



Cape Peninsula  
University of Technology

**AN INTEGRATED HUMAN RESOURCE MANAGEMENT MODEL FOR SELECTED  
PROVINCIAL LEGISLATURES OF SOUTH AFRICA**

by

**AMOS JUDAS MOKOENA**

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**Promoter: Prof. A. A. Rust**

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## DECLARATION

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## ABSTRACT

The study was conducted in selected provincial legislatures (Limpopo and Mpumalanga). Provincial legislatures of the Republic of South Africa (RSA) are established in terms of section 43 of the Constitution of the RSA (1996) and draw their mandates from Chapter 6 of the Constitution to pass, amend and repeal legislation that affects their respective provinces. In terms of section 43, provinces are autonomous, distinct and independent. However, they should promote cooperation between and amongst themselves.

Presently, there is a lack of or no evidence suggesting that these legislatures are cooperating with each other, at administrative level, in particular in respect of human resource management activities. This causes employees at some legislatures to feel that the treatment of employees is better at other provincial legislatures. This in turn leads to low levels of employee motivation, satisfaction and engagement and to a larger extent a high level of employees intending to leave one provincial legislature for another.

The main objective of the study was to develop an integrated human resource management policies and practices model for the similar treatment of employees in provincial legislatures to keep motivation at an acceptable level. There were two other objectives relating to the main problem. *Objective 1* was to examine whether there was a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation. *Objective 2* was to examine whether there was a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation.

There were two hypotheses relating to the main problem. *Hypothesis 1* stated that the differential application of human resource management policies and practices (Training policies) does not contribute significantly to levels of employee extrinsic motivation. *Hypothesis 2* stated that the differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee intrinsic motivation.

This study used a systematic sampling method to select respondents. The sample selected from the population (N=324) was (n=108). Data collection was through a questionnaire. However, only 90 questionnaires were used (n=90) in this study because thirteen (13) were spoiled and five (5) were not fully completed. The questionnaire met the adequate requirements for construct validity, which was above Cronbach's alpha 0.5. The capturing of

questionnaires was numerically, using Microsoft Excel, and imported into SPSS (Statistical Package for Social Sciences) version 22 (Field, 2009) and AMOS 18 for data analysis. The Structural Equation Model (SEM) proposed for this study was a just-identified model, which had degrees of freedom (28-21). There were 28 distinct sample moments computed and 21 distinct parameters. The Structural Equation Model showed a good fit.

Data was analysed using a quantitative process wherein data was summarised using measures of central tendency, such as mean. Furthermore, data was presented using tables, graphs and pie charts. The levels of constructs from the average means were extrinsic motivation 63%, intrinsic motivation 68%, turnover intention 74%, employee satisfaction 68% and employee engagement 66%.

The results in respect of the two other objectives of the main problem, namely *objective 1* and *objective 2*, indicated that there was a positive and significant relationship between variables with Path Coefficients output ( $\beta = 0.520, P < 0.05$ ) and ( $\beta = 0.383, P < 0.05$ ) respectively.

Results of the subhypotheses of the main problem, namely *subhypothesis 1* and *subhypothesis 2*, the results indicated that the differential application of human resource management contributed to levels of (1) extrinsic and (2) intrinsic motivation, which produced Path Coefficients output ( $\beta = 0.520, P < 0.05$ ) and ( $\beta = 0.383, P < 0.05$ ) respectively, Therefore, Null hypotheses for both hypotheses were not supported.

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## **DEDICATION**

This thesis is dedicated to my late great grandparents (Zibanda and Nogwaja Mokoena), grandparents (Nyembezi and Ntombizodwa Mokoena), my late parents (Nkazana Mahlangu ka Skosana-Mokoena and Jacob Boki Mokoena), my late brothers (Mhlupheki Mahlangu ka Mthimunye, Simon Mokoena, Makhosonke Mokoena and Timothy Mokoena), and my late sister Zanele Mokoena. I know you were with me in spirit. May your souls rest in peace.

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## GLOSSARY

BCEA	- Basic Conditions of Employment Act
CCMA	- Commission for Conciliation, Mediation and Arbitration
CoJ	- City of Johannesburg
CPA	- Commonwealth Parliamentary Association
EEA	- Employment Equity Act
HRM	- Human Resource Management
ILO	- International Labour Organisation
LRA	- Labour Relations Act
MP	- Member of Parliament
MPL	- Member of Provincial Legislature
NA	- National Assembly
NCOP	- National Council of Provinces
Nehawu	- National Education Health and Allied Workers' Union
PEC	- Provincial Executive Committee
PM	- Personnel Management
SALS	- South African Legislative Sector
Samwu	- South African Municipal Workers Union
SDF	- Skills Development Facilitator
TCoE	- Total Cost of Employment

## CLARIFICATION OF KEY CONCEPTS

**Human Resource Management (HRM):** It is the management function and process including policies and practices of the organisation. Human resource management aid the organisation to achieve its strategic objectives. These functions include, but are not limited to the following: organisational resourcing, training, rewarding and appraising (Altarawmneh and al-Kilani, 2010).

**Human Resource Management policies and practices:** Refers to activities in the organisation aimed at managing the pool of human resources and ensuring that the human capital is employed towards the fulfilment of organisational goals (Armstrong and Taylor, 2014).

**Motivation:** This is a mental state or condition of an employee that drives an employee to work towards a desired goal, which include both organisational and personal goal. (Guay, Chanal, Ratelle, Marsh, Larose and Boivin, 2010), motivation is influenced by both intrinsic and extrinsic factors.

**Employee turnover:** These are the levels at which employees resign from their employment (Greyling and Stanz, 2010).

**Employee satisfaction:** This is the levels at which employees are content with their work (Whitman, Van Roddy and Viswesvaran, 2010).

**Employee engagement:** Mone and London (2010) define employee engagement as “a condition of an employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behaviour”.

# **CHAPTER 1**

## **INTRODUCTION AND BACKGROUND TO THE RESEARCH STUDY**

### **1.1 Introduction**

Provincial legislatures of RSA draw their mandate from Chapter 6 of the Constitution of RSA (1996) to pass laws that affect their respective provinces. Provincial legislatures are located in the provinces where they operate. The functions of provincial legislatures are to pass laws in provinces where these provincial legislatures are located, encourage public participation in the legislative process, while on one hand holding the Provincial Executive Committee (PEC) members accountable for their actions.

There is a deployment to the National Council of Provinces (NCOP) of elected permanent and non-permanent delegates from each province. These delegates represent the interests of provincial legislatures in the national Parliament of RSA. The deployed delegates ensure the filtering of any legislation passed in Parliament to their respective provinces. This arrangement is an indication that there is some link between Parliament and provincial legislatures at legislative level.

In strengthening this link between Parliament of the Republic of South Africa and provincial legislatures, Parliament developed legislative support service framework for political cooperation. However, this observed cooperation is at political level, and there is little or no evidence that this cooperation is applicable at administrative level (South African Legislative Sector, 2008), in particular between the Human Resource Management (HRM) departments of these provincial legislatures.

Human resource management departments play an important role in organisations, and provincial legislatures are no exception in this regard. Human resource management departments ensure that provincial legislatures employ human capital that contributes to the achievement of the strategic objectives of these provincial legislatures. The human capital further, aid Members of Provincial Legislature (MPLs) to perform their legislative functions.

In the absence of any administrative or HRM framework, each provincial legislature has its own HRM department, and is as such applying different HRM policies and practices. These HRM policies and practices regulate the relationship between the employer and employees, and between and among employees themselves only in that particular province (South African Legislative Sector Support, 2008).



## **1.2 Background to the research problem**

Provincial legislatures share the same features and functions with regard to their constitutional mandates. One of these functions or constitutional mandate is to pass laws for their respective provinces in terms of Chapter 6 of the Constitution. These functions require specialised skills from an HRM perspective, and it is up to each provincial legislature to train and equip its own employees with such skills (Scott, 2009), which are difficult to find in the mainstream labour market because of the absence of a common HRM framework.

These skills include, but are not limited to the following: procedural and protocol advisory services; simultaneous interpreting; the production of Hansard; translation services; the production of daily papers such as the order papers; setting and production of question papers; and recording of minutes. The absence or lack of such specialised skills places strain on some provincial legislatures, preventing them from performing optimally or achieving their strategic objectives.

The expectations are that by virtue of the similarities of these provincial legislatures in terms of their functions, to learn from one another, or to have a working relationship or HRM framework, which enables the sharing of employees' expertise and knowledge (Parliament of RSA. Knowledge Information Services Division, 2006; Scott, 2009). However, there is little or no evidence suggesting that these legislatures share employees between and amongst themselves. This leads to provincial legislatures to have their own HRM processes, and as such lead to the differential application of HRM policies and practices.

The differences in the application of HRM limit provincial legislatures in sharing various human resource strategies, skills, ideas, knowledge and expertise in various organisational areas. Evidence shows that employees resign from one provincial legislature go to another legislature (South African Legislative Sector Support, 2008). In the process, the employment service history that the employee acquired in the previous legislature is not transferrable to the new legislature.

The lack of cooperation between and amongst provincial legislatures result in employees being demotivated because employees of one legislature believe that the employees at other provincial legislatures get better advantages and the treatment is different (Parliament of RSA. Core Business Division, 2011; Scott, 2009). The situation is furthermore, exacerbated by the fact that when an employee resigns from one provincial legislature to join another, such an employee is deemed to have interrupted his or her term of employment or service (South African Legislative Sector Support, 2008).

It is not only that those employees could be demotivated, but also that the levels of employee satisfaction and engagement will be low because of the differential application of HRM policies and practices (Parliament of RSA. Core Business Division, 2011. Moreover, levels of employees intending to leave (turnover intention) their current provincial legislatures are likely to increase as this further increase level of competition between and amongst provincial legislatures (Parliament of RSA. Report on Employee Engagement, 2011).

Therefore, it is imperative to indicate that there is a need for change. If changes are not implemented the situation might escalate. This escalation might even render some of the provincial legislatures unable to fulfil their constitutional mandates.

### **1.3 Problem identification**

#### **1.3.1 Main problem statement**

The lack of cooperation at administrative level and in the process, the differential application of HRM policies and practices at provincial legislatures many result in employees being demotivated. The lack or nonexistence of cooperation and the differential application of HRM policies and practices at provincial legislatures lead to not only low levels of motivation, but also low levels of satisfaction and engagement, and increased levels of turnover intention. This of course does not augur well in the fulfilment of their constitutional mandates because demotivated, dissatisfied and disengaged employees are likely not to perform at their maximum, and as such lead to higher turnover intention.

Employees feel that employees at other provincial legislatures the treatment is different and as such, the differences come with better conditions of service than they do. This inhibits provincial legislatures to share various human resource strategies, skills and expertise in various legislative areas because of the lack of a common or integrated HRM model.

#### **1.3.2 Subproblems statements**

The following are subproblems derived from the main problem:

##### **Subproblem 1**

Due to the main problem, an unacceptably low level of employee extrinsic motivation is experienced. The differential application of human resource management policies and practices influences levels of employee extrinsic motivation.

## **Subproblem 2**

Due to the main problem, an unacceptably low level of employee intrinsic motivation is experienced. The differential application of human resource management policies and practices influences levels of employee intrinsic motivation.

## **Subproblem 3**

Due to the main problem, an unacceptably high employee turnover is experienced. The rate of employee turnover in provincial legislatures averaged 12%, and as such, the differential application of human resource management policies and practices influences levels of employee turnover.

## **Subproblem 4**

Due to the main problem, an unacceptably low level of employee satisfaction is experienced. The differential application of human resource management policies and practices influences levels of employee satisfaction.

## **Subproblem 5**

Due to the main problem, an unacceptably low level of employee engagement is experienced. Low levels of employee engagement ensue from a situation in which there are differences in the treatment of some employees in respect of the application of human resource management policies and practices.

### **1.3.3 Explanation of problems**

#### **Explanation of main problem**

The following is an explanation of the main problem:

Provincial legislatures must carry out their law-making mandates in line with the expectations of communities in their respective provinces, as is enshrined in the Constitution. However, for provincial legislatures to perform these functions, they require a workforce that can perform these functions.

In the situation at present, each provincial legislature governs its own internal relationship with employees differently from those at other provincial legislatures, and there is subsequently no common application of HRM policies and practices across the legislatures.

The lack of cooperation between provincial legislatures regarding the differences in the application of HRM policies and practices results in employees being demotivated because employees believe that their counterparts get better advantages and the treatment is different in other provincial legislature. This study focuses on the development of an integrated HRM model for provincial legislatures in South Africa to keep motivation to an acceptable level.

#### **1.3.4 Explanation of subproblems**

The following are explanations of the subproblems:

##### **Subproblem 1**

Organisations survive because of human capital (Sattar, Ahmad and Hassan, 2015). Therefore, it is important that organisations strive at all times to keep extrinsic motivation at an acceptable level. One of the strategies that organisations can implement is the equal implementation of HRM policies and practices.

This will of course include aspects such as how employees are compensated and trained. However, not only compensations and training programmes extrinsically motivate employees. Other aspects such as the layout of offices and conditions of the working environment have a positive impact on extrinsic motivation.

##### **Subproblem 2**

It is important that employees' level of intrinsic motivation, when working for an organisation, should be at an acceptable level. However, if the level of intrinsic motivation is not automatic in an organisation, then it should work towards ensuring that the employees are intrinsically motivated. It is true that, personal goals influence intrinsic motivation (Sattar et al., 2015).

Therefore, it is important that an organisation should nevertheless put systems in place to increase intrinsic motivation. It is important to note that employees are intrinsically motivated differently. There is no one-size fit all. Other employees are intrinsically motivated by financial incentives but other by personal or career development.

### **Subproblem 3**

The impact of staff leaving an organisation has major consequences, which include but not limited to the following: increased cost of recruitment or organisational resourcing and training, and a decrease in the quality of work produced. The rate of employee turnover at provincial legislatures averaged 12% of employees resigning in the 2010/11 financial year (South Africa. Western Cape Provincial Legislature, Annual Report, 2011).

It is important to highlight that; no organisation would like to be associated with a high rate of employee turnover. The tag of being associated with high turnover rate is likely to influence potential employees not keen to be part of such an organisation. Employees would like to have security in the work that they do, so that they can perform at their maximum.

### **Subproblem 4**

Employees, when they believe that the treatment of their counterparts in the same sector is different, especially when the treatment is better than theirs, are generally likely to experience low levels of satisfaction.

The situation at provincial legislatures is that there are many differences in the application of HRM policies and practices, and therefore this affects provincial legislatures in respect of achieving their intended strategic objectives. There have for instance been circumstances where it was a challenge to process and pass Bills due to a lack of human capital.

### **Subproblem 5**

It is likely that those employees who do not resign from one provincial legislature to join another have many reasons for remaining. One of these many reasons may be that they work in close proximity to their families.

However, when employees believe that the treatment of employees in another provincial legislature is different or better, they are likely to experience low levels of employee engagement. In addition, when employees are disengaged it affects productivity and employees performance, and an outcome is that some provincial legislatures could not achieve their strategic objectives.

## **1.4 Research questions**

Research questions emanate from the problem statement. Research questions play an important role in research in that they guide the researcher on questions to answer (Babbie, 2010). The researcher by having the research questions would not divert from the purpose of addressing particular questions.

The research study intended to address a number of questions. The entire research study followed the sequence of a set of questions, i.e. main question relating to the main problem, other questions relating to the main problem and subquestions relating to subproblems, as indicated below:

### **1.4.1 Questions relating to main problem**

The study intended to address the following main question:

#### **1.4.2 Main question**

What integrated human resource management model can be designed for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level?

### **1.4.3 Other questions relating to main problem**

The study intended to address the following questions relating to the main problem:

#### **Question 1 relating to main problem**

Is there a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation?

#### **Question 2 relating to main problem**

Is there a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation?

#### **1.4.4 Questions relating to subproblems**

In most cases, it is not easy to address the main question without reducing it into a number of subquestions. The division of the main problem to a number of subquestions assists the researcher to address various aspects of the main problem (Babbie, 2010). By addressing the subproblem, the researcher is able to view the main problem from different perspectives in respect of all the elements of the main problem.

The researcher reduced the main question to a number of subquestions, which it assisted with addressing the main question. Therefore, the study intends answering the following subquestions:

##### **Question 1 for subproblem 1**

What is the level of employee extrinsic motivation in provincial legislatures?

##### **Question 2 for subproblem 2**

What is the level of employee intrinsic motivation in provincial legislatures?

##### **Question 3 for subproblem 3**

What is the level of turnover intention in provincial legislatures?

##### **Question 4 for subproblem 4**

What is the level of employee satisfaction in provincial legislatures?

##### **Question 5 for subproblem 5**

What is the level of employee engagement in provincial legislatures?

#### **1.5 Research objectives**

Research objectives form an integral part of any research study and this study is no exception (Babbie, 2010). Research objectives guide the research study so that it does not deviate from its core purpose. It is important to highlight that research objectives provides a direction on what data to collect and to some extent on how to collect that data.

In addition to data collection, research objectives guide the researcher on what method to utilise in order to analyse the data. These research processes emanate from the research objectives. However, the formulation of the research objectives differs from research to research (Babbie, 2010). Hence, this study has a number of main objectives, other objectives and subobjectives.

Therefore, the study intended to address the following main objectives, other objectives, and subobjectives relating to the main problem and subproblems as outlined below:

#### **1.5.1 Main objective relating to main problem**

The study intended to achieve the following main objective:

To design an integrated human resource management model for the similar treatment of employees at provincial legislatures to keep motivation at an acceptable level.

