to their work had affected their performance, their personal relationships and their well-being.

Herzberg identified five factors associated with job-satisfaction, namely achievement, recognition, work itself, responsibility and advancement. The last three being of greater importance for lasting change of attitudes. The major factors associated with job dissatisfaction were, company policy and administration, supervision, salary, interpersonal relations and working conditions. For the purpose of this study, salary, working conditions, policy and administration, even interpersonal relations, are all dissatisfiers, which may be identified in the social work manpower crisis.

These sets of factors have two separate themes. Job "satisfier" factors seem to describe man's relationship to what he does: his job content, achievement on a task recognition for task achievement,

1) "professional workers" tested in this study, were engineers, accountants, lawyers etc.

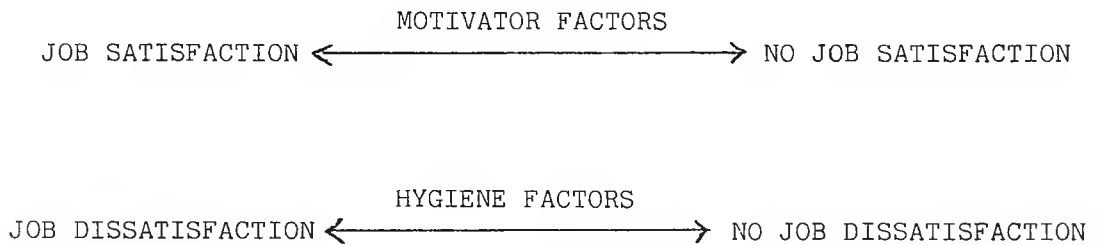
the nature of the task, responsibility for a task and professional advancement or growth in task capacity. While "dissatisfier" factors describe the workers relationship to the context or environment in which he does his job. One cluster of factors relates to what the person does and the other to the situation in which he does it. Since the dissatisfier factors essentially describe the environment and serve primarily to prevent job dissatisfaction, while having little effect on positive job attitudes, they have been named HYGIENE FACTORS.

The "Satisfier" factors were named MOTIVATORS, since these apparently are effective in motivating the individual to superior performance and effort. The principle underlying such diverse themes suggests that hygiene or maintenance events led to job dissatisfaction, because of the need to avoid unpleasantness. The motivator events, led to job satisfaction, because of a need for growth or self-actualization.

Hygiene factors serve as dissatisfiers, and those listed are the major environmental aspects of work to which man the animal is constantly trying to adjust. Motivator factors serve as satisfiers for they delineate the substance of the task which is required to achieve growth goals. The famous analogy which serves to illustrate this, differ between these factors, and can be noted when a child learns to ride a bicycle. He becomes more competent, increasing the repertory of his behaviour, expanding his skills - psychologically growing. In the process of the child's learning to master a bicycle, the parents can love him with the zeal and compassion of the most devoted mother and father. They can safeguard the child from injury by providing the safest and most hygienic area in which to practice; they can offer

all kinds of incentives and rewards, and they can provide the most expert instruction. But the child will never learn to ride the bicycle - unless he is given a bicycle!

In FIGURE 6 below; these separate themes can be seen as unipolar in relation to one another



Therefore it must always be remembered that job dissatisfaction is not the polar opposite of job satisfaction, since different sets of factors are involved.

FIG. 7 illustrates a perfect synthesis of both theoretical perspectives. This reinforces the assumption made earlier, that suggest motivation to work is oriented towards the fulfilment of a personal need.

Information for this discussion was drawn from two sources;

- 1) Herzberg F. One More Time: How do you motivate your employee? Harvard Business Review, New York; January/February 1968.
- 2) Weir M. Job Satisfaction; Challenge and Response in Modern Britain Pages 75-81 London, Fontana/Collins

FIGURE 7

A SYNTHESIS OF MASLOW' AND HERZBERG'S
THEORETICAL PERSPECTIVES

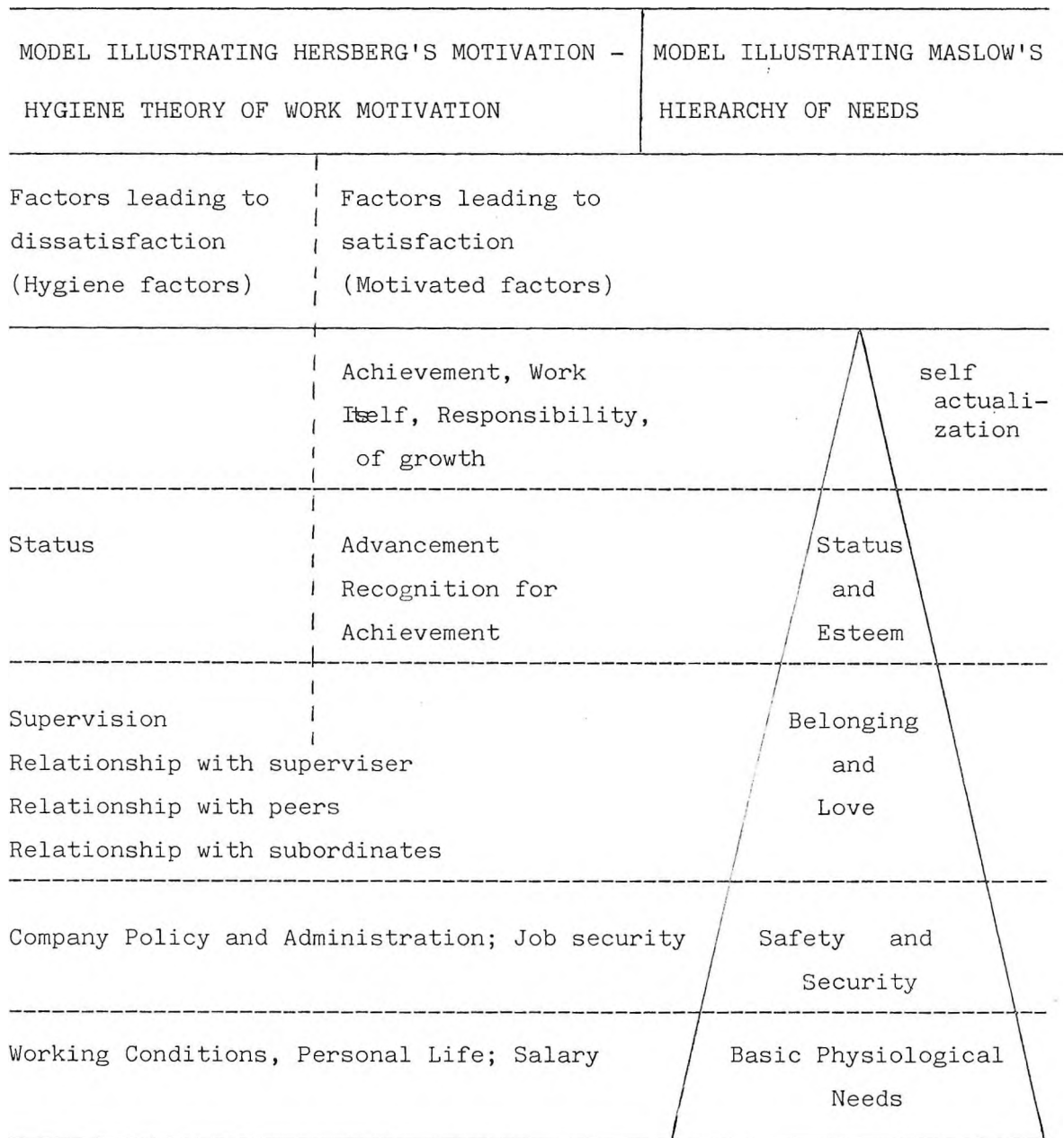
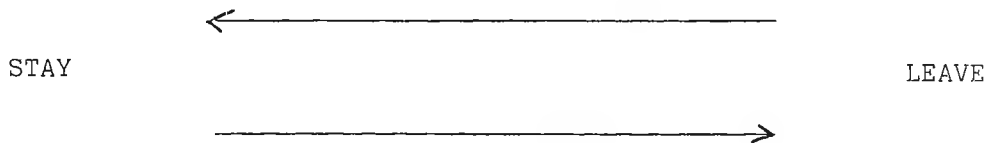


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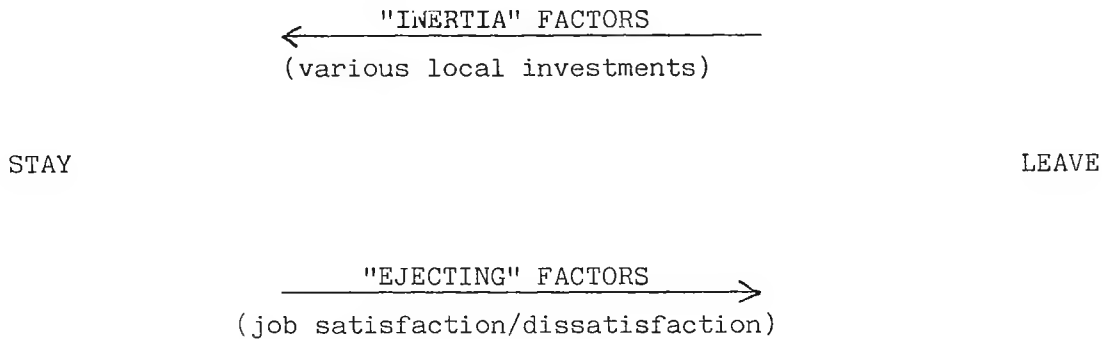
One aspect of this investigation, is to isolate motivator factors which contribute to the commitment of white Durban social workers. Then determine the effects that prevailing hygiene conditions are having upon the individual's attitude towards his/her work. Important to our study of stability and commitment, is Flower's and Hughes (1973) theory of labour turnover. They recognize that the factors which tend to make an individual stay in a job, and the factors which might drive him to leave, lie on two different continua:



Rather like Herzberg's hygiene and motivator factors, these two species of factors are consequently not the opposite of each other. Although acting in opposite directions, they are qualitatively different. The "forces" tending to keep the individual in employment do, in effect counterbalance the "forces" which might drive him from his job. Flowers and Hughes point out that the former type of factors, which consist mainly of heavy investments⁽¹⁾ of different kinds in the local situation, add up to promote "INERTIA," which nearly always has the effect of stabilising the employee in his current situation, irrespective to a marked extent of the actual job. Stability is thus rooted in a type of internally-based passivity. On the other hand, only a strong "ejecting" type of factor varying on the other continuum,

1) investment, are factors such as seniority; length of employment etc-

and this dimension consists largely of satisfaction or dissatisfaction in the job, will make the individual seriously consider leaving. Until a particularly strong force arises to drive the individual from a situation, against the routinised, ambient tendency of inertia, he will stay.

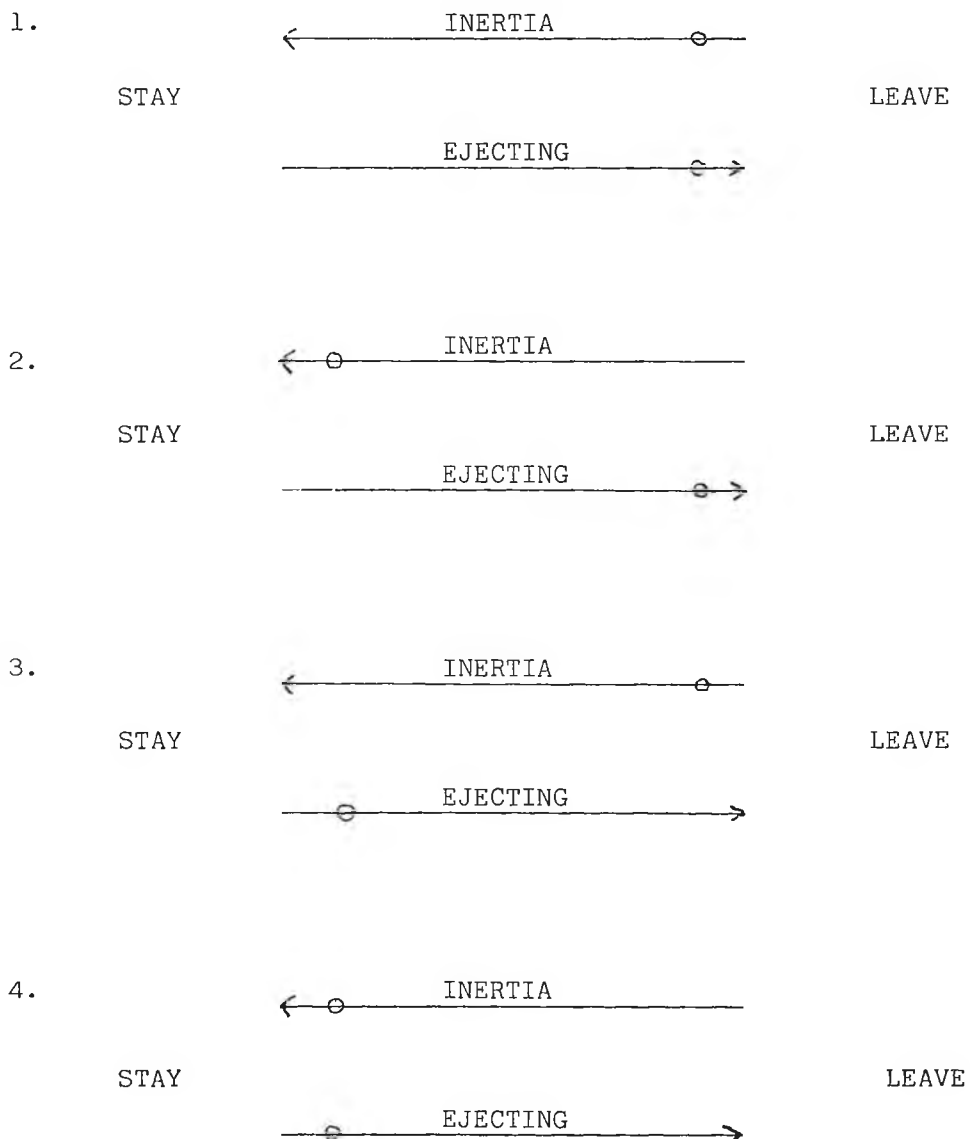


This diagrammatic representation, was devised by Schlemmer and Allen of the Centre for Applied Social Science, and is rather idealised to convey the working principles of the model. Although inertia factors consist principally of local investments, additional factors undoubtedly combine to increase inertia - for example, mere passage of time and advancing age contribute an increasingly intrinsic character to inertia. Bonds of friendship, use of company facilities, and increasing identification with company norms and ethics may also compound INERTIA.

