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ABSTRACT

The study set out to investigate the factors influencing turnover among professional staff in some selected NGOs in Malawi. Using qualitative and participatory methods, the study used the levels of complexity model to analyse the factors leading to the problem of staff turnover in the selected NGOs.

The main findings were that:

- Professional staff turnover was 50% within a period of 18 months across all the NGOs interviewed.
- For the professional staff, the main factors contributing to staff turnover were: ineffective organisational policies, systems and procedures; poor relationships and communication; and poor organisational values and culture.
- In addressing the problem, NGO leaders tend to concentrate on efforts to improve salaries and other monetary benefits; and training opportunities.

In order to more comprehensively address the problem of staff turnover among the professional staff however, NGO leaders must adopt a process or an Organisation Development (OD) approach.
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<tr>
<td>CARER</td>
<td>Centre for Advocacy, Rights Education and Research</td>
</tr>
<tr>
<td>COMPASS</td>
<td>Community Partnerships for Sustainable Resource Management</td>
</tr>
<tr>
<td>CONGOMA</td>
<td>Council for Non-Governmental Organisations in Malawi</td>
</tr>
<tr>
<td>DBU</td>
<td>Development Broadcasting Unit</td>
</tr>
<tr>
<td>DfID</td>
<td>Department for International Development</td>
</tr>
<tr>
<td>IEF</td>
<td>International Eye Foundation</td>
</tr>
<tr>
<td>MACRO</td>
<td>Malawi AIDS Counseling Research Organisation</td>
</tr>
<tr>
<td>MHRRC</td>
<td>Malawi Human Rights Resource Centre</td>
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<tr>
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<td>Non-Governmental Organisation</td>
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<td>Organisation Development</td>
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