#### **1.5.2 Other objectives relating to main problem**

This study intended to achieve the following other objectives to the main problem:

##### **Objective 1**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation.

##### **Objective 2**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation.

#### **1.5.3 Subobjectives**

Subobjectives are part of the main objective of a research study. The formulation of subobjectives emanate from the main objective in that subobjectives are smaller parts of the main objectives. The reason why a research stud has subobjectives is that in some other



instances the main objectives is unable to address all the elements of the research study. Subobjectives help in this circumstance.

Therefore, this study intended to achieve the following subobjectives:

#### **Subobjective 1**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee satisfaction.

#### **Subobjective 2**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee satisfaction.

#### **Subobjective 3**

To examine whether there is a relationship between employee satisfaction and employee extrinsic motivation.

#### **Subobjective 4**

To examine whether there is a relationship between employee extrinsic motivation and turnover intention.

#### **Subobjective 5**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Training policies) and turnover intention.

#### **Subobjective 6**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Salary and decision-making policies) and turnover intention.

### **Subobjective 7**

To examine whether there is a relationship between the differential application of the application of human resource management policies and practices (Training policies) and employee engagement.

### **Subobjective 8**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee intrinsic motivation.

### **Subobjective 9**

To examine whether there is a relationship between employee satisfaction and employee intrinsic motivation and employee satisfaction.

### **Subobjective 10**

To examine whether there is a relationship between employee satisfaction and turnover intention.

## **1.6 Hypotheses**

The hypothesis is an assumption or some supposition to be proved or disproved (Babbie, 2010), thus a hypothesis may be defined as a proposition or a set of propositions that might serve as an explanation for the occurrence of some specified group of phenomena (Babbie, 2010; Saunders, Lewis and Thornhill, 2012).

The role of the hypothesis is to guide the research study by delimiting the area of the research study, and to keep it on track. Hypothesis indicates the type of data that is required and the type of data analysis methods that are to be used (Babbie, 2010). Thus, this study intended to address a number of main hypotheses and subhypotheses.

### **1.6.1 Hypotheses for main problem**

The study intended to address the following main hypotheses:

#### **Hypothesis 1**

H<sub>0</sub>1: Differential application of human resource management policies and practices (Training policies) does not contribute significantly to levels of employee extrinsic motivation.

#### **Hypothesis 2**

H<sub>0</sub>2: Differential application of human resource management policies and practices (Salary and decision-making policies) do not contribute significantly to levels of employee intrinsic motivation.

### **1.6.2 Subhypotheses**

Subhypotheses gives the study quality, in that what the main hypothesis could not address subhypotheses will be in a position to address some hidden elements. The formulation of subhypotheses is not the same because research studies differ in their context and purpose. Hence, subhypotheses will not be same, and also the number of subhypotheses will differ in with the main and subproblems of the research study.

The study intended to address the following subhypotheses:

#### **Subhypothesis 1**

H<sub>0</sub>1: Differential application of human resource management policies and practices (Training policies) makes no significant contribution to levels of employee satisfaction.

#### **Subhypothesis 2**

H<sub>0</sub>2: Differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee satisfaction.

### **Subhypothesis 3**

H<sub>o</sub>3: Employee satisfaction makes no significant contribution to levels of employee extrinsic motivation.

### **Subhypothesis 4**

H<sub>o</sub>4: Employee extrinsic motivation makes no significant contribution to levels of turnover intention.

### **Subhypothesis 5**

H<sub>o</sub>5: The differences in the application of human resource management policies and practices (Training policies) do not contribute significantly to levels of turnover intention.

### **Subhypothesis 6**

H<sub>o</sub>6: The differences in the application of human resource management policies and practices (Salary and decision-making policies) do not contribute significantly to levels of turnover intention.

### **Subhypothesis 7**

H<sub>o</sub>7: Differential application of human resource management policies and practices (Training policies) makes no significant contribution to levels of employee engagement.

### **Subhypothesis 8**

H<sub>o</sub>8: Differential application of human resource management policies and practices (Training policies) makes no significant contribution to levels of employee intrinsic motivation.

### **Subhypothesis 9**

H<sub>o</sub>9: Employee satisfaction does not contribute significantly to levels of employee extrinsic motivation.

## **Subhypothesis 10**

H<sub>0</sub>10: Employee satisfaction does not contribute significantly to turnover intention.

### **1.7 Research process**

The research process is important in any study because it provides coherent activities for the research study. The research process is comprised of steps to follow in order to carry out a research study in order to achieve a particular goal (Saunders et al., 2012).

For any study to achieve its intended objectives, it must follow a particular process. This study is no exception. Hence, this study followed a research process that is in line with the research onion of Saunders et al. (2012), which has a number of layers.

The six layers of the research onion:

- The first layer deals with research philosophies, i.e. positivism.
- The second layer focuses on approaches, i.e. deductivity.
- The third layer highlights various research strategies, i.e. surveys.
- The fourth layer is about choices of methods, i.e. the mono method.
- The fifth layer refers to time horizons, i.e. cross-sectionality.
- The sixth layer covers the collection and analysis of data.

Therefore, the study followed the sequence highlighted in the research onion, and there is a discussion of each layer of the research onion in detail, in subsequent subsections of this chapter.

### **1.8 Research philosophy and approach**

In general, a paradigm is a whole system and process of thinking (Neuman, 2011). In this sense a paradigm refers to the traditions of research that are well known in a particular discipline (Maxfield and Babbie, 2014), or a philosophical framework, as Blanche, Durrheim and Painter (2010) highlighted.

To be precise, a paradigm would include theorised models, approaches, guidelines of reference, knowledge of bodies of research and methodologies. It is also a model or framework for observation and comprehension (Kumar, 2012; Maxfield and Babbie, 2014).

### **1.8.1 Positivism**

This view of positivism maintains that the objects of the social sciences, namely people, are relevant for the implementation of methods of science (Denscombe, 2010). Positivism entails a belief based on the assumption that patterns or trends, generalisation, methods, procedures and cause-and-effect issues are also applicable to the social sciences (Denscombe, 2010).

As posited positivism is more concerned with the creation of laws that are applicable to all people at all times (Kumar, 2012). Jensen (2016) states that the purpose of positivism is to sought generalisation. The said generalisation is, however, based on and grounded in the laws governing the natural sciences, which are not necessarily applicable to structures within the social sphere (Descombe, 2010).

### **1.9 Research approach**

The second layer of the research onion refers to the research approach, and reflects a number of approaches, namely deductive, inductive and abductive (Saunders et al., 2012). This study followed the deductive approach.

#### **1.9.1 Deductive approach**

In order to pursue the principle of scientific rigour, deduction dictates that the researcher should be independent of what the researcher observes (Dahlberg and McCaig, 2010). An important characteristic of deduction is that concepts need operation processes in a way that enables facts to be measured quantitatively (Dahlberg and McCaig, 2010).

The most important characteristic of the deduction approach is generalisation (Dahlberg and McCaig, 2010). In order to be able to generalise regularities in human social behaviour statistically it is necessary to select samples of sufficient numerical size.

### **1.10 Research methodology and design**

Research design is best described as the plan according to which the respondents of a proposed study are selected as well as the means of data collection, while Babbie, 2010, Dahlberg and McCaig (2010), Fouché and Schurink (2011) and Sekaran and Bougie (2010) describe research design as a plan or blueprint for conducting the research. The research design therefore entails the detailed plan according to which all the research is undertaken.

Jensen (2016) posits that the research design is a plan by which the researcher decides to execute the formulated research problem. The objective of the research design, according to Maxfield and Babbie (2014), is to plan, structure and implement the project concerned in such a way that the validity of the findings is maximised.

### **1.10.1 Methodological choice**

There are two types of research design, which are the qualitative and quantitative approaches (Leedy and Ormrod, 2010). This study followed the quantitative research approach.

### **1.10.2 Quantitative research**

Quantitative research involves gathering data that describes events, and then the organising, tabulating, showing, and describing of the data collection (Jensen, 2016). It often uses visual aids such as graphs and charts to assist the reader in understanding the distribution of data in the study. Descriptive statistics are very important in reducing the data to a manageable state (Babbie, 2010; Saunders et al., 2012).

Quantitative inquiry evolved through several generations of researchers on the largely unchallenged assumption of the utility of empiricism (Saunders et al., 2012). The assumption holds that numerical data must necessarily yield proof of or at least contain strong confirmation of some clearly identified hypotheses (Jensen, 2016).

Leedy and Ormrod (2010) state that the strengths of quantitative inquiry lie in precision and replicability through thought experimentation that lead to valid and reliable statements about causation. This means that results from the quantitative research can be generalised and inferred to the entire population.

### **1.11 Nature of research design**

There are a number of research designs, such as the exploratory, descriptive and explanatory, that a study can follow (Saunders et al., 2012). This study followed the descriptive approach.

### **1.11.1 Descriptive research**

According to Mbundu (2011), descriptive research provides a picture of a situation as it naturally happened with a view to justifying current practice, to achieving judgment on a particular phenomenon and to developing theories.

Descriptive statistics utilise data collection and analysis techniques that yield reports concerning the measures of central tendency, variation, and correlation (Melchers, Lienhardt, Von Aarburg and Kleinmann, 2011). The combination of its characteristic summary and correlational statistics, along with its focus on specific types of research questions, methods, and outcomes, is what distinguishes descriptive research from other research types (Melchers et al., 2011).

### **1.11.2 Research strategy**

The research strategy is the undertaking of the research based on its original conception, in terms of the research philosophy that is subscribed to, through the research strategy that is employed (Saunders et al., 2012). Therefore, aligning the research instrument utilised or developed in pursuit of the research objectives and research questions with the chosen research strategy is important (Saunders et al., 2012).

The use of surveys permit the inclusion of more than one variable to study at the same time, which would not be typically possible in laboratory or field experiments, whilst data can be collected about events in real-world environments (Melchers et al., 2011). Surveys therefore, enable the researcher to obtain data about views, situations and practices at the same time by means of questionnaires or interviews (Melchers et al., 2011).

## **1.12 Research techniques and procedures**

A research technique is a systematic way to solve the research problem. It is the undertaking of a study or research that is scientific in nature (Kumar, 2012; Saunders and Rojon, 2014), while addressing a particular problem. That is why it is important for the researcher to have a clear understanding of the techniques and procedures, so that the research study achieves what it is suppose to achieve.



### **1.12.1 Research population**

A population is the entire total of all elements or units of analysis from which the sample is drawn (Babbie, 2010; Maxfield and Babbie, 2014; Saunders and Rojon, 2014). Population can also be defined as the inclusion of all people, elements or items with the characteristics one intends to comprehend (Kumar, 2012; Maxfield and Babbie, 2014; Saunders and Rojon, 2014), and these researchers (Babbie, 2010; Kumar, 2012; Maxfield and Babbie, 2014; Saunders and Rojon, 2014) define a sample as the subset or subunit of the elements of a population.

Jensen (2016) states that population represents a group about which the study was designed to generate knowledge from. In brief, population represents the entire group of people or elements. This means that all items under observation or those that forms part of the research study (Kumar, 2012).

The target research population of the study was N=324 (Limpopo 150 and Mpumalanga 174). The population included administrative employees, who included senior managers, middle management, senior employees or supervisors and junior employees.

These categories of employees comprised of protection services staff; administrative assistants; secretaries to managers; secretaries of portfolio and select committees; researchers; language practitioners; procedural officers; human resource practitioners; managers and senior managers) of the selected provincial legislatures (Limpopo and Mpumalanga).

### **1.13 Sampling techniques**

Saunders, Lewis and Thornhill (2012) identify two sampling techniques, namely non-probability and probability sampling. This study adopted the probability sampling technique.

#### **1.13.1 Probability sampling**

Probability sampling is a “random sampling” or a “chance sampling” (Babbie, 2010; Kumar, 2012; Saunders and Rojon, 2014; Welman, Kruger and Mitchell, 2005). In this sampling design, every item of the universe has an equal chance of inclusion in the sample.

The selection of individual items from the group, is not deliberate, but happens by some mechanical process. Hennink, Hutter and Bailey (2011) posit that in probability sampling it is chance alone that determines whether one item or another is selected (Hennink et al., 2011).

### **1.13.2 Sample selection**

This study used a systematic sampling method, a type of probability sample, to select the participants of the study. The systematic sampling method relies on arranging the target population according to some ordered scheme, and then selecting elements at regular intervals through that ordered list (Hennink et al., 2011).

The reason for choosing this method is that the sample has an even spread of the sample across the entire population. The systematic sampling method is moreover, relatively easy to apply (Kumar, 2012).

The lists used to select a sample was from the entire target population (324), sourced from the HRM departments of selected provincial legislatures, namely, Limpopo and Mpumalanga provincial legislatures. There was a compilation of a common list from the two lists.

After the list was combined, participants were listed in alphabetical order (i.e. surnames first) from A–Z, and each participant was allocated a number in that combined list. The reason for consolidating the lists was to ensure that the study is not bias in choosing employees from either of the provincial legislatures. The numbers allocated to participants were between 1 and 324, following the alphabetical order. The selection of respondents was between 1 and 3; the third participant was then selected.

The reason for choosing every third participant was to ensure that a sizeable number of participants took part in the study. The first participant was chosen randomly by the throw of a dice for a number between 1 and 3.

The selection of respondents was from the alphabetically sorted combined list, the selection resulted in 50 respondents from the Limpopo provincial legislature and 58 from the Mpumalanga provincial legislature. The sample selected from the population (N=324) was (n=108).

The reason for determining the exact numbers from each provincial legislature was to ensure that questionnaires to the provincial legislatures equal the number of respondents in that specific provincial legislature.

The questionnaires were completed by (n=90) respondents, with thirteen (13) questionnaires not returned and five (5) not completed in full, and subsequently excluded from data analysis. Returned questionnaires represented a response rate of 28% ( $90/324 \times 100$ ), calculated from the entire population but calculating the response rate from the selected sample was 83% ( $90/108 \times 100$ ). The response rate indicated the following respondents: female represented 61% and male represented 39%.

The advantage of systematic sampling is that it is relatively easy to apply, and there is an evenly spread over the entire reference population (Suresh, 2011). The drawback, though, is that it becomes a challenge when there is an estimation of variances (Suresh, 2011).

#### **1.14 Data collection and instruments**

A request to conduct the study was made through the offices of the Secretaries to the provincial legislatures, and permission was granted to conduct the study in the provincial legislatures that had been identified, namely Limpopo and Mpumalanga.

Chen, Shek and Bu (2011) describe questionnaires as structured sets with focused or specific questions using a self-reporting process. Questionnaires save time and money (Chen et al., 2011).

According to Hennink, Hutter and Bailey (2011) a questionnaire is a simple yet effective research tool. Questionnaires are not costly, like interviews, because the only costs incurred are postage fees and those that relate to making photocopies. One significant advantage of questionnaires is that there is a guarantee of respondents' confidentiality and respondents are likely to be truthful as they are willing to complete the questionnaire honestly.

Furthermore, Babbie (2010) believe that questionnaires save time because the researcher need not be present when they are completed, and can choose the option mailing the questionnaires to the respondents. The disadvantage of this is that posted questionnaires to respondents the number of questionnaires completed, or the return rate, could be lower than expected for that study (Hennink et al., 2011).

Another disadvantage (Hennink et al., 2011; Suresh, 2011) of mailing questionnaires is that employees can assist one another with completing the questionnaires, which the researcher emphasised in a letter attached to the questionnaire, should not take place.

Requests to conduct the study were sent to the offices of the Secretaries to the two selected provincial legislatures (Mpumalanga and Limpopo), and received permission (Appendices F, G and I) to conduct the study at those provincial legislatures that had been identified.

There was attachment of this permission to the questionnaires, for ensuring that respondents felt comfortable to complete the questionnaires. The respondents could therefore, from the onset see that their participation in the research had been authorised.

The coding of the questionnaire was as follows, using the first letters of each word in each construct:

- HRMP1-Human resource management policies and practices (Training policies) represented the first statements/questions in this category,
- HRMP2-Human resource management policies and practices (Salary and decision-making policies), represented the first statements/questions in this category,
- EM1-Employee extrinsic motivation represented the first statements/questions in this category,
- EM2-Employee intrinsic motivation represented the first statements/questions in this category,
- TI1-Turnover intention represented the first statement/question in this category,
- ES1-Employee satisfaction represented the first statement/question in this category,
- EE1-Employee engagement represented the first statement/question in this category.

The study for all the constructs, bar employee satisfaction, for degree of agreement, used a four-point Likert scale, which ranged from 1=strongly disagree and 4=strongly agree. For employee satisfaction, a four-point Likert scale: 1=very dissatisfied to 4=very satisfied.

The previously listed questions and subquestions, objectives and subobjectives, hypotheses and subhypotheses informed draft and final version of the questionnaire to collect data. There were eight sections (Section A to Section H), as follows: Section A consisted of the demographic information (employer, gender, age, years of service, highest qualification),

Section B measured the application of HRM policies and practices (Training policies) with 18 statements/questions used, which were adapted from Armstrong (2009), wherein respondents were expected to indicate the degree of agreement from a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree.

Section C measured the application of HRM policies and practices (Salary and decision-making policies) comprising of 3 statements/questions. Statements/questions used were adapted from Armstrong (2009), wherein respondents were expected to indicate the degree of agreement from a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree.

Section D measured employee extrinsic motivation comprising of 7 statements/questions, adapted from Armstrong (2009), wherein respondents were expected to indicate the degree of agreement from a four-point Likert scale, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree.

Section E measured employee intrinsic motivation consisting of 7 statements/questions, adapted from Armstrong (2009), wherein respondents were expected to indicate the degree of agreement from a four-point Likert scale, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree.