One important consequence of the qualitative difference of countervailing inertia factors and ejecting factors, is that they can vary independently of each other. A low level of inertia need not imply a desire to leave the job, nor does satisfaction with the job itself

presuppose a high level of inertia in respect of the general employment situation. However, Flowers and Hughes evidently consider that of the two dimensions, inertia is an especially strong force which will, as a rule, tend to overcome desires to leave. Put another way, only if a strong ejecting type of factor is accompanied by relatively modest inertia, will an employee in fact leave the job.

The independent variation of the inertia and ejecting factors allows, by permutation alone, at least four basic states of the model.



These four states in effect, describe four basic types of response to the employment situation, four types of attitude to work, which correspond to four broad categories of employees. The four broad employee-types derived in this way, are named by Flowers and Hughes:

1. Turn-over
2. Turn-off
3. Turn-on
4. Turn-on plus

a terminology which aptly reflects the function of the classification in distinguishing types of employee in terms of their probability of being mobile. This predictive function, conforms to the rules of the model, which are (re-stated):

- minimal inertia "releases" the employee
- but only high "ejection force" (dissatisfaction) gives him the desire to leave.

The terminology also reflects the affinity of this theory with psychologically-based theories of motivation. The "ejecting factor" variable, being mainly job satisfaction/dissatisfaction, case 3, for example, describes a motivated person whose job turns him on (in terms of motivation he is happy to stay); while case 2 describes a demotivated person whose job turns him off the basic polarity in the terminology also reflects the fact that these two cases represent the essential contrast; they are the "core"-cases, so to speak. The other types also represent turned-on and turned-off workers, but simply in cases made more extreme by attendant states of inertia. Thus case 1

is also a turned-off worker, but whose minimal inertia also frees him from mobility - i.e. "turn-over"; while case 4 is a turned-on worker who is also well anchored to his employment by a well developed inertia. As a turned-on-plus, the latter is least likely of anybody to leave his job. By contrast, the stability of the turned-on worker (case 3, is by no means guaranteed; if his job satisfaction dwindles, he very easily becomes a case 1 "turn-over". He does, however, do his employer the favour of removing himself, in contrast to a turn-on plus, who might suffer a similar transformation; for if the job satisfaction of the latter (case 4) dwindles, he becomes a troubled and troublesome character (case 2): restless and turned off by his work, yet condemned by his great inertia to linger on unproductively in the job. Struck in this way, this turned-off type may, moreover, express his aggravated dissatisfaction in ways disruptive to the work place. Due to the powerlessness been experienced by social workers at present, this situation does'nt prevail. However, if this were the case amongst a substantial number of people in the profession, especially those occupying senior positions, the power base for bargaining with the State would be established.⁽¹⁾ Senior social workers are referred to in this instance, since it is believed that younger workers would be inspired to act if encouraged by their older colleges. Yet young social workers are leaving because their inertia levels are low and

1) The author would argue here, that disruptive collective action, will not benefit the State, especially if it showed signs of an abrupt end to the welfare system. The crisis evoked, may actually force the State to act in a manner that would benefit the profession, in its (state) to save The Welfare system. Remember, Welfare is an institution, and all institutions are manipulated in the State's interest at one time or another.

the dissatisfaction with salary and working conditions is a strong ejecting factor.

The older social worker (eight years experience or more) tends to adapt to the working conditions of the profession, and poor salaries. This can be attributed to the fact, that such people are married, and their husbands are themselves in lucrative employment. It is not in the interest of such couples to earn a large income, especially if they do not have children, since they become liable to taxation. Therefore they occupy their job, because intrinsic satisfaction is desired rather than extrinsic material gains. It can be argued that the work itself is fulfilling a higher order need. e.g. self esteem or status, possibly self-actualization.⁽¹⁾ These individuals are basically turned-on by their work, but need not necessarily be impressed with the hygiene conditions which prevail in the profession at present. However, in terms of the Maslowian hierarchy, basic needs are being adequately met, and their energy is directed towards the fulfilment of higher order needs. The less these individuals are effected by the prevailing hygiene condition, the more difficult it becomes to identify with those who are effected.

It can be suggested that older social workers can rationalize the situation, with regards to hygiene conditions, by indicating to their younger colleagues that they were also once in the same position.

Older social workers, are more established, holding senior positions in their agency. Therefore, it is not in their best interest to

1) Self-actualization: is the realization of one's essence achieved through various social activities (work).

"rock the boat" too much with regards to salaries and working conditions, since like State employed social workers, they do not want to risk jeopardizing their own position.

In the case of young social workers, a tension exists between hygiene conditions and motivator factors. Hygiene conditions, especially salary, is important, since any individual according to Maslow must sufficiently satisfy basic needs before higher order needs may be pursued.

The salaries are sufficient to meet basic needs of food, shelter and clothing. There are people in society who lack the necessary financial substance to meet such needs. However, social workers identify themselves as professional people, and are basically raised within a "middle class" basic need parameters. These parameters are within the realm of the "quality of life concept". Therefore, social workers basic needs, are not necessarily felt needs, important for survival, but rather, are perceived needs. Such needs are not physiologically defined but rather are shaped by class background.

It can be argued here, that if the salaries of social workers, especially the younger strata - were comparable to similar trainee personal management position, the effect of motivator factors may have a better chance of coming into play, since young people will not leave the profession so readily in pursuit of improved hygiene conditions. Therefore, with time, they will give themselves a chance to obtain intrinsic rewards from the work. Herzberg argues that the presence

of hygiene conditions, are not factors which are made for satisfied workers. However, the author would argue here, that the presence of hygiene factors are a necessarily prerequisite, which paves the way for social workers to be influenced by motivator factors. In essence, once young social workers are having their "class preconceived need", (which are basic needs for them) sufficiently met, they will have an improved chance of using their jobs as instruments for meeting higher order psychological needs. (Colation of quotations on the cover slip to this report). The author would bend Maslow's proposition here, by saying that once social workers have their preconceived basic needs met, they will progress to meet high order needs.

In conclusion, the reader is cautioned to apply the Herzbergian concept of motivator/hygiene factors and the "turn-on","turn-off" concept of Flowers and Hughes, carefully. It is necessary to bear in mind that both these conceptual perspectives are two-dimensionally based. Therefore the engagement with the job, on the one hand, and the engagement with the ambient circumstances of the profession, must not be confused. The former, is the domain of job-satisfaction, while the latter is the domain of an inertia (Flower and Hughes). With Herzberg's concept, hygiene factors are largely pertinent to the profession's structure, working conditions and administrative procedures. These prevail in the job situation, but are defined by professional norms defined by the State, who monopolises social work in South Africa. Motivator factors are intrinsic to the job of actually helping people in this professional capacity.

3.2

THE FORMULATION OF A HYPOTHESIS

This investigation is based on a single research hypothesis which states the following:

In spite of universally poor "hygiene" conditions, professional/"motivator" work values, and work experiences are accounting largely for the low observed mobility in the social work profession.

(derived by the author under supervision of .

R.D.J. Allen C.A.S.S.)

Statistics indicating labour turnover amongst white Durban social workers, are not available. The press has stated on several occasions that there is a grave shortage of social workers in Durban. Individuals leaving the profession, are not easily being replaced. University registration figures for 1981 (see APPENDIX D) indicate that the intake of trainee social workers has dropped by half. Figures for five major universities has further reduced by two-thirds over the previous year. Despite such phenomenon, little if any observable proof is available for adopting the idea that many social workers are actually leaving the profession, as an assumption central to

The information on theory of Labour Turnover (Flowers and Hughes), together with valuable comments, was drawn from a C.A.S.S. publication: Allen R.D.J. Ambivalence and Commitment in Work: Labour Turnover and the Stability of African Employees in a Transvaal Border Industry September 1978 pages 15-21.

this research. Strangely enough, most agencies where survey research was carried out, the research team felt that many had their full staff complement. However, this does not necessarily mean that a shortage is not present, rather, this may indicate that an insufficient number of State subsidized posts for private agencies exist. The uncertainty with regards to numbers actually leaving the profession, has forced the author to err on the side of caution, and assume that a low observed mobility prevails amongst social workers in Durban. This assumption is even more appealing, when it is considered that the manpower crisis has been relatively well publicised in Durban yet figures of labour turnover are not once quoted in any newspaper article. This indicates one of two things. Either such statistics are not available, or have been gathered, but are of little significance to the controversial manpower struggle.

A model has been devised to test the significance of the hypothesis documented on the previous page. The hypothesis is designed for the purpose of examining stability - mobility of white Durban social workers. The author hypothesizes that the following factors influence stability of these social workers.

INDEPENDENT VARIABLES

1. Prominence of Helping/Altruistic PERSONAL VALUES among social workers.

These are values brought to the profession by the individual, which is part of his family background, and influenced by both socio-economic and cultural circumstances. These values are usually of a religious or philosophical nature, placing emphasis on the need to

preserve and enhance human life. These people usually are empathically inclined, however, there are exceptions to this rule.

2. Prominence of "professional" / self-actualising WORK VALUES among social workers.

In essence, this factor is attempting to determine whether social work is perceived by individual practitioners as having the potential for exercising one's altruistic personal values. Furthermore, do social workers think that through their job, psychological needs for growth and development can be fulfilled? The needs spoken of here, correspond to Maslow's higher order needs of self-esteem and self-actualization.

3. Attainment of "professional" / self-actualizing/motivator satisfaction WORK EXPERIENCES among social workers.

Are social workers actually obtaining experiences in their respective jobs, which can contribute to the fulfilment of higher order needs? Hence, is satisfaction being derived from the intrinsic nature of the work? This approximates to Herzberg's idea of motivator factors, which meet the need for achievement, recognition and responsibility in the job situation. This is in opposition to hygiene conditions which are designed to provide rewards extrinsic to the job itself.

4. Accumulation of INERTIA investments in the employment-situation of the social workers. (Factor developed from Flowers and Hughes theory of Labour Turnover)

The various forms of inertia investment to be used here, are alltime related, hence the longer an individual spends in his job, the more inertia investments are accumulated. Such factors as seniority, time spent in latest job, age, time spent in the profession, increase as an investment with the passage of time. It can be argued therefore, that the greater this accumulation of investments becomes with the passage of time, the less likely that the individual will leave his present job. The chance of leaving the profession altogether, even becomes more remote. This can be attributed to the fact that these accumulated investments may be lost with the aquisition of a new job, especially in cases where a change of profession occurs. The individual may have to start the new job lower down on the investment scale. This is particularly difficult if one is forty years or older, since by this time the average professional is a well established person in his job.

FIGURE 8

THE RESEARCH MODEL

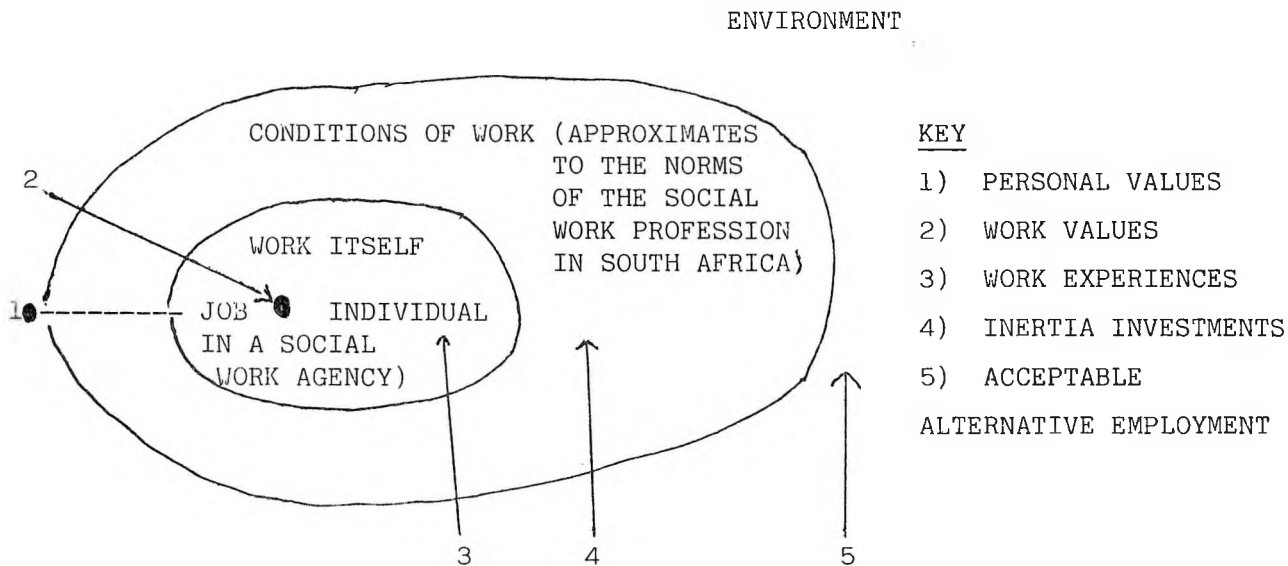


FIGURE 9

ASSESSMENT OF THE CONTRIBUTIONS OF EACH INDEPENDENT VARIABLE
ON THE CRITERION/DEPENDENT VARIABLE

INDEPENDENT VARIABLES

- 1. PERSONAL VALUES
- 2. WORK VALUES
- 3. WORK EXPERIENCES
- 4. INERTIA INVESTMENT
- 5. ACCEPTABLE ALTERNATIVE EMPLOYMENT

DEPENDENT/CRITERION VARIABLE

- 6. STABILITY/MOBILITY

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5. Low availability of ACCEPTABLE ALTERNATIVE EMPLOYMENT in the ambient employment market.

