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Loyalty in humanity

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APPENDIX

Response analyses

Response analyses comparing demographic characteristics of the sample to the characteristics of the full population in terms of gender, occupational groups, and nationality. This information was provided by the HRM department of MSF-OCA and refers to the total population of employees under contract with MSF-OCA. The analyses in the chapters were conducted for those working in the field at that point in time, 550 employees. The discrepancy is due to employees on contract who were absent due to unpaid or sick leave.

Gender:

Population total 635 : 50.9% males (323) 49.1% females (312)

Sample total 147 : 49.7% males (73) 50.3% females (74)

Occupational positions:

Position	Total		Sample	Percentage
	Population	Percentage		
Administrator	8	1.26	4	2.50
Deputy HoM	4	0.63	1	0.63
Deputy Logistical Coordinator	4	0.63	2	1.25
Deputy MedCo	7	1.10	1	0.63
Epidemiologist	6	0.94	4	2.50
FinCo	29	4.57	11	6.88
HoM	29	4.57	21	13.13
Lab Technician	12	1.89	6	3.75
Logistical Coordinator	21	3.31	9	5.63
Logistician	104	16.38	20	12.50
Medical Coordinator	24	3.78	7	4.38
Medical Doctor	72	11.34	10	6.25
Medical Officer	8	1.26		0.00
Midwife	11	1.73	3	1.88
Misc. Coordinators	13	2.05	6	3.75
Misc. Position	28	4.41	3	1.88
Nurses	77	12.13	11	6.88
Nutritionist	1	0.16	1	0.63
Mental Health Officer	12	1.89	3	1.88
Project Coordinator	61	9.61	33	20.63
Surgeon	3	0.47	1	0.63
Team Leader	29	4.57	8	5.00
Watsan	8	1.26	3	1.88
(blank)	64	10.08	0	0.00
Grand Total	635		168	

Nationalities:

Nationality	Total Population	Percentage	Sample	Percentage
Afghan	1	0.16		0
Algerian	1	0.16		0
American	39	6.14	9	6.12
Angolan	1	0.16		0.00
Australian	6	0.94	1	0.68
Austrian	3	0.47		0.00
Azerbaijan	1	0.16		0.00
Bangladesh	7	1.10	4	2.72
Belgian	6	0.94	2	1.36
Bosnian	2	0.31		0.00
Brazilian	3	0.47		0.00
British	57	8.98	16	10.88
Burkina Faso	1	0.16		0.00
Burmese	1	0.16		0.00
Burundi	2	0.31	1	0.68
Canadian	61	9.61	22	14.97
Central African	1	0.16	1	0.68
Chilean	1	0.16		0.00
Chinese	4	0.63		0.00
Colombian	12	1.89	4	2.72
Congo Brazavillian	6	0.94	1	0.68
Costa Rican	1	0.16		0.00
Democratic Republic Congo	14	2.20	2	1.36
Dutch	73	11.50	23	15.65
El Salvadorian	2	0.31	1	0.68
Ethiopian	11	1.73	1	0.68
Finnish	1	0.16		0.00
French	16	2.52	4	2.72
Georgian	2	0.31		0.00
German	67	10.55	16	10.88
Greek	4	0.63		0.00
Grenadian	1	0.16	1	0.68
Guinean	2	0.31		0.00
Haitian	4	0.63		0.00
Indian	15	2.36	3	2.04
Indonesian	3	0.47	1	0.68
Iranese	1	0.16		0.00
Iraqi	1	0.16		0.00
Irish	9	1.42	2	1.36
Italian	40	6.30	3	2.04
Ivory Coast	4	0.63	1	0.68
Japanese	1	0.16		0.00
Jordanian	1	0.16		0.00

