

Research Article

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A STUDY OF SOME PUBLIC MANAGEMENT FACTORS AFFECTING THE RETENTION OF SOCIAL WORKERS

© **Myagmarsuren Bolooj**

MSW, lecturer,

Social Work Department, School of Educational Studies,

Mongolian National University of Education

© **Khandmaa Ailtgui**

Ph.D, Professor,

Deputy Director for training and scientific research of

International University of Ulaanbaatar

Abstract. A rationale for the study of human sustainability in the child protection sector. More than twenty years have passed since the development of social work and the profession in Mongolia, but there is still a need to develop social work management. This will be one of the factors affecting the stability of human resources to ensure the development of social work.

The adoption of the Sustainable Development Goals (SDGs) prompted the first identification of specific targets and outcomes (Goals 5, 8, 16) for preventing and responding to all forms of violence against children and was an important step toward ending violence, abuse, neglect and exploitation of children.

To achieve the goals of the SDGs to protect children and ensure that no child is left out of the development, the third goal of the United Nations Children's Fund Strategic Plan for 2018-2021 states that "affirm the protection of boys and girls, especially children in vulnerable situations and humanitarian crises, from all forms of violence, abuse, exploitation and practices with negative consequences.

The Guide to strengthening the social services workforce served as the basis for a review of lessons learned in this field and "What Works and How It Works".

This highlighted the critical need for capacity building, better planning, development, and sustainable support for social service workers. The article is aimed to identify public management issues by analyzing the factors that affect the sustainable functioning of social workers in their workplace, based on systems theory.

Keywords: human resources, sustainability, system, factor.

For citation

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An examination of sustainability through systems theory

When considering sustainability in systems theory, looking at the positive and negative factors affecting the process and its outcomes, there are political and social factors affecting the system to ensure sustainability. According to Van Bertalanffy, a system can include all parts that interact with each other (Davidson; Bertalanffy, 1974),

and they are distinguished by their characteristics, organization, and goals. (Rapoport, 1986; Skyttner).

He used basic biological main concepts to explain the functioning of social and organizational systems. For example, an organization resembles a living organism in the following aspects: it is complex, interacts with its environment, has strategies for self-repair or recovery, experiences cycles of growth and decline, matures and reproduces. (Davidson). Although systems theory has been criticized for its conceptual vagueness (Bertalanffy, 1974; Sciulli & Gerstein, 1985) and methodological problems (simplicity versus complexity, idealism versus realism) (Van Heech, 1974), this theory is paradigm that can explain roles and functions of a range of environments (including child protection services, CPS).

Von Bertalanffy first introduced the generally systems theory in the 1920s (Davidson, 1983; Robbins et al., 2006) and it was perceived as a new discipline in the mid-1950s (Skyttner, 2005; van Gigch, 1974). Von Bertalanffy is credited as the "father" of general systems theory (Davidson), but Friedrich Hegel's philosopher (van Gigch) established the origin of this theory and asserted the following principles: (1) the whole is greater than the sum of its parts, (2) the whole determines the nature of its parts, (3) the parts cannot be understood in isolation from the whole, and (4) the parts of the whole are interdependent and dynamically interrelated (van Gigch).

According to von Bertalanffy's systems theory, the behavior of people or organizations is explained by identifying the interacting components — or subsystems — of an entire system and the mechanisms that maintain the stability and equilibrium of those subsystems (Davidson; Skaitner).

Categories of subsystems within child protection include social workers, senior specialists, public policy, clients, etc., and the interaction between these systems is complex. Employee's satisfaction and motivation levels in work place influence social workers' decisions about the stability of their workplace, which also relate to the child protection subsystems.

Who is a social worker?

- It is a specialist involved in the provision of social services but working in other sectors such as education, health care, social welfare, law enforcement; Note: Specialists in other collaborative areas perform multifaceted tasks such as supporting, supplementing, and coordinating the tasks performed by social workers at the individual, family, group, organizational, and community level.

- "Social worker" means specialist, employee, or official who performs social work, service, or support functions in commune, sub-district, school, social welfare, health care, or other areas (Law on Child Protection, 4.1.2).