Social workers could be dissatisfied with their jobs and profession, yet may not leave. This possibly can be attributed to the fact that suitable employment in the ambient environment is difficult to obtain. Social workers degree qualification, equip them to work with people in a variety of employment setting, e.g. personal management, public relations etc. Therefore, to become a typist and earn more money, is not acceptable. Such jobs have low potential for the fulfilment of higher order needs, especially where the individual concerned has high aspirations. These are relatively mundane tasks, which do not meet the expectations of highly qualified people.

6. CRITERION/DEPENDENT VARIABLE

STABILITY ↔ MOBILITY: The disposition to leave the social work profession.

This variable is central to the investigation, since certain assumptions about apathy and depression in social work are based upon this dichotomy. Furthermore, this variable will identify the potential leaver from the stayers. This will give us some indication, with regards to the rate of labour turnover among white social workers in Durban. Finally, an assessment of commitment to the job and the profession will be largely based on this variable.

Figures 8 and 9 on the previous page, represent the following:

FIG. 8 is a diagrammatic representation, illustrating how this model

was derived. All the factors previously outlined, are represented numerically, corresponding to the numbers next to the brief description of each variable. These are independent variables, and the first step will be to observe the nature of their relationship to each other. FIG. 9 is graphic representation of how these five variables influence the value of the criterion/dependent variable. A measure for each will be obtained, then a regression analysis will be conducted in an attempt to ascertain the contribution made by each to the total value of the dependent/criterion variable.

3.3 Research Methods

The data on which this report is based, was collected during two periods of fieldwork, totalling eight weeks in duration. The surveys were administered individually to agency directors/chief social worker, and their respective staff members. Every single agency within ten magisterial areas, located around and inclusive of Durban's central business district, was surveyed. This strategy was adopted to accommodate for the disproportionate distribution of social work agencies in Durban. Social work agencies rapidly diminish in number with distance travelled from the city centre. While the bulk of social work agencies, who employ two or more social workers are located in area 1 (Durban Central), a sprinkling of individual social workers are scattered over the remaining nine areas. (see Appendix C 1 and 2). The latter are employed in homes, institutions or treatment units, established to cater for child, old aged persons and alcoholics/drug dependents. The former provide a social work service which involves

casework counselling to the community per se.

3.3.1 Subjects

White Durban social workers. are the subject of this investigation. They have been chosen in preference to a cross-section of the social workers from all race groups, since they have the best deal with regards to salaries and working conditions. Therefore, if these social workers perceive their circumstances with respect to these phenomena, as unreasonable, how much more unrealistic are the working conditions and salary structures of other race groups, who only receive second class treatment in relation to white social workers? Using the circumstances of white social workers, assumptions and broad generalizations about the hygiene conditions could later be developed.

The application of Herzberg's theory to this investigation, for the purpose of generating an informed interpretation of the manpower problem is another factor militating against the use of all race groups. Herzberg's theory is based on research carried out among "middle class" professional people. It is fairly safe to assume that the majority of white social workers come from a middle class background, but it may be a little injudicious to apply this assumption to social workers from all race groups, due to the inequalities created by South Africa's racial policies.

There are a surprisingly few white social workers in Durban, especially when consideration is given to the fact that there are approximately 4 700 registered social workers in the country.

Durban is the third largest city and barely 200⁽¹⁾ white social workers are employed throughout the city. For this reason, the author has declined the adoption of a particular standard sampling procedure, e.g. simple random samples etc., since the number of respondents obtained are too few. The procedure adopted here, enabled the author to get 83 respondents for this investigation, but it meant visiting every institution and agency that employed at least one social worker. In this manner, it was hoped that all the social workers employed in these areas would be interviewed. However, the amount obtained is very satisfactory, since a hand count of social workers employed in the selected geographical areas, revealed that approximately 107 social workers are employed. This means that 77,6% of the total number in these areas, responded to the investigation. This is at least 50% of all white Durban social workers, but may exceed 75%, depending on the overall estimation.

A summary of the raw data received after the first computer run, revealed the following demographic information about the sample;

1) 84% of this sample are registered with the council for Social and Associated Workers, thus allowing them to legally practice and use the title of "social worker". The remaining 16%, are in the process of becoming registered, since they claimed to have submitted the necessary application forms to the Council. At this stage, they are not

1) This is only an estimation, based on employment figures of the ten areas investigated. The author has derived a generous figure, simply by doubling the number of social workers known to be employed in the areas used in the investigation. Since most social workers are employed in the city centre, the total figure ranges between 150-200 social workers

regarded as social workers legally, but some agencies are prepared to employ these individuals temporarily, with a view to placing them on permanent staff, once registration is completed. The Council for Social and Associated Workers was established to protect the consumer of social work services. Therefore, should the Council receive complaints from the client before the social worker is registered, the agency employing such a person is liable to penalization. Chief social workers of agencies, are prepared to take these chances, because there are so few social workers around. Thus, if these people have to be registered before practicing, the agency concerned may lose a prospective employee.

2) The fact that social work is predominantly a woman's profession in South Africa, is reflected in our distribution of males to females in the sample. 95% are female social workers, as opposed to only 5% males. This distribution can largely be attributed to the fact that the existing salary structure, is inadequate for a male to support a wife and family. In cases where male social workers exist, they are either bachelors, or married to women that work full-time.

3) It is significant to note that 55,5% of the sample are married, and 33,7% are single. Married people are usually in a better position, since their salary is just part of the couple's total income. However, single persons are entirely dependent on this salary to provide for their existence.

4) Most social workers (65%) have an undergraduate degree qualification. While 21% have an honours degree. Now only 1,2% and 2,4% of

the sample hold Masters and Doctorate degrees respectively. This can be attributed to the fact that most agencies do not give financial recognition for these extra qualifications. Therefore, very little incentive exists for studying to such high levels. With the State subsidies for social work posts the way they are, private agencies can ill afford the extra outlay to accommodate highly qualified people financially.

5) Only 18% of the total sample have frequented the profession for less than two years. However, 19,3% have been social workers for fourteen years or more. This is indicative of the stagnation which was discussed in Chapter 2. The number of individuals entering the profession, is less than those who are well established. 27% of the sample have been social workers from between two and four years. While the middle categories are markedly reduced; 19,3% have been social workers from between five and seven years; 8,4% from between eight and ten years; 7,2% from between eleven and thirteen years. This reduction in numbers with the passage of time, indicates the relatively short time that the average social worker is employed. This can be attributed to two factors; firstly, being a profession occupied by women, many leave to marry and rear a family, some never return; secondly, others leave the profession in search of more lucrative employment.

6) Two of the most significant statistics with regards to age of employees in this sample are; 15,7% who are between the ages of twenty-two and twenty-three, while 21,7% of the sample is forty years and older. The remaining figures for other age categories are all

below 10%. This once again indicates the shortage of young social workers entering the profession.

This is just some of the basic demographic information worth noting, which will be referred to in later discussions. Finally, FIG. 10 is a bar graph, illustrating how the number of social workers decreases with distance from the central business district.

3.3.2 Instruments

Two questionnaires were designed for the purpose of this investigation. The first, is a short document (Appendix B 1) used to obtain basic information with regards to the size of agency staff. This was given to the agency director/chief social worker to complete, before any further interviewing was conducted. The information of importance in this questionnaire, is the nature of State subsidization received by these agencies. This particular instrument has been used already in Chapter 2, for the purpose of obtaining a measure of dependency in the State, by white Durban social workers. (see Appendix B 2)

The second questionnaire, is a document which includes a further two measuring instruments. Question 16, has been directly transposed from Herzberg's original investigation, on job motivation.⁽¹⁾ The aim of this question is to learn what motivates social workers, hygiene conditions or psychological rewards themselves. Hence in Herzbergian

1) Herzberg, F The Motivation to Work
 Mausner, B New York, Wiley, 1959 page 81
 Synderman, B

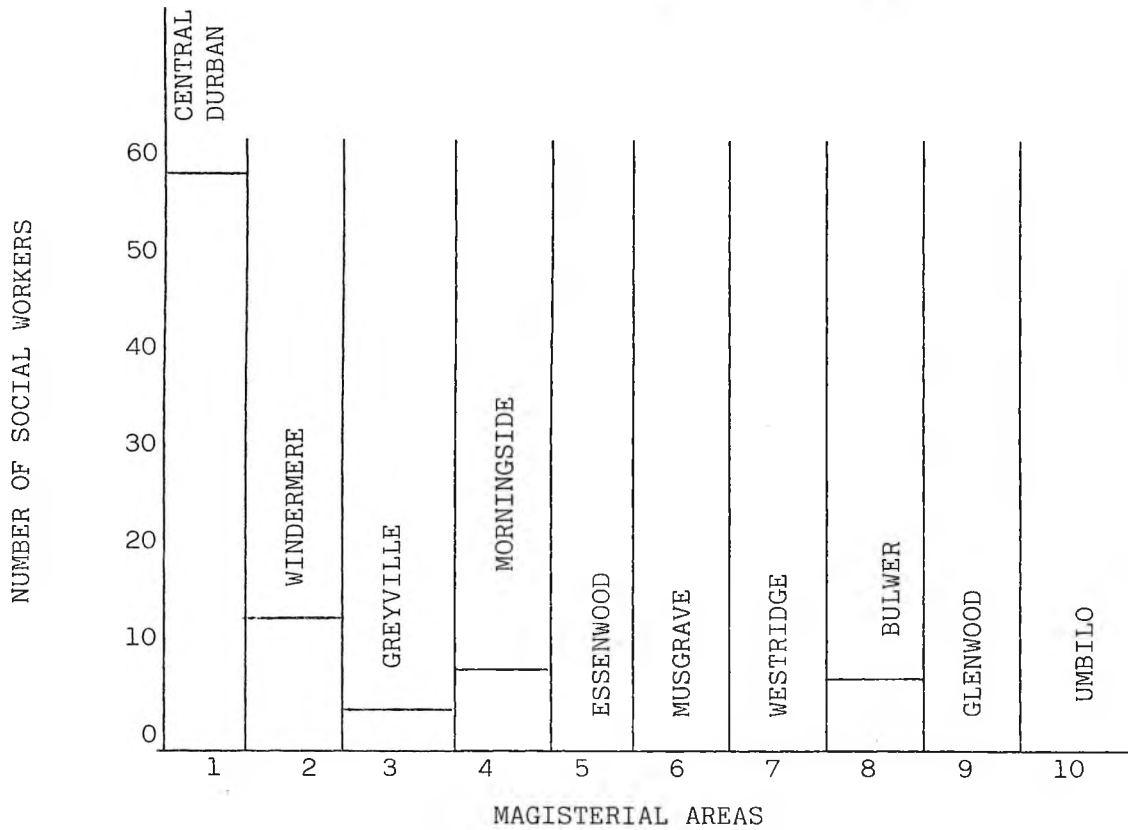
terminology, an attempt is being made here to identify the "satisfiers" from the "dissatisfiers" in social work. By simply distinguishing the good and bad times experienced by social workers in the last three months, it is possible to determine whether social workers are satisfied or dissatisfied with their jobs and profession. Furthermore, the experiences that make for satisfaction in social work, can be identified. Finally, it will be possible to obtain a measure of satisfying experiences, received by social workers.

The crux of this questionnaire, incorporates questions which seek to gauge the attitudes of white Durban social workers towards their professions. These questions are centred around our concept of stability - mobility set forth in an earlier discussion. The aim, here, being to determine what factors make for stability and commitment in the social work profession. These questions are based on the five independent variables and the criterion/dependent variable which have already been outlined.

-
- 1) The author has previously neglected to mention that the last fifteen surveys were self administered. This occurred, since social workers are extremely busy people, and were not always readily available for interviews. A further five interviews were conducted telephonically, therefore, sixty-three interviews were administered, following the procedure set out for this investigation. However, due to the shortage of time that social workers were prepared to spend being interviewed, the probing technique could not be put to good use. In some interviews, it almost failed entirely. Therefore, the results obtained using these differing procedures, are very closely aligned. because probing does not apply in a self administered situation, but can be achieved if the questions are carefully designed. The lack of probing however, does not detract from the quality of responses obtained, since many social workers used the structured interview to ventilate their feeling with regards to the present problem. Many were surprisingly free in their responses. The author believes that this phenomenon can be largely attributed to the fact that many social workers are depressed. Depression is usually a facade, disguising feelings of aggression. The interview session, therefore, was instrumental in reaching beyond this facade, getting to know how social workers truly feel.
 - 2) The demographic information discussed in section 3.3.1, appears in APPENDIX E of this report.