Section F of the questionnaire measured employee turnover intention comprising of 12 statements/questions adapted from Allen, Shore and Griffeth (2003); Altarawmneh and al-Kilani (2010); Amah (2009), and for degree of agreement in measuring employee turnover, a four-point Likert scale was used, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree.

Section G of the questionnaire measured employee satisfaction comprising of 20 statements/questions. The statements/questions used were adapted from the Minnesota Satisfaction Questionnaire [MSQ] shorter version (Weiss, Davis and England, 1967). Here a four-point Likert scale was used, which ranged from 1=very dissatisfied; 2=dissatisfied; 3=satisfied to 4=very satisfied.

Employee engagement was measured with a 12-item scale adapted from Gallup Organisation (2008); Mhango (2015); Agoi (2017) wherein a four-point-point Likert scale was used (1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree).

### **1.15 Data analysis and findings**

The researcher used descriptive statistics to analyse quantitative data such as the mean, standard deviation, percentages and frequencies wherein tables and pie charts formed part of data presentation.

The presentation of data was with the use of a just-identified approach of the Structural Equation Model (SEM) (Bagozzi and Yi, 2012; Westland, 2015) with various hypothesised paths. The use of both standardised and unstandardised regression coefficients enabled the researcher to reject or accept the hypotheses of the study. In addition, data was analysed using the Statistical Package for Social Sciences (SPSS) version 22 and AMOS 18 with the aid of MS Excel.

### **1.16 Literature review**

The following is a synopsis of the literature review, which covered work of previous researchers with regard to HRM policies and practices. This part covers the following: definition of HRM, HRM policies and practices, i.e. organisational resourcing, training and development, compensations and benefits, performance management and employee relations.

Constructs of the study such as employee motivation, employee turnover intention, employee satisfaction and employee engagement and, lastly, there was exploring of the integration of HRM functions. The latter partly being the objective of this research study, which to develop an integrated HRM model to keep motivation at an acceptable in provincial legislature of South Africa.

The literature review covered all the tenets of the study and the findings of the study comparing the findings with those of other researchers. There was a link between literature and the analysis and interpretation of the results. These comparisons and links ensured that this study was well designed and rounded off.

### **1.17 Human resource management definition**

This part focused on the definition of HRM and the transformation of this concept over years. The concept of HRM has evolved over the years, and the development of a number of definitions was central. Gomez-Mejia, Balkin and Cardy (2012) define HRM as the process of attracting, growing and the keeping the workforce that supports and help advance the vision, mission, the objectives and the strategies of the organisation.

According to Whitman, Van Roddy and Viswesvaran (2010) HRM is a group of interrelated or interconnected policies and practices, which has an influence on the views of employees with regard to whether to stay in or resign from an organisation. It is also both an academic theory

and a business practice based on the notion, first, that employees are human and, second, they are not basic business resources (Stewart and Harte, 2010; Edgar and Geare, 2009).

Watson (2010:919) provides a comprehensive definition and defines HRM as *“the managerial utilisation of the efforts, knowledge, capabilities and committed behaviours which people contribute to an authoritatively co-ordinated human enterprise as a part of an employment exchange to carry out work tasks in a way which enables the enterprise to continue into the future”*.

However, Boxall and Purcell (2008) refer to HRM as that strategic point that is a pivotal point for any organisation. This strategic HRM approach should be coherent to organisational resourcing, employee development, and the welfare of the human capital in the organisation (Boxall and Purcell, 2008).

### **1.18 Human resource management functions**

This part focuses on the application of HRM policies and practices in provincial legislatures, and it is therefore important to include them in the study because these policies and practices are the elements of the study, i.e. organisational resourcing, training and development, compensations and benefits, performance management and employee relations but collectively forming part of HRM policies and practices.

Human resource management functions are critical for organisations that are serious about resolving personnel issues and finding HRM solutions (Chang, Gong, Way and Jia, 2013; Quansah, 2013, US Office of Personnel Management, 2010). Oladipo and Abdulkadir (2011) state that HR policy and functions are concerned with formal rules and guidelines that organisations put in place with regard to the recruitment, training, assessment and reward of their employees.

#### **1.18.1 Organisational resourcing**

The employee resourcing process is an element of human resourcing management, which is one of the core areas of human resource practices, which are recruitment, selection and appointment. It is of importance to note that people are the most important assets in any organisation, and many successful organisations have a well-formulated personnel strategy.

Chanda, Bansal and Chanda (2010) state that recruitment and selection refers to the process of attracting employees at the time the organisation need them in expected numbers and with the required competencies, skills and qualifications.

According to Al-Ahmadi (2009), organisational resourcing plays a crucial part in the shaping of the effectiveness and efficiency of the organisation, and improves organisational performance. This can be possible if the organisation is able to look beyond the current situation in terms of sourcing employees, and identify employees with required set of skills, aptitude and experience (Chanda et al., 2010).

Organisational resourcing has become so crucial in organisations because they are able to be competitive in ensuring that they acquire best talent on offer (Davenport, Harris and Shapiro, 2010). The reason is that when an organisation attracts the best talent the organisation is able to have a competitive advantage over its competitors (Al-Ahmadi, 2009).

After the confirmation of the appointment of an employee, the expectations are that an employee will commence learning more about the job and the organisation, and in the process be encouraged to apply for other positions in the organisation (Chanda et al., 2010).

### **1.18.2 Training and development**

Training and development are essential in a number of organisations. Therefore, the existence of the policy on training and development will assist in guiding the organisation to implement structured training and personal development programmes (Karia and Asaari, 2006). Such programmes are vital in a sense that structured training and development programmes equip and train employees on what the organisation requires.

This will encourage employees to perform at their maximum potential. However, it is important to note that training and development programmes should be undertaken based on the needs of both the organisation and employees individually and as a collective (Pool and Pool, 2007).

Training and development, which fully exploit the potential of employees at an individual level, play a pivotal role in the development of an organisation (Zaini, Nilufar and Syed, 2009), but such training should be directed at and be relevant to the needs of the employees and the organisation, allowing employees to assume greater responsibilities as alluded to above.



Zaini, Nilufar and Syed (2009) found that employee training assist in the mitigation of employees' willingness to leave an organisation, particularly in the case of new employees. Zaini, Nilufar and Syed (2009) moreover, assert that HRM policies and practices have a positive and significant influence on business performance.

### **1.18.3 Compensations, rewards and benefits**

Compensations forms an integral part of the contract entered into between the employee and the employer. The employee has a duty to perform certain tasks and the employer is duty bound to compensate the employee in terms of the agreement or contract entered into between the parties. Compensations, rewards and benefits aid in the retention of employees in the workplace (Allen et al., 2003; Gratton, 2011b; Rose and Gordon, 2010).

Atif, Ijaz-Ur-Rehman, Abdul and Nadeem (2011) posit that compensations and rewards could be the important tools to use in order to trigger employees to increase their efforts to fulfil the organisational goals. In the same vein, Atif et al. (2012) furthermore, asserts that compensations be in line with the performance of the employee, and not on the seniority or length of service in the organisation.

Therefore, it is true that compensations, rewards and benefits have a positive influence on attracting and retaining employees in the organisation (Shoaib, Noor, Tirmizi, Bashir, 2009). Moreover, compensations, rewards and benefits also improve employee extrinsic motivation. However, it is evident that not only compensations, rewards and benefits but also a social status and organisational support in the organisation increase extrinsic motivation (Allen et al., 2003; Shoaib et al., 2009).

An organisation can only be successful if it able to retain its employees for longer periods. This will ensure that such an organisation has a competitive advantage because it offers compensations, rewards and benefits that are market-related (Lockwood and Walton, 2008). In addition, compensations, rewards and benefits aid with motivating employees to achieve more (Lockwood and Walton, 2008).

### **1.18.4 Performance management**

According to Prasad (2006) performance management is the process of putting in place plans for individual and organisational performance, through employee performance contracting (setting performance standards), providing feedback on performance, discussion on employee individual performance and rewarding best performing employees.

In support, Armstrong (2006) affirms that performance management is of course a system organisations use in order to improve individual, teams and organisational performance. In addition, Nayab and Richter (2011) opine that performance management system when applied correctly will boost productivity.

Many organisations incorporate performance management systems in line with their pay models and organisational strategic objectives (Armstrong, 2006). The performance management system addresses those employees who go beyond the call of duty in performing their tasks, and as such receive performance-based compensations and benefits (Pichler, 2012).

The purpose of employee performance management in the organisation is to measure (Chanda et al., 2010; Islam and Siengthai, 2010) and improve employees' performance, and it is evident that a fair performance management process has a positive effect on employee retention. Chanda, Bansal and Chanda (2010) highlight that performance appraisals are designed to relate pay to performance irrespective of intensity of performance and goal achievement.

#### **1.18.5 Employee relations**

The relationship in a working environment comprises of the employer and the employee, and more often than not employees in the workplace are organised, meaning that they belong to one union or to an employee structure recognised by the employer. The recognition agreement regulated the relationship between the employer and employee, facilitated by an organisational employee relations policy.

Wright (2011) attests that the presence of a union in a working environment could be another factor contributing to organisational performance, and the union has a passive role in HRM activities, including recruitment, selection, compensation, promotion, training, collective bargaining and dismissal of employees.

Ngo, Lau and Foley (2008) examined strategic human resource management practices in China to determine the impact of various HRM practices (including employee relations) on the performance of a firm. The study found that HRM practices have a positive impact on employee relations.

## **1.19 Effects of treating employees differently**

### **1.19.1 Employee motivation**

Employee motivation is a mental state of mind that triggers an individual to act towards achieving a desired goal, controls and sustains certain goal-directed behaviours (Guay et al., 2010), and motivation is divided into two intrinsic (internal) and extrinsic (extrinsic) motivation. Treating employees differently will inevitably affect employees, in most cases negatively (Scott, 2016). That is why it is imperative that HRM departments should ensure that the treatment of employees is in accordance with acceptable norms and standards known by all in the organisation.

### **1.19.2 Employee turnover**

Bester (2012) noted that the definition of turnover intention is hardly ever precise in reported studies, and concluded that this practice was probably attributable to the supposition that people perceived the term as being self-explanatory. However, irrespective of its lack of precise definition, there is no denying that this concept exists.

Shahzad, Hussain, Bashir, Chishti and Nasir (2011), in their study of employee turnover in the public sector in Pakistan, found that employees who are dissatisfied with career growth opportunities and the organisational environment, physical as well as meaningless work coupled with strenuous rules and regulations and poor relationships with especially management, tended to leave the organisation.

### **1.19.3 Employee satisfaction**

Whitman, Van Roddy and Viswesvaran (2010) posit that satisfaction is related to the degree to which an individual is satisfied with the terms and conditions of employment and the factors that comprise the physical working environment.

However, Individuals are different in a sense that employees may be satisfied with their salaries and relations with their peers and not satisfied with promotion possibilities (Ayranci, 2011; Whitman et al. 2010). Therefore, organisations should ensure that there are programmes intended to increase levels of satisfaction, and as such, these programmes must be in line with employee's needs (Simmons and Petrescu, 2008).

Boohene and Asuinura (2011) in a study conducted among the respondents of Graphic Communications Group highlighted that HRM practices (organisational resourcing, training and development, performance management, compensations) have a positive influence on employee satisfaction.

#### **1.19.4 Employee engagement**

Bates (2004) reckons that the concept of employee engagement has gained momentum in the past decade. Indeed, recently there is a great deal of interest in employee engagement.

Alok and Israel (2012) state that although employee engagement is now starting to gain credence as an academic construct, there's still relatively little evidence in some other areas i.e. public sector and legislative sectors of South Africa. Bates (2004) posits that high levels of engagement bring about better organisational performance.

Mone and London (2010) define employee engagement as an employee state of mind that makes them to feel involved, devoted, energised and empowered, and in process shows or demonstrates those feelings in their work. Employee engagement is a key business driver for organisational success. High levels of employee engagement promote talent retention and improve organisational performance (Shuck and Wollard, 2010).

#### **1.20 Integration of human resource management functions**

An Integrated HRM is helpful, especially in situations where organisations serving the same constituency compete for talent, in particular when their operations are a network, in which case an integrated system helps employees to speak with one voice (Hoffman, Bynum, Piccolo and Sutton, 2011; Mellahi and Collings, 2010). This integration will further aid an organisation to align their functions with organisational strategic objectives.

According to Insight Consulting (2011) for HRM to be profit-orientated, reduce costs and optimised processes, it must be pro-active to address employees' needs. In order to maximise employee potential there must be an integration of HRM processes for common purpose, which is essential for effective communication as well as for awareness of and commitment to the above by all parties (Insight Consulting, 2011). An integrated departmental function allows the consistent application of HRM practices across the entire organisation (Mayrhofer, Brewster, Morley and Ledolter, 2011).

## **1.21 Significance of the research**

The study forms the basis on which provincial legislatures may be able to work together by sharing human capital to fulfil their constitutional mandates. The findings and the subsequent development of an integrated HRM model would enable provincial legislatures to develop levels of co-operation, more specifically at HRM level, which will allow provincial legislatures to share expertise through employee mobility.

The purpose of an integrated HRM model is to enable an organisation in the context of this study, provincial legislatures to manage their human resources effectively and formally to share human capital expertise when needed by one legislature. This will also aid struggling provincial legislatures with human capital to retain their employees, as this will make mobility and secondment of employees possible.

Based on the literature review, the researcher developed a theoretical framework and shows how previous work by other researchers link with this study. The literature review determined whether there was any empirical evidence that an integrated HRM model for various legislative authorities with the same mandate would contribute to having highly motivated employees, which would in return help organisations to perform at their maximum potential.

## **1.22 Delineation of the research study**

The study focused only on provincial legislatures of RSA and not any other sphere of government or organ of state. The Parliament of RSA, metropolitan municipalities, districts and local municipalities were not part of the study.

Furthermore, the study focused on the administrative component of selected legislatures, which is comprised of senior management, middle management, supervisor or senior employees and junior employees, and not the political component.

Members of Provincial Legislatures, as elected public representatives did not form part of the study because they not employees of provincial legislatures. This exclusion therefore, also includes administrative employees of various political parties.

Furthermore, only two provincial legislatures formed part of the study: Limpopo and Mpumalanga. The study culminated in the design an integrated HRM model for similar treatment in provincial legislatures to keep employee motivation at an acceptable level.

### **1.23 Ethical considerations**

In this study, there was no revealing of the names of the respondents. The study took into consideration the ethical aspects of the research, and ethical issues addressed in the design of the research, meaning that the researcher respected the privacy of the respondents in all circumstances at all times.

The respondents had the right to refuse to participate in the study. Hence, they had a choice whether to take part or not to take part in the study. The respondents' choices indicated in the questionnaire were their choices. The answers in the questionnaire reflected each respondent's own views.

### **1.24 Contribution of the research**

The study contributed to the academic debate in respect to the concept of HRM integration to keep motivation at an acceptable level. The study does not contribute to the debate but also to concepts such as employee motivation, employee turnover intention, employee satisfaction and employee engagement.

The results of the study made a significant contribution to knowledge regarding the development of an integrated HRM model for provincial legislatures as this is the first study to be conducted relating to the application of HRM policies and practices in the selected provincial legislatures of South Africa. The study also contributes to the body of knowledge in the field of HRM.

### **1.25 Outline of chapters**

The study has the usual chapters of a research. Below is the outline of chapters:

Chapter 1 this chapter, in the outline includes the main problem, subproblems, questions, subquestions, objectives, subobjectives and hypotheses of the study,

Chapter 2 explores existing literature and review, with regard to treating employees equally.

Chapter 3 considers literature, and reviews it, in respect of treating employees differently.

Chapter 4 explores the literature in respect of the physical environment of the study.

Chapter 5 deals with research design and methodology.

Chapter 6 is devoted to the findings and the analysis of findings.

Chapter 7 comprised of the conclusion and recommendations of the study, and

Chapter 8 provides the final summary of all the chapters of the study.

## **1.26 Summary**

Chapter 1 serves to highlight all the aspects linked to the research problem. There was an exploring of HRM definition, as postulated in a number of researches. The chapter further explored the HRM policies and practices, and the integration of HRM functions. The chapter discussed the delineation of the study in terms of the objectives, as were the ethical matters and the contribution of the study to the body of knowledge.

The next three chapters, Chapters 2, 3 and 4, entitled "Literature Review", are based on the development of the theoretical framework of the study and explores studies that were previously conducted in the field of human resource management.

## **CHAPTER 2**

### **LITERATURE REVIEW: EQUAL TREATMENT OF EMPLOYEES IN THE WORKPLACE**

#### **2.1 Introduction**

This chapter comprises of a discussion of the literature reviewed in respect of the equal treatment of employees in the workplace. The discussion involves an in-depth review of related previous studies in the context of the equal application of human resource management policies and practices in the workplace. The previous viewpoints of previous studies informed the theoretical framework of this study.

After the analysis of previously undertaken studies, in line with the research questions, objectives and hypotheses of this study, there is a discussion on the following: the theoretical background of the study, the differences between personnel management and HRM, the definition of HRM, the function and role of the HRM department in an organisation.

In addition, there is a discussion on the concept of treating all employees equally in the workplace by, first, giving a general perspective; second, giving the South African perspective; third, an extensive discussion of the probable effects of treating all employees equally; fourth, ways on how to treat employees equally and, in conclusion, there is a summary of the chapter.

#### **2.2 Theoretical background**

To provide context to the discussion in this chapter, it is important to first explore the history of HRM as a field, because the title of this study has its focus on the application of HRM policies and practices. In this regard, it is important to note how equal and different treatment of employees influences employee behaviour in the workplace.