The current situation for public employee positions, social worker recruitment, and public management:

- The recruitment of social workers is measured by the general and specific requirements of public service, as well as the knowledge and skills needed for the job. Appointments are made through a formal selection process open to the public. Legal regulation is based on the principle of merit.

- This requirement is expressed in terms of knowledge, skills, attitude, and time. In the case of public administrative positions, there are additional requirements, such as public service, supervisory and professional work experience.

- A vacancy for an official civil servant cannot be filled by civil servants listed in Article 17.1 of the Law on Civil Service, and are filled from among citizens who are registered in the civil reserve for the first time in public office.
- In the job description, the goals, objectives, functions, and responsibilities of the position must meet the criteria below.
 1. Knowledge of the position
 2. Level of education
 3. Occupation
 4. Work experience and professional skills
- There is observed a lack of professional features or certain patterns in the selection of social workers. Job descriptions and general criteria, such as civil service work and professional work experience are announced for selection. Most government services require a minimum of 1 year experience and a maximum of 10 years.
- The knowledge and aptitude requirements for public civil jobs of the same category and level in which social workers work have changed several times over the past 3-4 years. This is especially evident in the area of public executive positions or social workers working with children and families.

Results of a study of factors affecting the human resources or social workers working in the field of child protection

Scope and selection of the study

160 social workers working in the field of child protection in Ulaanbaatar city were interviewed by a questionnaire method. Selection was done by purposive random sampling.

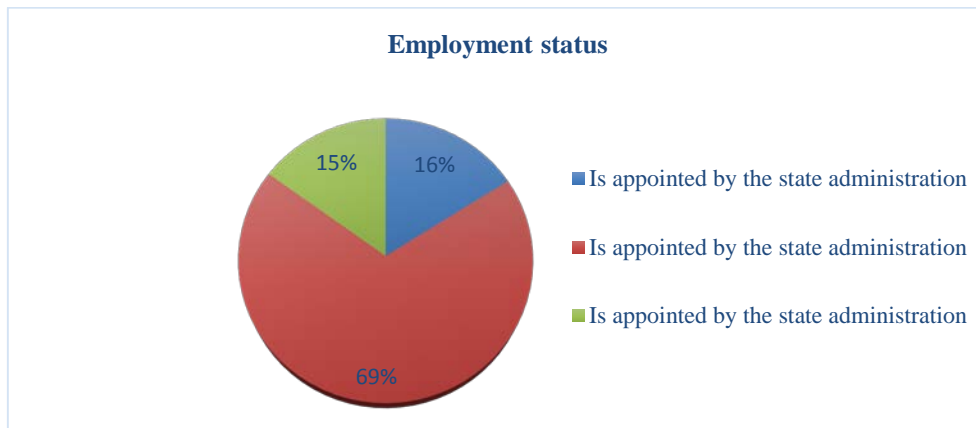


Fig. 1. Employment status of social workers

The majority of respondents or 69 percent, were hired after passing the civil service examination, 16 percent were hired directly without any appointment, and 15 percent were appointed by the administration.

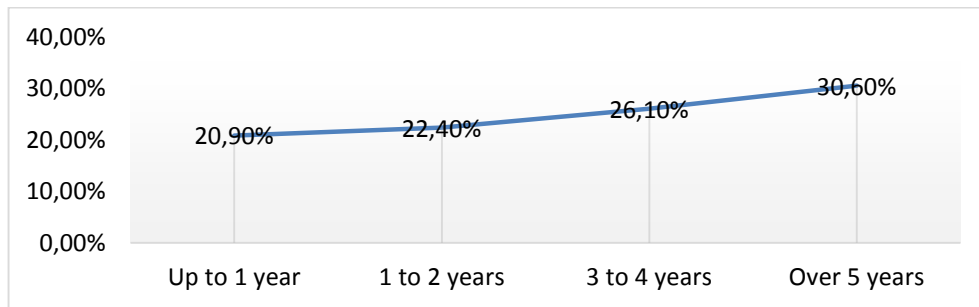


Fig. 2. Respondents' years of service in state organizations (in percent) (N-160)

69.4% of survey participants are human resource which worked for up to 4 years. This indicates that less experienced social workers are working.