GRAPH 1 (FIG. 10)

DISTRIBUTION OF SOCIAL WORKERS PRACTICING
IN TEN WHITE MAGISTERIAL AREAS

KEY

NUMBER OF AGENCIES PER AREA (area numbers correspond to the bar graph)

- | | |
|----------------|---------------|
| 1. 13 agencies | 6. NIL |
| 2. 1 " | 7. NIL |
| 3. 2 " | 8. 5 agencies |
| 4. 2 " | 9. NIL |
| 5. NIL | 10. NIL |

TOTAL: 21 ORGANIZATIONS EMPLOYING
 SOCIAL WORKERS

CHAPTER 4

DERIVATION OF THE SIX MAJOR FACTORS

WHICH THIS RESEARCH SEEKS TO MEASURE

In this chapter, a detailed exploration of how these factors which were hypothesized, earlier on in chapter 3, are not transformed into variables for the purpose of obtaining measurements. The process of refinement which was carried out to achieve pure measurements, will also be documented in this discussion. The aim of this discussion, is to carefully lay the ground work, thus enabling the reader to attain a deeper appreciation of the investigation's findings. Once this task is completed, it will be possible in the following chapter to carefully examine the relationships that exist between these variables. Interpretation and conclusions, may then be drawn from these findings.

4.1 Prominence of Helping/Altruistic PERSONAL VALUES among social workers.

The derivation of this variable is based on certain questions, specifically designed to glean information about personal values. These questions are listed as follows,

- 13 (i) What made you decide on social work as a career?
 (ii) (probe values and aspirations)
- 14 (i) What do you like most about the social work profession?
 (ii) " " " dislike " " " " " " ?
- 15 (i) What do you like most about your job?
 (ii) " " " dislike " " " " ?

A scouring process was carried out, seeking out responses from each individual questionnaire, which could be identified in terms of altruism. For example, if an individual indicated that he was motivated by his religious beliefs, to try social work this respondent would be categorised as having strong altruistic personal values. Where an individual who claimed that he just liked the idea of working with people, was categorised as exhibiting mild altruistic values. It is evident that this scouring process is very subjective. Nevertheless, with a variety of questions to tap various sorts of information, it is highly unlikely that an individual, say, motivated altruistically, would not be identified as such. Though it is more difficult to distinguish between mild and strong altruism. This depends on the quantity and quality of the responses. Generally, individuals who claimed to be motivated for religious reasons, or to attain the fulfilment of some philosophical human ethic, were identified as holders of strong altruistic personal values. These people usually pursue this profession as a way of working out, or operationalizing their belief system. The decision about what category the individual should be placed in, with regards to personal values, was taken at the coding stage.

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TABLE 6

DISTRIBUTION OF HELPING ALTRUISTIC PERSONAL VALUES
AMONG THE SAMPLE

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
NO EVIDENCE	1	38	45,8
MILD EVIDENCE	2	26	31,3
STRONG EVIDENCE	3	18	21,7
	0	1	1,2
	TOTAL	83	100,0

In table 6 above, at least 31,3% of the sample appear to be motivated by helping/altruistic personal values, while approximately one-fifth (21,7%) are strongly motivated in this respect. These statistics are of interest, since social work is a helping profession. Thus, at least 50% of the sample are attracted to social work, because they themselves have a need to help others. Thus, by attempting to operationalize these values through the job of social work, the individual is striving to gratify higher order psychological needs. In terms of Maslow's theoretical framework, these may be the needs for love and belonging, status, or self-actualization - the process of realizing one's self, through one's work activities. This is largely an unintended consequence of seeking such sorts for employment. The author

would argue that any individual does not consciously calculate before hand that the job is going to gratify higher order needs. In fact, many individuals don't realize the existence of such needs in their lives, until basic physiological needs are first sufficiently met. It can be suggested, rather that attempts to act in accordance with one's value system, are made only then, if the job meets all his/her expectations, and has sufficient scope for the fulfilment of personal aspirations, will higher order needs be gratified. Some individuals with strong altruistic values, may never achieve any form of higher order need gratification. This can be attributed to the fact that the preconceived notion of the job, before employment is obtained, may be vastly different to what is actually experienced in the employment situation.

4.2 Prominence of Professional/Self-actualizing WORK VALUES among social workers.

The derivation of this variable, is based on the scouring procedure documented in the previous section (4.1). The information for this variable, was obtained from a different set of questions. These are listed as follows:

Question 14 (i) (ii), 15 (i) (ii), already cited in section 4.1.

17 How would you rate your profession in terms of the scope for (a) personal achievement; (b) personal recognition; (c) personal responsibility.

18 How would you rate your present job in terms of the scope for (a) personal achievement; (b) personal recognition; (c) personal responsibility.

For questions 17 and 18, the individual was asked to rate his responses in terms of the following ordinal values - poor; satisfactory; good; excellent. This made the scoring process more objective, since a definite set of values were provided to assist us in obtaining a precise measure of WORK VALUES.

TABLE 7

DISTRIBUTION OF PROFESSIONAL/SELF-ACTUALIZING
 WORK VALUES AMONG THE SAMPLE

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
NO EVIDENCE	1	27	32,5
MILD EVIDENCE	2	40	48,2
STRONG	3	16	19,3
	TOTAL	83	100,0

Generally, respondents rated their job and profession very high with regards to personal responsibility. The opposite is the case with personal recognition. Therefore, social work appears to be a profession where personal responsibility must be exercised in large proportions, yet, the recognition by colleagues and clients to this end is not forthcoming. This has a demoralizing effect, especially on young social workers who appreciate recognition when a task is well done.

Such acknowledgement encourages them to give of their best in every situation. It is an intrinsic reward which can stimulate individuals to tackle demanding tasks in the future. It also contributes towards a measure of personal achievement. Only about 50% of the sample indicate that they are receiving personal achievement from their jobs. Once again, the value system is being tapped, and these responses are perceived measures, - seen through the individual's eyes, therefore, not necessarily approximating to reality. (Though they may help shape reality).

In TABLE 7 48% of the sample appear to hold professional/self-actualizing work value, while 19% exhibit this value orientation in a stronger fashion. Basically this means that 67% of the entire sample perceive their respective jobs and profession as having at least some potential for meeting the needs of responsibility recognition and achievement. These are identified by Herzberg, as satisfiers and are associated with the endogenously motivated worker. That is to say, a worker who is internally motivated to work, because this activity is satisfying some higher order psychological need.

4.3 Attainment of Professional/Self-actualizing/Motivator satisfaction WORK EXPERIENCES among social workers.

Only one source of information was tapped for the duration of this variable, namely question 16. (replication of Herzberg's investigation)

Question 16: Think of times in the last three months when you felt good and bad about your job. Can you think of such high and low points in your feelings about your job? Please tell me about them (try to elicit specific events).

Once again, the procedure for identifying the degree to which a respondent exhibits professional/self-actualizing work experiences, is very subjective. One has to acquire a "feel" for the responses, identify those situations which are related to motivator/satisfier factor and others associated with hygiene condition/dissatisfier factors. The number of responses weren't of particular importance here, except in cases where individuals claimed to neither have had good or bad times in the last three months. In such cases, it was automatically assumed that the respondent wasn't actually experiencing motivator/self-actualizing experiences. The type of experience, and its categorization in terms of satisfaction or dissatisfaction, was important in this context. For example, if an individual described certain bad experiences in his job, and these were related to hygiene conditions, i.e. salaries, administration, relationships with supervisors. Then followed with a set of good experiences related to some improvements in the hygiene conditions, then this individual would be categorized as having motivator/self-actualizing work experiences. However, if this respondent, indicated in one response that he received satisfaction from helping a client overcome emotional problems, he would be judged as experiencing mild or average motivator experiences.

TABLE 8

DISTRIBUTION OF PROFESSIONAL/SELF-ACTUALIZING/
MOTIVATOR SATISFACTION WORK EXPERIENCES AMONG THE SAMPLE

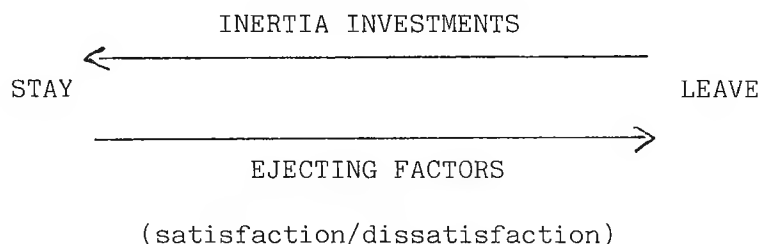
	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
NO EVIDENCE	1	28	33,4
MILD EVIDENCE	2	32	38,6
AVERAGE EVIDENCE	3	23	27,7
STRONG EVIDENCE	4	0	0
	TOTAL	83	100,0

In TABLE 8 above, it is interesting to note that no respondent gives sufficient evidence to warrant being categorized as having strong motivator satisfaction/self-actualizing work experiences. Though 19% of the sample perceived in the previous table, that such experiences could be attained. This serves to indicate the discrepancy which exists between the value system and reality itself. 38,6% of the sample are exhibiting evidence of mild motivator experiences, while 33,7% appear to be experiencing none. Thus, nearly three-fourths of the sample are below the average category, while the remaining quarter reside therein. It can be concluded, therefore, that social workers are not really attaining intrinsic satisfaction from their jobs. It could be argued that they are too pre-occupied with the poor hygiene

conditions, to actually stand a chance of experiencing motivator/self-actualizing experiences. This is associated with the idea set forth earlier on, namely, that good hygiene is a necessary pre-condition before motivator experiences can be achieved. In Maslovian terminology, basic physiological and security needs must be sufficiently satisfied first, before one begins to take cognizance of high order needs.

4.4 Accumulation of INERTIA investments in the employment situation of social workers.

It is believed that the more inertia investment held by an individual in his /her job, the greater will be the chance of experiencing stability. This also depends upon ejecting factors which exist in the work environment (satisfaction/dissatisfaction). The former is directed towards staying in the job, while the latter is directed towards leaving.



At present, we are only concerned with a description of inertia factors which are specific to the social work profession. There are seven measurements and these are listed as follows;

4.4.1 Estimation of inertia vis-a-vis; TIME SPENT IN THE PROFESSION

For all these inertia measurements, the respondent is rated in terms of

low, medium and higher. The criterion upon which these ratings are based:

- i) Low (under five years)
- ii) Medium (five to ten years)
- iii) High (eleven years and above)

Eleven years is indicative of high inertia investment, since after this period of time, it becomes more difficult to break away from the profession, having to start in another. This may require further tertiary education, which is costly and time consuming. It may create rootlessness and a loss of belonging. The individual will have to venture into a new sphere of social relationships, surrounded by a great deal of uncertainty. Furthermore, family commitments may militate against a change of profession, since it may be accompanied by a lower income for a short period.

4.4.2 Estimation of inertia, vis-a-vis AGE of respondent

- i) Low (up to 35 years)
- ii) Medium (36 to 45 years)
- iii) High (46 onwards)

After the age of forty-five, it is difficult to uproot and obtain suitable jobs on the open labour marker, especially for females.

WORKING LIFE SPAN



In the case of females, by the time the age of forty years is reached, half her working life has passed. This is a critical point, since it is very difficult to uproot and seek new employment at this age. This is the same for males, who are forty-five years of age. People usually reach the pinicle of their career between 40-45 years of age. Therefore it is difficult to change jobs and risk having to start in a lower position than that held in the previous employment.

4.4.3 Estimation of inertia, vis-a-vis TIME SPENT IN LATEST JOB

- i) Low (under three years)
- ii) Medium (three to eight years)
- iii) High (nine years and above)

It has been previously said that social work in South Africa, is predominantly a female's profession. Therefore, to remain in one job for ten years, is quite a fait, since many get married and leave to rear a family, and many never return to the profession, let alone their past agency of employment.

In this sample, 60,2% of the respondents are low on inertia, vis-a-vis TIME SPENT IN THEIR PRESENT JOB. Thus indicating that 50 of the 83 respondents have been in their present job for under three years.

4.4.4 Estimation of inertia, vis-a-vis ACADEMIC QUALIFICATIONS

- i) Low (Diploma/Bachelor degree)
- ii) Medium (Honours degree)
- iii) High (Masters or Doctorate degree)

It is being suggested here, that the higher an individual becomes qualified in social work, the greater his/her changes are of actually remaining in the profession. Those who hold an honours degree in social work created a closer bond with social work. The higher the qualification therefore, the more one becomes confined to social work, specializing in one small area of practice.

4.4.5 Estimation of Inertia vis-a-vis TENURE

Here it is proposed that individuals who are employed on a full-time basis, would have a higher measure of inertia investment, than those only employed part-time. The work activity is a major part of one's life, occupying eight hours of the day. In the case of part-time workers, the activity is a pre-occupation, with the caring of one's family being of greater importance. Therefore, it is suggested here that women who are employed part-time, are motivated by two factors, the small income, and satisfaction of having a "meaningful" (subjective) activity besides family obligations.

This variable is scored on two dimensions

Low (part-time employed)

High (full-time employed)

In this sample, 81% of the respondents were employed full-time.

4.4.6 Estimation of inertia, vis-a-vis MARITAL STATUS

This variable is in many respects related to tenure, since married women tend largely to take up part-time employment as a social worker, especially when rearing a family. Married people, it can be suggested,

are low on inertia, since their job is not always necessary in term of contributing towards the total family income. Many of their husbands are professional men themselves, and a large double income only gives rise to tax problems, especially when the couple don't have children. Single people are rated as medium on this variable, since their job usually is the sole means of income, e.e. (self supporting). But individuals who are divorced or widowed, are rated as high on inertia for this variable. This can be attributed to the fact that such individuals may be left to support children. The income is of greatest importance and these people are most likely to remain in their job, regardless of the prevailing work problems.

4.4.7 Estimation of inertia, vis-a-vis, SENIORITY

The higher the position held in a job by the individual, the less likely will be the chances of that individual leaving. It may be impossible to obtain another job in the same capacity. This factor is related to age and time spent in the professsion as well.

The following are inertia measurements;

- i) Low (Field work)
- ii) Medium (Supervisor)
- iii) High (Agency director)

All these variables, were then taken to formulate a composite measure of inertia for each respondant (see APPENDIX F). The frequency distribution of this composite variable can be observed in TABLE 9 .