In an organisation, the human resources division is responsible for the implementation of policies and practices that impact on employee wellbeing in the workplace (Armstrong and Taylor, 2014; Price, 2011). This division also plays a significant role in ensuring that it creates an environment that will contribute to the progress and success of the organisation (Benson and Scroggins, 2011; Dessler, 2011).

How employees are treated is linked to the role played by the HRM department (Armstrong, 2011; Dessler, 2011) since it is operationally responsible for implementing policies. It is also assumed that the HRM would implement policies fairly and equally across the organisation.



The HRM department is viewed as the custodian of organisational policies and practices that govern employees (Dessler, 2011, Nankervis, Compton, Baird and Coffey, 2011; Nel, 2011), and it is expected that the HRM department should apply policies equally across the entire organisation, in other words, as stated above, all employees must be treated equally.

In instances when policies and practices are not applied equally, employees are likely to react to this; their reaction is likely to lead to employees leaving the organisation (Dessler, 2011; Hewertson, 2017; Kaufman, 2015). It is for this reason to emphasise that the HRM department is not just any department within the organisation, which is only responsible for hiring and firing employees, but a key role-player and business partner in an organisation (Kaufman, 2015).

In addition to the aforementioned HRM functions, there are other HRM-related functions (Nel, 2011) such as ensuring that compensations, rewards and benefits are market-related. This is to ensure that compensations, rewards and benefits are comparable to other organisations in that specific sector. The HRM department must ensure that the organisation has a policy on performance management, and its application is appropriate.

However, the HRM department cannot achieve its goals without the involvement of employees in decision-making processes (Armstrong, 2011; Noe and Hollenbeck, 2010). That is why it is important that an organisation should create an environment that promotes good relations with employees through structures like forums, such as a workplace forum, or allow for trade union representation for collective bargaining purposes.

The HRM department should be cognisant of the fact that the implementation of HRM policies and practices assist in creating a working environment, which would keep employees, motivated, satisfied, engaged and reduce turnover intention Noe and Hollenbeck, 2010. Thus, an important function of HRM would include actions to measure phenomena such as motivation, satisfaction, turnover intention and engagement (Armstrong, 2011).

It is generally accepted that people are the most important assets of an organisation (Armstrong, 2011; Huselid and Becker, 2011; Levictus, 2017). Therefore, employees should be valued and given the credit they deserve, especially when they have performed in line with organisational performance standards and achieved excellence.

One of the aspects in an organisation that would underscore the importance of employees achieving motivation, satisfaction, acceptable levels of engagement and reduced turnover

intention is the manner in which HRM policies and practices are applied. Employees expect HRM policies and practices to be applied equally (Imani, 2017; Minge, 2017). It is therefore expected that each employee should be treated equally when compared to the treatment of other employees, irrespective of their rank or level of employment (Minge, 2017).

### **2.2.1 Personnel management and human resource management**

Having considered the theoretical background to this research, it would be sensible to discuss the concepts of personnel management (PM) and HRM. Hence, this section, explore the general background of the HRM concept. While in the process focusing on the differences between PM and HRM. The discussion further focuses on how the concept of personnel management began and evolved over the years into HRM.

The earliest role of PM in the 1970s was to manage employees. More importantly, it was to hire and fire employees and to ensure that employees were productive (Adeniji and Osibanjo 2012; Gomez-Meija et al., 2012). This period was at the time when employees had limited workplace rights (Adeniji and Osibanjo 2012; Gratton, 2010), in comparison to the present situation.

Therefore, what was personnel management? Personnel management described the way people were managed in an organisation. This was before the emergence of the HRM concept (Gomez-Meija et al., 2012).The primary functions of personnel management included the employment and dismissal of employees, and to some extent capturing employees' leave and handling the payroll (Adeniji and Osibanjo 2012; Gomez-Meija et al., 2012; Oladipo and Abdulkadir, 2011).

Personnel management fulfilled more of an administrative role (Oladipo and Abdulkadir, 2011; US Office of Personnel Management, 2010), and there was less focus on other issues that affected employees, such as employee wellness, not to mention other equally important aspects, such as employee motivation, satisfaction and engagement.

Personnel management transformed for a number of reasons. One of these reasons is the employment of a younger generation. Research studies undertaken on the phenomenon of PM (US Office of Personnel Management, 2010) brought about changes in the workplace, and this led to a shift on the management of employees.

Contrary to the popular view that HRM is a concept that evolved from PM, a number of authors, notably Gomez-Meija et al. (2012), link HRM with PM by asserting that the term HRM is no different from PM.

Gomez-Meija, Balkin and Cardy (2012) state that if there is any dividing line between the two concepts this line is thin. According to Nankervis, Compton, Baird and Coffey (2011) PM and HRM are two sides of the same coin, although the difference in the choice of terminology highlights a difference in focus and emphasis with regard to specific functions.

The view held by Gomez-Meija, Balkin and Cardy (2012), which is supported by Tiwari and Saxena (2012), that there is actually no difference between PM and HRM, is that it is difficult to differentiate between the two concepts. Gomez-Meija, Balkin and Cardy (2012) and Tiwari and Saxena (2012) furthermore, argue that if there is any difference between the two concepts it could be ascribed to the fact that HRM is a modern, expanded version of the traditional PM.

However, Soomro, Gilal and Jatoi (2011) state to the contrary that the difference between PM and HRM is that PM is considered workforce-centred because it neglects other important issues concerning employees, such as employee satisfaction, and employee engagement, while HRM is an all-inclusive concept, inclusive of all employee-related issues.

Armstrong and Taylor (2014) take this a step further by suggesting that the concept HRM should be detached from PM. The reason for this assertion is that HRM is specifically encompassing the maximum utilisation of employees and the integration of employees with the long-term strategic goals of the organisation.

Irrespective of the differences in the interpretation, conceptualisation, origin and history of HRM, the academic fraternity has accepted the existence of HRM as existing in modern society. That is why HRM has been researched extensively (Armstrong and Taylor, 2014; Christie, 2010; Fitzgerald and Mills, 2012; Gomez-Meija et al., 2012; Soomro et al., 2011; Tiwari and Saxena, 2012).

The gradually diminishing use of the term PM, and the emergence and acceptance of HRM as an area of interest, has led to a number of changes in the working environment (Adeniji and Osibanjo 2012). These changes were because of an attempt to give a clear description of this new concept and on how it differs from PM.

Some of these changes notably included issues like employee wellness, employee training and development and employee motivation, to mention a few. Therefore, HRM not only focuses on the functions that are alluded to above, but also to focus on and achieve a well-motivated, highly skilled and flexible workforce (Armstrong, 2011; Christie, 2010; Fitzgerald and Mills, 2012; Gratton, 2011a).

The evolving nature of the concept HRM over the last two decades has widely become the focus of this professional practice (Fitzgerald and Mills, 2012). This paradigm shift ensured that employees in organisations are an integral part of the organisation in its pursuance of achieving its intended organisational objectives.

The constantly evolving nature of HRM has caused organisations to realise that there is a dire need to move away from the traditional administrative functions of the earlier PM to a more inclusive HRM philosophy (Armstrong and Taylor, 2014). This is to ensure that there is an alignment between HRM goals and the objectives of the organisation (Soomro et al., 2011).

The shift from PM to HRM has affirmed the importance of HRM and its role in an organisation (Fitzgerald and Mills, 2012). That is why HRM not only focuses on its main functions, like recruitment and selection (Cummins, 2015), but also on issues like employee motivation, satisfaction, engagement, commitment and wellbeing.

Motivated employees are likely to perform at their maximum potential, and in so doing, they would achieve their personal goals and in the process contribute to the organisation achieving its goals (Fitzgerald and Mills, 2012). In addition, motivated employees are intrinsically willing to work for the organisation.

Once employees' level of satisfaction is at an acceptable level, they are likely to increase productivity in the organisation. The organisation's productivity is in line with the customer and investor demands (Mathis and Jackson, 2011; Ployhart and Moliterno, 2011). In respect of customers, employees will strive to meet customer expectations and provide customers with an excellent service (Mathis and Jackson, 2011). Organisations do this in order to be competitive and attract more customers.

On the other hand, investors or shareholders expect returns on their investment from the organisation. Motivated and satisfied employees are likely to meet the expectations of the investors by increasing their work rate and being more productive in the job that they perform (Ployhart and Moliterno, 2011).

In reality, an organisation would find it difficult to meet investors' expectations when its human capital lacks the necessary creativity. Therefore, it is crucial for HRM to ensure that there is an acquisition of competent employees. The objective of acquiring competent employees is to increase the level of productivity, which ultimately culminates in improved profit (Ployhart and Moliterno, 2011).

Besides the aforementioned responsibility, HRM must further ensure that the organisation has adequate resources both human and physical resources. It is also incumbent on the HRM to train these employees in order to provide an excellent service to customers. However, in order to attract excellent employees, an organisation's HRM policies and practices should be distinct from those of its competitors (Mathis and Jackson, 2011).

In this regard, it is important that HRM should be mindful of how its policies and practices affect the way organisations treat its employees. Thus, the development and implementation of HRM policies and practices is in such a way that these policies do not suppress employees.

The issues previously mentioned, namely employee satisfaction, engagement and motivation, have an influence on the treatment of employees in the organisation. If employees have the perception that their treatment is different, motivation is likely to be negatively affected, which in turn leads to lower levels of productivity. The equal treatment of employees in an organisation is thus a key factor contributing to a healthy organisation.

### **2.3 Definition of human resource management**

There is no universal agreement on a proper definition of HRM. A number of definitions are available intended to explain what HRM is, but many of these definitions are a reformulation of other definitions that already exist in the body of knowledge (Armstrong 2009; Price, 2011). Irrespective of the non-existence of a universal definition of HRM, it does not mean that these various definitions are not accurate. The definitions of HRM provided here give the viewpoints of this concept from different approaches. In most cases, the definitions nevertheless converge.

Sharabi and Harpaz (2010) define HRM as a unique approach to managing employees, which intends achieving competitive advantage over other organisations through the strategic shifting of committed and capable employees, using an integration of a number of cultural, structural and personnel techniques.

Nankervis, Compton, Baird and Coffey (2011) state that HRM is simply defined as the junction of three factors, human beings, resources and management. Where human beings have the actual and potential resources harnessed through effective management techniques.

The harnessing of potential resources is to achieve short- and long-term organisational goals as well as to meet personal needs (US Legal.com. 2013). Therefore, when organisations meet the needs and expectations of employees they are likely to give their best performances.

Alternatively, Noe and Hollenbeck (2010) indicate that HRM is a philosophy, system and practices that can affect the attitude, behaviour and performance of the employee. Then again, Rai (2014) defines HRM as a branch of management that is responsible for aspects of employee operations, which relates primarily to employee-management and employee-employee interactions.

Furthermore, Armstrong and Taylor (2014) define HRM as a logical and strategic approach to managing the organisation's most valuable asset, the employees, who are able to contribute collectively to achieving the objectives of the organisation.

While Noe and Hollenbeck (2010) refer to HRM as a philosophy and a system, they recognise how the philosophy that is the driving force behind the system affects the system and ultimately how employees are treated, which can be positively or negatively. Rai (2014) also refers to the system, suggesting that HRM is responsible for employee operations.

It is interesting to note that Rai (2014) acknowledges the importance of developing employees, but regards the development of management as the impetus that will promote the development of employees. Armstrong (2009) recognises that employees are a valuable asset for an organisation and, therefore, foregrounds the strategic role that HRM plays in getting optimal gains from employees, which also relates to the concept of it being a philosophy, as espoused by (Noe and Hollenbeck, 2010).

The number of definitions of HRM has one common thread and that is that employees are at the centre of the organisation. It is also evident, in terms of the commonalities of the words used, for example, using human capital to achieve organisational goals (Sharabi and Harpaz, 2010); Sparrow, Farndale and Scullion, 2013), that human capital is an important consideration in the objective to improve productivity (Nankervis et al., 2011).

In brief, the definitions emphasise the crucial role played by HRM in the success of an organisation and, therefore, it is imperative that HRM should be part of integration with the core business of an organisation. Given that its prime focus is on the organisation's greatest asset, its human capital, as alluded to in research by Leviticus (2017), HRM is not operating in isolation, but as an important business partner and strategic tool in an organisation.

Moreover, deduced from this definition is the view, or mission and vision, that an organisation adopts is a determining factor in the strategy that the HRM would apply in its policies and practices.

## **2.4 The role of human resource management**

All departments in the organisation play a particular role in the operations of the organisation, while the role of HRM department includes its administrative, operational, employee advocacy and strategic roles, explained in the sections that follow.

People are the key resource in an organisation (Levictus, 2017). Since an organisation is a body of people, their acquisition, the development of their skills, their levels of motivation, satisfaction and engagement are significant activities. These activities fall within the domain of HRM (Adeniji and Osibanjo 2012; Festing, 2012; Gomez-Meija et al., 2012; Mathis and Jackson, 2011).

The HRM department should contribute to encouraging the people working in an organisation to work according to their full potential, and give them suggestions, or provide interventions, that can help them make a contribution to the development and growth of the organisation (Christie, 2010; Farndale, Scullion and Sparrow, 2010; Mathis and Jackson, 2011).

Thus, the role of HRM is very important in an organisation, especially in large organisations. It is the central function in an organisation and relates to all the other activities relating to the management of the organisation.

The HRM department deals with; *inter alia*, employee recruitment, skills development and training, and employee wellbeing. Thus, how HRM executes its responsibilities would have an impact on factors like job satisfaction, employee engagement and motivation (Mello, 2010; Progoulaki and Theotokas, 2010; Vargas-Hernández, Administrativas, Norte, Edificio and Noruzi, 2010).

The prioritisation of employee wellbeing is very likely that employees will be motivated. However, according to Li, Chu, Lam and Liao (2011), failure to manage human capital effectively through appropriate HRM policies and practices could be detrimental to the organisation and seriously impair its operations.

A likely consequence of HRM policies and practices that are unfavourable to employees is an increase in the turnover intention (Christie, 2010; Mone and London, 2010; Parry, Stavrou-Costea and Morley, 2011). Hence, sound HRM is a principal functional area of management.

The emphasis though is that the failure to manage human capital appropriately through well-coordinated HRM policies and practices will lead to a loss to the organisation (Christie, 2010; Mone and London, 2010). In that, the rate of turnover intention is likely to increase. It is a fact that HRM department has a duty to apply HRM policies and practices equally.

In addition to its role in the recruitment, skills development and training of employees, as well as ensuring employee wellbeing, HRM should be innovative and progressive in order to place the organisation ahead of competitors (Li et al., 2011; Mathis and Jackson, 2011).

Thus, it should plan, develop and administer policies and programmes designed to make optimum use of an organisation's human resources. HRM is that part of management, which is concerned with the people at work and with their relationship with the organisation. If there is alignment in this relationship, it will foster a sense of belonging to the organisation (Fitzgerald and Mills, 2012; Li et al., 2011; Mone and London, 2010; Vance and Paik, 2010).

## **2.5 Equal treatment of employees**

Considering the discussion this far on the role of HRM in organisations, and the emphasis on the value of the human capital for the organisation (Koketso and Rust, 2012), it would be reasonable also to discuss the aspect of equitable treatment of employees in the workplace.

In any organisation, employees are the most important factor or asset, as highlighted by Chukwu and Igwe (2012), and without a doubt, the importance of employees reflects from the way employees are treated in the organisation. Therefore, it is crucial that HRM policies and practices in respect of their application are equal across the board in an organisation (Chukwu and Igwe, 2012; Minge, 2017).



All employees should receive equal treatment in respect of the application of HRM policies and practices (Chukwu and Igwe, 2012). This should be a core principle of any organisation, whether it is operating locally or internationally, in the private sector or the public sector.

Naturally, in the case of transnational or multinational organisations, the application of these policies will differ slightly (Minge, 2017). This is to ensure that the policies and practices conform to the applicable national and local legislation or regulations of that specific country. As well as with the provision of the International Labour Organisation (ILO) to ensuring that the treatment of employees is with dignity and respect, and in the process treated equally.

Treating employees equally, according to Chukwu and Igwe (2012), is not about compensation only, but more about treating employees equally in every respect, which would include taking care of their wellness, their security and so forth. The equal treatment of employees means that all employees are subject to the same policies and practices of the organisation, irrespective of the differences in employees' remuneration and job levels (Minge, 2017; Mone and London, 2010).

The core objective of HRM policies and practices should be to achieve satisfactory levels of employee motivation, employee satisfaction, employee commitment and similar concepts in order to increase the rate of employee retention in the organisation (Christie, 2010; Kaufman, 2015; Khan, Khan, Khan, 2017). As discussed earlier, there is an inextricable link between high employee retention rate and high productivity and, in turn, profit.

### **2.5.1 General perspective on equal treatment of employees**

The problem statement in this study focuses on the different treatment of employees in the application of HRM policies and practices, and the assumption is that the equal treatment of employees in an organisation would inspire an acceptable level of motivation. This view alluded to above is shared by Beach (2017), Imani (2017) and Minge (2017).

Hence, it would be sensible to get a general understanding of and perspective on what it means to treat employees equally. This aspect relates, specifically to multinational and transnational organisations, such as BMW, Coca Cola, Toyota, and such companies, that also have a presence in South Africa.

There are a number of organisations, commonly known as multinational companies or transnational corporations, which operate in various industries, such as car manufacturing, construction, mining and so forth that have branches in different countries. What these

organisations have in common is that their head offices would be located in one country, regional offices located on different continents and in different regions on the continents (Beach, 2017; Hewertson, 2017; Imani, 2017; Minge, 2017). These organisations have HRM strategies for their workforce expansions.

