THE IMPACT OF HIV / AIDS ON MORALE AND PRODUCTIVITY IN A PROVINCIAL GOVERNMENT DEPARTMENT: A case study

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ABSTRACT

The HIV/AIDS epidemic is likely to result in increased costs and declining productivity for the public sector, which eventually could lead to a decline in the morale of the employees. The enormity of the impact of HIV/AIDS will depend on the number of employees infected and affected, the composition and sustainability of the invention process and the benefits provided by the department, the capability of affected directorates and units to work with the skeleton staff and the indirect effects of HIV/AIDS on other employees within the department and thus on the overall departmental environment.

As HIV infections advance into AIDS, infected and affected employees are likely to be absent from the workplace more often. The periods of absenteeism may affect the productivity of the department, as it is known that the employees are key in the implementation of both the department’s and Gauteng and National Government’s developmental programs. Over and above that it would also increase the personnel recruitment budget and prolong recruitment routes. AIDS deaths may lead directly to a reduction in the number of available employees, since the deaths occur mostly among employees in their most productive years or where employees are forced to attend the funeral of their relatives. As less experienced employees sourced from and ever dwindling pool of scarce skills replace experienced employees, productivity may be reduced. The impact of AIDS also depends on the skills of affected workers. In the event that skilled employee become sick or die from AIDS, the department may lose its institutional tract.

The department should also consider having a resourced and well managed Employees Wellness Programme (EWP), which in turn will result in the broadening of new responsibilities for already burdened human resources and transformation units and substantially increases the medical costs. The insurance scheme of the government and other private medical insurers may become more expensive as insurance companies increase the premiums of coverage in response to high HIV prevalence rates in the department. Higher costs could hamper savings for other personal ventures and overburden the welfare system. HIV/AIDS in the workplace may also lead to increased funeral expenses for employees. Morale and
productivity of the employees may also suffer as colleagues fall ill and die. Likewise, the growing demand for training and recruitment to replace the terminally ill officers will further increase costs suffered by the department.

Another impact of the HIV/AIDS epidemic in the economy is the impoverishment of households as able earners of income become incapacitated or die, which leads to a decline in the demand for some types of goods. The sectors producing those goods and services may find themselves with a shrinking market, which may eventually lead to declining profits for the organisations involved in the production of those goods and services.
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ACRONYMS AND ABBREVIATIONS

HIV Human Immunodeficiency Virus
AIDS Acquired Immune Deficiency Syndrome
HR Human Resource
HRM Human Resources Management
HRD Human Resources Development
EWP Employees Wellness Programme
DPSA Department of Public Safety and Administration
ICASA International Consortium for Agriculture System Applications
GDP Gross Domestic Product
ILO International Labour Organisation
SAMRC South African Medical Research Council
IEC Information Education and Communications
GNP Gross National Products
RHR Reproductive Health Research
I.E That is
ICAS Independent Counselling Advisory Services
SETA Skills Education Training Authorities
GSSC Gauteng Shared Services Centre
GPG Gauteng Provincial Government
SMME Small Medium Micro Enterprises
<table>
<thead>
<tr>
<th>Abbreviation</th>
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<tr>
<td>VCT</td>
<td>Voluntary Counselling and Testing</td>
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<td>EEA</td>
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CHAPTER ONE
INTRODUCTION

1.1 ORIENTATION AND PROBLEM STATEMENT

The Gauteng Department of Agriculture, Conservation, Environment (GDACE), consisted of eight hundred and forty three employees. It has extensive line function responsibilities, which are critical to the survival of present and future generations. The responsibilities are primarily focused on natural resource management, in a densely populated, high urbanized province such as Gauteng. Functional responsibilities assume greater importance, where the protection and the sustainable utilization of a finite natural resource base is a pre-requisite for the creation of a safe and healthy living environment as well as other basic needs. This includes ensuring access to safe and adequate water supplies and nutritious food (GDACE, 2006: 5).

According to the GDACE (2006: 6), the Department follows an output driven project-base approach in the implementation of its business plans. Projects are combined to achieve greater functionality and prepared with a view to complimentarity in terms of scale and impact. The functional responsibilities are carried out on a proportional basis within the priorities of the directorates, namely: Financial Management, Support Services, Transformation, Knowledge and Project Management, Communications, Legal Services, Policy Research and Co-ordination, Compliance and Enforcement, Agriculture, Sustainable use of the Environment and Human resources Management / Development.

The impact of HIV / AIDS on GDACE workforce is closely intertwined with the fate of society at large, thus one of the roles of GDACE is to promote awareness to the critical importance of sustainable development within the workplace (ICAS, 2004: 2).

According to Rosen (1993: 4) in general terms, productivity is an efficiency measure, which tells how well resources have been used. The more that is produced with a given set of resources, the higher the productivity. We say someone is a productive worker if he or she turns out a lot of good work per day, per week, or per year. A productive organisation, similarly, is one that turns out a high level of good quality product with its available resources. Public sector productivity focuses on the
efficiency of governmental (that is, publicly authorised and funded), administrative agencies and their sub-units.

Public productivity as a field is different from the private sector productivity field. Public agencies operate under significantly different conditions. They encompass more tightly constrained mandates and missions which are legislatively fixed. Operations are open to public scrutiny and reaction. Volumes of rules and detailed procedures define options for productivity and the civil service and budget systems limit freedom to redeploy labour and monetary resources. The major difference is in measurement. Goods and services produced in the private sector can be measured in terms of their rand value because they are sold in the market. Public agencies produce services that are not for sale, but are nonetheless necessary. This makes measurement quite different and more difficult (Rosen, 1993: 5).

One of the most important determinants of productivity in the public sector is its human resource. Having the right people in the right posts may be of utmost importance, but as far as productivity goes, that is not the only concern. The morale of employees also has an effect on their productivity. According to Leighton (1996: 9), morale is the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose. Morale is a term for the capacity of people to maintain belief in an institution or a goal, or even in oneself and others. The term is also applicable in business and in any other organizational situation, particularly in times of stress or controversy. HIV/ AIDS as a factor that seems to influence the morale and therefore, the productivity of public sector employees.

GDACE, in Kgatelopele (2006: 5) stated that according to the Employee Wellness Programme, at least ten percent of the eight hundred and forty three employees are infected by HIV. The Department through the Employee Wellness Programme attempts to enable employees to support the challenge of HIV/AIDS and to help build a strong support base by confronting and embracing those infected and affected. The problem is that some of the employees have not shown much interest in the programme, due to the stigma attached to the HIV/AIDS.

Erasmus et al. (2005:147), suggest that productivity could be measured by dividing the workload by the number of people who are supposed to do the work. The
HIV/AIDS pandemic places a heavy cost on production through the increased absenteeism due to ill-health,

loss of skilled workers and the increased cost of recruiting and training, replacement of workers, as well as reduced job performance due to disability or fatigue. The human resource management and development plans are further burdened through their responsibility for establishing and maintaining an HIV/AIDS programme or strategy (World Bank, 2004: 2).

HIV/AIDS has a negative impact on the ability of the department to function efficiently. The negative impact is as a result of increased mortality rates amongst employees, some of whom are people with skills that are currently categorised as scarce. The other contributory factor to the negative impact is the negative effect on staff morale which results in reduced productivity. Should the ability of the department on providing quality services be impacted by high HIV/AIDS prevalence levels amongst its staff, this could compromise service delivery to the public in general (Ramafoko, 2006: 1-7).

1.2 RESEARCH QUESTION

To give emphasis to the problem statement, the study made an attempt to give answers on the following research questions:

- What is meant by morale and productivity in human resource management?
- What is the impact of HIV/AIDS on morale and productivity of the staff in the Department of Agriculture, Conservation and Environment (DACE) in Johannesburg?
- How does HIV/AIDS affect the staff and DACE’s management of the human resource?
- What are the problems encountered by DACE in Johannesburg, pertaining to the prevalence and incidence of HIV/AIDS amongst the staff?
- What recommendations can be offered in order to improve the morale and productivity of staff in the Department of Agriculture in Johannesburg?
1.3 RESEARCH OBJECTIVES

Distilled from the above research questions, the following served as the objectives of the study:

➢ To explain in detail the meaning of morale and productivity in human resource management.

➢ To explain the impact of HIV/AIDS on morale and productivity of the staff in the Department of Agriculture in Johannesburg.

➢ To find out how HIV/AIDS affect the staff and the Department Of Agriculture in Johannesburg.

➢ To investigate the problems encountered by the staff of the Department of Agriculture in Johannesburg, pertaining to HIV/AIDS.

➢ To make recommendations in order to improve the morale and productivity of staff in the Department of Agriculture in Johannesburg.

1.4 HYPOTHESIS

The following has been drawn as central hypothesis statement:

The impact of HIV/AIDS may lead to the loss of morale and productivity in the Department of Agriculture in Johannesburg

1.5 RESEARCH METHODOLOGY

The research relied on the qualitative methods of scientific enquiry.

Qualitative Method

Qualitative method is the method of investigation which interpretes reality as interacts with the distributed experience viewed by the individuals, deliberates on verbal responses. Its advantage is the data which is obtainable in words; it therefore allows the researcher to attain reasonable data (Bless & Highson-Smith, 1995: 100).
1.6 LITERATURE STUDY

The theoretical exposition of the problem statement of this research was based on Internet search, journals, policy documents and Government publications. A detailed literature study was applied to examine the impact of HIV/AIDS on morale and productivity of staff, in the Department of Agriculture in Johannesburg.

1.7 EMPIRICAL RESEARCH AND DESIGN

To limit the scope of the study, empirical investigations were conducted in the head office of the Department of Agriculture in Johannesburg.

1.7.1 Interviews

Semi-structured interviews were conducted with a sample of the staff in the Department of Agriculture in Johannesburg. Interviews were also conducted with the Head of Employees Wellness programme as well as the Chief Director of Transformation branch within the Department, both of whom are responsible for the operational and strategic management of the HIV/AIDS program in the department. Random sampling was conducted out of which 10% of 843 employees participated (10% of 843 is 84, are you sure the profile is 10% of 843). The profile was as follows:

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<td>Chief Director</td>
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<td>Stakeholder-Public Participation</td>
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<td>Sustainable Resource Management</td>
<td>Female</td>
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<td>Senior Liaison officer</td>
<td>Agriculture</td>
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<td>Reception</td>
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<td>Cleaner</td>
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### 1.7.2 Participant Observation

The researcher is an employee of the Gauteng Department of Agriculture, Conservation and Environment and was in the best position to observe the impact of HIV/AIDS on morale and productivity of staff.

### 1.8 CHAPTERS

The study has five chapters, set out as follows:

- **Chapter 1**  Introduction
- **Chapter 2**  The theoretical exposition of productivity and morale
- **Chapter 3**  The cause and socio-economic effects of HIV/AIDS.
- **Chapter 4**  The impact of HIV/AIDS on the morale of employees at the Department of Agriculture in Gauteng
- **Chapter 5**  Empirical evidence on staff morale and productivity at the Department of Agriculture in Gauteng
- **Chapter 6**  Conclusion and Recommendations
In chapter one, the problem statement and research objective, hypothesis and method of investigation are outlined. Chapter two gives the theoretical exposition of productivity and morale in human resource management. Chapter three focuses on the cause and socio economic effects of HIV/AIDS. Chapter four concentrates on the impact of HIV/AIDS on the morale of the employees at GDACE. Chapter five is the empirical evidence on staff morale and productivity at GDACE. Chapter 6 gives a summary of all the findings of the empirical study.
CHAPTER TWO

THE THEORETICAL EXPOSITION OF PRODUCTIVITY AND MORALE IN HUMAN RESOURCE MANAGEMENT (HRM)

2

2.1 INTRODUCTION

In this study, the investigation will be based on the impact of HIV/AIDS on morale and productivity of the employees within the GDACE. This chapter will therefore dwell on the human resource management’s response in their capacity of being employees as well as being in a position of being decision makers towards the whole department. Their morale as well as the impact on their moral and towards the productivity of the department.