TABLE 9

DISTRIBUTION OF COMPOSITE INERTIA

SCORES

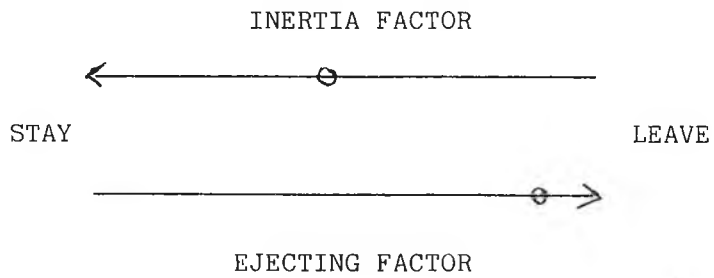
	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
Low	1	36	43,4
Medium	2	42	50,6
High	3	5	6,0
	TOTAL	83	100,0

Most of the sample (50,6) have a medium composite measure of inertia

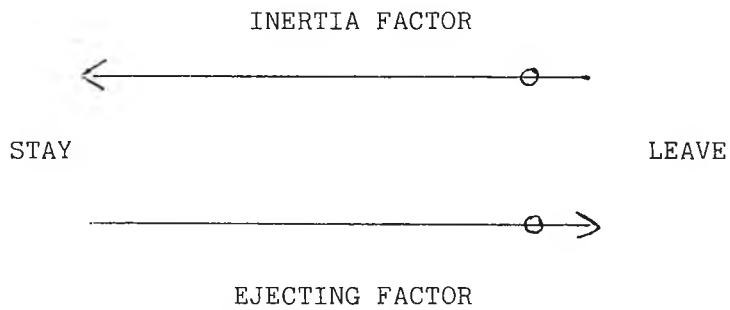
INERTIA FACTOR

STAY	MEDIUM (50,6%)
STAY	LOW (43,4%)
STAY	HIGH (6,09%)

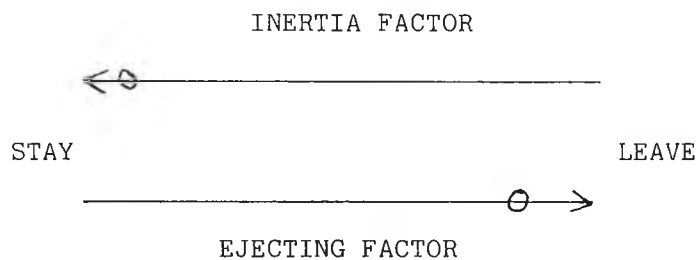
Now assuming that the ejecting factor measure is high for all respondents, the following situations would prevail.

CASE 1

50,6% of the sample could be described as partially TURNED-OFF by their work. If inertia increases, these people will become turned-off by their work. This is a demotivated person, whose job turn him off.

CASE 2

In terms of Flowers and Hughes, this situation represents labour TURN-OVER. 43,4% of this sample are likely to remove themselves from the employment situation soon, if the situation doesn't change. This group of people therefore, are potential leavers. This proportion is very high, and would exasabate the manpower crisis in Durban drastically.

CASE 3

These individuals, who stand for 6% of the sample, are positively turned-off by their work. They are likely to stay on, but are troubled or troublesome individuals. This is varified by the fact that 4% of the sample on another measurement to be recorded later, indicated that they were dissatisfied with their work, but were prepared to remain and agitate for change.

Working upon the assumption that ejecting factors (high dissatisfaction) is universal amongst white Durban social workers, the following conclusions may be drawn;

- i) 43% of the sample are potential leavers (TURNOVER)
- ii) 50,6% of the sample are partially turned-off by their work with time inertia increases, and should the ejecting factor (dissatisfaction) remain high, these individuals will become turned-off by their work.
- iii) However, already 6% of the sample are turned-off by their work.

This information illustrates that people are not motivated to strive for change, while apathy and depression prevails.

4.5 Low availability of ACCEPTABLE ALTERNATIVE EMPLOYMENT in the ambient employment market.

While designing this study, it was felt that possibly, low observed mobility as proposed in the hypothesis, could largely be explained by the shortage of suitable employment in the ambient employment market. This would mean in effect, that people were being forced to stay in

the profession with poor hygiene conditions for this very reason. This therefore would negate any explanation in terms of job satisfaction. Therefore, the inclusion of this factor, was of fundamental importance, as it held a possible explanation contrary to the one being proposed in the hypothesis.

In question 20, the respondents were asked to outline the types of jobs that they thought may be obtained with their present academic qualification (SEE APPENDIX F (TABLE 37-41) TABLE 10 below provides a distribution of our findings.

TABLE 10

B. 409

REALISTIC ESTIMATION OF ALTERNATIVE EMPLOYMENT

AMONG THE SAMPLE

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
DOUBTFUL	1	16	19,4
POORER	2	11	13,3
EQUIVALENT	3	49	59,0
BETTER	4	7	8,4
	TOTAL	83	100,0

More than half the sample, believe that they can at least obtain employment equivalent to their present job (59%). This indicates that

shortages of job, is not really a factor explaining the low observed mobility. Therefore, other alternatives to explain this phenomenon will later be explained. However, in TABLE II we begin to get some idea why the observed mobility amongst social workers is low.

TABLE II

REASON FOR REMAINING IN THE SOCIAL WORK
PROFESSION

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
immediate financial obligations	1	7	8,4
no suitable employment	2	7	8,4
hoped the profession would improve	3	15	18,1
obligation to the client	4	7	8,4
liked the job too much	5	18	21,7
never considered leaving the profession	6	25	30,1
	0	4	4,8
	TOTAL	83	100,0

The respondents were asked in question 19, if they had ever considered giving up social work. Those that indicated in the affirmative, were asked why they actually had not done so. 30% of the sample, indicated that they liked their job too much. While a further 15% hoped that the provision would improve and a lesser 7% felt that they had obligations to their clients. Only 19% indicated that suitable jobs were not available. It is of interest to note, that approximately 50% of the sample appear to be dedicated to their jobs and profession. Some even have faith that the situation will improve, but are not sufficiently motivated themselves to foster the necessary change process.

4.6 The Criterion/Dependant Variable

STABILITY \longleftrightarrow MOBILITY: The disposition to leave the social work profession.

There are four measurements extracted from question 21 upon which this variable is based. (see APPENDIX F TABLES 43-46)

Question 21 If the Government does not do something to improve the salaries and work conditions of the profession in the near future, (see April 1983).

What is going to be your reaction?

Via the scouring processes, discussed earlier on, the following four measurements were obtained.

- 1) Respondants reaction to future decline in Social Workers salaries/working conditions
- 2) Orientation/disposition towards decline of the Social Work profession

iii) Efficacy of response/measurement of initiative (decline in Social Work profession).

iv) Predicted mobility in response to decline in Social Work profession.

In response to item (i), 62,7% of the sample felt that further decline in salaries and work conditions, was a real issue. Item (ii) However, a lesser 38% felt negative towards future decline in the entire profession. Item (iii) Only 4% claimed that they would remain in the profession and agitate if necessary, e.g. stike action, mass resignation campaigns etc. While 26% claimed that they would leave the profession in the near future (represented by ACT). In item (iv) on predicted mobility, only 29% of the sample could be identified as prospective LEAVERS. While 47% seem to indicate that they will remain in the profession, despite the poor hygiene conditions. The major problem with those who are prepared to stay, is that they are not motivated to agitate, yet they are the ones who complain about the circumstances. Those that really do not like the situation, seek employment elsewhere. The author would argue therefore, that improvements in salaries and working conditions will not come about until collective action is taken on the matter. However, this need not be violent or revolutionary behaviour, rather social workers should start taking a great interest in the manpower crisis, demanding explanations from the State with regards to the prevailing circumstances. At the moment, only a few are acting on behaviour of the rest. Greater involvement is being advocated here, since unity is strength. It can be suggested here, that white Durban Social Workers have a fair number of TURNED-OFF WORKERS in their ranks, and a great deal more progressing in this direction.

Therefore, instead of being troubled by their circumstance, they should become troublesome by involving themselves in collective activity.

It can be suggested that the spirit of group action, and gains achieved by collective behaviour, will be a form of satisfaction in itself. In this manner, the ejecting factors may be reduced, and a sense of pride and achievement will be experienced by the participants, thus enhancing job satisfaction and motivation to work.

CHAPTER 5AN INTERPRETATION OF SOME STATISTICAL RELATIONSHIPSIN THE DATA

Cross tabulations, were run on a computer, for the purpose of learning about the relationships which exist in the data. Only those statistical calculations, which are of relevance to this investigation, will be discussed. Some of the statistics were further refined at this stage of the investigation. This enabled the author to achieve stronger results than otherwise normally expected. A detailed description of this refining process will also be outlined, so that the reader may attain a deeper appreciation of these findings. The author ignorantly embarked upon a "fishing expedition" - cross tabulating every frequency distribution with another. It was surprising to observe the number permutations which were being obtained from just these few distribution tables. Most of this work was unnecessary, and of little relevance to the investigation. The statistics of importance being only, those that measured relationships and associations between the independent variables themselves. A second, but less important set of calculations, measure relationships that exist between each independent variable and the criterion/variable. The most important calculation in this entire investigation, is the regression analysis which calculates the proportion in absolute term, contributed by each independent variable to the total value observed on the criterion/dependent variable. (see FIG. 9 page 102). Other cross tabulations of relevance will be incorporated to enhance the interpretation of this data.

The cross tabulation table will be presented, followed by a discussion thereof. On completion of this procedure, the relevance of the findings documented above will be drawn together in summary form. The regression analysis will follow, and overall conclusions pertinent to this investigation per se, and not those relevant to the entire report can be documented.

5.1 Self-actualizing WORK EXPERIENCES

versus

Self-actualizing WORK VALUES

TABLE 12

WORK VALUES

		NO EVIDENCE	MILD	STRONG	
WORK	NO EVIDENCE	23	5	0	28
EXPERIENCE	MILD	3	26	3	32
	AVERAGE	1	9	13	23
		27	40	16	83

Table 12 above, illustrates the relationship between self-actualizing work experiences and self-actualizing work values. Raw Chi square, gives a high level of significance (68,647) with four degrees of freedom and a critical value of ,0000. This indicates, that strong relationships exist between the actual work values held by social workers and the types of work experiences which they are receiving in their work. It

could be argued from this result, that white Durban social workers experiences are largely being shaped by their value orientation to their work. Therefore, individuals who believe that their work can satisfy intrinsic needs, are more likely to have such experiences, than those that don't hold such values. Cramer's V and Pearson's R, are both tests of association and register values of ,64307 and ,74821. This indicates that a very strong association exists between these two factors. Hence, the stronger one's work values, the greater the prospect of work experiences that align themselves with this value orientation.

5.2 Helping/Altruistic PERSONAL VALUES

versus

Self-actualizing WORK EXPERIENCE

TABLE 13

WORK EXPERIENCES

	NO EVIDENCE	MILD	AVERAGE	
	18	16	4	38
PERSONAL	7	8	11	26
VALUES	2	8	8	18
	27	32	23	82 * 1 missing case

In this TABLE, the relationship between personal values and work experiences, is 13,745, with four degrees of freedom and a critical value of ,0082 (raw Chi square). Cramer's V indicates that a weak (,28950) association exists between these variables. Pearson's R, which is a

stronger test, gives a larger value of ,37703 at a ,0002 significance level. Both the relationship and association between these variables, is much weaker than that of those discussed in the previous table. Nevertheless, a positive association still exists indicating that work experiences are slightly effected by personal values, but not anything to the extent, which work values effect work experiences.

5.3 Helping/Altruistic PERSONAL VALUES

versus

Self-actualizing WORK VALUES

In TABLE 14 a strong relationship exists between the abovementioned variables.

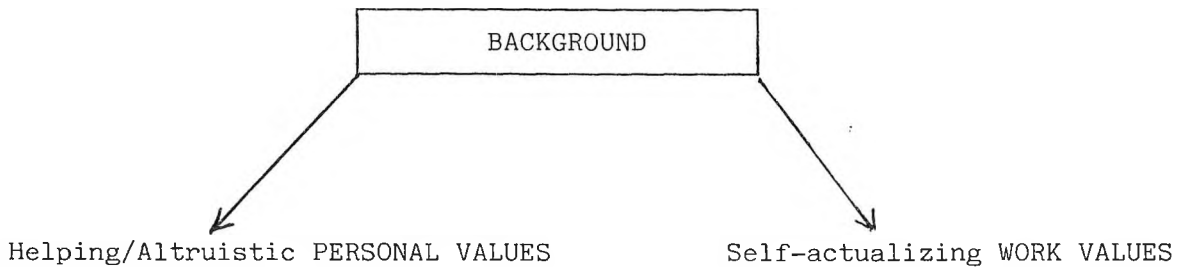
TABLE 14

WORK VALUES

		NO EVIDENCE	MILD	STRONG	
PERSONAL VALUES	NO EVIDENCE	17	20	1	38
	MILD	8	12	6	26
	STRONG	1	8	9	18
		26	40	16	82 * 1 missing case

A Chi square value of 20,44 was obtained at four degrees of freedom, with a critical value of ,0004. However, Cramer's V registers a mild association of ,35303 between these variables. A fairly strong positive relationship was recorded on the Pearson's R test of ,47221, at

a ,0000 level of significance. Therefore, a reasonable association exists between personal values (altruism) and work values (satisfiers).