Kenyan	24	3.78	5	3.40
Kyrgyzstani	1	0.16		0.00
Liberian	3	0.47		0.00
Malaysian	1	0.16		0.00
Moroccan	1	0.16		0.00
Nepalese	5	0.79	1	0.68
New Zealand	5	0.79	2	1.36
Pakistani	8	1.26		0.00
Peruvian	2	0.31		0.00
Philippine	8	1.26		0.00
Portuguese	1	0.16	2	1.36
Rumanian	1	0.16		0.00
Russian	3	0.47		0.00
Rwandan	2	0.31		0.00
Serbia-Montenegro	1	0.16		0.00
Sierra Leone	5	0.79		0.00
Singaporean	1	0.16		0.00
Slovakian	1	0.16		0.00
Somalian	2	0.31	1	0.68
South African	1	0.16		0.00
Spanish	6	0.94		0.00
Sri Lankan	4	0.63	2	1.36
Sudanese	9	1.42	2	1.36
Swedish	19	2.99	5	3.40
Swiss	4	0.63	2	1.36
Tajikistan	1	0.16		0.00
Togolese	1	0.16		0.00
Turkish	1	0.16		0.00
Turkmenistan	2	0.31		0.00
Ugandan	4	0.63		0.00
Ukraine	2	0.31	1	0.68
Uzbekistan	6	0.94	2	1.36
Yemeni	1	0.16		0.00
Zambian	3	0.47		0.00
Zimbabwe	3	0.47		0.00
(blank)	3	0.47		0.00
Lebanese			1	0.68
Norwegian			2	1.36
Total	635		147	

NEDERLANDSE SAMENVATTING

Personeelsverloop is een probleem dat al jarenlang speelt binnen humanitaire organisaties. Het brengt niet alleen hoge kosten met zich mee met betrekking tot het opnieuw werven, selecteren en trainen van nieuwe medewerkers, maar het belemmert ook de efficiëntie van werkzaamheden in het humanitaire werkveld. Lange tijd is aangenomen dat dit probleem onvermijdelijk is door de onzekere en vaak ook gevaarlijke context waarin humanitaire hulp plaatsvindt. Daarnaast heeft de humanitaire gemeenschap veel kritiek te verduren gekregen op het gebied van transparantie en professionalisering. Gedurende het afgelopen decennia zijn zowel academici als mensen uit de praktijk, die geloven in de kracht van professionalisering van werknemers en personeelsbeleid, deze onvermijdelijkheid gaan betwisten. Vanuit deze visie zouden humanitaire organisaties wel degelijk invloed kunnen uitoefenen op het personeelsverloop (het vrijwillig verlaten van de organisatie door werknemers) onder hun werknemers en zodoende een actieve bijdrage kunnen leveren aan professionalisering. Tot dusver was hier echter geen empirisch bewijs voor.

Dit boek brengt hier verandering in en bestudeert op empirische wijze in hoeverre de houding van werknemers ten aanzien van het al dan niet verlaten van de organisatie kan worden verklaard door baan- en organisatie-gerelateerde kenmerken. Dus hoe kan de organisatie ervoor zorgen dat de werknemer bij de organisatie wil blijven? Hierbij is zowel gekeken naar de directe intentie van werknemers om de organisatie te gaan verlaten als naar de houdingen die deze intentie beïnvloeden. Hierbij kan men denken aan een gezonde balans tussen werk en privé, tevredenheid met de baan en betrokkenheid bij de organisatie. In hoeverre kan de organisatie hier invloed op uitoefenen? Hiervoor zijn verschillende baan- en organisatie-gerelateerde factoren onderzocht. Voorbeelden zijn de mate van beslissingsvrijheid (autonomie) in de baan zelf, duidelijkheid van de uit te voeren taken, heldere communicatie, deelnemen in besluitvorming en een eerlijk evaluatie proces. In onderzoek naar personeelsverloop is de mogelijke invloed van persoonlijke relaties en de sociale context lange tijd onderbelicht gebleven, daarom wordt in dit boek gebruik gemaakt van een sociale context benadering. Hierbij worden de sociale relaties van werknemers met betrekking tot hun collega's en het management in acht genomen. De overkoepelende vraag die centraal staat is als volgt:

Hoe kunnen variaties in individuele houdingen ten aanzien van het al dan niet verlaten van de organisatie worden verklaard door baan- en organisatie-gerelateerde kenmerken, en hoe beïnvloedt de sociale context van werknemers deze relatie?