Workplace to be recognised as best, it would be through its best quality towards the work done as well as the level of service rendered. The need for the workplace to produce such quality service depends on the resources that exist and the strategy applied. Since the demand to produce quality goods and services is high in the workplace. Employers are challenged to ensure (ICAS, 2004: 18).

According to DPSA (2007: 01), science has been doing its best to find cure for HIV/AIDS, the rest of the communities could also do a lot to manage and prevent further infections. There would be a need for a focus on behavioural change. Far too many myths, stigmas and discriminations still existed that needed to be eradicated. Stigma could be regarded as unfair, uneducated and unholy disgrace which have been allowed to develop around the disease. It has a negative impact on morale and therefore hampers productivity. It disrupts communities and takes away hopes for the future generations. Because of the rising numbers of people affected by HIV/AIDS in South Africa, the business world has had to increase its participation in the prevention, education and management of HIV/AIDS.
2.2 HUMAN RESOURCE MANAGEMENT

The human resource management (HRM) is not simply connected with organizational performance but actually determines it. HRM has an impact on governmental department’s performance as well. More precise information is however still lacking about which HR practices have the greatest impact. Practices were highlighted for the effects on the performance of departments' selective recruitment, remuneration contingent on performance, training, reduction in status differentials, sharing information, self-managing teams and employment security. Government department aligns different practices in a strategic architecture as individual actions that have an impact they are therefore gradually changing the importance attributed to HRM in public sector management. Governments have realized that managing staff in the public sector was one of the most powerful yet least appreciated ways to achieve their political and strategic objectives. Some were also becoming more cognizant of their special responsibility to act as a model employer in society (DPSA, 2007: 23).

Therefore, the Department of Agriculture is regarded as one of the larger employer in the labour market, which adds to their responsibility of being a conscientious employer and to raising the bar when it comes to human resources management, for example, by promoting measures such as optimizing conditions for staff to develop high morale and being productive at their duties (International Consortium for Agricultural Systems Applications, 2006: 10).

However, it should not be forgotten in this context that governments, even in poor countries, regularly spend substantial resources on the development of their staff through centrally funded institutes of public administration as well as other capacity-building programmes (DPSA, 2007: 25).

Nevertheless, the same GDACE often failed to obtain satisfactory return on investment on training and capacity development since the skills that staff has acquired at the departmental expense are not used to the fullest extent in many instances. At the same time, managers are sometimes frustrated that staff does not contribute fully to their work from their training. These deviating views highlighted the need to strengthen dialogue between management and staff on both performance expectations and capacity development strategies at GDACE. The preceding
discussion has provided both performance-related and ethical arguments as to why the quality of HRM at GDACE should be a central concern of department. The apparent question was that of which strategy GDACE should follow when it comes to HRM reform. The main message of the report is that the content and sequencing of HRM reform will depend on the pre-existing structure of public administration in a given department (DPSA, 2007: 27).

South Africa’s first majority rule government, which in many respects represented a clean break with a history of public administration based on performance and productivity, continued with existing government structures, such as the ministry responsible for managing the civil service, after the handover of power. Gauteng Department of Agriculture, Conservation and Environment (GDACE) have put in place a legal and institutional framework to manage the workplace. However imperfect these laws and institutions may be, they have usually developed through custom and practice, and the departmental employee, whose behaviour they govern, have become used to them. Thus, the department was well advised to start and virtually find itself at the correct situation, developing and adjusting gradually to meet the requirements of the day rather than attempting an HRM performance review being unachieved. It was this former dependent character of GDACE and procedures that resulted in the history of the culture differences that explains why departments vary to such an extent in the basic structures that they have put in place a human resource department to manage staff (GDACE, 2006: 5).

At GDACE the impact of HIV/AIDS has hampered the morale of the employees to an extent that has also affected the productivity towards their work. Dealing with HIV/AIDS at GDACE requires the department to involve HRM and the other specialists who will anticipate or foresee the oncoming problem. The above mentioned would be able to help through dealing with the morale and productivity of the employees (GDACE, 2006: 11).

One of the most important concerns for HRM is personnel management on how and why did the HRM emerged, which will be explained in the next section.
2.2.1 Personnel Management

Personnel management is the function within the public sector having direct job performance responsibilities, overall planning, direction of responsibilities including hiring and training, placing of the employees and also setting the policies. Personnel management has been a recognized function since the personnel offices were opened in 1980s. Personnel managers worked within a unitarist tradition, identifying closely with the objectives of their organization. It was natural for HRM to emerge comparatively smoothly from this perspective (Clegg, 1996: 7).

According to Clegg (1996: 9), the personnel management function developed slowly and came from a number of routes. Moreover, its orientation was not entirely managerial. At an early stage it became evident that there was an inherent conflict between the activities of personnel management and those of the line managers. They were not seen to have a philosophy compatible with the worldview of senior managers. The welfare officer’s orientation placed personnel management as a safeguard between the business and its employees. In terms of organizational politics this was not a politically viable position for individuals wishing to further their careers, increase their status and earn high salaries. Responsibility for HRM is often devolved to line management. It is characterized by an emphasis on strategic integration, employee commitment, workforce flexibility, and quality of goods and services. It was therefore encouraged and decided on merging both the personnel and line managers, and the process was called the unitarism.

2.2.2 Unitarism

As far as the personnel and line managers are concerned, the decision was met and the name which will encompasses both personnel management and line management, was human resource management (HRM). HRM would provide a managerial stance which assumes that everyone in the department would be a member of a team with a common purpose and uniformity on the aspects of duties. It embodies a central concern of HRM, that the department’s people, whether managers or lower-level employees, should share the same objectives and work together harmoniously. From these perspectives, conflicting objectives are seen as negative and dysfunctional. In the field of HRM, unitary represents a government
tradition, whereas it tends to be more typical of European attitudes towards people management (Clegg, 1996: 11).

The second tradition, industrial relations, further compounded this distinction between personnel and other managers. In the hostile industrial relations climate which prevailed in the departments throughout much of the 20th century, personnel/industrial relations managers played an intermediary role between unions and line management, not on the employees’ wellness. Their function was legitimized by their role as honest brokers. From the 1980s onwards governments with a moderate orientation such as administration in other countries reined in union freedom severely. Overall, there was a marked reduction in the importance of collective worker representation in many governmental sectors. The perceived importance of collective bargaining reduced as managerial power increased. Trade union membership declined along with centralized pay bargaining and other forms of collective negotiation and with them, the importance of the personnel manager with negotiating experience. The focus switched from the collective to the relationship between the employer and the individual employee. To support this change, a variety of essentially individualistic human resource techniques were applied to achieve only business goals not employees wellness. These include performance measurement, objective-setting, and skills development related to personal reward (Clegg, 1996: 12).

By the 1980s, personnel management had become a well-defined but low status area of management. Associations such as the British Institute of Personnel Management (now the Institute of Personnel and Development) recruited members in increasing numbers, developed a qualification structure and attempted to define best practice. Although the knowledge and practices they encouraged drew on psychology and sociology, they were largely pragmatic and commonsensical and did not present a particularly coherent approach to people management. Moreover, in some instances training and industrial relations were considered to be specialist fields outside mainstream personnel management. Traditional personnel managers were accused of having a narrow, functional outlook like not taking into consideration the employees wellness. The commented was that personnel management has long been dogged by problems of credibility, marginality, ambiguity and a trash-can
labelling which has relegated it to a relatively disconnected set of duties many of them tainted with a low-status welfare connotation (Clegg, 1996: 12).

In practice, the background and training of many personnel managers left them speaking a different language from other managers and unable to comprehend wider business issues such as business strategy, market competition, Labour economics, the roles of other departmental functions let alone balance sheets. The scene was set for a reintegration of personnel management with wider trends in management thinking, which resulted in the development of HRM as was defined in 2.2 (Clegg, 1996: 13).

As mentioned, HRM has an immense role to play, when dealing with the morale of employees, amongst other functions. The subsequent section will explain what morale is.

2.3 MORALE

Morale is a feeling, rather than an action or outcome. Employee morale is a fundamental component of department operations. High morale coincides with job satisfaction, high work effort, creativity and initiative, a sense of pride in one’s work, a commitment to one’s workplace, and the desire to put the achievement of group (common) goals ahead of personal goals. High morale should thereby enhance an organization’s performance. Low morale, typically manifesting through high absenteeism, labour turnover, unresolved grievances or strikes, impedes the achievement of the organization’s desired outcomes (Cunningham et al., 2006: 4).

Positive employees impact customer satisfaction, loyalty, supply costs, turnover, sick days, project completion, quality and more. Positive employees treat the workplace with respect, managing their projects and employees as if they were their own. But when the foundation to building and maintaining a positive, high-energy workplace is absent, failure is virtually certain (Linz et al., 2004: 8).

Linz (2004:8) states that demoralized employees go out of their way to make costs higher, projects fail and the reputation in the marketplace will suffer. They jump ship when the next best thing comes along and waste valuable training dollars. Negativity would be like a cold. With one well placed sneeze, it spreads through the whole
office. One person's constant negativity infects the entire team and production drops. Unlike a cold, negativity doesn’t disappear with time. It requires a complete upgrade to the organization’s immune system. For positivity and high morale to flourish managers and employees need tools and techniques to keep negativity from spreading (Linz et al., 2004: 8)

The researcher learned in an informal discussion on the issue in a workshop, that in cases whereby the department would not be unique in its productivity, it would be hard to make every moment of every day absolutely delightful. Work is called work for a reason. Deadlines, routines, change and regulation are all but unavoidable. Still, a positive culture can keep these realities from stripping morale and meaning from your work. When there is training in the workplace a person should learn what to do to keep quality from slipping and to create teams willing to rise to the occasion. Praise, reward and leverage might keep employees energized, focused and committed. One should keep tension and fear away from interfering with important projects and day to day assignment.

The value of this on-site training program cannot be overstated. Negative attitudes and low morale are more dangerous than any outside force in the departments. Most workplaces fell apart from the inside out. Enthusiastic, well-trained employees provide the long-term support companies need to grow and compete in the local, national and regional economy. Top organizations reaping the benefits of maintaining a positive, high morale work atmosphere is proof that happy employees are more productive, more creative, and more loyal. Reasons for negativity, stress, and poor employee attitudes have skyrocketed and the toll it takes on organizations is harmful. In the public sector would be where employees found themselves on a stand, whereby the situation would be everyone for oneself. HRM would also be demoralized as well as the employees whom they would to help. In due case there production would be deteriorating (Clegg et al., 1984: 07).

Morale, as stated in the above sections, had an impact on productivity. The following section will explain what productivity is.
2.4 PRODUCTIVITY

According to Rosen (1993: 9) productivity is a process of continuous improvement in the production or supply of quality output or service through efficient, effective use of inputs, with emphasis on teamwork for the betterment of all. Productivity could also be an amount of output (what is produced) per unit of input used. Productivity is difficult to measure because outputs and inputs are typically quite diverse and are themselves hard to measure. A simple and often-used measure of productivity is real Gross Domestic Product (GDP) per person-hour worked in the economy. However, while real GDP is a good and comprehensive measure of total output, person-hours worked is, for many purposes, an inadequate measure of inputs because it neglects variations in the quality of labour and ignores other inputs, notably capital goods. Although more difficult to represent empirically, multifactor productivity is a better measure because it takes into account all factor inputs, not just labour. The employees would be productive if their morale is high and positively impacted.