The fact that social workers have to work 20-30 hours of overtime per week to provide case management services increases the burden on social workers. If this figure is divided by 24 hours, it turns out that they have to work 3-4 hours of overtime per day.

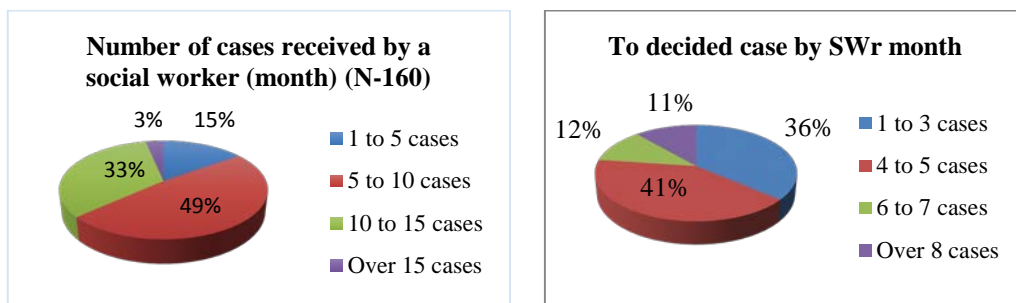


Fig. 3, 4 Cases to be considered per month, decision status (N-160)

48.3% of social workers said they work on an average of 5-10 cases per month, and 33.3% said they work on 10-15 cases. The timing of the case varies depending on the type of abuse. If the case is serious, sometimes there are cases that are not fully resolved even for a very long time. On average, 4-5 cases are resolved within a month.

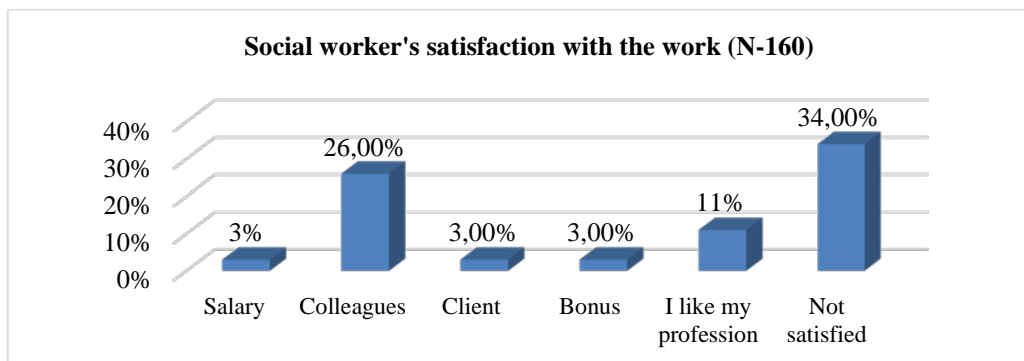


Fig. 3. Satisfaction

34% of survey participants felt that they were not the most satisfied with their jobs. This means that one in three social workers is dissatisfied with their work. 3% responded that they get motivation from salary and clients, and 3% from bonus, i. e., the state of getting pleasure from work is not found in human resources. 26%, or one in four people, get satisfaction from their colleagues. 11% said they enjoy their profession, indicating weak professional motivation of social workers.