In deze dissertatie zal de wisselwerking tussen de formele (de baan- en organisatie specifieke kenmerken) en de informele (sociale context) setting worden bestudeerd. Hoewel het belang hiervan al is onderschreven in de jaren zeventig is er pas recentelijk

meer systematische aandacht gevraagd voor de sociale context. Zodoende draagt dit boek ook bij aan theorievorming op het gebied van personeelsverloop.

Om de bovenstaande onderzoeksvraag te kunnen beantwoorden is het onderzoek uitgevoerd binnen één van de grootste en meest bekende humanitaire organisaties: Artsen Zonder Grenzen. Tot nu toe is er weinig academische aandacht besteed aan dit type organisaties. Dit komt hoofdzakelijk omdat het verkrijgen van toegang tot deze populatie op zijn minst een uitdaging te noemen is. Deze werknemers werken in de meest afgelegen plekken op deze aarde en zijn daardoor zeer moeilijk, zo niet onmogelijk bereikbaar met gangbare methoden van dataverzameling. Door nauwe samenwerking met Artsen Zonder Grenzen kon voor dit onderzoek een steekproef van 168 medewerkers succesvol worden benaderd om een vragenlijst (de Humanitarian Employment Survey, HES) in te vullen. Om de sub vragen van deze dissertatie te beantwoorden is gebruik gemaakt van zowel multivariate regressiemodellen als structurele modellen (Structural Equation Modeling).

In hoofdstuk 2 wordt de tevredenheid met de balans tussen werk en privé bestudeerd. Hierbij wordt aandacht besteed aan verschillen in de mate van beslissingsvrijheid (autonomie) die werknemers genieten en hoe deze verschillen afhangen van de mate van vertrouwen in management. Eerder onderzoek heeft laten zien dat een verstoorde balans tussen werk en privé de kans verhoogt om de organisatie te verlaten. Met name in de humanitaire context lijkt een gezonde balans in het gedrang te komen. Omdat deze werknemers zich vaak niet in hun typische privé omgeving bevinden behoren gangbare maatregelen voor het creëren van een optimale balans (zoals het terugbrengen van het aantal werkuren of thuiswerken) vaak niet tot de mogelijkheden. Autonomie geeft werknemers daarentegen de mogelijkheid om zelf controle uit te oefenen over de volgorde van de uit te voeren taken, het tempo daarvan en over de beslissing wat bijvoorbeeld prioriteit heeft. Autonomie is zodoende een middel om zelf een gezonde balans te creëren. Dit kan echter ook nadelige effecten hebben. Humanitaire werknemers moeten soms beslissingen nemen die ver reikende gevolgen kunnen hebben voor zowel de organisatie als degenen aan wie hulp wordt verleend. Als werknemers geen vertrouwen hebben in de steun van hun management wanneer zij deze beslissingen maken kan deze vrijheid ook nadelige gevolgen hebben. Daarom hebben we onderzocht of de invloed van autonomie verschilt voor mensen die een hoge dan wel lage mate van vertrouwen in hun management hebben. De resultaten laten zien dat autonomie niet bevorderlijk is voor de balans tussen werk en privé wanneer werknemers weinig vertrouwen hebben in hun management. Werknemers die daarentegen veel vertrouwen hebben in hun management ondervinden een positieve invloed van de mate van beslissingsvrijheid op de balans tussen werk en privé. Hierdoor treedt een bufferwerking op van vertrouwen in management op de negatieve invloed van autonomie. De invloed van autonomie hangt sterk af van de mate van vertrouwen in het management.