Since these variables have a substantial positive association with one another, it could be suggested that both originate from the individual's background. An individual with altruistic personal values, if possible, is most likely to seek employment suited to operationalizing this value orientation. Social work is concerned with helping individuals with socio-economic and emotional problems. Therefore, an individual with altruistic values practicing social work, is very likely to perceive the job to be satisfying, since it is keeping with his values. However, if the individual concerned held materialistic values, and was oriented towards making money and didn't care much for helping people, and getting a small salary, he would not perceive social work as a satisfying job. In essence, altruistic values develop from one's upbringing and family circumstances, e.g. religious parents are likely to have religious children, these values are instilled through socialization. The self-actualizing work values, are cultivated from this same background and are operationalized within the social work employment situation.

5.4 Predicted Mobility

versus

Helping/Altruistic PERSONAL VALUESTABLE 15

PERSONAL VALUES

		NO EVIDENCE	MILD	STRONG	
PREDICTED MOBILITY	STAY	17	16	13	46
	UNCERTAIN	3	1	3	7
	LEAVE	18	9	2	29
		38	26	18	82 * 1 missing case

The most important measure to observe in this table, is that calculated using Pearson's R (-,26711). This indicates that a weak negative association exists between these variables. Therefore, people who have strong altruistic personal values, are less likely to leave the social work profession than those who don't have such personal values. This is interesting, since it may be of great benefit to the profession to screen prospective social workers testing for signs of these values. The drop out rate may be reduced in this manner, since people who have other value orientation can be advised not to pursue social work as a career. Furthermore, it may be an idea to develop techniques for nurturing this particular value orientation, among social work students and practitioners. The profession itself, is unable to fulfil this

function, because no inservice training programmes exist for this purpose. Individuals must be continuously made aware of helping/altruistic values, and how best to use these in their daily activity. Since self-actualizing values seem to be closely associated with altruistic personal values - one must encourage the growth of the other and must be having a positive effect on the existence of the other. Therefore, a programme to nurture personal values, would have a two-fold function. Firstly, it would enhance the individual's empathic capacity, and secondly, direct social workers towards intrinsic satisfaction from the job, as opposed to material gains. (or extrinsic rewards).

5.5 Predicted Mobility

versus

Self-actualizing WORK VALUES

TABLE 16

WORK VALUES

		NO EVIDENCE	MILD	STRONG	
PREDICTED	STAY	9	26	12	47
MOBILITY	UNCERTAIN	1	2	4	7
	LEAVE	17	12	(0)	29
		27	40	16	83

This table indicates that no individual with strong self-actualizing work values, is likely to leave social work. This statistic is

plausible, since it indicates that a fair amount of intrinsic rewards must be derived from the actual work itself. The hygiene conditions possibly do not really concern such individuals. Once again, Pearson's R gives a strong negative association value (-,40904), indicating that person's with self-actualizing or professional work values are more likely to stay in social work. The Gamma tests of association which is a weaker test than Pearson's R, records a value of -,56562, which is fairly high. This value further serves to reinforce the Pearson's R calculation.

5.6 Predicted Mobility

versus

Self-actualizing WORK EXPERIENCES

TABLE 17

WORK EXPERIENCES

		NO EVIDENCE	MILD	AVERAGE	
PREDICTED	STAY	11	19	17	47
MOBILITY	UNCERTAIN	2	3	2	7
	LEAVE	15	10	4	29
		28	32	23	83

No individual in this sample has "strong" self-actualizing work experiences. However, only 4 indicated that they would leave, and these people have average self-actualizing work experience. Whereas 15

who have no evidence of self-actualizing work experience, indicated that they would remove themselves from the profession. Once again, Pearson's and Gamma register inverse or negative associations, $-.29912$ and $-.43765$ respectively.

In the last three tables, a trend is evident, namely individuals who have self-actualizing work experiences, or who hold altruistic and self-actualizing work values, are the least likely to leave social work.

5.7 Predicted Mobility

versus

Realistic Estimation of ACCEPTABLE ALTERNATIVE employment

TABLE 18

ACCEPTABLE ALTERNATIVE EMPLOYMENT

		NO	YES	
PREDICTED	STAY	15	32	47
MOBILITY	UNCERTAIN	3	4	7
	LEAVE	9	20	29
		27	56	83

The relationship as measured by Chi square, is insignificant, with the value of $.8279$. This indicates that these variables are not related, which is of particular importance to this investigation. The hypothesis

took account of motivator factors, but not of insufficient employment in the ambient market. However, it is evident from these results that the employment factor does not confound the hypothesis. People feel that they are able to obtain suitable employment, should they so desire. The association recorded in the Pearson's R calculation, further substantiates Chi-square by indicating that an association between these variables is virtually non-existent. The score here, is ,00399 at a ,4850 level of significance, hence the insignificance of this association.

5.8 Inertia versus PREDICTED MOBILITY

TABLE 19

		PREDICTED MOBILITY			
		STAY	UNCERTAIN	LEAVE	
INERTIA	LOW	13	4	19	36
	MEDIUM	29	3	10	42
	HIGH	5	0	0	5
		47	7	29	83

This table indicates, that no individual in the sample with high inertia would leave the social work profession. The relationship between these variables is highly significant, with Chi square valued at 12,81 with four degrees of freedom and a critical value of ,0123. Cramer's V

shows a weak association between these variables. However, Pearson's R which is a stronger test of association, shows an inverse association of $-.38481$ at a $.0002$ level of significance. This is reinforced by Gamma, which registers a value of $-.62444$. This indicates that with the increase of inertia investments, the less likely will be the chance of leaving the profession. This is plausible, considering the risk involved, especially when one reaches the age of forty years.

Cross tabulations of inertia with other variables, such as personal values, work values etc., have not been documented here, since both the relationships and associations are insignificant. The same can be said for cross tabulation between "acceptable alternative employment" and the other variables.

The following points are noteworthy;

- i) It seems apparent from the investigation, that both altruistic personal values and self-actualizing/professional motivators work values are closely associated with one another. It is apparent that people who hold altruistic personal values, are likely to hold motivator work values.
- ii) These individuals are also less likely to vacate the profession, than those who are materialistically orientated and don't like working with people.
- iii) The sample feel that there is scope in the ambient employment market to obtain a suitable job. Mobility is not effected by the shortage of jobs, as the author once thought.

iv) Inertia investments which, according to Flowers and Hughes, keeps people in their jobs, seems to be performing the same function in the case of white Durban Social Workers. There is an inverse association between inertia and predicted mobility, hence the more inertia, the less chance of mobility.

5.9 REGRESSION ANALYSIS: THE CONTRIBUTION MADE BY EACH INDEPENDENT VARIABLE TO THE CRITERION DEPENDENT VARIABLE

The first step in this procedure, is to remove the variable ACCEPTABLE ALTERNATIVE employment (FIG, 9 page 102), since it has now been found not to stand in any significant relationship to the criterion/dependent variable. Therefore, it would be useless including this factor in any regression analysis. The second step is to conduct a Pearson's R correlation of concordance calculation, to identify those variables, which are reducing the strength of our overall inertia value. TABLE 20 on the following page illustrates that the factors of marital status and tenure are weakening this value considerably, and therefore must be removed. The weaknesses are indicated by the number of negative values cited in these respective columns of the table.

TABLE 20

PEARSON'S CORRELATION OF CONCORDANCE

TIME IN THE PROFESSION	1,0000						
AGE	,7279	1,0000					
TIME IN THE LATEST JOB	,7619	,6705	1,0000				
ACADEMIC QUALIFICATION	,2296	,1136	,0572	1,0000			
* TENURE	-,2043	-3,064	-,1028	,1550	1,0000		
SENIORITY	,5723	,5711	,7218	,1965	,1247	1,0000	
* MARITAL STATUS	-,1171	-,0175	-,1875	-,0247	-,0297	,0382	1,0000

* indicates the two factors which have to be removed.

The purified INERTIA measures gives a stronger reading when cross tabulated with "predicted mobility" TABLE shows the following

TABLE 21

INERTIA (purified variable)

		NO EVIDENCE	MILD	STRONG	
STAY		17	22	6	47
PREDICTED	UNCERTAIN	6	1	0	7
MOBILITY	LEAVE	25	4	0	29
		50	27	6	83

The most significant statistics to note here, are the Pearson's R and

* The new distribution frequency table may be cited in APPENDIX G (TABLE)

Gamma, which give values at the ,000 level of significance of $-.44384$ and $-.77159$ respectively. This further reinforces the assumption that high inertia is associated with low predicted mobility among white Durban social workers.

TABLE 22

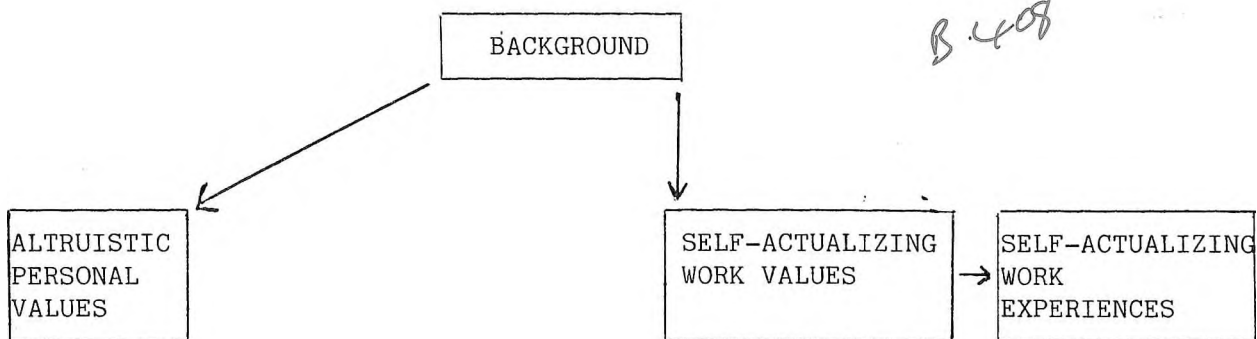
REGRESSION ANALYSIS INDICATING
THE CONTRIBUTION MADE BY FOUR INDEPENDENT
VARIABLES ON THE CRITERION/DEPENDENT VARIABLE

INDEPENDENT VARIABLE	RAINSORE	PERCENTAGE
Helping/Altruistic PERSONAL VALUES	,071	7,1
Self-actualizing/Profession WORK VALUES	,117	11,7
Self-actualizing/motivator WORK EXPERIENCES	,0004	,04
INERTIA investments	,100	10,00
		<u>28,84</u>

Four variables explain 28,84% of the total influence on the criterion variable of stability \longleftrightarrow mobility. This is a fairly high contribution made by so few factors.

Since helping/altruistic personal value and self-actualizing work values account for a large share of the total contribution, the following can be observed in TABLE 22 .

FIGURE 11



The self-actualizing WORKEXPERIENCES that social workers are receiving, make a minute contribution to stability \longleftrightarrow mobility. There it could be suggested that the values which originate from a common background (FIG. 11) give rise to self-actualizing work experiences. It is apparent that social workers are not really receiving such experiences. This may be attributed to the poor hygiene conditions prevailing in the profession. However, this investigation has neglected to actually examine the peoples attitudes towards hygiene factors prevailing among Durban white social workers.

Though it has been learned from this investigation, that very few motivator experiences exist, these cannot be attributed to poor hygiene conditions. The existence of altruistic personal values and self-actualizing work value among white Durban social workers, could be accounting for the low observed mobility in the social work profession. A further factor of significance to be noted here, is that 50% of the sample are partially turned-off by their work. With the increase of inertia investments, they will become progressively more turned-off if the "ejector factors" can be assumed to remain high. Pearson's R

in this phase will remain in their job, but become troubled by the circumstances. This is born-out in the apathy and depression which prevails in the social work profession at present. Flowers and Hughes (1973) note that such person's have the potential to become troublesome and disruptive to the organization in which they are employed. However, only 4% of this sample have the potential to become troublesome, since they appear to be willing to become activist for the profession. Approximately 30% indicated that they would vacate the job and profession. In conclusion, low observed mobility can be explained in terms of inertia investments; self-actualizing work values and altruistic/helping personal values.

The apathy is further born-out in the Tables

in APPENDIX G

CHAPTER 6

STRUCTURE AND FUNCTION OF THE SOCIAL WORK PROFESSION
IN SOUTH AFRICA, WITH ASSOCIATED IMPLICATIONS
FOR THE MANPOWER CRISIS

This report is concerned with both individual attitudes, and structural relationships prevailing in social work today. South Africa is fairly unique in its welfare policies, which statutorily enforce a partnership with the profession. The State holds supreme power over the profession, by virtue of the fact that it is the major funding agent. Improvements to hygiene conditions, (salaries and working conditions) is largely dependent on the State. However, by adopting certain strategies which may cause the State to become embarrassed by the manpower crisis, the profession is able to win some improvements. However, improvements from the State only serve to strengthen this dependency relationship. With the change in economic circumstance, the profession will require improvements on a regular basis. The State will begin to vacillate in their decision making process on this matter. For soon, the time will arrive, when it will be difficult to distinguish between the existing relationship and a welfare State system. The State at present monopolises the profession, by entrenching the partnership in Welfare legislation. It should be evident that to seek further dependency upon the State, in this fashion, is going to be detrimental to the profession in the long-term.

It has been suggested in this report, that long-term planning oriented

towards dismantling this relationship, must be seriously pursued. About the only alternative, is to form a dependency relationship with industry. This must only be for a short space of time, in an endeavour to learn the management skills underlying the successes of both industrial and commercial spheres. Taken a step further, financial investment planning must be exercised firstly on a small scale but growing progressively larger with the passage of time. Investments generating a source of revenue which may be used in welfare projects, or reinvested to take care of future needs. The idea here, is to generate an internal source of revenue, which with the passage of time, will be able to cope with the agencies financial expenditure. In this manner, post for social workers won't have to be sought after from the State, rather, provision for these will be made in the agencies annual budget. By establishing agency priorities in a realistic manner, it will be possible to provide the material needs of the organization without little or no State assistance.