The employees believed that, one the factors that negatively impacts employee productivity is poor management. Employees would put the blame on HRM in that they are hampering their productivity. Human resource development needs to respond by providing training, evaluating organizational structure, and focusing on ways to address poor departmental practices. HRM would need a thorough way to address the issues as well as the morale of the employees (Rahm et al., 2004:12).

Employees complained that poor management leads to the loss of interest on work, organizational changes, and a lack of defined goals in the job, readiness to leave the organization and a lack of accountability in the job (Rahm et al., 2004:12).

According to GDACE (2006: 19) the survey which was conducted amongst HR professionals to find out what impact presenteeism, when employees are present but not engaged in their work, has on productivity. The survey found that HR professionals believed more strongly than employees, that presenteeism has negative impacts on productivity and employee morale. HR professionals believe that presenteeism decreases productivity, yet employees said it had no effect.

Workplace partnership may enhance performance simply by giving rise to more effective decision-making than that which is possible under hierarchical-bureaucratic
or market systems of governance. Workplace partnership involves a range of participative decision-making structures at various levels within the organisation, operating independently within their respective areas of competence in the context of an overarching general agreement about the aims and scope of the process (Linz et al., 2004: 19).

This kind of system is particularly well-suited to GDACE characterised by a continuing need to adapt structures and processes to meet changing demands, which applies not only to the employees, but also to the employer. Employees could contribute to the delegation of decision-making authority to the most appropriate level, enabling the most relevant information to be mobilised operationally within an agreed set of overall organisational aims and priorities. Natures, such as an approach requires the development of sustained trust, and the report argued that market approaches to public service management (characteristic of new public management) are deficient in their understanding of the importance and effects of trust, cooperation and commitment. Among the strengths of workplace partnership appears to be its capacity to develop and mobilise these qualities in support of the social, economic and political goals of GDACE in ways that enable appropriate solutions (GDACE, 2006: 13).

There are also reasons relating to employment relationships why partnership might give rise to improvements in productivity and performance. The argument assumes that an actual commitment to the goals and practices of the organisation will give rise to initiative, willing cooperation and functional flexibility. Overall, the narrative supports the idea that advantageous outcomes flow from such shared commitments to both objectives and process, and that corporation on that basis enables employees to believe that their employer's success is in their interests too (Clegg et al., 1996: 13).

The departmental processes, structures and relationships had some history, their outcomes are reasonably predictable and employees could be confident that the attitude adopt in response is appropriate. In the context of change, however, when departmental processes are new, the commitment-action-performance cycle made it difficult for the employees to decide whether or not to committe themselves. The solution is trust in the process, which undermines either side's assumption that the
other's propositions in favour of change should be interpreted as strategic attempts to gain some advantage over the other. Where mutual trust is sufficiently high, change can be embarked upon in the confidence that its full benefits will eventually accumulate to each employee in proportion to the costs bear. The question could be on how to create the circumstances under which it is rational to advance trust, even though there is no history of relationships based on trust? Partnership can resolve this problem if it is based on guarantees that reduce or remove the risk that one party's adoption of a cooperative stance will be strategically exploited by the other (Clegg et al., 1996: 19).

In this case, even if the direct causal link from partnership to productivity is less clear, the procedural and substantive guarantees on which effective partnerships are based, and which they reinforce, do contribute to the success of department in underpinning and enabling organisational adaptation and individual performance. As opposed to a top-down management system, in a genuine partnership environment, employees are treated as adult human beings with rights that must be respected under all circumstances. The scope of an employee's direct control over ones work is maximised in an accountability system that links that control to responsibility to others. At the same time, structures of representative participation articulate and transmit employees' knowledge, opinions and interests within collective decision-making processes. In this way, the interaction of the organisational, relational and psychological factors outlined above may well be mutually reinforcing through a good spiral of cooperation, improved performance and individual benefit (Rahm et al., 1997: 19).

GDACE (2006: 15), states that human resource development should improve productivity in a psychological way such as the extent to which human resource management provides for employees depend on other forms of direct participation in decision-making. The literature on the psychological aspects of participation and employee involvement is vast and is generally associated with models of industrial democracy, which emphasise the importance of the workgroup and the need to encourage employees development and job satisfaction at work.

According to Rosen (1993: 15) there is a link between participation and employees' psychological well-being, and between psychological well-being and individual
performance, including the propensity to cooperate with managers and employees. The reasons are that when people have more control over their lives (including at work), when they are enabled to feel autonomous and equally valued, and when democracy reinforces their confidence in decision-making processes and their outcomes, they tend to respond positively on the productivity of the work, they are doing.

Certain practices designed to increase worker autonomy and direct participation in decision-making may, in some circumstances, lead to negative outcomes for individuals in terms of increased stress and work intensification. Direct participation, particularly team-working, tends to be accompanied by increased levels of mutual surveillance and social control within the group. However, these risks can be minimized by ensuring that direct participation is part of a coherent overall strategy that includes partnership guarantees (Rosen, 1993: 19).

After explaining the phenomenon of HRM, the meaning, development and importance of morale and productivity, the next section will discuss the relationship between the three concepts.

2.5 RELATIONSHIP BETWEEN HRM, MORAL AND PRODUCTIVITY

The analysis reveals that this conception of the employment relationship is deeply flawed and does not provide a morally acceptable approach towards responsible citizens in a democratic society. Moreover, where the employment relationship is based upon managerial domination and confidentiality, the danger is that these could become institutionalized as a corporate morality that brings about the unintended consequences of moral indifference and unjust conduct towards employees and the employers. In essence is that, the human resource management within the department aims to facilitate and enhance service delivery by supporting the line function directorates. The latter could be reached by having employee’s wellness, where the employees would be able to be recognised in a way of attending to their moral (Carrel et al., 1984: 14).

Departmental commitment, HRM strategies, staff turnovers, problem of employees taking short-term, unauthorized leave from work resulted in lost productivity and increased costs. Absenteeism is usually sickness-related. Other causes may include
a lack of motivation, domestic difficulties, or poor management (Carrel et al., 1984: 14)

According to Clegg et al. (1984: 20) three major theoretical perspectives are postulated, the hypotheses that satisfaction leads to performance, relationship is moderated by a number of variables and performance leads to satisfaction. Thereby implying that the relationship between satisfaction and performance is highly complex. It is suggested that, for more definitive interpretation to be facilitated, future studies should concentrate on attempting to discover potential moderating personal and situational variables. Important areas of concern for management arising out of the review include the psychological effects of job content, the matching of jobs to individual needs, the appropriateness of reward systems, and the use of performance appraisal and salary evaluation. All are seen as being pertinent to the quality of organisational functioning. It is therefore contended that a holistic contingency approach which takes into account the needs of workers, the characteristics of their work environment and the requirements of the organisation should be adopted Clegg et al. (1984: 20).

2.6 CHALLENGES FACING HUMAN RESOURCE MANAGEMENT IN A PROVINCIAL GOVERNMENT

The major challenges facing the development of the human resource management cannot be easily translated without finding the problems encountered by the absence of its skilled critical mass. The forces of colonialism, capitalism, underdevelopment, exploitation and that of globalization are tendencies calling into question the capability and capacity of the human resource management putting up counter measures for addressing their shortcomings and other predicaments. Counter measures require building up a critical mass able to reflect, diagnose, analysis, articulate and disseminate sustainable solutions to problems (Cunningham, 2006: 62).

HR should have a thorough knowledge about the department as well as the the employees’ need. Ultimately, knowledge remains the supreme authority and mechanism for transforming society. Herein lays HR weakness, absence of knowledge as the vital condition for underdevelopment. HR being at the beginning of
the ladder of development is confronted with the challenges of building its employees capacity committed to the genuine socio-economic transformation of the department. Without that capacity, the continent’s natural resources have no value. It is only an articulate and trained HR capacity that added value could be given to its rich natural resources base (Cunningham, 2006: 62).

Provincial government is underdeveloped and poor because its human resources base is not up to the task of transforming poverty into prosperity and improving the quality of life of its employees. Poor quality service delivery largely can be attributed to poor human capacity development that impacts also on policymaking and execution and vice versa. Whichever way, it underscores the state of underdevelopment in employment. Most provincial government were, to say the least, ill prepared for independence by their respective majesty masters. Though great progress has been made in the post-majesty’s government era to improve on the corps of critical mass necessary for the socio-economic and political transition, the governance system that emerged promoted more weakness than strength in the civil service. Patron-client and ethnic hegemonic forces took over, impacting on the quality of services delivered to the people. The institutionalization of the massive party system added to the affliction and inefficiency of the bureaucratic establishment of the emerged structural-functionalism of the new provincial government (Cunningham, 2006: 63).

The structural adjustment process in the public service, which involves the reduction of budget that ought to be allocated for the employees' wellness, has affected public service workers and the industrial relations governing their working lives profoundly. In particular, the decentralization of budgetary and operational responsibilities, both to lower tiers of government and, within the same tiers, to line departments, agencies or external service providers, has increasingly been matched by the devolution of a range of personnel matters. This, combined with the increasing flexibility of working time and job functions, and with greater emphasis being placed on performance than on traditional means of hierarchical control, is steadily transforming the working and industrial relations environment for public service managers and their staff (DPSA, 2007: 3).
The focus of administrative reforms is placed on how community can benefit from provincial government activities, with the interests of the public service taking second place to the common good. Provincial government employees may not necessarily be compensated for their more intensive work measured through higher pay, but instead with improved working conditions, could be more responsibility and less hierarchical interventions, which result in greater job satisfaction; more autonomy and flexibility in work organization and in time budgets, which help to reconcile the demands of working and private life; more autonomy and flexibility in work organization and in time budgets, which help to reconcile the demands of working and private life; vacational years, which give the employee time for recreation and renewal and are a source of increased creativity and individual accomplishment; clear standards for performance evaluation, e.g. employees recognition, which increases employees' self-esteem and sense of purpose; opportunities for training and improvement of individual knowledge and skills, which provide an element of satisfaction; opportunities to participate in reforming administrative processes, which increase identification with productivity as well (Rahm & Reed, 1997: 460).

In situations of structural and other change, it becomes apparent that various aspects of working conditions interact to transform the work of provincial government and to shape human resource development (HRD). Some of these changes will be highlighted below. Other working conditions affecting HRD, such as social protection, will not be addressed in this report as the observations made in the International Labour Organisation (ILO) report to the Joint Meeting on the Impact of Structural Adjustment in the Public Services in 1995 are still considered to be valid (Rahm & Reed, 1997: 461).

The difficulties facing personnel policy makers are not just shortages in qualified staff, but also salary scales that offer few performance incentives. Reducing pay differentials between lower and upper grade salaries has had considerable repercussions on motivating employees to improve their performance, as well as on effective human resource management, including training (Rahm & Reed, 1997: 468).

Pressures on pay systems in the provincial government have arisen due to various macroeconomic and HR considerations. These pressures are essentially of a HRI
nature to improve efficiency and to respond appropriately to a rapidly changing environment. As pay should ideally be performance linked, it is viewed as a mechanism for increasing both provincial government efficiency and the quality of service provided. Introducing greater diversity into public sector pay systems would also promote competence, especially towards the uplifting of the employees morale (Rahm & Reed, 1997: 468).

The reforms have been motivated by the need to establish an appropriate pay structure to meet specific labour market requirements in view of the wide range and diversity of services provided by governmental employees in areas as diverse as education, tax collection, police and the judiciary. As a result of decentralization and deregulation, various government sectors are being encouraged to adopt new approaches to service provision and to establish the corresponding pay and grading structures. The result has been greater diversity and flexibility in pay arrangements. Linking pay increases to improved performance is just one of the ways in which greater flexibility has been introduced (Rahm & Reed, 1997: 470).