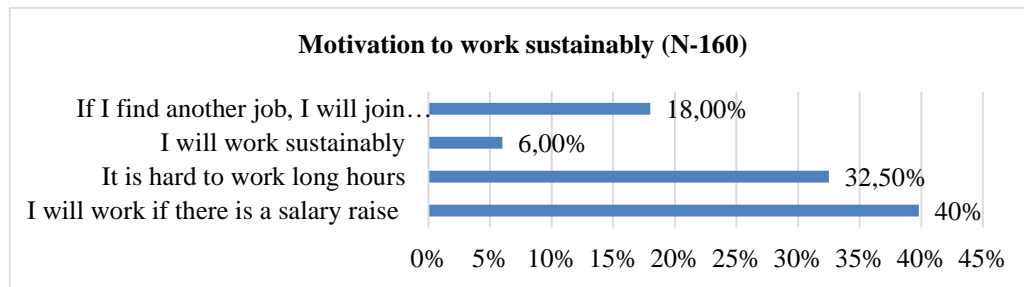


Fig. 4. Motivation

Low wages, various difficulties in the workplace, and high levels of stress are believed to be factors that prevent them from continuing to work sustainably. 18% of them would immediately take a job if they found another job, 6% of the total number of survey participants would work steadily, and the remaining 94% would be willing to leave their job if they did not receive extra pay.

Conclusion

The field of social work, especially social workers who work with children and families, often works with children, families, and youth, providing direct and indirect social work services. In terms of human resource planning and formation, there is a merit system under civil service law, but no condition has been set for social workers to work sustainably in their jobs.

Merit-based selection is done through an open and transparent selection process, while most social workers working in child protection have not passed the general or specific civil service exam, and there are many unqualified workers, as well as factors of political influence and the social system.

The proportion of professional social workers in the workforce is insufficient. The organizational system or human resource development policies in the sector are weak, and employees' interest in growth and promotion is not taken into account. Because of the insufficient system of incentives and rewards based on performance, the motivation of social workers to work sustainably is decreasing.

Working hours and the large number of cases per social worker increase stress in the workplace.

The fact that the organization does not realistically value and encourage the knowledge and skills of employees reduces employee engagement.

It is necessary to improve the principle of selection to the civil service, to improve the social security system for social workers, to pay more attention to employee job satisfaction, and to provide opportunity to professional social workers to work in child protection.

Employees must be motivated to serve vulnerable groups in society by providing professional management.

All of the above-mentioned problems point to the constant need to improve public management and the development of social work services management.

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ИССЛЕДОВАНИЕ ФАКТОРОВ ОБЩЕСТВЕННОГО УПРАВЛЕНИЯ, ВЛИЯЮЩИХ НА СОХРАНЕНИЕ СОЦИАЛЬНЫХ РАБОТНИКОВ

Мягмарсүрэн Болоож

Master of Social Work (MSW), преподаватель,
Монгольский государственный университет образования
Монголия, г. Улан-Батор

Хандмаа Аилтгуй

PhD, профессор,
заместитель директора по подготовке и научным исследованиям,
Монгольский международный университет
Монголия, г. Улан-Батор

Аннотация. Обоснование для изучения устойчивости человека в сфере защиты детей. Прошло более двадцати лет с момента развития социальной работы и профессии в Монголии, но все еще существует необходимость в развитии управления социальной работой. В дальнейшем это станет одним из факторов, влияющих на стабильность человеческих ресурсов для обеспечения развития социальной работы. Принятие Целей устойчивого развития (ЦУР) привело к первичной идентификации конкретных целей и результатов (Цели 5, 8, 16) для предотвращения и реагирования на все формы насилия в отношении детей и стало важным шагом к прекращению насилия,

злоупотреблений, небрежности и эксплуатации детей. Для достижения целей ЦУР по защите детей и обеспечению того, чтобы ни один ребенок не остался вне развития, третья цель Стратегического плана Детского фонда Организации Объединенных Наций на 2018–2021 гг. гласит: «Подтвердить защиту мальчиков и девочек, особенно детей в уязвимых ситуациях и гуманитарных кризисах, от всех форм насилия, злоупотреблений, эксплуатации и практик с негативными последствиями». Руководство по укреплению кадров социальных служб послужило основой для анализа извлеченных уроков в этой области, включая темы «что работает и как это работает». Это выделило критическую необходимость в развитии квалификации, лучшем планировании, развитии и устойчивой поддержке социальных работников. Статья направлена на выявление проблем управления общественным сектором путем анализа факторов, влияющих на устойчивое функционирование социальных работников на их рабочем месте, на основе теории систем.

Ключевые слова: человеческие ресурсы, устойчивость, система, фактор.

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