For the short-term situation, dependency is acceptable, while long-term plans are being put into operation. Welfare agency's must realize that the success of independence, will be largely influenced by their ability to become commercial organizations themselves. The process begins by employing management consultants in both the personal and commercial fields, to assess the agencies position, and to plan forthwith. The agencies image in the public "eye" is going to warrant much attention, since most organizations are perceived negatively. The public lacks education into welfare matters, and the professions

with its apologetic attitude, is largely to blame for this situation. The most minute political manoeuvre is perceived by the average member of our society, yet people do not understand the ramifications of the manpower problem in social work. Indeed, this has the right to take its place among the most controversial of political issues. Yet it occupies some dusty corner in the minds of those who preside in judgement over us all, creating the laws upon which stability is supposed to be based.

The relationship between the State and Welfare profession in South Africa, may be interpreted in many ways. Some may suggest that the welfare system is just another puppet manipulated by the State, to achieve its own ends. Others may agree that it is an apparatus for disseminating a false state of consciousness among the people. But whatever interpretation is reached about the use of welfare as an instrument of social and economic appeasement, it has not been established for this purpose. However, it will be used as such, unless the monopolistic hold is somehow broken. According to power exchanges, the State stands to benefit in most trade-offs, especially where radical action is taken in an attempt to relieve the existing circumstance. The profession may only be subjected to further oppression for its trouble. The only way to increase one's chances of winning in a power trading, is to play the game according to the rules of the power holders. Hence, find loopholes in their legislation which may be put to good use before they are closed. The State, once welfare in South Africa to be responsible for obtaining part of its own revenue, thus in keeping with the rules, attempts must be made to increase their share, thus drawing on less of the State's contributions.

Social workers have a skill to sell on the labour market, the value of which largely depends on demand. For example, a psychologist with a Master's degree qualification in clinical and counselling psychology, does not really have much more of a marketable skill than the social worker who has a Master qualification in case work and family therapy. Yet, the popularity of the psychologist makes an entire difference to the situation. Thus marketableness of social work skills is going to depend on public education programmes carried out by all agencies in the community.

Collective action, not necessarily radical by nature, needs to occur. The professional societies are possible instruments for uniting the people together, provided that they can sort their differences out. The author advocates a National Trade Union for social workers in preference to Professional societies. The membership should be compulsory, and every effort should be made to encourage the participation of all social workers. The union need not be established for winning personal gains, like those of industry, but rather should be devoted to investigating various sorts of problems which plague the profession. Collective action can then be taken on such matters. Participation of this nature enhances a group identity so important for combating apathy. Group action allows people to feel that they are able to act in situations that affect their lives. The mere fact that one is able to influence his environment, creates satisfaction in itself. However, in the profession at present, people feel powerless, because they are oppressed by the structural relations, and cannot see their way clear to back an impression on their world of work.

With the drive to independences, private welfare agencies will have developed a considerable power base, for negotiating changes in legislation which gives the profession more room to exercise initiative. Centralize planning of welfare services is important, but it should be the task of private agencies to undertake this function. Representatives from certain organizations, should be elected to form a coordinating and planning welfare committee. Only minimal State involvement is necessary in this regard, to monitor the proceedings, observing that decisions are taken which are in the best interest of the welfare system per se.

The social work profession should observe two findings which emerge from this structural analysis;

- i) The nature of the relationship prevailing between the profession and the State. Especially taking cognizance of the implication of this "partnership" and the effects that it is most likely to exercise over the future existence of the profession.
- ii) Consider the alternatives proposed for both short-term improvements and long-term change. It may be argued that long-term plans such as these are utopian. However, they will remain as such until some attempt is made to operationalize them.

In essences, only ideas for alternative forms of change have been set forth in this analysis. It will be up to the profession to assess these for what they are worth, possibly conducting further research establishing the feasibility of their implementation for the agency.

Other alternatives may emerge, but if the author has stimulated some thought on this matter amongst prospective welfare planners, then a degree of success has been obtained. In the light of the investigation conducted amongst white Durban Social Workers, the following recommendation is worth consideration.

- i) Persons mostly to remain in social work usually have strong helping/altruistic values, which nurture the development of professional self-actualizing/motivation work values. Therefore, it may be worthwhile to devise a test which could be used for screening prospective social workers. In this way, people who do not exhibit even this value system potential value system, should be discouraged from entering the university course. This has the advantage of attracting the manpower most likely to stay in the profession and make it a career, rather than pass through in a casual fashion. Furthermore with smaller classes, the the quality of the training should improve. Training programmes may be designed to best enhance this value orientation.

Despite the fact that there are no statistical measures reflecting precise attitudes towards the hygiene conditions of the social work profession, the analysis indicates sufficiently the nature of this situation. The low observed mobility of white Durban social work, can largely be explained in terms of the inertia investment which they have accumulated. With the high "ejecting factor" many social workers are becoming turned-off by their work. Such persons will remain in the profession, yet be troubled by their employment. It is of interest to note here, that

social workers transfer all the hygiene problems of the profession onto their agency. Thus the agency largely gets the blame for their dissatisfaction. In fact, the agency may have good hygiene conditions of the profession with that of his/her agency. For example, an agency may provide its staff with the most congenial working conditions possible. The supervisor-work relations are sometimes acknowledged by some as the best that they have experienced in any other agency. However, the workers by virtue of State policy, are divorced from certain decision making processes which effect their lives. They then transfer the blame for such inadequacies in the system upon their agency. Therefore, such an individual will move from agency to agency, seeking improvements to the situation, and may end up leaving the profession bitterly disillusioned. Some individuals may never appreciate that their agencies are not to blame, rather, the fault lies with the policies which control the practice of Social Work in this country.

This investigation is based on a model devised in the Centre for Applied Social Science, oriented towards gauging the stability and commitment of white Durban social workers. More respondents in this sample are stable yet few are committed to their jobs and profession. This is largely reflected in their attitudes towards taking action to achieve improvements. While not being motivated in this direction, many complain about these circumstances. It can be suggested that individuals that are very committed to their job or profession, will not only do the work to the best of their ability, but work towards achieving and maintaining hygiene conditions, which enhance the individual's work performance.

This investigation mirrors in many respects the socio-structural situation outlined earlier on in this report. The two studies, though differing in their emphasis, can be seen together, as exploring some of the effectors which not only effect the stability and commitment of white Durban Social Workers, but effect the profession through the country at large. Though the study specifically seeks to measure these factors in respect of the white race group, it must not be seen as racially oriented in its emphasis. This structural scenario highlights the problems of white people, become deeply provoking when applied to other race groups in this country. White social workers are complaining about their hygiene conditions (salaries and working conditions) yet they receive the "best deal" in welfare dispensations. How much more, do the other race groups who are treated as second, and sometimes third class professionals in financial terms, have the right to complain. Yet it must be emphasized that short-term improvements from the State, can only successfully be achieved by collective action non-racially oriented. If each race group decides to pursue this issue alone, a racially oriented power base will never emerge. A few improvements will be won here, and there, mainly by white personal, thus only further aggravating the racial problems which prevail within the Professional society's ranks. The Council for Social and Associated workers has already advocated the formation of a co-ordination committee, drawing representation from these five professional bodies. This will require compromises on racial matters by all parties concerned.

In concluding, it is the author's sincere hope that this study will stimulate an awareness of the problems that plague the social work profession.

This study addresses all those workers at private agency level, who are discontent with their jobs and professions. It is hoped that this study is of practical relevance to these individuals.

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Structural analysis of profession is based on material provided by the
Society for Social Workers, for inclusion in the confidential Memorandum
to the Government.

APPENDIX A

Confidential

RESPONDENT NO: _____

SURVEY OF WHITE DURBAN SOCIAL WORKERS' ATTITUDES
TOWARDS THEIR JOB AND PROFESSION

1. Agency Name:

2. Are you registered as a social worker with the Council for Social and Associated Workers (C.S.A.W.)

YES	NO
-----	----

3. Gender of Respondent:

4. Marital Status of Respondent:

5. Academic qualifications:
.....
.....
.....

6. How long have you been a social worker?
- under two years 1
 - two - four years 2
 - five - seven years 3
 - eight - ten years 4
 - eleven - thirteen years 5
 - fourteen years & above 6

7. Age of Respondent (estimate based on the number of years in the profession):

.....

8. How long have you been employed by this Agency?
- Under two years 1
 - two - four years 2
 - five - seven years 3
 - eight - ten years 4
 - eleven - thirteen years 5
 - fourteen years and above 6
-

9. At present are you employed full-time or part-time?
-
-

10. What capacity are you employed in at present?
e.g. supervisor, community worker, agency director, etc.
-

11. Can you briefly describe your work in this capacity?
-
-
-
-
-
-

12. Have you worked for any other agencies, since joining the profession?

YES	NO
-----	----

If the respondent answers YES, record overleaf:

12.

(i) Agencies where previously employed	(ii) Duration of employment	(iii) Reasons for leaving
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13. What made you decide on social work as a career?
(Probe values and aspirations)

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.....
.....
.....
.....
.....
.....
.....

14. Think for a moment about the social work profession, then answer the following:

(i) What do you like most about the profession? (probe)

.....
.....
.....
.....
.....
.....

(ii) What do you dislike most about the profession? (probe)

.....
.....
.....
.....
.....
.....
.....

17. How would you rate your profession in terms of the scope for:

	Personal Achievement	Personal Recognition	Personal Responsibility
Excellent			
Good			
Satisfactory			
Poor			

18. How would you rate your present job in terms of the scope for:

	Personal Achievement	Personal Recognition	Personal Responsibility
Excellent			
Good			
Satisfactory			
Poor			

19. (ii) What course of action did you take? e.g. application for other jobs.

.....
.....
.....
.....

(iii) Rate your response in terms of the following criteria:

- Favoured this consideration but had immediate financial obligations 1
- Favoured this consideration but was unable to obtain a suitable job 2
- Favoured this consideration but hoped that the profession would improve 3
- Favoured this consideration but have an obligation to my clients 4
- Favoured this consideration but like my job too much 5

NO - Have you never considered leaving the profession? (probe)

.....
.....
.....

20. Do you think you could obtain employment outside the profession with your present academic qualifications?

YES	NO
-----	----

YES - What sorts of employment?

.....
.....
.....

NO - Explain why

.....
.....
.....

21. If the Government does not do something to improve the salaries and work conditions of the profession in the near future, (say April 1983),

What is going to be your reaction? (probe)

.....
.....
.....
.....
.....
.....

Thank you

APPENDIX B

Registered Welfare Organisations,
State & Provincial Welfare Departments.

Introduction:

As part of a survey of white Durban Social Workers' attitudes towards their job and profession the following set of questions is to be completed by the Director - Senior Social Worker of the Organisations participating in this research project-

Agency Name:

(1) No. of Social Workers employed by this Agency:

(2) How many of these posts are State funded?

(3) How many of these posts are not State funded?

(4) Nature of posts which are State funded?

.....
.....
.....
.....
.....

(5) Nature of posts which are not State funded?

.....
.....
.....
.....
.....

(6) What scope is there for promotion within your Agency structure?

.....
.....
.....
.....
.....

(7) Do you think this is adequate? YES / NO

(8) Does State funding affect this Agency's performance?
(With respect to Question (6) & (7) YES / NO

(9) YES: In what way?

.....
.....
.....
.....
.....

(10) NO: How does this Agency manage?

.....
.....
.....
.....
.....

(11) Has the State ever frozen any posts in this Agency?

YES / NO

(12) YES: Was any reason given for this action?

.....
.....
.....
.....
.....

TABLE 23

SOCIAL WELFARE AGENCIES IN DURBAN
THAT HAVE TWO OR MORE SOCIAL WORK POSTS
WHICH ARE STATE SUBSIDISED

NAME OF AGENCY	NUMBER OF WHITE SOCIAL WORKER'S EMPLOYED	NUMBER OF SOCIAL WORKERS INTERVIEWED	PERCENTAGE OF TOTAL SAMPLE INTERVIEWED	NUMBER OF WHITE SOCIAL WORKERS EMPLOYED (NO SUBSIDY)	IS STATE FUNDING ADEQUATE IN THIS RESPECT?
1. DURBAN SOCIETY FOR MARRIAGE AND FAMILY LIFE	4	4	4,0	NIL	NO
2. ADDINGTON HOSPITAL	10	9	10,8	NIL	NO
3. TAFTA	14	14	ADJ. 13,3	3	NO
4. DEPT. OF HEALTH AND WELFARE	24	11	13,3	NIL	YES
5. C.M.R.	9	6	7,2	1	NO
6. LULAMA	5	5	6,0	NIL	YES
7. DURBAN CHILD AND FAMILY	13	12	14,5	NIL	WILL BE
8. NICRO	5	2	12,5	NIL	YES
9. DURBAN MENTAL HEALTH SOCIETY	NO INFORMATION AVAILABLE	-	-	NO INFORMATION AVAILABLE	-
10. CITY HEALTH	NO INFORMATION AVAILABLE	-	-	NO INFORMATION AVAILABLE	-
	84	63 - 3 = 60	71,6%	4, of which 3 were interviewed in sample	-

APPENDIX C

TEN AREAS OF MAGISTERIAL DURBAN



AREAS

1. CENTRAL DURBAN.
2. WINDEERMEIRE
3. GREYVILLE
4. MORNINGSIDE
5. ESSENWOOD
6. MUSGRAVE
7. WESTRIDGE
8. BULWEIR
9. GLENWOOD
10. UMBILO