When organisations become successful, they generally aim to build on their momentum by expanding their operations (Tiwari and Saxena, 2012). Some establish new branches nationally, with their headquarters located in one of the major cities of that country, while others may opt to launch internationally by opening branches and regional offices in various countries, while the headquarters are located in the home country (Insight Consulting, 2011).

Organisations expand their operations in order to have a global footprint and to introduce their products and/or services to new markets. In addition, the ultimate goal of organisations when they enter new markets is to improve the bottom line and achieve higher profits (Insight Consulting, 2011; Tiwari and Saxena, 2012).

This, however, requires a clear expansion strategy, which includes the HRM strategy. In the implementation of the expansion strategy, the organisation must employ people who will work towards realising its vision (Ennen and Richter, 2010; Grant 2011). It is therefore important that the organisation should recruit competent employees who will fit in with the organisation's philosophy.

In this regard, the HRM departments that are located outside of the mother country play an important role in ensuring that the organisation's philosophy and values form an integral part of their policies and practices (Ennen and Richter, 2010). While, in the process ensure that the implementation of policies and practices is not bias.

Therefore, it must be emphasised that HRM departments have to recruit employees with due consideration for the HRM policies and practices of the organisation, which, of course, should be applied on an equal basis wherever the organisation is located (Ennen and Richter, 2010). This would imply that the treatment of all employees is equal, irrespective of the country where they are located.

Fundamental to the question of treating employees equally is that employees should feel valued and that they are part of the "family". Therefore, the fair and equitable application of the organisation's policies and practices is of great importance (Ntiamoah, Abrokwah, Agyei-Sakyi, Opoku and Siaw, 2014).

The HRM department is strategically positioned not only to implement policies and practices, but also to monitor whether the application of these policies and practices are applied the same way across the board. This is to ensure that the treatment of employees is equal and without prejudice (Ntiamoah et al., 2014).

Treating employees equally is informed by a comprehensive employee recruitment, selection and appointment policy in organisations (Ntiamoah et al., 2014). This equal treatment to a certain extent includes but is not limited to incentives and rewards, and extensive employee training aimed at improving the current and future skills and capabilities of organisations, while simultaneously increasing employee motivation and enhancing the retention of quality employees (Ntiamoah et al., 2014).

In contrast, when HRM policies and practices are not applied consistently and fairly throughout the organisation, and employees feel that they are not treated equally, they are more likely to be affected negatively, which could lead to low morale, and low employee commitment, with the concomitant consequences (Hewertson, 2017; Ntiamoah et al., 2014). As far as organisations are concerned such an application of HRM policies and practices would be counterintuitive, as it would impact negatively on productivity and profit and negate their competitiveness in the market.

### **2.5.2 South African context on treating employees equally**

It is important to provide a South African context in relation to the treatment of employees equally in the workplace. The concept of treating employees equally forms an integral part of this study. Hence, a discussion on the South African context of treating employees equally below:

South Africa has a complex history, dominated by the system of apartheid and the struggle for liberation, most notably between 1948 and 1990 (South African History Online, 2017). However, in 1994 a new democratic dispensation ushered a different political dispensation, which led to the first democratic elections governed by the Constitution as the supreme law (South African History Online, 2017).

Apartheid, a system of racial segregation imposed by the now defunct National Party government, curtailed the rights of mostly Black South Africans, Indians and Coloureds (South African History Online, 2017). It is therefore important to elaborate on the treatment of employees in the South African context, taking into consideration the transition that had taken place in this area.

Before 1994, there were various homelands, or Bantustans, established by the apartheid government, forcing the Black population to move to these designated homelands to prevent them from settling in South Africa, especially in the urban areas, and to limit their rights as citizens in South Africa (South Africa. Public Service Commission of South Africa, 2009). Hence, ethnicity of people was a determining factor on where they lived.

These homelands were ethnically determined and consisted of 10 self-governing territories such as, amongst others, QwaQwa, Transkei, Venda and KwaZulu. These governments had different policies and practices about the treatment of employees, which in turn differed from the National Party's policies that were applicable in South Africa, where race was a dominant factor, not only on how employees were treated, but also how they were compensated (South African History Online, 2017).

Because these homeland governments could streamline their administrations in line with their own policies and interests, it meant that in the public service the different governments could apply different HRM policies and practices. However, when South Africa attained democracy in 1994 the segregationist policies ended and the homelands reintegrated into South Africa (South Africa. Public Service Commission of South Africa, 2009).

The new democratically elected government started the process of dismantling the fragmented, racially divided governance system in order to transform it to reflect the new democratic order (South African History Online, 2017). The homeland administrations were poorly resourced and disorganised.

A number of these homeland governments were not functioning properly due to a lack of capacity and resources. Those employed in the public service were demotivated, especially when they realised that their treatment was not fair and equal (South Africa. Public Service Commission of South Africa, 2009).

These differences applied to all aspects of employment, ranging from recruitment to compensations and benefits (South African History Online, 2017). Thus, during the transition, the resulting exodus of employees saw many employees leaving to seek better opportunities (South African History Online, 2017). South African History Online (2017) indicates that it became clear that the homeland government departments had been characterised by a lack of skills on the part of employees.

In paving the way for a new democratic dispensation in employee management, there was a need for a single public service. The Public Service Commission of South Africa was

therefore established, which was tasked with merging the different administrations. The recommendations of the commission culminated in a merger of the different governments and/or departments (South Africa. Public Service Commission of South Africa, 2010).

After the merger, there was a need to harmonise the differences that existed prior to the merger. The reason for harmonising government operations was also to ensure that there as an alignment of conditions of service across the board and that the treatment of employees is equal (South Africa. Public Service Commission of South Africa, 2010).

Even after the merger of the different administrative systems, in other words, when enactment of new HRM policies and practices, large numbers of employees left the public sector. Some of the reasons mentioned were that employees in other administrations felt that their treatment was unfair and different, in respect of remuneration and benefits. This caused employees to be demotivated, and they did not perform their functions as expected (South Africa. Public Service Commission of South Africa, 2010).

The harmonisation process began in earnest and the HRM was responsible for planning and implementing the South African transformation agenda. This process included steps to employ, train and keep employees motivated by developing and applying HRM policies fairly and equally (South African History Online, 2017).

This applied especially to policies executed to address the different treatment of employees in South Africa (South African History Online, 2017). The aim was to ensuring that employee treatment was fair and equal, irrespective of colour, origin, rank and other respects.

Harmonisation of the different administrations applied not only to the public sector, but also extended as far as to include municipality-owned entities, such as Pikitup and Metrobus in the City of Johannesburg (CoJ) (South Africa. Gauteng. City of Johannesburg Annual Report, 2016). The establishment of these entities led to different applications of government HRM policies and practices (South Africa. Gauteng. City of Johannesburg Annual Report, 2016). Because of the differences in the application of policies, these entities were prone to industrial action.

It transpired that these entities, which had their own boards and were managed by different administrations, did not apply remuneration equitably, which resulted in employees being paid different salaries even though their job specifications were more or less the same in some instances (South Africa. Gauteng. City of Johannesburg Annual Report, 2016). These

differences in the application of HRM policies brought about unnecessary competition amongst state-owned enterprises.

In order to resolve this unnecessary competition a number of state-owned enterprises merged. During late 2016, in order to resolve this challenge, the CoJ decided to intervene and Herman Mashaba, the Mayor of the CoJ, announced that the administration of municipality-owned entities, such as amongst others Metrobus, City Power, and Pikitup, which operated independently of CoJ, would be managed by the CoJ (Harris, 2010).

The South African Municipal Workers Union (Samwu) welcomed these changes. Samwu viewed the move as a progressive step, because the union had fought many battles with the municipality-owned entities about conditions of service (Harris, 2010). By making this decision, the CoJ affirmed the importance of treating employees equally. By taking over of these municipality-owned entities the local authorities aimed to ensure that the application of HRM policies and practices of the CoJ are fair across all of these entities.

Furthermore, the CoJ affirmed the importance of the HRM department by allocating this process to the department in question to drive. This was to ensure that there was a smooth transition and that the impact on employees was not skewed (South Africa. Gauteng. City of Johannesburg Annual Report, 2016).

However, the approach by the CoJ, namely to merge municipality-owned entities, is not unique because this strategy had at some point been adopted by both the City of Cape Town and the City of Ethekwini (South Africa. South African Local Government Association, 2016). Merging these municipality-owned entities under the management of the CoJ proved to be effective as employees supported this move. However, such integration is not observed in provincial legislatures.

## **2.6 Potential effects of equal treatment of employees**

This part focuses on the potential effects of treating employees equally. There is a discussion on concepts such as, employee motivation, employee turnover, employee satisfaction, employee engagement, competition, employee commitment, employee mobility, cost-effectiveness, congruence and competency. United Kingdom. National Aeronautics and Space Administration (2017) in respect of Newton's third law of motion indicates that for every action there is also an equal and opposite reaction. This maxim (Newton's law) also applies in cases where treatment of all employees is equal.

However, such a decision has both the intended and unintended consequences (Wang and Zheng, 2012) the unintended consequences of treating employees equally include, for example, employee demotivation. Nevertheless, the benefits of treating employees equally outweigh the drawbacks.

There are a number of benefits to treating employees equally. These benefits are acceptable employee motivation, low levels of employee turnover, acceptable levels of satisfaction and acceptable levels of employee engagement, acceptable levels of employee commitment, employee mobility, competency and cost-effectiveness (Manzoor, 2012). The discussion of these aspects is more in detail in sections that follows.

### **2.6.1 Employee motivation**

Motivated employees are “happy” employees and for an employer a motivated employee presents a desirable or expected outcome. According to Abadi, Jalilvand, Sharif, Salimi and Khanzadeh (2011), Guay et al. (2010), Wang and Zheng (2012) motivation comes from the word “motivate”, which means to influence to continue in achieving a want.

In today’s competitive business environment, organisations can no longer afford to waste the potential of their workforce (Boundless, 2014; Manzoor, 2012). There are key factors in the employee’s workplace environment that impact greatly on their level of motivation. Some of these factors are not necessary financial benefits. Hence, motivation is divided into intrinsic and extrinsic motivation.

#### *Intrinsic motivation*

Intrinsic motivation is defined as the intention or the willingness to learn and acquire new knowledge for self-satisfaction (Cao, Chen and Song, 2013; Khan, 2017). Therefore, it is evident that when employees are given opportunities and are willing to take such opportunities they are likely to be intrinsically motivated. Organisations should develop programmes are intended to develop self-development (Cao et al., 2013).

According to Dysvik and Kuvaas (2010) there is a relationship between employee’s personal goal achievement and the intention to stay in an organisation, especially when the organisation supports employee’s goals. The support that the organisation provides to the employee to achieve personal goals plays an utmost important role in building a long-term relation with employees (Farooq and Hanif, 2013; Tymon, Stumpf and Doh, 2010).

### *Extrinsic motivation*

Extrinsic motivation is defined as those external factors that develop an interest for employees to perform satisfactorily at work (Farooq and Hanif, 2013; Guay et al. 2010). These external factors include rewards and benefits. Cao et al. (2013) posit that HR policies and practices that focus on employee career planning, succession planning has the potential of building good employee relations.

The assertion of building good employee relation through career planning is asserted in Anwar, Waqas, Shakeel and Hassan (2018), that career development and training help to reduce employee turnover intention. Therefore, it is important as observed in Anwar et al. (2018) that successful organisations tend to develop policies and practices that are employee-friendly to make employees extrinsically motivated.

Even something as ordinary as the layout of the workplace can influence employee motivation (Abadi et al., 2011; Accel Team, 2011; Cherian and Jacob, 2011). The way offices are arranged, for example, open-plan or closed office spaces, may affect employee motivation.

In an effort to ensure that their employees are adequately rewarded and stay motivated, organisations utilise policies and practices such as performance-based pay, employment security agreements, practices to help balance work and family as well as various forms of information-sharing (Guay et al., 2010; Samuels, 2013). Organisations also adopt these HRM policies and practices to ensure that they recruit competent employees and retain these employees.

The HRM department's function is to not only develop and implement policies and practices that govern employees (Boundless, 2014). This department also ensures that these policies and practices are similar throughout the organisation. One of the reasons for treating employees equally in respect of the application of HRM policies and practices is to ensure that the levels of motivation in the organisation are at an acceptable level (Chilembwe and Baluti, 2014).

Applying HRM policies and practices similarly throughout the organisation contributes to acceptable levels of employee motivation. It is important to bear in mind that it is a key task of the human resource manager to assist organisations with keeping employees motivated and engaged (Accel Team, 2011; Asim, 2013).



For organisations to achieve a competitive advantage, they should align their HRM and operational functions with employees' abilities (Inglis, 2010). It is important that employees are suitably matched with the positions that they fill in an organisation, in other words according to their qualifications, talents and skills (Agwu, 2013; Guerci and Solari, 2012), as this will contribute to enhanced levels of motivation.

When employees are appropriately located in positions they are likely to perform to their maximum potential (Inglis, 2010), and the department that is vested with the powers of deploying employees to the right positions is the HRM department.

No matter what level of input a particular worker has in relation to business processes as a whole (Chilembwe and Baluti, 2014; Yang, 2011), it is essential for a manager to give each employee the sense that they are important to the organisation and are playing a dynamic and integral role in the organisation. Indeed, engendering loyalty is a key element in motivating workers, thereby increasing the overall productivity in operations.

Therefore, organisations should constantly introduce new programmes and strategies to address the challenges associated with motivation. The introduction of programmes that encourage employees to manage their work schedules (Yang, 2011), such as work and life balance initiatives, have shown to have a positive effect on employees' performance. The values of such programmes are not a priority.

Motivated employees normally perform better, which results in greater productivity and lower labour turnover rates (Abadi et al., 2011; Ather, Khan and Hoque, 2011; Gignac and Palmer, 2011). Moreover, highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are not motivated (Guay et al., 2010).

In order to ensure achievement of the organisation's goals, the HRM should create an atmosphere of commitment and cooperation for its employees through policies that facilitate employee motivation (Guay et al., 2010). When employee motivation is at an acceptable level, employees will reciprocate by giving their best performance.

### **2.6.2 Employee turnover**

Motivated employees are likely to stay in an organisation and, therefore, there is no denial of a relationship between motivation and employee turnover (Shukla and Sinha, 2013). Employee turnover is the rate at which employees join and leave the organisation in a given period (Moncarz, Zhao and Kay, 2009; Society for Human Resource Management, 2012).

Regardless of the good financial status of the organisation, employee turnover is an important element for HRM professionals, because it allows them not only to focus on retaining their current workforce, but also on planning for the future (Shukla and Sinha, 2013; Thwala, Ajagbe, Long, Bilau and Enegbuma, 2012) through the implementation of the succession plan.

Every organisation faces the risks associated with employee turnover. No organisation is immune to this phenomenon, since employees leave organisations voluntarily or due to natural attrition. In other words, employees resign and retire or vacancies are left unfilled and, in some cases, organisations discharge some of their employees (Mrope and Bangi, 2014; Shukla and Sinha, 2013).

However, from the perspective of the employee, turnover is a coping strategy on the part of employees as a way of escaping an undesirable situation (Greyling et al., 2010). It can be a definitive, permanent decision, where the employee leaves the organisation, or it can be characterised by horizontal mobility, where the employee transfers from one department to another, but stays within the same organisation (Mrope and Bangi, 2014; Shukla and Sinha, 2013).

It should again be emphasised that employees leave organisations for a number of reasons (Greyling et al., 2010). Some leave to pursue other careers, while others leave to escape a negative working environment or the enticement of better wages (Greyling et al, 2010).

Turnover intention depends on the opportunities and the ease of securing another job, the effect of mobility cognition and an individual's uniqueness in search behaviour (Bothma and Roodt, 2013). The presence of alternative employment and the lack of motivation in an organisation have a major influence on labour turnover behaviour (Juhdi, Pa'wan and Hansaram, 2013; Sulu, Ceylon and Kaynak, 2010).

The loss of employees has a huge impact on an organisation, because hiring new employees requires significant resources. The organisation incurs costs for the recruitment process and the orientation, training and development of the newly appointed employees (Bothma and Roodt, 2013; Nowak, Holmes and Murrow, 2010; Ntiamoah et al., 2014). It is, therefore, important to note that retaining experienced employees is more beneficial than recruiting, training and orientating new employees.

There are a number of costs associated with turnover, which include both tangible and intangible costs (Greyling et al., 2010). Tangible costs include the following: recruitment and training as well as costs incurred in production loss due to loss of organisational knowledge and disruption in levels of productivity (Bothma and Roodt, 2013; Sulu et al., 2010).

Intangible costs, on the other hand, include the following: morale of employees, job dissatisfaction, and disintegrated performance (Sulu et al., 2010), thus, one of the consequences of high staff turnover for organisations is the financial factors linked to replacement and separation.

Another important consequence of losing highly skilled employees is the loss of organisational knowledge and what consequences this has for productivity (Ngethe, Iravo and Namusonge, 2012). For instance, when an organisation experiences a high turnover, the disruptions of functions in various ways happen, such as impaired service delivery and administration as well as disrupted organisational functioning (Armstrong and Taylor, 2014; Bothma and Roodt, 2013).

All forms of turnover incur costs and, therefore, HRM interventions should focus on promoting employee satisfaction and organisational loyalty. It follows that all employees should be treated in the same way, because a lack of equitable treatment will result in employees leaving the organisation (Liu, Liu and Hu, 2010).

### **2.6.3 Employee satisfaction**

It is further evident that there is inextricable link between employee satisfaction, motivation and turnover intention. Spagnoli, Caetano and Santos (2012) define job satisfaction as the contentment an employee experiences because of the match that exist between the values and the job itself in the workplace.