In hoofdstuk 3 staat de relatie tussen de duidelijkheid van de uit te voeren taken en de intentie om de organisatie te verlaten centraal. Hierbij wordt tevens gekeken hoe de relatie tussen collega's van invloed is op deze relatie. In een constant veranderende en soms zelfs gevaarlijke omgeving moeten vaak snelle besluiten worden genomen, waarbij niet alleen de duidelijkheid van de uit te voeren taken belangrijk is, maar ook de soepele coördinatie tussen werknemers. In een setting waarin de relaties tussen collega's niet goed zijn kan coördinatie en samenwerking

worden bemoeilijkt wat weer een belemmerende werking heeft op de uitvoering van iemands taken, zelfs als iemand precies weet wat hij/zij moet doen. Dit kan vervolgens leiden tot frustratie en verminderde tevredenheid met de baan. Dit zijn allebei factoren waarvan bekend is dat zij doorslaggevend zijn in de beslissing om bij een organisatie te blijven of weg te gaan. Uit de resultaten blijkt dat duidelijkheid van de taak inderdaad alleen de intentie om bij de organisatie te blijven beïnvloedt wanneer de relaties tussen collega's goed zijn.

Hoofdstuk 4 gaat in op de vraag in hoeverre 'on-the-job' training en vertrouwen in management van invloed zijn op de mate van betrokkenheid bij de organisatie. Werknemers werd gevraagd om de training in te delen in categorieën die de mate van bruikbaarheid van de opgedane vaardigheden op de externe arbeidsmarkt vertegenwoordigen (in andere organisaties binnen de humanitaire sector of daarbuiten). Hierbij is gebruik gemaakt van het gift-exchange principe. Hoe meer waarde deze trainingen hebben buiten de eigen organisatie, hoe groter de 'gift' van de organisatie, des te meer betrokkenheid dit zou bewerkstelligen onder de werknemers; er wordt immers veel in hen geïnvesteerd. Uit de resultaten blijkt dat zelfs in een organisatie waar de betrokkenheid al uitermate hoog is, deze door investeringen in training alsnog kan worden verhoogd.

Ten slotte wordt er in hoofdstuk 5 onderzocht hoe 'high-commitment' human resource management (HRM) praktijken de intentie om de organisatie al dan niet te verlaten kunnen beïnvloeden. Dit soort HRM praktijken zijn bedoeld om de capaciteiten van werknemers aangaande zelfmanagement, persoonlijke ontwikkeling, en probleemoplossend vermogen te stimuleren. Hierbij zijn twee mechanismen onderzocht. De eerste is gebaseerd op een individuele benadering via tevredenheid met de baan zelf, welke dan weer de intentie om de organisatie te verlaten zou verminderen. De tweede is meer relationeel van aard, en legt de nadruk op het belang van vertrouwen in management. De analyses hebben aangetoond dat 'high-involvement' HRM praktijken geen directe invloed uitoefenen op de intentie om de organisatie al dan niet te verlaten, maar dat er een indirecte invloed is. Deze HRM praktijken verhogen het vertrouwen in het management en tevredenheid met de baan. Beide versterken op hun beurt de intentie om bij de organisatie te blijven.

Samenvattend laten de vier studies van dit proefschrift zien dat de organisatie wel degelijk invloed kan uitoefenen op het personeelsverloop onder hun werknemers. Door het implementeren van context specifieke HRM praktijken kan nog veel worden bereikt op het gebied van personeelsverloop.

CURRICULUM VITAE

Miranda Visser was born on January 13, 1984 in Arnhem, the Netherlands. She obtained a Bachelor's degree in Sociology at the University of Utrecht in 2006. In 2007, she conducted a study on HIV-testing behavior among secondary school students in Limpopo, South Africa. Upon her return, she continued her education by obtaining a Research Master's degree in Sociology at the University of Utrecht. After this, she was employed as a project manager at Sizanani Children's Home in Bronkhorstspuit, South Africa. In September 2010, she started as a PhD candidate at the Interuniversity Center for Social Science Theory and Methodology (ICS) at the Department of Sociology in Groningen, where she conducted research on the professionalization of humanitarian organizations, the outcome of which is presented in this dissertation. From October to December 2012, she was a visiting research fellow of the Harvard Humanitarian Initiative at Harvard University. In November 2014, Miranda was appointed a researcher and policy advisor at Human Rights, Netherlands.

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