Pressures to contain public expenditure, of which public service pay is the major component, often increase in times of recession. Uniform centralized pay structures are being dismantled and in their place more streamlined structures are being negotiated which are more appropriate to the needs of each main branch of service provision. There would also have performance pay for senior managers and other white collar workers, as well as specific targets or controls on either running costs or pay bills (Rahm & Reed, 1997: 470).

The decentralization of pay bargaining or the delegation of responsibility for pay might be expected to affect the dispersion of pay among occupations within an agency or organization and within a governmental sector of the economy for a variety of reasons. Decentralization alone will almost certainly lead to increased dispersion in the initial stages. However, it is frequently accompanied by the introduction of new pay structures, which often result in a reduction in the number of different occupations (delivering), which in turn necessitates regarding. The outcome of this process could be either an increase or decrease in dispersion. Sometimes the pay reform process also leads to the consolidation of allowances and overtime into basic
pay, which is also likely to affect the spreading of earnings both within and among employees / employer (Rahm & Reed, 1997: 471).

Nevertheless, at the present moment, a system in which pay rates were tied to posts and grades such as is in the government sector, with classification decided centrally, has given way to a more flexible system involving market adjustment, decentralization and individualization. Typical features of flexible pay policy are performance-related pay, payment on the basis of the job not the title, payment in line with the salary levels in other labour market sectors, flexible determination of pay instead of automatic increments, decentralization of the pay system, discouraging agencies or offices to introduce their own pay and grading arrangements (Rahm & Reed, 1997: 472).

It is focused primarily on outputs and outcomes and, in this respect the democratic workplaces, which has focused enormous efforts on building a strong developmental strategy that can systematically, a dramatic improvement in the quality of life of the employees; marked increased in investments; generating economic growth; the creation of quality jobs for all; the promotion of economic empowerment. The outcomes generate even more subtle and complex challenges for the department as a developmental place. To achieve the outcomes, the province is heavily reliant on the strength and capability of the system of government in place to successfully implement the range of programmes designed to respond to the developmental challenges. Excellence in performance across and within the three spheres, underpinned by the availability of capacity (skills, human capital resources and systems), attracting and retaining the right capacity, its location and optimal use, the culture of service becomes of central concern and importance. These are the critical success factors for achieving the goals of the developmental state and, in the absence of any of these; the overall effectiveness of government delivery becomes compromised. They would be therefore introduced as HIV and AIDS challenges, these have also been proven as the challenges that South African government was faced with and would be dealt with in chapter three (DPSA, 2007: 18).
2.7 CONCLUSION

Public servants, especially the lower level workers, are consistently refused proper training. No sufficient efforts are made by managers to ensure that programmes attended by staff are geared at enabling them to advance the aims and objectives of departments. Very little, if any, follow-ups are made by managers, after staff training, to gauge as to whether courses attended are indeed adding value to departments by improving staff performance.

They could also have made staff development one of the core competencies of managers in the public service through this practical approach could go some way in practically converting workplaces into active learning environment geared towards improving service delivery and public service transformation.

Developing employees is a powerful way of achieving success because employees are department's greatest asset. Employees may feel important if constantly asked about their problems at work, their problems at home and their health if they feel to disclose it. By getting the very best out of them, departments can achieve their goals and improve performance. But if the would be a reap the rewards of effective development, the would be a need to be committed to it, for it would have taken planning, time, resources and skills to put it all into practice. In chapter 3, HIV, HRM, morale and productivity would be more explored to the next level. How does the fore mentioned correlate with each other at the workplace.
CHAPTER THREE

THE CAUSE AND SOCIO – ECONOMIC EFFECTS OF HIV/AIDS AS IT RELATES TO HRM, MORALE AND PRODUCTIVITY

3

3.1 INTRODUCTION

In chapter two, HRM, productivity and morale were clarified. Now, the literature of HIV/AIDS as it relates to the research topic will be considered.

Human resource management in the workplace is challenged to show leadership as a part of the national campaign to address the pandemic, through its involvement in spreading the prevention education or general lifestyle adaptations and treatment information for the infected. Together with all line function and other supervisors, HRM implements the national strategy as well as to continuously disseminates information about HIV/AIDS to all employees. It is however the employees who are challenged to take the appropriate actions on being informed of HIV/AIDS, to protect themselves and their families and also to seek counselling in case of the uncertainty. This could be a complement to the strategy that HRM, could use to address the issue of the morale of the employees, which would in turn boost the productivity at the workplace (Department of the Public Services and Administration, 2004: 09).

3.2 HUMAN RESOURCE MANAGEMENT AND HIV

Human Immunodeficiency Virus (HIV) and Acquired Immuno-Deficiency Syndrome (AIDS) is a development problem. The estimations of the impact of the pandemic in terms of its toll on human capital are adverse. The uniqueness of HIV/AIDS in terms of its main mode of transmission makes it more volatile than other diseases like Malaria and even the deadly Ebola virus. This deadly silent mode of transmission through sex as well as its long spanned incubation period also exposes more people to the disease over time. For instance, it is estimated that in most affected countries, half of all fifteen year olds alive will eventually die of the disease, even if infection rates go down in the next few years (International Labour Organization, 2001: 01).

HIV was found as the virus that causes AIDS. A virus that steadily weakens the body's defense (immune) system until it can no longer fight off other infections such
as pneumonia, diarrhoea, tumours and other illnesses. All of which can be part of AIDS. Unable to fight back, most people die within three years of the first signs of AIDS appearing. Most of all HIV infections have been transmitted through unprotected sexual intercourse with someone who is already infected with HIV. HIV can also be transmitted by infected blood or blood products (as in blood transfusions), by the sharing of contaminated needles, and from an infected woman to her baby before birth, during delivery, or through breast-feeding. HIV is not transmitted through normal, day-to-day contact (Abt. Association Inc, 2004: 10).

The impact of HIV/AIDS from a HR perspective has both policies as well as capacity challenges. Appropriate HR strategies must be developed by HRM components whilst HR capacity in crucial areas of service delivery will have to be maintained. The rising threat of HIV/AIDS on Africa’s work force has been one of concern to government and other employers of labour. HRM units South African organisations are experiencing and have to deal with one of the most severe AIDS epidemics in the world. By the end of 2005, there were five and a half million people living with HIV in South African workplaces, in which almost 1,000 AIDS deaths were occurring every day. A number of factors have been blamed for the increasing severity of South Africa’s AIDS epidemic, and debate has raged about whether the government’s response has been sufficient (South African Medical Research Council, 2006: 28).

More than fifty years later, the emergence of HIV/AIDS, and the moral issues it raises have also raised the platform in terms of government engagement with the disease. Some authors argue that as yet some approaches to HIV/AIDS in Africa are poorly structured to the crisis because it has not yet been identified and dealt with as an infectious disease crisis. That is to say, the issue of prioritization is vital. This will involve political commitment, normalizing or mainstreaming HIV/AIDS into governance and leadership and government institutions, structures and systems. Subsequent discussions will also deal with responses, which can be construed as indicative of the primacy of HIV/AIDS in governance and leadership consciousness. This section has established the need for reorientation of perceptions and the prioritizing of this pandemic as well as its integration into the provincial government. Examining some micro and macro concerns will influence any approach to the challenges of HIV/AIDS in the South African public service. First, an examination of
South Africa's peculiar challenges in confronting the pandemic will be looked at, and then the challenges in the micro environment of work place HR will follow (AIDS Law Project and Lawyers for Human Rights, 2005: 05).

The HRM function in South Africa includes a variety of activities, and key among them is deciding what staffing needs an organisation has and whether to use independent contractors or hire employees permanently to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing the approach to employee benefits and compensation, employee records and management policies. Usually small businesses (for-profit or non-profit) have to carry out these activities themselves because they can't yet afford part- or full-time help. However, they should always ensure that employees are aware of management policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have. There would be a difference between the HRM (a major management activity) and HRD (Human Resource Development, a profession). HRM in HRD, explaining that, HRD includes the broader range of activities to develop employees within the department, including, career development, training, departmental development, etc. (Department of Labour, 2005: 11).

3.3 HIV, MORALE AND PRODUCTIVITY

HRM's responses to the challenge of HIV/AIDS have been constrained by a variety of factors, some historical and some current. The nature of HIV/AIDS itself, with its hidden nature and long incubation period, has diverted much of scholarly attention and resources to the source and timing of the introduction of HIV to the human community. There is also the recurring tendency to see HIV/AIDS as being essentially a health issue that should be dealt with by health ministries, absence of an adequate sense of urgency, pressing socio-economic needs that appeared to have greater urgency and that commandeered the attention of over-strained government departments (Internal Labour Organization, 2001: 11).

Many people do not develop any symptoms when they first become infected with HIV. Some people, however, get a flu-like illness within three to six weeks after
exposure to the virus. This illness, called Acute HIV Syndrome, may include fever, headache, tiredness, nausea, diarrhoea and enlarged lymph nodes (organs of the immune system that can be felt in the neck, armpits and groin). These symptoms usually disappear within a week to a month and are often mistaken for another viral infection. During this period, the quantity of the virus in the body will be high and it spreads to different parts, particularly the lymphoid tissue. At this stage, the infected person is more likely to pass on the infection to others. The viral quantity then drops as the body's immune system launches an orchestrated fight (South African Medical Research Council, 2006: 18).

Major economic problems, related to structural adjustment programmes and debt servicing obligations, different forms of political transition, frequently accompanied by major outbreaks of civil strife, with the ensuing transformation of society; and natural disasters, such as droughts and floods have also detracted from addressing this challenge disease. In addition the other constraining factors include:

- the lack of wholehearted political leadership and commitment;
- inadequate health management capacity;
- lack of coordination of interventions, with no clear picture of who was doing what, what worked, what did not work;
- difficulties in establishing partnership and collaboration arrangements;
- the smothering silence about HIV/AIDS, its transmission and its consequences;
- and the cost and non-availability of effective therapies


Several factors make individuals vulnerable to HIV infection. Factors that are especially relevant to education include: gender, poverty, disabilities, population mobility, cultural understandings, being young, sexuality, and certain HIV risks which may be associated with the school as an institution. A crucial role for an education system that seeks to transform attitudes and practices that will minimize HIV
transmission is to work strenuously and systematically for greater gender equality, the championing of women's rights, and the empowerment of women (Internal Labour Organization, 2001: 11).

Unlike other infectious diseases, HIV/AIDS does not respect social barriers. It affects rich and poor alike. Nevertheless, poverty seems to facilitate the spread of the disease and worsen its impact. One overarching reason for this is that where poverty prevails, responding to immediate short-term survival or satisfaction needs assumes greater importance than protecting long-term benefits. This is very strongly the situation with HIV/AIDS, where no immediate harmful consequences are experienced and the infection appears to lie dormant for several years. But if poverty exacerbates vulnerability to HIV/AIDS, the reverse is also true: HIV/AIDS aggravates poverty. It does so by thrusting households back to rely on ever more limited resources, reducing employment opportunities as industry adjusts to its impact, and inhibiting economic growth because of the loss of skilled human resources and the use of resources for consumption rather than investment (Marais, 2000: 05).

This increased vulnerability is strongly experienced by those suffering from physical or other disabilities. Many such individuals, adults and children, remain hidden at the margins of society, but fall easy prey to HIV infection. Many of them end up being doubly stigmatized—because they suffer from some disability due to HIV/AIDS (Johnson et al., 2002: 08).