A simpler description of job satisfaction is the extent to which an employee is satisfied with his or her own job. Job satisfaction is an important factor in determining the turnover of employees (Khan, Nawaz, Aleem and Hamed, 2012; Okubanjo, 2014; Riaz and Ramay, 2010; Tsai and Wu, 2010).

Employees who are not satisfied are likely to leave the organisation (Ather et al., 2011). They often compare their current job with other available opportunities and evaluate the pros and cons of leaving their current job, considering an alternative. On the other hand, high levels of

satisfaction would indirectly persuade employees to work for an organisation for a long time (Abbasi, Moezzi, Eyvazi and Ranjbar, 2012; Okubanjo, 2014; Yang, 2010).

The crucial task of the HRM department is to acquire the right human resources, develop their competencies and skills, motivate them for best performance and ensure their continuous satisfaction and commitment to the organisation to achieve organisational objectives (Younas, Rizwan, Khan, Majeed, Khalid and Anjum, 2013). Hence, it is true that HRM must provide support to employees in order to ensure that employees are loyal to the organisation.

Orgambídez-Ramos, Borrego-Alés and Mendoza-Sierra (2014) state that to determine the impact of low levels of satisfaction, it is crucial to investigate factors that may influence satisfaction as well as consider intervention programmes, which address job satisfaction, in order to reduce negative work behaviours.

It must be noted that job satisfaction is related to how organisations' HRM policies and practices are implemented (Chang, Yuan and Chuang, 2012; Tsai, 2011; Younas et al., 2013), and that is why it is imperative that the HRM department should be at the centre of organisational policy development and execution. In general, satisfied employees are "happy" and productive employees.

Organisations should pay attention to employees' level of job satisfaction (Spagnoli et al., 2012). It is important for organisations to increase the level of job satisfaction of its employees, as this will promote organisational commitment (Lin, Lin and Lin, 2010; Nelson and Quick, 2013; Okubanjo, 2014). The starting point with attaining employee satisfaction is to treat all employees equally (Okubanjo, 2014).

Once employees discover that their treatment is not equal, especially in the same organisation or in a department of the organisation, they are likely to be dissatisfied and, of course, where there are high levels of dissatisfaction, employees are more likely to leave the organisation (Spagnoli et al., 2012; Westover, 2010).

When employees are experiencing job dissatisfaction in an organisation, they are likely to feel depressed and lose interest in continuing their employment at the organisation. Employee satisfaction plays a vital role in workplace attitudes and behaviours, because satisfied employees are likely to perform at their maximum potential (Mudor and Tooksoon, 2011; Westover, 2010).

Finally, human capital is the most important asset and strategic factor in any organisation. In government institutions in particular policy-makers rely heavily on human resources to execute their policies (Muhammad and Wajidi, 2013; Spagnoli et al., 2012; Wright and McMahan, 2011).

It is therefore crucial that the public sector in particular should be cognisant of the fact that a satisfied workforce plays an important role in promoting policies and programmes (Hussin, 2011; Muhammad and Wajidi, 2013). Recognising employees' satisfaction can enable managers to achieve an improvement in the productivity of their human resources. (Hussin, 2011; Muhammad and Wajidi, 2013; Spagnoli et al., 2012).

#### **2.6.4 Employee engagement**

Employee engagement has gained momentum in the past decade, and as such has triggered interest to the research community to explore this construct. Critics of this construct believe that, the constructs is the same as constructs such as "satisfaction and/or motivation", however, this concept has found its place in academic literature in this area (Bakker, Demerouti and Schaufeli, 2003; Bakker, Schaufeli, Leiter and Taris, 2008; Rayton, Dodge and d'Analeze, 2012). Hence, this aspect is also included in this study.

Employee engagement is a state of mind or a condition of employees feeling concerned and involved, committed and developed. Then in return demonstrates these feelings on how they perform their jobs (Drake, 2012; Shuck and Wollard, 2010). A key factor, therefore, is the level of involvement and employee commitment towards their organisation and its values.

Employee engagement is also regarded as a show of passion, commitment, and the willingness to offer and expand individual efforts in order to see the organisation succeed (Chaudhary, Rangnekar and Barua, 2012; Federici and Skaaivik, 2011; Shuck and Wollard, 2010). In addition, Albrecht (2014) posits that engagement is the extent to which employees are fully positively involved in their job, and an opportunity to raise their concerns and other ideas for organisational growth.

The focus of employee engagement is more about employee attachment to the organisation, specifically the extent to which employees perform their tasks, whether they are performing as expected and are willing to "defend" the organisation's pride and brand. Engaged employees are likely to manifest behaviours that display acceptable levels of motivation and acceptable levels of satisfaction (Alok and Israel, 2012; Ariani, 2014; Mercer, 2010; Rayton et al., 2012; Shuck and Wollard, 2010).

Engagement has several drivers (Alok and Israel, 2012; Guest, 2014; Hassan and Ahmed, 2011) and one such driver is job resources. Job resources are positively associated with engagement. Job resources include team conditions, participation in decision-making, independence and opportunities to learn. These resources are intrinsically and extrinsically motivating (Meyer and Maltin, 2010; Shuck and Wollard, 2010; Tymon et al., 2010).

Employees who are engaged in their work and committed to their organisations give organisations a crucial competitive advantage (Hsu, 2012; Rayton et al., 2012), which includes higher productivity and lower employee turnover. Thus, it is not surprising that organisations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces.

### **2.6.5 Competition**

Competition is the effort of two or more parties acting independently to secure the business of a third party by offering the most favourable terms (Merriam-Webster.com, 2013). Today's business environment is highly competitive, and in order to sustain competition, the advice is that organisations have a stock of competent human capital and be innovative (Doug, 2017).

Human capital is one of the crucial parts of an organisation's intellectual assets (Doug, 2017; Khaliq, Jamal, Md. Isa and Ageel, 2011; McDonnel, 2011; McDonnel, Lamare, Gunnigle and Lavelle, 2010a) and should be treated in such a manner that they would not contemplate joining the competitors.

The development of competitive advantage and high performance requires of organisations to employ the use of quality structures such as learning organisations (Ahmadi, Ahmadi and Shakeri, 2011). This enables the organisation to have the capacity to develop and support its intellectual capital and market (Kamukama, Ahiauzu and Ntayi, 2010). This would shield organisations against competitors who are planning to poach their employees.

For organisations to achieve a competitive advantage, they should align their HRM and operational functions with the abilities of their employees (Ahmadi et al., 2011; Kamukama et al., 2010). When employees' abilities are properly matched with their jobs in an organisation, employee satisfaction improves and motivation is enhanced (Ahmadi et al., 2011).

Competition between and amongst organisations is inevitable, especially in organisations that operate in the same space, for example, state-owned entities (Cason, Masters and Sheremeta, 2010; Manpower Group, 2011). This competition includes tapping into rare skills

in the labour market. Once the acquiring of such skills becomes part of the organisation, employees will make an effort to retain these skills. In the endeavour to retain scarce skills, organisations are constantly wary of competitors (Cason et al., 2010).

Bonderud (2017) posit that the strain on organisations arising from pressure by competitors should not be compounded by competition from another branch of the same organisation, In order to avoid such a situation from occurring, it is advantageous for organisations to establish an environment that promotes a policy advocating that all employees be treated equally (Bonderud, 2017).

Competition also takes place in the public sector. As mentioned previously, during the post-democracy period of transition, when there was merger of different government departments, employees were inclined to move from one government department to another in their quest for better career opportunities.

To discourage this, the South African government established the Public Service Commission to harmonise a number of HRM policies and practices across government departments, for instance the compensations and benefits policy, in order to level the playing field between departments (South Africa. Public Service Commission of South Africa, 2010).

The objective of this Commission is to ensure that the treatment of employees in the public sector is equally. The other underlying motive of the Commission was and still is to monitor the transfer of employees and in so doing, to reduce competition between and among departments. This is to ensure that there are proper and law complying guidelines for the consistent application of policies.

This, therefore, confirms the notion that when HRM policies and practices are applied differently, employees are likely to move to the competitors of their current organisation, or government department. In reference to the example of the public service in South Africa, after policies were harmonised, employee turnover intention reduced. This brought stability in the public sector (South Africa. Public Service Commission of South Africa, 2010).

Employees are no longer enticed to move to other departments if the vacancy is at the same level and the remuneration is the same. Instead, employees would be more inclined to move to another department for a promotional or higher position (South Africa. Public Service Commission of South Africa, 2010). This development supports the view that treating employees equally reduces employee turnover.

As previously stated, when the treatment of employees in the workplace is not equal, employees are more likely to seek greener pastures in alternative employment. If human capital is one of the most important resources of an organisation, organisations cannot afford to allow a situation where their employees jump ship and join another organisation.

### **2.6.6 Employee commitment**

Hajjha and Hasanloo (2011) briefly defined employee commitment as an emotional attachment to the organisation where an employee aligned his personal goals with that of an organisation, and in the process is living the vision of the organisation. This means that employees have a positive response with regard to the working conditions and have a strong belief in the organisational vision and mission (D'Cruz and Noronha, 2011; Zheng, Sharan and Wei, 2010).

Similarly, Ferreira, Basson and Coetzee (2010) describe employee commitment as the employees' effective reaction to the features of their employment organisation. It entails having a belief in the values and goals of an organisation, and being willing to exert an effort on behalf of the organisation (Ziauddin, Khan, Jam and Hijazi, 2010).

Similarly, Spagnoli, Caetano and Santos (2012) assert that employee commitment refers to the employees' association with the organisation or the collection of feelings and beliefs about the organisation, or their emotional involvement in or attachment to an organisation.

Thus, organisational commitment, or what can be regarded as employee commitment (Nadiri and Tanova, 2009; Zheng and Lamond, 2010), means a positive response on the part of the employee in respect of the working conditions, a strong belief in the organisation's goals, and a firm desire to achieve effective relations with the organisation.

Organisations recruit and employ personnel with the intention of developing and maintaining a long-term relationship with the individuals. Except in instances wherein the organisation acquires an employee for a short-term purpose to perform a specific function (Awasthy and Gupta, 2011; Ferreira et al., 2010; Kazemi and Gorji, 2013).

No organisation would prefer to build a relationship with an employee who is not committed to its mission and vision. However, commitment of employees to an organisation might be satisfactorily, especially, if policies and practices are applied fairly and equitably (Ferreira et al., 2010). Treating employees equally helps to improve the level of commitment to an acceptable level.



If employees are committed and fully involved in working towards achieving the organisational goals (Ferreira et al., 2010; Hajiha and Hasanloo, 2011), they are more likely to be productive. When employees receive regular positive feedback and encouragement, the employee will feel valued and motivated, and would therefore be more likely to remain in the organisation and work towards achieving the organisational goals.

However, to the contrary, when employees perceive that they are not valued, and not treated equally, they are more likely to have low commitment to the organisation. In addition, if commitment to the organisation is low, employees have no special interest in achieving the organisational goals. They may choose to leave the organisation (Kim and Brymer, 2011; Panaccio and Vandenberghe, 2010).

When an employee leaves an organisation, it implies that a direct cost has been incurred by the organisation, because of the investment that has gone into recruiting, selecting and training of the employee. Organisations, therefore, need to foster a feeling of commitment to the organisation among their employees (Shastric, Shashi and Sinha, 2010).

Finally, a study by Nayyab, Hamid, Naseer and Iqbal (2011), which focused on determining the impact of HRM practices on organisational performance, revealed that there was positive evidence of the relationship between HRM practices and commitment, with the findings showing that employee-oriented HRM policies enhanced the level of commitment of employees towards an organisation.

### **2.6.7 Employee mobility**

It is important for organisations to have a strategy on how to manage employee movement, because this will shield the organisation from having to deal with unplanned employee mobility. Employee mobility is the ability of an employee to take advantage of an array of job opportunities, which includes relocation, movement to a position of job superiority, or to have the ability to change job positions due to civic or family responsibilities (Heathfield, 2014c).

The concept of mobility includes movement within and across organisations, occupations, and geographic locations (Heathfield, 2014c). It is in the interest of good management, in respect of both the organisation's operational effectiveness and the employee's development; this is made possible, if employees from time to time rotate between different jobs within their departments and within the wider organisational set-up.

In this regard, as Heathfield (2014b) states, it is important that there is proper management of employees' movement, because if this management is not proper, there is a likelihood of chaos. Both the employer and the employee should therefore support the transfer of employees to other departments of the organisation.

It is argued that employee mobility increases staff versatility, provides additional career opportunities and encourages the concept of developing a career in an organisation (Heathfield, 2014b) as it strengthens the organisation's capacity to respond to changing organisational needs.

However, it is important that the regulation employee mobility needs policy. Of course, this regulation must be under the custodianship of the HRM department, and that, the treatment of employees is equal. The equal application of HRM policies and practices will require HRM department to apply HRM policies and practices fairly without any prejudice.

Where this policy is applied, employees should be able to move seamlessly from one branch to the other or between departments within the organisation (Heathfield, 2014b). Of course, such transfers should take into account the needs of individual employees, specifically the reasons for the request for a transfer to another branch or department.

### **2.6.8 Cost-effectiveness**

A number of organisations have strategies in place to improve its cost-effectiveness in the implementation of organisational activities and, ultimately, to improve the bottom line, which is to make a profit, because businesses exist in order to make money. This applies to both the public and private sectors.

A cost-effective HRM refers to those activities that run on fewer resources, but still meet the organisational goals (Ulrich, 2013). An integrated HRM model helps an organisation to cut down on its expenses, because it defines the roles of different human resource departments, communicates the responsibilities of different individuals, identifies customers and takes full responsibility for the people management (Ulrich, 2013).

Most organisations operate in order to make a profit, especially those in the private sector. However, if an organisation wants to improve its bottom line, it must apply austerity measures and streamline its resources, linking them with business activities, especially financial and human resources (Higgins and Green, 2015).

That is why it is imperative for the HRM department to play a role in ensuring that the human capital is utilised effectively, as this would assist with reducing costs or unnecessary organisational lost (Higgins and Green, 2015).

### **2.6.9 Congruence**

There are two types of congruence (Anthony, 2011), namely horizontal fit and vertical fit. Horizontal fit occurs among various organisational policies as applied within the organisation. Practically this happens in instances when the application of HRM policies applies across the organisation.

Whereas, the vertical fit occurs for example between the HRM policies and practices and the process of strategic management (Anthony, 2011). This means that strategy is above and the HRM policies and practices are below the strategic objectives. This is proof that HRM policies practices or any other policies link to the organisational strategic objectives.

Organisations have systems and the implementation of these systems is to ensure that organisations are effective and the parts of the system are congruent (Anthony, 2011). However, organisational system should function in harmony. The compatibility of employees to the system makes it easier for organisations to function maximally.

Therefore, it is important that organisations at all time strive to achieve congruence, so that it is able to improve its operational performance (Anthony, 2011). Once the organisation improve its operational performance through congruence, it is able to meet its strategic objectives and in the process promoting the achievement of employee personal goals.

### **2.6.10 Competency**

In order to sustain themselves organisations require competent employees. Therefore, competency is important because it keeps an organisation ahead of its competitors. Employee competency refers to the knowledge, skills, and other attributes of an employee that can help to enhance performance (Khan, Farooq and Imran-Ullah, 2010), and in the process improve productivity in the organisation.

The competencies differ between organisations and employment positions. However, there are some commonalities in the required employee competencies for particular positions (Khan et al., 2010). These commonalities include intellectual competencies that inform the

organisation whether a person knows the job function, have interpersonal competencies for purposes of relations.

Furthermore, such intellectual competencies inform the organisation whether the employee can organise and manage the work effectively and has leadership competencies (Barzantny, 2011; Casser and Buttigieg, 2013; Hsiung, 2012; Malik, 2011).

Organisations are forever seeking to fill their workforce with competent employees who will be able to carry out their functions as expected and in line with productivity targets. The acquisition of competency happens through the passage of time and the employees' willingness to improve and develop their skills on a regular basis (Bacal, 2012; Gupta, 2012; Malik, 2011).

An organisation can only attract this kind of employee if it treats its employees equally and provide them all with equal possibilities or opportunities for growth (Employee Performance and Talent Management, 2017; Gupta, 2012).

Having these competencies in an organisation is a guarantee that employees will be committed to the organisation, especially if they are treated equally and their contributions are valued (Employee Performance and Talent Management, 2017; Iles, Chuai and Preece, 2010; Liu, Liu and Xianju, 2011). Once the treatment of employees is equal, they are likely to sharpen their skills, so that an organisation can achieve its goals.

## **2.7 Ways on how to treat employees equally**

This part focus on how organisations should treat employees equally in the workplace.

### **2.7.1 Avoid favouritism**

It is human nature that, certain people would gravitate towards certain people in different engagements. Workplaces are no exception, in that the management of the organisation would favour certain employees (Imani, 2017). This favouritism can manifest itself in many ways. One of these ways is when the management give a particular employee a preference when there are promotional posts in the organisation (Tse, Lam, Lawrence and Huang, 2013).

Therefore, it is true that management of organisations should show any favouritism towards certain employees. The management must ensure that employees get equal opportunities when there are promotional vacant posts (Imani, 2017; Tse et al., 2013). Whether favouritism is real or perceived, it can have negative effect on the morale of employees.

### **2.7.2 Listening to the voice of each employee**

Organisation is comprised of different employees and as such, they have different perspective on issues in the organisation. Employees have opinions and these opinions will not necessary be the same. In instances where there are different views on a particular issue, the management should take a fair stance that is reasonable (Tse et al., 2013).