TABLE 24

DISTRIBUTION OF RESPONDANTS ACCORDING TO
TEN MAGISTERIAL AREAS OF DURBAN

MAGISTERIAL AREA	NAME OF AGENCY	NO. OF RESPONDANTS	% OF TOTAL SAMPLE
1. CENTRAL DURBAN	ADDINGTON HOSPITAL	9	10,8
	C.M.R.	6	7,2
	CITY HEALTH	4	4,8
	CITY COUNCIL HOUSING	1	1,2
	DEPT OF HEALTH AND WELFARE	11	13,3
	MARRIAGE GUIDANCE	4	4,8
	MENTAL HEALTH	4	4,8
	MICRO	2	2,4
	SANEL	2	2,4
	S.A. RAILWAYS	1	1,2
	TAFTA	14 = 58	16,9 = 69,8
2. WINDERMERE	CHILD WELFARE	12	14,5
3. GREYVILLE	HOSPICE	1	1,2
	ASS. FOR THE DEAF	1	1,2
4. MORNINGSIDE	BILL BUCHANAN PARK	1	1,2
	LULAMA	5	6,0
5. ESSENWOOD	-	-	-
6. MUSGRAVE	-	-	-
7. BULWER	ENTABENI HOSPITAL	1	1,2
	MEYRICK BENNET	1	1,2
	NAZARETH HOUSE	1	1,2
	ST. MARTINS HOME	1	1,2
	WYLIE HOUSE	1	1,2
9. GLENWOOD	-	-	-
10 UMBILO	-	-	-
TOTALS		83	100

APPENDIX D

TABLE 25

GETAL INSKRYWINGS VAN EERSTEJAARSTUDENTE 1980 EN 1981 AAN ALLE MAATSKAPLIKEWERK-OPLEIDINGSINRIGTINGS

Opleidings inrigtings	Universiteit Stellenbosch		Universiteit Pretoria		Universiteit Kaapstad		Universiteit Fort Hare		Universiteit Zoeloeland		Universiteit Wes-Kaapland	
	1980	1981	1980	1981	1980	1981	1980	1981	1980	1981	1980	1981
Dames:	34	37	54	54	61	69	41	60	50	61	140	126
Mans:	5	7	5	12	13	7	6	10	13	17	57	37
Totaal:	39	44	59	66	74	76	47	70	63	78	197	163
	Universiteit Oranje-Vrystaat		Universiteit Van die Noorde		Universiteit Natal		Universiteit Port Elizabeth		Universiteit Hofmeyr Kollege		Universiteit van Suid Afrika	
	1980	1981	1980	1981	1980	1981	1980	1981	1980	1981	1980	1981
Dames:	46	35	86	42	30	19	23	27	25	30	62	59
Mans:	4	6	20	6	8	1	11	13	-	-	22	11
Totaal:	50	41	106	48	38	20	34	40	25	30	84	70
	Hugenote Kollege		Potchefstroom-se Universiteit vir CHO		RHODES		Randse Afrikaan- se Universiteit		Universiteit van die Wit- watersrand		Universiteit van Durban Westville	
	1980	1981	1980	1981	1980	1981	1980	1981	1980	1981	1980	1981
Dames:	80	43	43	35	9	14	42	40		50	56	36
Mans:	21	9	5	2	7	3	7	9		4	4	2
Totaal:	101	52	48	37	16	17	49	49		54	60	38

APPENDIX E

TABULATED DEMOGRAPHIC INFORMATIONTABLE 26DISTRIBUTION OF SOCIAL WORKERS PER AGENCY

AGENCY NAME	CODE	NUMBER OF SOCIAL WORKER	% OF TOTAL SAMPLE
Addington Hospital	1	9	10,8
Bill Buchanan	2	1	1,2
C.M.R.	3	6	7,2
Child Welfare	4	12	14,5
City Health	5	4	4,8
City Council Housing Department	6	1	1,2
Department of Health and Welfare	7	11	13,2
-	-	-	-
Durban Hospital for Women	9	1	1,2
Entabeni Hospital	10	1	1,2
Lulama	11	5	6,0
Marriage Guidance	12	4	4,8
Durban Mental Health Society	13	4	4,8
Meyrick Bennett Assessment Centre	14	1	1,2
N.I.C.R.O.	15	2	2,4
Nazareth House	16	1	1,2
Natal Association for the Deaf	17	1	1,2
S.A.N.E.L.	18	2	2,4
South African Transport Services	19	1	1,2
St. Martins	20	1	1,2
T.A.F.T.A.	21	14	16,9
Wylie House	22	<u>1</u>	<u>1,2</u>
		83	100,0

SOCIAL WORKERS PER AGENCY: AVERAGE 3,95

TABLE 27REGISTRATION OF SOCIAL WORKERS

RESPONSE	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
YES	1	69	83,1
NO	2	13	15,7
	0	1	1,2
TOTAL		83	100,0

TABLE 28
DISTRIBUTION OF MALE TO FEMALES
IN THE SAMPLE

CATEGORY	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
MALE	1	4	4,8
FEMALE	2	79	95,2
TOTAL		83	100,0

TABLE 29MARITAL STATUS

CATEGORY	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
single	1	28	33,7
engaged	2	1	1,2
married	3	46	55,4
divorced	4	6	7,2
widow	5	2	2,4
TOTAL		83	100,0

TABLE 30

DISTRIBUTION OF ACADEMIC
QUALIFICATIONS IN THE SAMPLE

QUALIFICATION	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
diploma	1	8	9,6
degree (undergraduate)	2	54	65,1
degree (Honours)	3	18	21,7
degree (Masters)	4	1	1,2
degree (doctorate)	5	2	2,4
TOTAL		83	100,0

* respondents were asked to state their highest qualification

TABLE 31

TIME SPENT IN THE SOCIAL WORK
PROFESSION

NUMBER OF YEARS	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
-2	1	15	18,1
2-4	2	23	27,7
5-7	3	16	19,3
8-10	4	7	8,4
11-13	5	6	7,2
14+	6	16	19,3
TOTAL		83	100,0

TABLE 32

AGE DISTRIBUTION IN THE SAMPLE

AGE CATEGORY	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
Below 22	1	7	8,4
22-23	2	13	15,7
24-25	3	10	12,0
26-30	4	21	25,3
31-34	5	7	8,4
35-39	6	5	6,0
40 + years	7	18	21,7
	0	2	missing
TOTAL		83	100,0

TABLE 33

LENGTH OF SERVICE IN PRESENT
JOB

LENGTH OF STAY	CODE	NUMBER OF SOCIAL WORKERS	% OF THE TOTAL SAMPLE
-2 years	1	36	43,4
2-4	2	22	26,5
5-7	3	10	12,0
8-10	4	3	3,6
11-13	5	6	7,2
14 +	6	6	7,2
TOTAL		83	100,0

TABLE 34EMPLOYMENT BASES

CATEGORY	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
FULL TIME	1	70	84,3
PART TIME	2	13	15,7
TOTAL		83	100,0

TABLE 35EMPLOYMENT CAPACITY

CATEGORY	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
Field worker	1	54	65,1
Community worker	2	3	3,6
Supervisor	3	10	12,0
Agency Director	4	9	10,8
Other	5	7	8,4
TOTAL		83	100,0

This data was later refined by adjusting the categories, so that the values were large enough for cross tabulation purposes: e.g. Marital status: single, engaged, divorced and widowed, became one category; single persons as opposed to married persons.

TABLE 36

COMPOSITE INERTIA SCORE DERIVED
FOR EACH RESPONDANT FROM THE SEVEN INERTIA MEASUREMENTS

respon- dant	composite value	respon- dant	composite value	respon- dant	composite value	respon- dant	composite value
1	1	26	2	51	3	76	2
2	2	27	1	52	3	77	1
3	2	28	2	53	2	78	2
4	1	29	1	54	3	79	1
5	2	30	1	55	2	80	1
6	1	31	1	56	1	81	1
7	2	32	2	57	1	82	2
8	2	33	2	58	2	83	2
9	2	34	2	59	2		
10	2	35	1	60	2		
11	1	36	2	61	1		
12	1	37	2	62	3		
13	1	38	1	63	1		
14	2	39	1	64	2		
15	1	40	1	65	1		
16	1	41	1	66	2		
17	2	42	1	67	2		
18	2	43	2	68	2		
19	1	44	3	69	1		
20	2	45	2	70	2		
21	1	46	1	71	1		
22	2	47	1	72	1		
23	1	48	2	73	2		
24	1	49	2	74	2		
25	2	50	1	75	2		

The seven inertia measurements, were taken for each individual and divided by 7 to obtain an overall value of inertia for each respondent.

APPENDIX F

TABLE 37

RESPONDANTS REALISTIC ESTIMATION OF
PROSPECTS FOR ALTERNATIVE EMPLOYMENT

EMPLOYMENT ALTERNATIVES	RATING
doubtful of alternative employment	1
administration	
sales representative	
bank assistant	
shop assistant	Poorer than
secretarial work	present job 2
citizen advice bureau	
receptionist	
industrial relations	
selection agencies	
computers and personal	
personal consultant	
personal work	Equivalent/
radiography	comparable to
market research	present job 3
work training officer	
childrens' home	
clinical psychologist	
management position	Better than
social researcher	present job 4
lecturer	

Based on a collection of every respondent's choices. Rated in terms of intrinsic satisfaction, in relation to the present job. (status involved here as well).

TABLE 38

DISTRIBUTION OF RESPONSES TOWARDS FUTURE DECLINE
IN SALARIES AND WORKING CONDITIONS AMONG THE SAMPLE

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
NOT AN ISSUE	1	24	28,9
EQUIVOCAL	2	7	8,4
REAL ISSUE	3	52	62,7
	TOTAL	83	100,0

TABLE 39

ORIENTATION TOWARDS FUTURE DECLINE OF
THE SOCIAL WORK PROFESSION

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
TOLERANT	1	21	25,3
EQUIVOCAL	2	23	27,7
INTOLERANT	3	38	45,8
	0	1	1,2
	TOTAL	83	100,0

TABLE 40

ESTIMATION OF INERTIA VIS-A-VIS

SENIORITY

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
LOW	1	60	72,3
MEDIUM	2	13	15,7
HIGH	3	9	10,8
	0	1	1,2
	TOTAL	83	100,0

TABLE 41

ESTIMATION OF INERTIA VIS-A-VIS

MARITAL STATUS

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
LOW	1	38	45,8
MEDIUM	2	38	45,8
HIGH	3	7	8,4
	TOTAL	83	100,0

APPENDIX G

TABLE 42

ESTIMATION OF INERTIA VIS-A-VIS
TIME SPENT IN THE SOCIAL WORK PROFESSION

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
LOW	1	38	45,8
MEDIUM	2	21	25,3
HIGH	3	24	28,9
	TOTAL	83	100,0

TABLE 43

ESTIMATION OF INERTIA VIS-A-VIS
PERSONAL AGE

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
LOW	1	56	67,5
MEDIUM	2	10	12,0
HIGH	3	15	18,1
	0	2	2,4
	TOTAL	83	100,0

TABLE 44

ESTIMATION OF INERTIA VIS-A-VIS

PRESENT JOB

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
LOW	1	50	60,2
MEDIUM	2	19	22,9
HIGH	3	14	16,9
	TOTAL	83	100,0

TABLE 45

ESTIMATION OF INERTIA VIS-A-VIS

ACADEMIC QUALIFICATION

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
LOW	1	60	72,3
MEDIUM	2	21	25,3
HIGH	3	2	2,4
	TOTAL	83	100,0

TABLE 46ESTIMATION OF INERTIA VIS-A-VIS TENURE

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
LOW	1	15	18,1
HIGH	3	68	81,9
	TOTAL	83	100,0

APPENDIX H

TABLE 47

DISTRIBUTION OF PURIFIED INERTIA
IN THE SAMPLE

	CODE	NUMBER OF SOCIAL WORKERS	% OF TOTAL SAMPLE
LOW	1	50	60,2
MEDIUM	2	27	32,5
HIGH	3	6	7,2
TOTAL		83	100,0

TABLE 48

ORIENTATION TOWARDS FUTURE by MEASUREMENT OF
DECLINE IN THE SOCIAL WORK PROFESSION INITIATIVE FOR CHANGE

MEASUREMENT OF INITIATIVE

		EMOTE	OPINE	ACT	AGITATION	
ORIENTATION	POSITIVE	3	15	2	1	21
TOWARDS	UNCERTAIN	7	10	4	2	23
DECLINE	NEGATIVE	5	6	20	8	39
		15	31	26	11	83

Chi square 27,13; 6 degrees of freedom sig. = ,0001; Cramer's V ,40427

Pearson's R = ,35974 sig. = ,0004

TABLE 49

PREDICTED MOBILITY by ORIENTATION TO DECLINE IN PROFESSION

		ORIENTATION/DECLINE/PROFESSION			
		POSITIVE	UNCERTAIN	NEGATIVE	
	STAY	19	14	14	47
PREDICTED	UNCERTAIN	1	3	3	7
MOBILITY	LEAVE	1	6	22	29
		21	23	39	83

Chi square = 19,357 : 4 degrees of freedom : sig = ,0007

* Cramers V = ,34148

Pearson's R = ,47022 sig ,000 Gamma ,68210

TABLE 50

PREDICTED MOBILITY by MEASUREMENT OF INITIATIVE

		MEASUREMENT OF INITIATIVE				
		EMOTE	OPINE	ACT	AGITATION	
PREDICTED	STAY	9	25	5	8	47
MOBILITY	UNCERTAIN	4	3	0	0	7
	LEAVE	2	3	21	3	29
		15	31	26	11	83

Chi square 42,6 8379 : 6 degrees of freedom : sig ,000

Cramer's V ,50708 : Pearson's R = ,28000 : significance = ,0052

* "Actors" are much more inclined to leave (81%) than to stay (19%)

Verifies General meaning of the variable "predicted mobility."



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