Experience world-wide has shown that occasional and regular migration seeking wage employment increased vulnerability to HIV infection. Although work in education is not classified as migratory, students, teachers and other education personnel may share some of the HIV infection risks of more mobile workers. Individuals at a special risk are those identified as the full-time boarding students in schools and colleges, Trainee teachers who have to make their own temporary accommodation arrangements when posted to a school for practice teaching, teachers who cannot be accompanied by their families when posted to a school where there is no accommodation, teachers in rural schools who have to travel long distances, and be away from home for a considerable length of time, to pick up their monthly pay-cheque and Individuals who are separated from their spouses when sent on training courses of short to medium duration (Johnson et al., 2002: 08).
Absenteeism may be directly or indirectly be due to the HIV/AIDS, as would be an issue that every workplace would have to address. Indirect absenteeism would be related to the employees taking time off to take care of HIV and family members, as well as employees taking time off to attend funerals of family members, relatives, friends or co-workers. The direct absenteeism would be related to the employees who are infected by the HIV, taking time off for doctors' appointments, taking sick leave or the unpaid leave as well as the employees who would become aware of their status. Some employees once told that they are HIV-positive, may initially take more time off work, due to emotional difficulties following diagnosis and increased awareness of bodily symptoms, and a resulting increase in medical consultations. Absenteeism is relative to the stage of the illness of the infected individual. The closer one would move closer to be fully blown AIDS, the more frequently will be absent from work, and the longer the time away from work will be (International Labour Organization, 2001: 15).

3.4 IMPACT OF HIV/AIDS ON SOUTH AFRICAN PROVINCIAL GOVERNMENT

While there may come a time when someone with HIV is too ill to work, this normally takes many months or years to happen, if at all. Work forms an important aspect of peoples lives. As far as it impossible, it is important that someone with HIV remains productive. Illness, mental degeneration or side-effects of medication may interfere with work. Fitness to work is an entirely individual matter. Making suitable working arrangements can help to keep someone involved in their work for as long as possible (Department of Labour, 2005: 05).

3.4.1 HIV and its effect on the mental and central nervous systems

Over time - usually years - HIV can affect the brain and central nervous system. Motor function (movement) can sometimes be affected and even walking may become difficult and painful. If motor function is important in the work of the individual, regular assessments should be carried out to determine the ability of the individual to safely and effectively continue to perform the tasks required of them. If HIV affects the brain, behavioural changes may occur. These changes could present difficulties for colleagues, partners, families and friends. Also, business legislation often requires that senior executives, particularly, are of sound mind. Depression and
anxiety can affect many people with HIV. The psychological causes may be varied, and these individuals may be put onto medication. Knowing what to expect and when may also protect the mental health of people with HIV. It is therefore clear that this employee’s productivity as well as morale will decline drastically (Department of Labour, 2005: 07). All measures that are planned and implemented need to take these effects into consideration in order to create an environment in which the employees can do their work as effectively as possible.

3.4.2 Other related problems

Fatigue may also become an important issue as the HIV disease progresses. An infected employee should plan personal and professional commitments appropriately. Perspective is important. In instances where there is access to affordable medical care, reasonable housing and nutrition, HIV disease should be thought of as a chronic (long-term) condition, affecting people over a 10 to 20 year period. Where there is less affluence, the disease’s progress may be quicker and more severe (Department of Labour, 2005: 07).

According to the South African Medical Research Council (2006: 15) deaths among public service workers increased ten fold; resulting in high vacancy rates in the national ministries and provincial departments of education, health, agriculture and water development, some of which stand at over 50%. There have been ideally a number of descriptive and explorative studies that have been done which have given a fair estimation on statistics on the socio-economic impact of HIV/AIDS in the work force due to ill health and death. There is no doubt as to the magnitude of the problem that faces South Africa in terms of the pandemic, however, the problem that faces South Africa will be the issue of how to engage with the pandemic, to mitigate the risks involved.

South African Medical Research Council (2006: 28) further states that, it was difficult to overstate the suffering that HIV has caused in South Africa. Statistics has shown that almost one in five adults would be infected. HIV is widespread in a sense that can be difficult to imagine for those living in less-affected countries. For each person living with HIV, in South Africa and elsewhere, not only does it impact on their lives,
but also those of their families, friends and wider communities (South African Medical Research Council, 2006: 28).

Institutional collapse takes a multitude of forms and needs to be seen within the ongoing context of African economies that may have been declining for several decades. The region as a whole now has an increasing share of the global total of those in poverty, and many countries have witnessed falling rates of per-capita income since the 1970s. In these circumstances, not only has there been a decline in the standards of governance, but also the level of confidence of the African people has fallen in the capacity of governments to address urgent social and economic problems. In part, the crises that have affected sub-Saharan Africa over the past 30 years have their origins in the failures of states to ensure sustained development, with disastrous consequences for their populations in terms of poverty alleviation and access to public services (Department of Labour, 2005: 10).

Key public services such as primary health care and education are characterized by extremely poor provision and low quality. This reflects some overall resource constraints, compounded by corruption and the misallocation or theft of resources, and it is also an indicator of government priorities. Whatever the reason, most Africans have extremely poor access to public services (Department of Public Services and Administration, 2004: 15).

Therefore, national AIDS programmes that have focused on public health interventions based on functioning public services have, unsurprisingly, had unimpressive outcomes. This needs emphasis, since it is yet another example where the abnormal state with respect to functioning public services and public administration in most African countries has been woefully inadequate for many years. In part, the way forward for more relevant and effective programmes for HIV and AIDS is dependent on a generally restructured and better-funded set of public health and social services. Yet simultaneously the epidemic is systematically eroding human and organizational capacity as described above in section 1, so that conditions are worsening rather than improving. What does all of this imply for HIV prevention, care and mitigation under crisis conditions? In the first place, it means not exaggerating the pre-existing level of public infrastructure and services and access to these by different population groups (Shisana, 2002: 21).
There has been much literature on unequal access and urban bias, so many desperately poor people will have had only residual access at best to key public services, and most will have been excluded entirely from private markets by income constraints. It follows, for example, that destruction of public health facilities under conditions of conflict or natural disaster may not actually mean a great deal for many affected people. Often primary health care facilities are unstaffed, and where they are they have no drugs to offer patients. Even district and referral hospitals are similarly short of staff and have few drugs available for even the most common health conditions. Drugs provided by donors are often stolen and never reach their intended constituencies (often becoming part of the illicit supply to private markets). While national guidelines have often been published with respect to screening the blood supply for HIV, this will often not have been done due to resource constraints. In addition, access to condoms is often difficult, even in conditions of non-crisis. Nevertheless, it is clear that complex emergencies further disrupt even residual public services so that conditions that affect HIV and AIDS are worsened (Shisana, 2002: 22).

There would be more blood transfusions and even less screening of blood supplies; there will be greater sexual networking without the benefit of programmes for Information, Education and Communication (IEC) and less access to condoms provided regularly by donors such as UNFPA; housing will have been damaged, together with destruction of the productive capacity to produce food, so that people are displaced; and education will be even more disrupted, with short-term and long-term effects on literacy and skills in the population (Shisana, 2002: 22).

3.4.3 Social effects of HIV/AIDS on the provincial government

The confusion that reigned around this infection can lead to people becoming unnecessarily worried about catching HIV. As a result, they may avoid or reject HIV positive people, increasing prejudice and paranoia about HIV and AIDS, and causing HIV positive people to feel isolated and alone. Often these fears are unfounded. HIV is a virus that is found in blood and other body fluids such as semen and vaginal fluids. It cannot live for long outside the body, so to be infected with HIV you need to allow some body fluid from an infected person to get inside your body (DPSA, 2004: 21).
The impact of the HIV/AIDS epidemic on the economy has been a concern since the beginning of the pandemic. Some believe that HIV/AIDS epidemic is responsible for slowing the rate of growth of the gross national product (GDP) of many heavily affected countries and that in some cases; gross national product (GNP) growth could decrease by more than 1 percentage point for every 10% HIV prevalence. Others take the view that HIV/AIDS has had little impact on the macro economy so far. It is difficult to estimate empirically the effect of HIV/AIDS on economic performance since so many factors other than HIV/AIDS affect economic growth. The countries most seriously affected by the epidemic are also faced with drought, war and other problems (DPSA, 2004: 19).

Development, as set out in the Declaration on the Right to Development is a comprehensive economic, social, cultural and political process, which aims at the constant improvement of the well-being of the entire population and of all individuals on the basis of their active, free and meaningful participation. While economic growth is an important element of the development process, it is not by itself an adequate yardstick of development. A fuller understanding of the effects of HIV/AIDS on the prospects for development requires looking beyond the conventional indicators of macroeconomic performance (Reproductive Health and Research, 2005: 13).

The impact of HIV/AIDS on the economy and the outlines approaches to estimating the effects of HIV/AIDS and its current available evidence on the impact of HIV/AIDS on economic growth rates, including the uncertainties associated with those estimates, and also briefly reviews attempts to address impacts on broader indicators of welfare and development. This would summarize the current state of knowledge regarding the effects of HIV/AIDS on the macro economy (Reproductive Health and Research, 2005: 13).

3.4.4 Gender Based Inequalities

In some instances the blame might be the feminism, which has been found as the cause and has been discussed in the West for several decades, but in many parts of the world its impact has not been felt at all. There still exist major inequalities between women and men in all aspects of living - from employment opportunities, availability of education, and choices in relationships. Many countries still have
patriarchal rules governing women's place in sexual relationships. In some societies, women are unable to choose their sexual partners or who they marry, these choices being made for them by men in their families. In situations where the man has all the power, a woman is unlikely to be able to insist on the use of condoms, or to take measures to protect herself from HIV (Reproductive Health and Research, 2005: 19).

In case where women still have very narrow career options available to them, and often these are limited to the prescribed roles of teachers, nurses or care givers in the provincial government. These roles, however, are crucial ones in all societies. A country which loses a large number of nurses will have great difficulty in keeping its medical services running. The department which loses many teachers will find it hard to educate the young. And both healthcare and education are absolutely vital anywhere where there is a severe AIDS epidemic. Women are often required to work harder than men, even if they are infected with HIV. In many places girls may be taken out of school to care for family members who are infected, and a woman who is seen as the main care for the family will (DPSA, 2004: 19).

3.4.5 Economic effect on the provincial government with specific reference to GDACE

The AIDS epidemic will slow or re-verse growth in the skilled and unskilled labour supply. The economic impact can vary according to the sector of the economy, the degree to which HIV/AIDS affects hard-to-replace skilled labour and whether or not there is a substantial pool of surplus labour. Savings and investments of families will be reduced owing to the increase in HIV/AIDS-related health expenditures. If children's education, health and nutrition suffer as a result, prospects for longer-run economic growth and development will decline. The AIDS epidemic may also divert public spending from investments in physical and human capital to health expenditures, leading over time to slower growth of the gross domestic product. Foreign and domestic private investment might also decline if potential investors become convinced that the epidemic is seriously undermining the rate of return to investment. The HIV/AIDS epidemic may also deepen the poverty of the most affected countries by decreasing the growth rate of per capita income and by selectively impoverishing the individuals and families that are directly affected (Reproductive Health and Research, 2005: 13).
Anabwani (2005: 66), among others, stresses the effect of HIV on the size of the working population, which tends to reduce total output and worsen the dependency ratio. More children and elderly people may have to be supported by a smaller active labour force. In addition, the composition of the Labour force may change with respect to skills, education and experience, which would decrease the productivity of labour.