It is however, important to note that many organisations have unions. Labour unions become the voice of employees. In the absence of labour unions, other organisations have employee forums. Irrespective of the platform that employees have in raising their issues in the organisation, equal treatment should be a priority (Imani, 2017).

### **2.7.3 Equal opportunities**

Employees in any organisation are like a family. Each family member within the organisation has personal goal to achieve (Tse et al., 2013). Therefore, it is important that an organisation create opportunities for such growth. When employees are stagnant, they are likely to feel demotivated and disengaged, and in turn leave the organisation (Tse et al., 2013).

Personal growth is not only about promotion to higher positions but is also about academic development (Tse et al., 2013). That is why it is advisable that there must be a link between academic achievement and recognition. This recognition can come in many ways, but name a few, like acknowledgement of such achievement and incentive in line with the qualification acquired.

## **2.8 Summary**

This chapter provided an overview of the literature related to this study. In this chapter, there was a theoretical background, which included a discussion on the differences between personnel management and HRM. It included a discussion of the definition of HRM, as coined by various authors, and the role of management in HRM.

In line with the problem statement, which is that employees are demotivated because they are treated differently, the discussion centred on the general and South African perspectives with regard to the treatment of employees and the reasons why it is important for organisations to treat them equally.

This was followed by a detailed discussion of the impact that treating employees equally could have in relation to employee motivation level, employee turnover, employee satisfaction, employee engagement, employee commitment, employee mobility, competency and cost-effectiveness.

The next chapter, Chapter 3, focuses on the different treatment of employees and the effects of treating employees differently.

## **CHAPTER 3**

### **LITERATURE REVIEW: DIFFERENT TREATMENT OF EMPLOYEES IN THE WORKPLACE**

#### **3.1 Introduction**

The previous chapter dealt with the treatment of employees equally in the workplace, and benefits that may accrue. It is, however, equally important to explore, and discuss another aspect of the literature, namely treating employees differently and the effects of doing so in the workplace. There is review of previous and related studies on treating employees differently in the workplace, focusing on the application of HRM policies and practices, and some HRM activities.

Proceeding from the previous research studies, in line with the objectives, questions and hypotheses of the study, there is exploring of the following: a general perspective on treating employees differently, and the effects of doing so. Furthermore, there is a discussion on a number of HRM functions and lastly, a synopsis of the chapter is provided.

#### **3.2 General perspective on treating employees differently**

This part discusses the general perspective in respect of treating employees differently in the workplace.

Treating employees differently in the workplace involves a number of issues, such as how employees are managed, employee discipline and any other practices that are necessary to maintain good human relations in order to achieve organisational goals. Generally, employers are supposed to manage employees according to their attitudes and job performance (Blake, 2017), but differential treatment is unavoidable sometimes or in other instances necessary.

For example, it is important to note that employees are different. In any working environment, if there is a comparison between two employees doing exactly the same job, it is likely that these employees would not equally like the same functions of their jobs (Leadership Resource Centre, 2016). Furthermore, they are likely not to produce the same work rate because of different skills and abilities.

These differences in employee preference will challenge the organisation to develop programmes intending to address these differences between employees. Thus, it is important to highlight that treating employees differently in certain instances would be

acceptable in law, depending on the reasons the organisation provides for such different treatment, and whether such action is in line with applicable legislation (Blake, 2017; Leadership Resource Centre., 2016).

For example, when an organisation intends to meet equity targets, is likely to recruit specifically people pre-determined category or categories. The organisation will do this in compliance with the applicable labour laws. This organisation will then treat employees differently during the recruitment process because it will be looking for a certain category or categories of employees (Blake, 2017; South Africa. Department of Labour, 2017), which is called “positive differential treatment”.

It is true that employees are different (Blake, 2017). If one takes two employees performing exactly the same job, it's likely that each will have different skills and abilities as alluded to above, they are therefore likely to be treated differently (Leadership Resource Centre, 2016).

However, treating employees differently based on gender, race and age, for example, is unacceptable, especially when there are no justifiable grounds in line with legislation such as the Labour Relations Act (No 66 of 1995) in the context of South Africa.

An organisation that applies policies based on the aforementioned aspects, namely gender, race and age, will face lawsuits and are likely to taint the image and harm the reputation of that organisation (Jeffries, 2017; Pines Federal, 2017).

Therefore, in the application of “positive differential treatment”, organisations should not hide behind the issue of employment equity, when it has other intentions. In the case where an employee feels aggrieved about any organisational practices, such as recruitment or remuneration, such employee can lay a grievance against the organisation for unfair and unjust treatment (South Africa. Department of Labour, 2017).

It is for this reason that HRM departments should develop policies and practices that are not prejudicial to employees. Yes, it is encouraging to know that the treatment of employees in the workplace is equal. However, it is also true that in some other instances treatment of employees is different in line with their skills, competencies, experience and their contribution to the growth of the organisation.

This is because there are no employees who are alike in the workplace, even in cases where employees perform the same job or function. If it were that, an organisation had employees that are alike, organisational growth and innovation would suffer (Pines Federal, 2017).



According to the University of Illinois (2016), differential treatment or customised work arrangements in the workplace focus on customising employees' jobs or conditions of employment based on their performance or to some larger extent their individual needs. Such arrangements are in line with the negotiation of an employee with the employer after confirmation of employment.

In some instances, especially where an employer intends acquiring a rare skill, such employer is likely to meet an employee's personal needs, which may be different from those of other employees in the organisation. Such a practice is a differential treatment rather than discriminatory (Bratton and Gold, 2012). This is the case as long as such different treatment is in line with applicable legislation and the HRM policies and practices of the organisation.

### **3.3 South African perspective on treating employees differently**

This part focuses on the South African perspective of treating employees differently. The discussion of this aspect is in line with the objectives of this study.

The new democratic dispensation in South Africa brought about a number of changes in a number of sectors. This included the repeal of legislation that existed during the apartheid era, the enactment of new laws, and making amendments to certain precepts of legislation was the priority after South Africa attained democracy (South African History Online, 2017).

Some of these new pieces of legislation include, but are not limited to the following: the Basic Conditions of Employment Act No 75 of 1997 (South Africa 1997), (BCEA), the Labour Relations Act (LRA) No 66 of 1995 (South Africa 1995), and the Employment Equity Act No 55 of 1998 (South Africa 1998), (EEA).

These laws replaced or repealed previously promulgated laws that purposely intended to give one group of people the advantage over the other (South African History Online, 2017), hence these new laws intends to address past injustices in the workplace.

These laws, the BCEA, the LRA and the EEA affirmed the question of treating employees differently, especially in terms of recruitment and selection processes and to a greater extent the remuneration and benefits paid to employees. However, any "positive discrimination" should be within the realm of the South Africa's applicable legislation (South Africa. Department of Labour, 2017).

There is fair discrimination, for example, when an organisation intends to comply with employment equity by recruiting a particular category of employees. That is why, when certain jobs are advertised, organisations normally specify which categories of employees they are targeting, or which employees are encouraged to apply.

Yet, many organisations have not applied these laws correctly as far as revealing their intended objectives (South Africa. Department of Labour, 2017). Sometimes the use of these Acts is just a lip service and other employers hide behind them to perpetuate prejudiced practices against certain categories of employee (South African History Online, 2017).

The application of HRM policies should be in line with applicable legislation under all circumstances. However, in most instances employees lodge complaints when aggrieved by the unfair application of these laws in the workplace (South Africa. Department of Labour, 2017; Wayne and Casper, 2012). Although some employees have been successful in having decisions taken against them overturned, especially in the recruitment process, but it is not always the case with others.

However, if an employee decides to file a formal complaint the employee must prove that the application of policies was not fair. The employee must furthermore demonstrate that the job was the same as or different from that of other employees; that there was no rational basis for this difference in treatment, and that the difference in treatment affected his or her income or chances for advancement (Scott, 2016; South Africa. Department of Labour, 2017).

Often than not where employees claimed that they were treated differently or to some degree prejudicially, the organisation was brought before the Commission for Conciliation, Mediation and Arbitration (CCMA), and sometimes the case was sent to the Labour Court.

One recent case in Harris (2010), when an employee had lodged a complaint with the CCMA for being compensated less than some of his colleagues, whose job functions were more or less the same. The order or the verdict was against the employer, with costs.

Despite the fact that an organisation will always have employees who are not satisfied, who are disengaged, or less motivated or committed for various reasons, employers expose themselves to various forms of litigation when they treat their employees differently without legally justifiable grounds.

Another important way in which treatment of employees is differential is in respect of remuneration. The aspect of remuneration has already presented a number of organisations with challenges. In that, employers were not ready for the changes, concerning their policies' application in the new democratic dispensation (IT-Online, 2016).

Therefore, in some instances remuneration of employees is differently in line with discriminatory measures, such as the pigmentation of their skin (IT-Online, 2016). Note, though, that organisations may pay employees differently based on factors such as skill, performance, length of service, competencies or flexibility, qualifications, seniority, responsibility, and a number of other factors as alluded to above (Scott, 2016).

In this regard, Acts such as the BCEA, the LRA and the EEA provide that employers must take into consideration the conditions under which the work is performed, which include physical and psychological conditions as well as geographic location (Business Tech, 2016).

In the LRA, for example, there is a list of factors with regard to determining or justifying different remuneration for different employees. These factors include, but are not limited to the following:

- the individuals' seniority or duration of service;
- the individuals' qualifications, skills, and their potential above the minimum acceptable levels required for the job;
- the individuals' performance, which includes both the quality and quantity of their work, subject to the condition that the employer's performance evaluation system applies equally to all employees and that no discrimination takes place during grading;
- where an employee is demoted due to company restructuring (or for another legitimate reason) without a reduction in remuneration (and the employee's salary is fixed at the current level until the other employees in the same job category reach the same level);
- where an individual is employed temporarily in a position in order to gain on-the-job experience or training, and is subject to different employment terms and conditions compared to full-time employees;

It is nevertheless important to note that treating employees differently for whatever reason will inevitably affect employees, which might lead to low employee morale, low motivation, satisfaction, and poor employer-employee relations, to name but a few. Employees will feel undervalued which, in turn, could lead to high turnover rates (Blake, 2017).

Challenges resulting from treating employees differently are not only associated with one sector, but also are also prevalent in both the public and private sectors. However, the public sector is the most affected sector insofar as turnover intention rates, low levels of satisfaction and engagement are concerned (Blake, 2017; Bratton and Gold, 2012; Business Tech, 2016; Scott, 2016).

Furthermore, it should be emphasised that there are different views about the concept of treating employees differently. As a result, there is no common ground about how the application of this concept is in practice. Hence, a number of organisations battle to grasp this concept, and in their attempts to apply it, they falter.

Failure by organisations to apply labour laws correctly will have unintended consequences. That is why many organisations have a transformation unit or department (Blake, 2017; Bratton and Gold, 2012). This transformation unit, its function is to ensure that the organisation complies with applicable labour laws such as EEA.

### **3.4 Potential effects of treating employees differently**

This part focuses on the potential effects of treating employees differently. There is a discussion on concepts, employee motivation, employee satisfaction, employee engagement, employee commitment, employee morale, effectiveness and efficiency, employee-employer relations and competition,

Treating employees differently will inevitably affect employees, and in most cases negatively (Scott, 2016). That is why it is imperative that HRM departments should ensure that treatment of employees is in accordance with acceptable and agreed norms and standards between the employer and labour unions or employee representatives.

It is common knowledge that the HRM department is the pivotal centre of organisations (Scott, 2016), and if it does not live up to its expectations, for example, of maintaining human relations and managing employees, in particular when there is glaring evidence that employees are treated in a discriminatory way, such action is likely to have unintended outcomes.

These unintended outcomes include, but are not limited to employee demotivation, a high rate of employee turnover, a low level of employee engagement, a lack of employee commitment and non-existing employee mobility (Scott, 2016).

### **3.4.1 Employee motivation**

The main objective of the study is to develop a model intended to keep employee motivation at an acceptable level at the provincial legislatures of South Africa. Thus, employee motivation forms the core of this study. Employee motivation is crucial in an organisation as motivated employees perform at their maximum potential (Agwu, 2013; Rožman et al., 2015).

For maximising employees' potential, it is imperative for organisations to measure the level of employee motivation at all times by determining which activities keep employees motivated, and identify those activities that demotivate them (Agwu, 2013; Kowal and Fortier, 2013; Society for Human Resource Management, 2012). Therefore, it is wise not to apply HRM policies differently where this cannot be reasonably justified so as not to give employees reason to become demotivated.

Motivational factors can be categorised as personal or organisational. Personal factors refer to an employee's personality, status and seniority, general life satisfaction, and the extent to which job characteristics are congruent with his or her personal characteristics (Agwu, 2013; Azka, Tahir, Aslam and Syed, 2011).

According to Agwu (2013) as well as Azka, Tahir, Aslam and Sted (2011), organisational factors include compensations, benefits and rewards, the work itself, the management or supervisor, working conditions to name a few.

To note further is that the employees would like their compensations to be adequate or fairly, with benefits meeting their individual needs. Hence, compensations and benefits, though not the only motivational factors, serve as fundamental inducement for employees' motivation (Agwu, 2013; Azka et al., 2011).

### **3.4.2 Compensation and benefits**

Rožman, Treven and Čančer (2017) posits that compensation and reward could be powerful and effective tools that could be used for employees' increasing efforts in order to fulfil the organisational goals. In the same vein, (Nurun Nabi, Islam, Dip and Hossain, 2017) assert that compensation should be considered based on performance, and not on the basis of seniority or length of service in an organisation.

One primary human resource management tool that is used to affect motivation and performance is compensation (Cardoso and Monfardini, 2008; Nurun Nabi et al., 2017).

Employee dissatisfaction with compensation results in high turnover rates and triggers employee intention to leave a specific job or organisation permanently. Cardoso and Monfardini (2008) recommend that monetary benefit alone is not worth mentioning and employees are more focused towards non-monetary rewards because these are more attractive. Retention strategies should therefore focus on more than just financial compensation.

### **3.4.3 Employee satisfaction**

Dissatisfied employees can be detrimental to any organisation. After all, which organisation would like to have or keep employees who are not satisfied? Surely, no organisation would be content to keep dissatisfied employees who could negatively affect its operations.

According to Hussin (2011) and Obasan (2011), dissatisfied employees are likely not to throw their weight behind achieving the vision of the organisation. This type of behaviour will affect the productivity of the organisation, which could affect its operations and ultimately cause it stop slowly (Rožman et al., 2017; Sattar, Ahmad and Hassan, 2015).

Consequently, organisations should measure the level of employee satisfaction at all times to ensure that there is identification of issue affecting employees and as such dealt with effectively (Muhammad and Wajidi, 2013; Obasan, 2011; Pradhan, Dash and Jena, 2017).

However, it must be noted that employees' satisfaction or dissatisfaction can be attributed to various organisational factors, such as career opportunities, security, and differences in the application of policies, as highlighted by Obasan (2011), Ather et al. (2011), Muhammad and Wajidi (2013), Okubanjo (2014) and Sattar et al. 2015. Applying policies differently has a major effect on satisfaction because policies form the basis of an organisation's establishment.

That is why it is imperative that the application of HRM policies and practices is not different. However, when the application of policies is differential it should take place in compliance with the provisions of the appropriate laws. If this is not the case, they are likely to be dissatisfied, which could affect the smooth running of the organisation.

Furthermore, employees are likely to leave the organisation because it is generally posited that satisfaction is as closely related to employee turnover intention as motivation (Ather et al., 2011; Liu et al., 2010; Okechukwu, 2017; Tumwesigye, 2010; Wan, Li and Shang, 2018).

#### **3.4.4 Employee engagement**

Since the emergence of the concept “employee engagement”, it is important to note that not all academics and writers agree about the existence of engagement (Harris, 2010; Zhang, Meng, Yang and Liu, 2018). The reason for this is that employee engagement is the same as the concept of satisfaction (Rayton et al., 2012). Nevertheless, this concept has found its place in the academic world, and there is a generation of appetite about this concept, in particularly within organisations.

That is why organisations are now measuring the engagement of their employees. Ignoring the concept of employee engagement is not advisable (Harris, 2010; Rayton et al., 2012). HRM departments are consequently at the centre of pioneering the measurement of employee engagement through the application of organisational policies.

Employees that have low level of engagement are not good for the organisation, because such employees are likely not to perform at their maximum potential. Disengaged employees are those who are not happy with operational issues and, to some extent, differences in the application of HRM policies and practices (Alfes, Truss, Soane, Rees and Gatenby, 2013)

In the long term, disengaged employees will leave the organisation, because there is a link between turnover intention and motivation, satisfaction and engagement (Panaccio and Vandenberghe, 2010). It is for this reason that HRM department does not apply policies differently in the organisation (Kim and Brymer, 2011; Panaccio and Vandenberghe, 2010).

It is furthermore important to note that the HRM department must recognise that there are a number of patterns associated with HRM activities. One of these activities is the remuneration and benefits, which has a bearing on employee engagement (Armstrong, 2011).

#### **3.4.5 Employee commitment**

A number of variables influence employee commitment (Zheng and Lamond, 2010), one such variable is HRM policies and practices. The application of these policies and practices in an organisation will determine the level of employee commitment. In cases where there is a different application of policies, organisations will experience low levels of employee commitment (Hajiha and Hasanloo, 2011; Zheng and Lamond, 2010).

Organisation's willingness to develop individuals is another factor that contributes to employee commitment. Even though this is not the only factor, it is nevertheless advisable that employee commitment should be measured regularly (Awasthy and Gupta, 2011; Ferreira et al., 2010).