3.4.5.1 HIV/AIDS: contribution to poverty

It would be evident that the HIV epidemic threatens the achievement of various policies aims through its effects on the level and distribution of poverty. There is an increasing body of empirical data that confirms the hypothesis that those affected by HIV/AIDS would experience greater poverty and that countries will display increasing levels of income and wealth inequality. Poverty is, of course, multidimensional and will manifest itself in different forms of deprivation, including higher levels of food insecurity, rising unemployment, a worsening of housing conditions and reduced consumption of key products and services. This is often associated with stigmatization and discrimination of those infected and affected. In HRM’s responses to the challenge of HIV/AIDS, the effectiveness has been constrained by a variety of factors, some historical and some current. The nature of HIV/AIDS itself, with its hidden nature and long incubation period, much diversion of scholarly attention and resources to the source and timing of the introduction of HIV to the human community. The recurring tendency to see HIV/AIDS as being essentially a health issue that should be dealt with by health ministries, absence of an adequate sense of urgency, pressing socio-economic needs that appeared to have greater urgency and that commandeered the attention of over-strained government departments (Internal Labour Organization, 2001: 11

In several African countries one aspect that has been documented is reduced school enrolment of children in families affected by AIDS, thereby having long-term consequences for development which are impossible to predict. There is thus a series of effects caused by HIV/AIDS that require complex and integrated policies and programmes if they are to be effective. These also have to address the inter-generational impacts of HIV, since the children of those affected are likely also to experience poverty and deprivation generally and so become the next cohort of those
who fail to practice behaviours that protect them from HIV infection (Marais, 2000: 25).

What is required is a radical shift in the conceptualization of the interventions to the HIV epidemic that focuses on the interdependence of social and economic relationships at all levels country, community and family. It means developing much more complex analytical models that are based on a deeper understanding of the relationships. The simplistic models of how to achieve behaviour changes that concentrate on changing the individual instead need to focus on the role which community and group values and norms play in the determination of sexual and drug using behaviours. More generally, what are needed are policies and programmes that address the epidemic and yet reflect a comprehensive understanding of the issues. These must reflect an understanding of the systemic factors that determine both the causes and the consequences of the epidemic. Unless responses address the underlying structural conditions that determine the processes of HIV transmission, such as poverty, gender inequities and patterns of social and economic development, they will achieve little in the long term. In the same way, if responses to the impact of the epidemic on a society and economy must also reflect the complex interactions that are operating if they are to be effective (Reproductive Health and Research, 2006: 13).

3.4.5.2 Psychosocial Impact

Affected and orphaned children are often traumatized and suffer a variety of psychological reactions to parental illness and death. In addition, they endure exhaustion and stress from work and worry, as well as insecurity and stigmatization as it is either assumed that they too are infected with HIV or that their family has been disgraced by the virus. Loss of home, dropping out of school, separation from siblings and friends, increased workload and social isolation may all impact negatively on current and future mental health. Existing studies of children's reactions suggest that they tend to show internalizing rather than externalizing symptoms such as depression, anxiety and withdrawal as opposed to aggression and other forms of antisocial behaviour. These can in turn require that their close family relative who are working to stay home and take care of them which could also affect the department (Reproductive Health and HIV Research Unit, 2006: 3).
3.4.5.3 Long-term psychological effects of emotional deprivation

Children who grow up without the love and care of adults devoted to their wellbeing are at higher risk of developing psychological problems. A lack of positive emotional care is associated with a subsequent lack of empathy with others and such children may develop antisocial behaviours. Not all children are, however, affected to the same degree. Protective factors in the form of compensating care from other people, including teachers, as well as personality predisposition may lessen the impact on children of reduced care in the home environment (Reproductive Health and HIV Research Unit, 2006: 9).

The listed effects of the HIV/AIDS epidemic on children are likely to vary considerably by age. One might expect preschool-aged children, for example, to show primary effects on growth and health, and school-aged children to show education, work, psychosocial and vulnerability effects. In addition, none of the effects cited have been shown to be specific to children affected by HIV and AIDS, even if such a category of children can be more precisely defined. It is also impossible to isolate and exclude the effects of conditions that pre-date the death of a caregiver. (South African Medical Research Council, 2006: 12).

Of greatest concern, however, is the generality of these effects and their strong association with poverty. The impact of the HIV and AIDS epidemic on children and families is incremental; poor communities with inadequate infrastructure and limited access to basic services are worst hit. Poverty amplifies the impacts of HIV and AIDS on children and renders their effects on children unrelenting. At the same time, changes associated with the illness and death of caregivers and breadwinners can push children into conditions of desperate hardship (Reproductive Health and HIV Research Unit, 2006: 9).

3.5 CONCLUSION

The HIV/AIDS epidemic is having a uniquely devastating impact upon the provincial government workplaces, for the reasons that are unique to it. The provincial government’s workplace and workforce is categorized by circumstances and characteristics which render it particularly vulnerable to HIV and AIDS. The first reason might be that provincial government is predominantly semi skilled and semi
educated. This coupled with the living conditions; lack of primary health care facilities and life experiences of the average workers provides the perfect set of circumstances required for HIV and AIDS to cripple the productivity. Secondly, might be a labour intensive economy, meaning that the majority of workplaces are dependent on an abundance of labour. Alarmingly, it is predicted that the greatest impact of HIV and AIDS will be experienced by the economically active portion of the population (GDACE, 2005: 116).
CHAPTER FOUR

IMPACT OF HIV AND AIDS ON THE MORALE AND PRODUCTIVITY OF THE EMPLOYEES AT THE GDACE

4

4.1 INTRODUCTION

The previous chapters dwelled on the differences between the personnel and the HRM as well as their function in respect, the impact of the HIV and AIDS on the morale of the employees in the workplace and the provincial government as well.

In this chapter the impact of the HIV and AIDS on the morale of the HRM and the employees will be explored, also how does the productivity being affected by the fore mentioned at GDACE.

Carrel et al. (1998: 26) state that in basic terms, all institutions are dependent on people, money and departmental structure, with responsibility allocation, for accomplishing their missions. It therefore stands to reason that human resource management is central to the functioning and service delivery of the department. Services rendered by the public service would be its very nature Labour intensive. As such, public service delivery is directly independent on, amongst other things, a motivated, loyal, committed, dedicated, knowledgeable, competent and diligent work force. Sound human resource policies, procedures and outcomes are therefore especially crucial to service

4.2 HUMAN RESOURCE MANAGEMENT AT GDACE

The HRM at GDACE would be regarded as the core function of the department, as due to its absence at the workplace; there would be no employees or the workplace in respect.

GDACE has seen HRM as an environment that would enable core components to deliver on their strategic objectives, meaning rendering effective services to the internal clients in accordance with the Batho Pele principles, some of the projects undertaken there are of higher strategic significance than others and merit specific mention. These are also the projects that would render specific contributions to the
2014 vision priorities of developing healthy, skilled and productive people, and building sustainable communities these project areas are Skills Development, Employment Equity, HIV/AIDS and Environmental Best Practice Facilities Management (GDACE, 2006: 18).

Therefore the HR strategy in the Department aims to facilitate and enhance service delivery by supporting the line function directorates in the Department to meet their objectives and constitutional obligations through commitment to the principles of People, Service and Value. In support of the above the mission of the HRM in GDACE is to render a comprehensive, professional, effective and efficient, sustainable human resource management and development service to the Department of Agriculture, Conservation, and Environment whether directly or via the Service Level Agreement with the Gauteng Shared Services Centre. In pursuit of this goal the HR components carry out their good governance responsibilities underpinned by the legislative framework for human resource and financial management (GDACE, 2006: 20).

HRM in the GDACE has the objective of rendering efficient and effective management services. Within HRM there would be Human Resource Development (HRD) which also aimed to render efficient and effective human resource within the department (GDACE, 2006: 20).

4.2.1 Service delivery improvement and setting standards

Over the last decade the Gauteng Department of Agriculture, Conservation and Environment (GDACE) has consistently given both voice and substance to its commitment to continuous service delivery improvement. This has been done by consistently striving to improve external service delivery, as well as regularly reviewing and enhancing internal processes and procedures to ultimately support this delivery.

The Department's focus on service delivery improvement has been supported by the principles of its service delivery improvement programme, as well as the Departmental ethos and values that all its employees strive to live on a daily basis. The Department's Service Delivery Improvement Programme principles would be based on the province's strategic priorities of enabling faster economic growth and
job creation. Fighting poverty and building safe, secure and sustainable communities, developing healthy skilled and productive people, deepening democracy and nation building and realising the constitutional rights of employees, building an effective and caring government and the Batho Pele principles, the goals of the Department are pursued according to the following.

4.2.2 Functions of the human resource management at GDACE

The HRM function includes a variety of activities, and key among them is deciding what staffing needs and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring the high performers, dealing with performance issues, and ensuring personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. However, they should always ensure that employees have and are aware of personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have (Carrel et al, 1998: 30).

From the above, there could be an assumption that employees in GDACE are not aware of the functions of the human resource within the department. Amongst the staff there are those who do not know that Human Resource Management in Human Resource Development, whereby the HRD includes the broader range of activities to develop officials inside the department including, being career development, training and the departmental development. There is a long-standing argument about where human resource-related functions should be organized into large department, for instance, should human resource be in the Organization Development department or the other way around. The HRM function and HRD profession have undergone tremendous change over the past 20-30 years. Many years ago, large organizations looked to the "Personnel Department, mostly to manage the paperwork around hiring and paying people. More recently, departments consider the HR Department as playing a major role in staffing, training and helping to manage people so that people and the department are performing at maximum capability in a highly fulfilling manner (Carrel et al., 1998: 32).
4.2.3 The importance of human resource management in the GDACE

Importance of HRM is to discuss human resource management issues and human resource related ideas, human resource policies and industry practices, core roles of human resource management, departmental procedures and strategy. HRM outlines the different functions within the department, examines the various human resource processes that are concerned with attracting, managing, motivating and developing employees. If the employees are demoralized or not there to work, it would be clear that, there would be no need for the department to have the human resource department. The department has implemented HRM to attend to the morale of the employees through the HRD. As soon as the employees’ morale ids attended to, it will be a greater chance for the employer to achieve the desired productivity (Department of Labour, 2005: 15).

4.2.4 Benefits of HRM for employees at GDACE

According to the Service delivery charter and standards of the GDACE, the previous decade has consistently given both voice and substance to its commitment to continuous service delivery improvement. This has been done by consistently striving to improve external service delivery, as well as regularly reviewing and enhancing internal processes and procedures to ultimately support this delivery. By so doing the employees were included through the indirect motivation, i.e. taking the employees to the year end function that was not enough as the employees were not asked about their feelings towards their duties. The GDACE has therefore implemented the Transformation directorate working together with the HRM, where each and every employee’s morale would be able to be attended through the registration of each and every employee with the Independed Counselling Advisory Services (ICAS) (GDACE, 2006: 81).

ICAS operates within the field of Behavioural Risk Management Consultancy, assisting employers to manage the risks that employees pose to the organisation through their personal problems and practical issues and concerns. ICAS is where the employees are given the chance to take out their views confidentially. ICAS is in the process of being accredited for skills development with Skills (SETA). ICAS sent through the Personal User Lifestyle Tuesdays to every employee by emails,
brochures and through the notice board. Every employee has a unique password to access the information or help required by the employee. ICAS as the wellbeing team is also interacting with the Employees Wellness Programme to attend to the employees’ morale (GDACE: 2006: 83).

4.2.5 Human resource strategy at the GDACE

Although the human resource strategy in the Department aims to facilitate and improve service delivery by supporting the line function directorates in the Department to meet their objectives and constitutional obligations through commitment to the principles of People, Service, and Value. There are employees who still not placed to their desired positions due to the conditions of life for the people, as the person is looking for the job, would take any job in turn that particular person does not belong to that position. Therefore would feel neglected, the moral would be down of cause (GDACE, 2006: 81).

In support of the above the mission of the Human Resources Components in GDACE is to render a comprehensive, professional, effective and efficient, sustainable human resource management and development service to the Department of Agriculture, Conservation, and Environment whether directly or via the Service Level Agreement with the Gauteng Shared Services Centre The department undergoes the review of its human resource management quarterly in a year, to find out whether they are still in line with what was required or expected from them by the department In pursuit of this goal the HR Components carry out their good governance responsibilities, Underpinned by the legislative framework for human resource and financial management (GDACE, 2006: 83).

4.3 IMPACT OF HIV AND AIDS ON HRM AT GDACE

The Department conducts continuous programmes targeting employees infected and affected by HIV/AIDS. Awareness and training sessions are incorporated in general staff meetings and Induction sessions. The Department has also established a relationship with institutions caring for persons living with AIDS, whereby would donate clothing and non perishable foods for the institutions and undertake voluntary work at the institutions throughout the year. In addition, the Department has adopted an HIV/Aids policy and intends appointing a full-time HIV/AIDS Coordinator to
maintain and enhance this programme. Although the effect of HIV/AIDS is still not being felt in large measure by the Department at present, the reality facing the Department and the public service as a whole is that any plans for service delivery will be increasingly hampered by the effects of HIV/AIDS if innovative and creative ways are not found to address this matter (ICAS, 2004: 5).

This would be apparent through increasing and continued absenteeism by employees either affected or infected, increases in staff turnover and the resultant increased pressure on managers to manage these challenges. Specific attention will have to be given to empowerment of managers to do just that in a caring, responsible and consistent manner. In addition, the HRD component will be working closely with the components of the core functions of the Department with a view to providing awareness and educational material on AIDS to be utilised during and incorporated into the stakeholder interaction programmes and events. The intention hereof is to optimally use these occasions to also raise awareness and educate the Department's external clients on this crucial issue. As part of this externally focussed part of the Department's HIV/AIDS programme GDACE will maintain its supportive relationships with institutions caring for persons living with AIDS, and members of staff will be encouraged to continue to contribute clothing, non-perishable food and their time by volunteering services to these organisations on a monthly basis. The Department will continue to work closely with the Department of Health in this field and will also explore ways in which it can raise HIV/aids awareness within the Gauteng agricultural sector especially amongst farm workers (ICAS, 2004: 5).

4.4 GDACE STRATEGIC OBJECTIVE ALIGNMENT WITH GAUTENG PROVINCIAL GOVERNMENT

GDACE strategic objectives are aligned with the strategic priorities of the Gauteng Provincial Government's (GPG) five-year programme for 2004 – 2009. This programme builds on the foundations of the first decade of freedom and democracy. It focuses on the government’s vision for 2014, namely to address unemployment and poverty through ensuring high levels of Labour absorption, reduced inequalities, a safe and healthy environment, and the development of the province’s communities through jobs, schools, clinics and other services. It identifies and commits to the following key programmes and priority actions:
• enabling faster economic growth and job creation through promoting labour absorbing growth sectors, broad based wealth creation and supporting black economic empowerment and Small, Medium, Macro Enterprises (SMMEs);

• fighting poverty and building safe, secure and sustainable communities, with a focus on upgrading community infrastructure and ensuring a strong safety net for the poor;

• developing healthy, skilled and productive people through the development of caring, responsive and quality health services, investment in quality education, deepening democracy and nation building and realising the constitutional rights of people through youth development, women's empowerment and access to information about government;

• Building an effective and caring government through improving the capacity of the Public service and making it more responsive to citizen’s needs.


The researcher observed that employees do not use the programmes on health care as they claim to not be aware of them. Some think that they will not get help from the facilities (GDACE, 2006: 110).

4.4.1 Impact on the productivity

According to ICAS (2004: 15) there would be an acceptance that average productivity within the South African workforce will decrease as a result of HIV/AIDS. However, it is difficult to quantify the magnitude of the impact and the factors that will influence it.

HIV/AIDS-related productivity losses may be caused by the increased level of absenteeism due to the HIV positive employees falling ill, employees who might require time off to take care of sick family members, the requirement for the funerals attendance of friends and family, the reduced morale and increased stress experienced by a workforce affected by such absenteeism, increased stress levels of employees aware of their positive status and employees' reluctance to work with HIV-positive colleagues (ICAS, 2004: 19).
Productivity is not simply person hours of work. It also includes a qualitative component. While it is easier to measure reduced productivity by a loss of person hours of work, it is difficult to define the loss of productivity as a result of a reduction in the quality of value added at work. Careful planning is necessary to minimise the loss of productivity that results when trained employees get sick (ICAS, 2004: 19).

4.4.2 Impact on morale and productivity: Staff turnover

Staff members who leave the workplace through HIV/AIDS-related death or disability are often well trained and loyal. They may leave well before their expected date of retirement, creating new difficulties for staff planning and budgeting. Furthermore, replacements are often drawn from a shrinking pool of skilled resources and these recruits may be drawn from a population already heavily infected by HIV. Additional costs are therefore incurred in the recruitment process.

Where training is necessary, these costs are no longer a long-term investment as these employees may also get sick and die. The newly recruited employees would work on lower levels of productivity because of their inexperience.

4.4.3 Duration of employment

The average duration of employment (especially of younger employees) will collapse significantly. Again, this is due to the increasing percentage of younger recruits likely to be HIV-positive at the time of recruitment. Training and management of these new recruits must be carefully administered to ensure a return on investment. For example, training might be intensified to increase the efficiency of these employees more rapidly.

Other workplaces may prefer to down-scale training to reduce costs where there is a high possibility that the skills will be prematurely lost as a result of HIV/AIDS. Multi-skilling may be another solution.

4.4.4 Management of employees with HIV

Management of employees with HIV/AIDS has become an increasingly complex task. Amongst other employees' complains would be that managers were not investigating enough the cause of the employees difficulties about or towards their work.
Investigate all reasonable options (for example, re-structure the employee’s job) to accommodate the difficulties experienced, managers were not ensuring the adequate consultation and transparency throughout their investigations.

Employees need the adequate documentation to be kept of all investigations and consultation. The continually changing status of the employees' health and capacity to perform at work, made such investigations increasingly difficult. The investigations may need to be continually reviewed in light of these changing circumstances.

4.5 CONCLUSION

Managers are also expected to manage the emotional issues that may come to light during investigations. They may need to counsel employees on difficult issues. They might need to deal with resistance, resentment and prejudice from other co-workers who suspect or know the status of an employee who is having these difficulties at work. Managers may therefore need additional training aimed at equipping them to deal with these new challenges. All of the needs to be taken into account as part of the impact of HIV/AIDS on GDACE.

In case employees need to be given the chance or made aware of the facilities available for them to take care of their health and wellness. Although the department has implemented so much, in other directorates or units might be the case that employees are not given attention or being enhanced to attend to the chosen directorates for their health and wellness. Employees should be thought that they should attend their moral and in turn speak out their problems to the chosen specialist (Employees Wellness Programme), so that they would be able to know more about heir life and surroundings.
CHAPTER FIVE

EMPIRICAL EVIDENCE ON STAFF MORALE AND PRODUCTIVITY AT THE GDACE

5

5.1 INTRODUCTION

The objective of the chapter is to report on the findings of the research that was conducted at the Gauteng Department of Agriculture, Conservation and Environment (GDACE). The data was collected from the some senior managers as well as the staff from different directorates within the department. The main objective of the empirical study was to ascertain the extent to which the department dealt with the impact of HIV/AIDS on the morale and productivity of the staff.

If an employee having difficulty performing at work and his capacity (or incapacity) is being investigated, it must be noted that, a diagnosis of HIV in itself is not sufficient grounds to declare an employee incapacitated to perform his work. The illness (cause) must result in an inability to perform the inherent job requirements (effect). If it can be shown that the requirements of the job cannot be performed by the employee, and this incapacity is likely to remain for an extended period of time, the employer may have grounds to dismiss the employee. Redeployment to new or different work activities or locations can conflict with equal opportunities provisions (Employment Equity Act 55, 1998: 841).

The targeted population for the purpose of this study consists of staff from different directorates within the GDACE, and also with different job categories.

The sampled management were identified with an intention to find out their perceived reasons for the impact on morale and productivity of HIV/AIDS on employees. The selected middle management was also identified on the basis of being able to interpret the same information which was gathered from the senior managers. Finally, junior employees were also identified to gather information to find out if all the employees within the GDACE are aware of the provisions of the strategy available for
the management of HIV/AIDS. This chapter will attempt to provide the answers for the research questions which were asked in chapter one.

5.2 RESEARCH METHOD

The research method that was used to gather the information was qualitative method and also the semi structured interviews to a randomly selected sample was conducted.

5.2.1 Qualitative Method

The qualitative method contemplates on verbal responses and the proceedings are not limited. Its advantage is that, the data is obtained in word. This method will therefore enable the researcher to obtain sufficient data to address the research questions and objectives. Qualitative method can also interpret the reality as an interaction through the distributed experience viewed by the individuals. It could also enable the researcher to study selected matters in more detail (Bless & Hughson – Smith, 1995: 68).

5.3 PROFILING OF THE PARTICIPANTS

This section will outline the profile of the interviewees that were interviewed during the course of data collection. It will be very important for the researcher to have the profile of the participant to have the age group which might possibly be actively involved in having the morale diminishing as well as the productivity, due to the HIV/AIDS effect. Fifteen respondents were interviewed

**Repeat: Table 1. Profile of participants**

<table>
<thead>
<tr>
<th>Position</th>
<th>Directorate or chief directorate</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Director</td>
<td>Transformation</td>
<td>Female</td>
</tr>
<tr>
<td>Chief Director</td>
<td>Environment</td>
<td>Male</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>Stakeholder-Public Participation</td>
<td>Female</td>
</tr>
<tr>
<td>Director</td>
<td>Employees Wellness Programme</td>
<td>Male</td>
</tr>
<tr>
<td>Senior Admin Officer</td>
<td>Communications</td>
<td>Male</td>
</tr>
<tr>
<td>Principal Liaison Officer</td>
<td>Corporate Communications - Media</td>
<td>Female</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------------------</td>
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</tr>
<tr>
<td>Messenger</td>
<td>Finance</td>
<td>Female</td>
</tr>
<tr>
<td>Handyman Services</td>
<td>Facilities</td>
<td>Male</td>
</tr>
<tr>
<td>Liaison Officer Stakeholder</td>
<td>Stakeholder Engagement</td>
<td>Male</td>
</tr>
<tr>
<td>Personal Assistant</td>
<td>Sustainable Resource Management</td>
<td>Female</td>
</tr>
<tr>
<td>Senior Liaison officer</td>
<td>Agriculture</td>
<td>Male</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>HRM</td>
<td>Female</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>Publications &amp; Campaigns</td>
<td>Male</td>
</tr>
<tr>
<td>Security Officer</td>
<td>Reception</td>
<td>Female</td>
</tr>
<tr>
<td>Cleaner</td>
<td>Communications</td>
<td>Female</td>
</tr>
</tbody>
</table>

### 5.3.1 Respondents were asked to identify their gender

Out of fifteen respondents, eight were males and seven were females.

### 5.3.2 Respondents were asked to indicate their age

- Three were aged between 25 – 30
- Six were aged between 31 – 35
- Another six, which was aged between 36 and 45

The ages of respondents are important to identify how the perceptions of issues of HIV/AIDS and its effects on morale and productivity differ between various age groups.

### 5.3.3 Occupation of the respondents respectively was asked

Since the study was based specifically on GDACE employees, in this regard it was the case of asking the respondents their level of employment.
Their occupation was from the lowest salary and positional levels to the higher levels, and varied from levels 3 – 15, i.e. from the handyman to the Chief Director. The casual workers as well as the contractors were left out due to the fact that they are temporarily employed by the department.

5.4 DATA COLLECTION

Data collection was based on an open ended question, which were as follows:

- How would you describe the morale of employees at GDACE who work in your unit?
- In your view is the management aware of the employees’ morale as a consequence of HIV/AIDS?
- What does the department do to address the issue of the employees’ morale towards HIV/AIDS?
- How do you see the Public Sector’s contribution towards the boost of the employees’ morale about HIV and AIDS?
- Is there a stigma which could prevent employees towards the access of Employees Wellness Programme?
- How important is the Voluntary Counselling Treatment programme and why?
- Do you think HIV/AIDS contributes towards absenteeism?
- From your experience is the implementation of policies relating to absenteeism or incapacity applied effectively?
- Do you think Employees Wellness Programme has been marketed effectively?
- Is the confidence maintained towards every action taken in this regards so far?

5.5 FINDINGS FROM THE DATA ANALYSIS

5.5.1 Description of the morale of employees at GDACE

From the fifteen respondents, answers varied as follows:
• Six of the participants felt that the morale of the employees was good.

• Five responded that the morale of the employees was low.

• Four responded that they were not sure what is meant by morale of the employees.

5.5.2 The management's receptiveness on the employees' morale toward HIV/AIDS

• Eight participants' perception was that, the management is not much concerned about the employees' morale.

• Four responded that the management was aware about the employees' morale towards HIV and AIDS.

• Three said there was not enough interaction between management and the employees to an extent that, the management would not be aware of the employees' morale towards HIV and AIDS.

5.5.3 The departmental response towards the issue of HIV/AIDS on the morale of the employees

• Six of the participants responded that the management is aware of the morale of the employees towards HIV and AIDS,

• Two of the participants responded that the management is not aware due to the fact that there is a lack of the interaction between the management and the employees and also the time for the interaction is limited; and

• Seven responded that the management does not show the concern or not being concerned as they would always talk about the issues directed to work only, they would therefore regard that as not knowing the actual situation regarding morale.
5.5.4 Public Sector's contribution towards the boost of the employees’ morale about HIV and AIDS

- Ten participants responded that, the department does organize the wellness programmes.
- Three said there was nothing that they saw happening.
- Two responded that, they would not know because they were not within the department for almost seventy percent of their work, as they are the field workers.

5.5.5 Stigma which could prevent employees towards the access of Employees Wellness Programme

- Six responded that they would feel the stigma due to the uncertainty of maintenance of confidentiality,
- Five said there was no stigma, and
- Four responded that they avoided the wellness programmes absolutely, due to the fact that they thought they would worsen the fact that there was a stigma.

5.5.6 The importance of the Voluntary Counselling Treatment programme

- Twelve said it is important in a way that it would help the employees to accept themselves whether tested negative or positive for HIV and to heal emotionally as well as to assist others with the motivation to attend wellness programmes such as the Voluntary Counselling Treatment programme,
- Two said they were scared to attend and they would not know whether it is important or not; and
- One said it is not important because it did not help. One felt more frustrated than before, after the Voluntary Counselling Treatment.

5.5.7 HIV/AIDS contribution towards absenteeism

- Four said HIV/AIDS does contribute to absenteeism at the workplace,
• Seven responded on assumption that it does contribute, based on the vulnerable disease which may be triggered by the HIV/AIDS; and

• The last four responded that they were not sure, since they would not know the reason of the absenteeism.

5.5.8 Experience about the implementation of policies relating to absenteeism or effective application of the incapacity

• Three said they experienced the effectiveness from the policies,

• Seven said the incapacity does not cater for secondary infections related to acquired immune deficiency syndrome; and

• Five said there was not much more experience with disease within the department.

5.5.9 The EWP was marketed effectively

• Six said it was not marketed effectively, but the department has been aware and it has taken more initiatives to put it where it supposed to be,

  • Five said it was marketed effectively; and

• Four said it was moderate, not bad not good.

5.5.10 Confidentiality maintenance towards every action taken in this regard so far

• Ten said there was no case reported on, only statistics of using the programme, thus demonstrating the maintenance of a high confidentiality,

• Three said no confidentiality and did not reveal their reasons; and

• Two responded confidentiality was there.
5.6 CONCLUSION

Through the analysis of the theoretical and empirical findings the following shortcomings were identified by the researcher:

- The analysis of the data from the interviews exposed that not all the employees knew about the concept of morale;
- Employees do not have much interaction with their managers,
- The management is not aware about the employee's morale as it is affected by HIV/AIDS,
- The lack of consideration about the employees who are working outside the office for them to be able to access the information,
- Lack of certainty about the stigma towards the employees who, would like to access the Employees Wellness Programme structures,
- Lack of policy as well as capacity towards absenteeism that is as a result of HIV/AIDS,
- The lack of certainty about the confidentiality,
- Lack of marketing of the Employees Wellness Programme and its structures.

Findings gives to light that, there was a lack of marketing of the employees wellness programme as well as its structures. The way in which the Employees Wellness Programme was introduced to the employees, was not up to standard and employees were thus not motivated to attend. It was the problem also about the communication break down, where other employees would find themselves not being informed.

Most of the employees within the department know the information for themselves; the information is not well communicated. Employees would not be able to find out as to whether they are still on the same tract.
CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

Chapter one was about the problem statement, whereby the morale of the employees as well as the productivity was perceived as impacted by HIV/AIDS at the Department of Agriculture, Conservation and Environment (GDACE) in Johannesburg. The workforce is closely intertwined with the fate of society at large, as the Department promotes awareness of the critical importance of sustainable development. The Department develops outcomes-based education material for learners, changes the race and gender patterns of land ownership and encourages full sustainable use of agricultural land for primary production in the agricultural sector.

Public service productivity as a field is different from the private sector productivity field. Public agencies operate under significantly different conditions. They are more tightly constrained missions are legislatively fixed; operations are open to public scrutiny and reaction, volumes of rules and detailed procedures define options; civil service and budget systems limit freedom to redeploy labour and monetary resources. The major difference is in measurement, goods and services produced in the private sector can be measured in terms of their dollar value because they are sold in the market. Public agencies produce services that are not for sale. This makes measurement quite different and more difficult (Rosen, 1993: 5).

According to Leighton (1998: 9), morale is the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose. Morale is a term for the capacity of people to maintain belief in an institution or a goal, or even in oneself and others. The term is also applicable in business and in any other organizational content, particularly in times of stress or controversy.

The Department of Agriculture, in Kgatelopele (2006: 5) states that according the Employee Wellness Programme, at least ten percent of eight hundred and forty three employees are infected by the HIV/AIDS. The Department through the Employee
Wellness Programme is to enable employees to support the challenge of HIV/AIDS and to help build a strong support base by confronting and embracing those infected and affected. The problem is that some of the employees have not shown much interest in the programme, due to the stigma attached to the HIV/AIDS.

6.2 REALIZATION OF THE OBJECTIVES OF THE RESEARCH

Objectives of the research were to ascertain the real cause of demoralization of morale and the productivity towards the employees of the GDACE. The study also aimed to ascertain the relationship between the employees and their management within the workplaces respectively.

6.2.1 Accomplishing the aims of the research

In chapter one the following objectives were predetermined:

➢ To explain in detail the meaning of morale and productivity in human resource management.

➢ To explain the impact of HIV/AIDS on morale and productivity of the staff in the Department of Agriculture in Johannesburg.

➢ To find out how HIV/AIDS affect the staff and the Department Of Agriculture in Johannesburg?

➢ To investigate the problems encountered by the staff of the Department of Agriculture in Johannesburg, pertaining HIV/AIDS.

➢ To make recommendations in order to improve the morale and productivity of staff in the Department of Agriculture in Johannesburg.

The above objectives were achieved in the following ways:

The second chapter endowed with theoretical exposition of productivity and morale in human resource management (HRM), and its findings were therefore taken to base the contents of the following chapter i.e. chapter three.

Third chapter, dwelled on the HIV and AIDS impact on the, socio – economic effect. Factors that are especially relevant to moral and productivity include gender, poverty,
disabilities, population mobility, cultural understandings, being young, sexuality, and certain HIV risks which may be associated with the school as an institution.

Chapter four examined the impact of HIV and AIDS on the morale of the employees specifically at the Gauteng Department of Agriculture, as well as the challenges they were faced.

In chapter five, semi structured interviews were conducted with the employees from the various directorates within the department. Through the interviews the researcher highlighted the views about the impact on morale and the productivity of the employees due to HIV and AIDS.

Chapter six is therefore a concluding chapter which avails a general idea of the research accomplished from chapter one to five. This chapter is necessary as it is whereby the shortcomings and the recommendations would be supplied on how the employees’ morale regarding HIV and AIDS would boost within the GDACE. The boost will in turn result in the adequate productivity in the workplace.

6.2.2 Recommendations on how to deal with crisis on morale and productivity of the department

- Employees need to be encouraged to communicate their needs to their managers, as they would be able to help where they may see the lack of assistance. If the employees do not communicate their views, the management would assume that every thing is still under control regarding the morale.

- Based on the management assumption, this will also go with the kind of relationship between the managers and employees, through the organisation of meetings and workshops which would include the managers as well as the employees, the managers might be able to find the status of the employees’ morale.

- Public sectors has developed an HIV/AIDS programme, the fact that employees would not be aware of them, would be the way in which they were introduced to the employees as well as the community. Their campaigns were
not efficient and they should contain a driving message, whereby employees would be enthusiastic to find out more about the campaigns.

- In case of the absenteeism employees should be given a standardised policy where it would be in line with the Employment Equity requirements as well as Basic Requirements of Employment. They should be equipped with the knowledge of their rights as well as what is not required on those bases.

- Employees Wellness programme should be marketed in a way that those who could be interested in attending must have timely, advanced notice to be able to make the reservations. Experts should be invited to address the importance of the Employees Wellness programme and the structures. They should be told that the benefits of it as well, by revealing examples which would not hamper to the others negatively.

- Employee’s needs to be assured that there would be no stigma and there would be confidentiality. Through a thorough counselling, the mission would be accomplished. There are also the confidential helpline ICAS where one might call and be given a chance to talk to a person where both does not know or see each other.

- Although the employees might think that their colleagues are absent from the work due to the HIV/AIDS, there is no need for them to know the detailed reason of the absenteeism.

- The department needs to assure the employees as well as the newly recruited with the policy regarding the HIV/AIDS towards the employees in the workplace.

- Induction programme should contain the issues regarding HIV/AIDS, motivation of the employees, trainings available for the employees to be able to gain confidence.

- The department should establish mentors as well as coaches amongst the employees, whom they would be able to identify the employees who might need help and who may be too scared or hesitate to seek it. The mentors /
coaches will undergo training and will be able to re-direct the employees to the relevant structures concerning their needs / help.

6.3 CONCLUSION

From the findings of the study, GDACE has a good program regarding the boosting of the morale of the employees – the problem lies with the implementation of the strategy. The structures would be there, but the there is a strong need of the facilitation and the persuasions of the use by the employees. As it was also shown that the employees are, apart from issues of morale because of HIV/AIDS, generally not happy with their working environment, there is a need for further research raised by the following issues:

➢ The cause of the dissatisfaction of the employees at the workplace;

➢ The lack of the interaction of the employees with their managers;

➢ The absence of the ways for the suitable and preventative measures to deal with HIV and AIDS;

➢ Ways to assure the employees about the confidentiality and openness about their problems.

➢ The tendency of the employees of perceiving the fact that there would be no help for them to attend to the structures available i.e. Employees Wellness programme and also thinking about the stigma.
BIBLIOGRAPHY