In order for employees to feel a sense of support, it is important that an organisation should provide opportunities where employees experience the fulfilment of their needs by the employer and employees in turn will reciprocate by showing commitment to the organisation's goals (Ferreira et al, 2010).

On the other hand, an organisation that fails to provide the necessary means to satisfy the needs of its employees is likely to have employees who are not committed (Ferreira et al, 2010; Kim and Brymer, 2011; Panaccio and Vandenberghe, 2010), and the organisation is likely to experience perpetually diminishing commitment on the part of its employees.

Employee commitment is closely related to turnover intention, as is employee motivation, satisfaction and engagement. When employees are not committed to the organisation, they are likely to leave the organisation and move to other organisations (Kim and Brymer, 2011; Panaccio and Vandenberghe, 2010).

### **3.4.6 Employee morale**

Employee morale plays a very important part in an organisation's successes. High morale leads to success and low morale brings failure. If employees have high morale, they are likely to remain in an organisation (Emberland and Rundmo, 2010; Hewertson, 2017; Ntiamoah et al., 2014).

The success or failure of an organisation depends on the level of morale the employees display towards their organisation (Meyer and Maltin, 2010). To be successful, an organisation needs employees with high morale. Moreover, since morale is a psychological factor, measures can be adopted to establish high morale in an employee's mindset (Carr, Kelley, Keaton and Albrecht, 2011; Emberland and Rundmo, 2010; Hewertson, 2017; Meyer and Maltin, 2010).

Morale is the fuel that drives an organisation forward or the fuel that feeds the fires of employee discontent, poor performance and absenteeism, depending on whether employee morale is high or low, given the particular circumstances. Morale is likely to be low when the application of HRM policies and practices is different without justification (Carr et al., 2011).



Employee morale is one of the vital ingredients for an organisation's success. It is associated with employee retention, along with employee motivation, satisfaction, engagement and commitment. Employees who feel a high level of job satisfaction tend to remain, and work for the organisation. This high level of satisfaction will inspire employees to perform at their maximum potential (Bothma and Roodt, 2013; Sulu et al., 2010).

According to Hewertson (2017), morale is a summary of attitudes, views and of course feelings that is comprised of a reserve of physical and mental strength, including factors such as self-confidence, optimism and a positive psychological attitude. Morale represents an unseen element that determines the success or failure of an organisation.

Emberland and Rundmo (2010), in support of a view held by (Carr and Griffin, 2011), is that morale is the attitude of an employee or a group of employees that determines their willingness to co-operate.

#### **3.4.7 Effectiveness and efficiency**

Many organisations face immense challenges in their attempts to increase effectiveness and efficiency, and reduce costs at the same time as improving quality. These challenges are not limited to short periods but are likely to remain at the top of the agenda of many organisations in the future across the globe.

Makokha, Namusonge, Kanali and Milgo (2014) and PricewaterhouseCoopers (2010) highlight the need for management to keep track of turnover as it causes lost productivity when employees resign, leaving posts vacant; a loss of organisational knowledge and reduced efficiency as inexperienced employees remain after the experienced employees have resigned.

In addition, the success of any organisation depends on the effectiveness and efficiency of its operations, which in turn depend on how the organisation utilises its own resources. Therefore, it is crucial for an organisation to ensure that it utilises its resources effectively in order to achieve efficiency. However, when employees are treated differently, effectively and efficiency will not be realised (Bamel, Rangnekar, Stokes and Rastogi, 2013; Makokha et al., 2014; Saks and Burke-Smalley, 2014; Wheeler, Harris and Harvey, 2010).

### **3.4.8 Employer-employee relations**

Employers and employees are the main stakeholders in the context of workplace environment relations. Employers and HRM managers handle employee relations issues on a daily basis, which include their involvement in developing programmes and activities that focus on improving organisational performance (Armstrong and Taylor, 2014; MacLeod and Clarke, 2011).

Employer-employee relations not only relate to employees' remuneration or compensation and conditions of employment, but also to the process in terms of which those conditions of employment are determined (Heathfield, 2014a; Kompas and Sridevi, 2010), and applied in the organisation.

Therefore, it is imperative that a holistic approach to employer-employee relations deals with issues that affect employees. Conditions of employment, and the processes of determining them, must be consistent with the applicable laws and be consistent with strategies to achieve organisational objectives. However, it should be emphasised that employer-employee relations will not be successful if the application of HRM policies and practices are unjustifiably differently (Bratton and Gold, 2012; Whitman et al., 2010).

Employer-employee relations require that the HRM departments in organisations should be practically involved in dealing with issues affecting employees. If the HRM department is actively involved it will stimulate employees to perform at their full potential (Bratton and Gold, 2012). To achieve the stimulation of employees, it is important not to treat employees unjustifiably differently or to cause employees to believe that the treatment that is applied is not equal (Bratton and Gold, 2012; Kompas and Sridevi, 2010).

Therefore, it should be emphasised that a healthy, relatively conflict-free workplace is likely contribute to the willingness of employees to participate in organisational activities, and not only activities that are intended to inspire employees to perform at their full potential, but also those that are intended to sustain such relations.

Once employer-employee relations plans and activities are in place and there is collaboration, engagement is likely to be at an acceptable level and not only engagement but also employee commitment, satisfaction (Bratton and Gold, 2012; Heathfield, 2014a). That is why it is important to have good relationship with employee representatives. Other methods that can be utilised to sustain commitment, satisfaction and engagement are having effective

bargaining structures, such as workplace forums, and organisational methods such as transparent decision-making and employee wellness programmes (Heathfield, 2014a).

In addition to these methods, there is the implementation of Total Quality Management (TQM), quality circles, or continuous improvements in the operations of the business, which requires employees who are committed, satisfied, engaged and are willing to pursue organisational strategic objectives (Heathfield, 2014b; Wright, 2011).

However, it should be emphasised that despite the implementation of programmes intended to sustain high levels of employee satisfaction and engagement, for example, disputes may arise between employees and their employers. Suffice to say that conflicts are almost inevitable in the organisation (Heathfield, 2014b).

Thus it is important first to listen to the grievances of the employees, and then to propose suitable solutions with a view to resolving the issues. A recognised voice in the workplace is that of the labour union or workplace forums (Armstrong and Taylor, 2014; Heathfield, 2014a).

Managers in union-recognised workplaces therefore generally believe that union representatives ensures that disciplinary hearings operate in a procedurally fair and efficient manner, more so than might otherwise be the case in non-unionised workplaces. Such relationships are most likely to occur in workplaces where there are high levels of trust between union representatives and managers (Armstrong and Taylor, 2014; Heathfield, 2014a; Wright, 2011).

In modern workplaces, Kehoe and Wright (2013) argue, unions are having a more positive impact with respect to workplace conflict than before. However, managers and employees perceive relations in unionised workplaces to be less positive than those workplaces without labour unions (Wright, 2011). This view contradicts the view held by Heathfield (2014a).

### **3.4.9 Competition**

In the context of this research study, competition is in respect of human capital. Generally, organisations aim to recruit competent employees who will strive to achieve organisational goals. However, when competition is high and the organisation fails to compete in order to recruit competent employees, such organisation is likely to attract employees of low quality standards (Oladipo and Abdulkadir, 2011; Merriam-Webster.com, 2013; Mone and London, 2010).

One reason that perpetuates competition among organisations is the manner in which employees are treated. Where employees are not treated equally but rather differently, they are likely to look for other opportunities where they will be treated either equally as other employees or better than in their current positions (Mone and London, 2010; Hajiha and Hasanloo, 2011).

Competition is not a peripheral concept because it takes place in all sectors. Organisations compete against each other in a number of ways and for a number of reasons (Christie, 2010). One of these reasons is to attract employees that will contribute to the achievement of organisational goals.

Competition thrives and employee turnover intention increases where there is an unjustifiably different application of HRM policies and practices (Shawn, 2011). When policies are applied unjustifiably different, employees will believe that their treatment is not fair, and this will contribute to employer competition. Intense competition will affect mostly organisations that have less capacity to compete in the labour market (Cason et al., 2010; Hajiha and Hasanloo, 2011).

Therefore, it is advisable that an organisation should try to avoid the negative effects of competition. Some of the best ways to avoid this is to ensure that the application of HRM policies and practices is not different, and that there is an application of creative methods to avert competition (Cason et al., 2010; Hajiha and Hasanloo, 2011).

### **3.5 General application of human resource management policies and practices**

It is true that the HRM department is the heart of an organisation. It reflects the internal operations of the organisation. Again, to note that more often than not the HRM department is the custodian of an organisation's policies. It should therefore be seen as applying the policies equally and unjustifiably different (Albrecht, Bakker, Gruman, Macey and Saks, 2015; Ather et al., 2011).

Hence, it is vital to explore these policies and practices. Policies are formal guidelines put in place by management to facilitate the hiring, training, assessment and remuneration of the organisation's workforce (Heathfield, 2014b). This focuses the attention on the impact of HRM policies and practices in organisations.

### **3.5.1 Organisational resourcing**

Organisations will find it difficult to establish or operate their businesses without employees. Employees play a pivotal role in an organisation's successes. A number of initiatives, such as robots and machines, have been invented to perform the same functions as human beings, but with little or no success (Burbarch and Royle, 2010; Chan and Kuok, 2011; Chanda et al., 2010; Schwartz, 2011). That is why human capital will be an integral part of any organisation for many years to come.

Acquiring and retaining high-quality talent is important for the success of any organisation (Mellahi and Collings, 2010; Vaiman, Scullion and Collings, 2012). As the job market becomes increasingly competitive, and the available skills grow more diverse, competent, and innovative employees will be required.

Employers need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, sometimes with high financial or non-financial implications for the organisation (Anand, 2011; Armstrong, 2011; Cheese, 2010; Piansoongnern and Anurit, 2010; Rothwell, 2011; Sharma, 2011).

The cause of many recruitment, selection and appointment challenges is the lack of comprehensive HRM strategies, and the inability of the human resource department to provide line management along with strategic support (Bratton and Gold, 2012; Levenson, 2011; Preece, Iles and Chuai, 2011; Schuler, Jackson and Tarique, 2011).

An administratively flawed recruitment decision can have a demoralising effect on some employees as their roles may be affected. At the same time, employees' workloads may drastically increase with time. The increase of workloads may require more money and effort. This may lead to training of the new recruit and re-train experience employees (Bratton and Gold, 2012; Crossman and Clarke, 2010).

Therefore, the recruitment processes of the organisation should be as fair as possible in order to attract competent employees (Chatman, 1991; Stahl, Björkman, Farndale, Morris, Paauwe and Stiles, 2012). Poor recruitment policies and practices are likely to lead to low morale and to some extent lodging of grievances by employees (Bothma and Roodt, 2013; Kavanagh, 2010; Sulu et al., 2010).

Not only is there the manifestation of low morale, but also high staff turnover, loss of public and customer confidence in the organisation to consider it for any services (Bothma and Roodt, 2013; Bratton and Gold, 2012; Jiang and Iles, 2011; Kavanagh, 2010; Sulu et al., 2010).

In addition to consequences related to poor recruitment, such as low morale and high employee turnover, and to a degree the loss of public and customer confidence in an organisation, the financial and non-financial implications include poor performance, absenteeism and loss of self-esteem by employees (Bothma and Roodt, 2013; Kazmin, Pearson, Robinson and Weitzman, 2011; Sulu et al., 2010).

The aforementioned consequences may moreover result in low employee morale because employees will be compelled to assume more responsibilities due to someone else's non-performance, customers' expectations not being met, union activities, and subsequent labour turnover, which will lead to future recruitment costs. Will it not only lead to future recruitment costs, but also cause employees emotional strain (Bratton and Gold, 2012; Sulu et al., 2010).

In spite of the challenges associated with poor recruitment, the mitigation of the situation is when the organisation is prepared to deal with them. Organisations should have a comprehensive recruitment policy and its application is fair as possible or when the different application of policies is justifiable (Bothma and Roodt, 2013).

A comprehensive recruitment policy include methods that deal with issues of falsified qualifications, skills and work experience, or concealing of criminal cases, which are all associated with the desperation to secure a job and in some other instances job promotion (Armstrong, 2011; Sharma, 2011).

Therefore, it is important that the HRM department play a crucial role in ensuring that the application of recruitment and other policies are in accordance with the policy provisions and within the realm of the law. If this provision of not adhered to an organisation will be in a situation where its employees who are not productive (Sharma, 2011).

### **3.5.2 Training and development**

Employee training and development is crucial for the growth and prosperity of any business as employees are one of the determining factors for the success of an organisation. The more capable and qualified the employees, the better the performance of the organisation.

Employee development programmes are essential to improve morale and to motivate the employees to perform well (Kennedy, Chyung, Winiacki and Brinkerhoff, 2014).

After the completion of recruitment process, it is reasonable to suggest that there is an identification of a number of skills gaps, especially during the interview stage. In instances where identification of gaps is complete, designing training and development programmes are recommended to ensure that any such gaps are filled (Atif et al., 2011; Mulin and Reen, 2010; Stewart and Harte, 2010).

These training and development programmes will contribute to an employee becoming able to perform his or her work confidently and as expected (Atif et al., 2011; Kucherov and Zavyalova, 2012; Mulin and Reen, 2010; Stewart and Harte, 2010).

Once the acquisition of employees is complete, they require training in order to contribute positively to the organisation. Most important is an induction or on-boarding programme in the beginning of the employee's career at the organisation (Bothma and Roodt, 2013; Kucherov and Zavyalova, 2012).

This type of introductory programme assists the employee to gain a broader perspective of the organisation, and to gain a comprehensive understanding of the job for which he has been employed (Garavan, Carbery and Rock, 2012; Kucherov and Zavyalova, 2012; Stewart and Harte, 2010).

In order to meet the current and future challenges of a business, training and development involves a wide range of learning actions. These learning actions prepare employees for their present and future tasks. They furthermore include knowledge sharing in order to improve the business and customer service (Kennedy et al., 2014; Schwartz, 2011).

These learning actions contribute to an improvement in business and customer service, while they also ensure that employees are equipped with the right kinds of skills, knowledge and abilities to perform their assigned tasks (Atif et al., 2011; Bratton and Gold, 2012; Kennedy et al., 2014; Kucherov and Zavyalova, 2012).

Organisations should develop very comprehensive training and learning programmes after deliberating on the knowledge, skills and attitudes that are necessary to achieve organisational goals and to create competitive advantage (Atif et al., 2011; Bratton and Gold, 2012; Kennedy et al., 2014; Kucherov and Zavyalova, 2012).

However, it is true that training and development programmes that are not in line with the needs of the organisation will not yield the intended results (Kennedy et al., 2014; Kucherov and Zavyalova, 2012). That is why it is important that training and development programmes should address a specific lacuna in order to be effective.

Effective training will consequently lead to a high volume of business, which will enable the business to achieve its organisational goals. In other words, without basic training, the employee's ability to be involved in the main activities of the organisation will naturally be severely curtailed (Kennedy et al., 2014; Kucherov and Zavyalova, 2012).

The emphasis is that effective training will make employees feel valued because there is fulfilment of their personal needs in the process. In undergoing training employees feel fulfilled when they learn new skills and become more motivated when there is significant potential for personal growth, specifically through effective training (Kennedy et al., 2014; Shen, 2011).

That is why Atif, Ijaz-Ur-Rehman, Abdul and Nadeem (2011) attest that training has a considerable impact on organisational performance, and again emphasised the need for continuing professional development by focusing on the competencies needed for successful performance of individuals as this would help to enhance the productivity level of the organisation.

### **3.5.3 Performance management**

The purpose of implementing employee performance management is to measure and improve the performance of employees, and it is evident that a fair and just performance management process impacts positively on employee retention. A performance management system is normally led by line managers who are directly involved with the operations of the business (Crook, Todd, Combs, Woehr and Ketchen Jr., 2011; Jamie and Alan, 2011; Wright, 2011).

A performance management system is important in the sense that it is a barometer to check employees' level of performance as well as that of the organisation. Employee and organisational performance levels are determined but it is also possible to reward employees who perform excellently in their tasks. In addition it serves to identify performance gaps that require attention (Letxundi and Landeta, 2011; Najafi, 2012; Soomro et al., 2011).



However, in instances where a performance management system is not applied correctly, the results that ensue from this system will not be credible, and will not be effective (Boohene and Asuinura, 2011; Lee and Sukoco, 2010). One may be certain that effective performance management will be to the advantage of the organisation, when its application is in line with policy provisions, and not arbitrarily. In instances where performance management system is applied arbitrarily will not be able to identify performance gaps accurately (Berenó, 2011; Boohene and Asuinura, 2011).

Despite the adoption of a performance management system by organisations, performance management is associated with a number of challenges. Some of these challenges are that performance management system is prone to manipulation, especially when there is an evidence of favouritism and arbitrary application of performance management system (Nayaab, Hamid, Naseer and Iqbal, 2011).

That is why it is important that line managers and employees alike are educated about the application of the performance management system, so that it may be effective (Nayaab et al., 2011), and not only line managers but the entire workforce. This will reduce disputes emanating from the skewed implementation of the performance management system. In order to mitigate these challenges associated with a performance management system, organisations should develop a comprehensive system governed by policy, so that elimination of arbitrary application. This will furthermore ensure that the system is not easily manipulated (Berenó, 2011; Harris, Craig and Light, 2011).

In addition to the mitigation of these challenges, it is advisable that for a performance management system to be effective it should be linked to performance bonus structures in line with the labour market (Harris et al., 2011). This is to ensure that the organisation is not off the mark in terms of the remuneration offered by its competitors.

In instances where the rewards of employees are not comparable with competitors or their counterparts for their contributions to the organisation, they are likely to feel demotivated, and eventually leave the organisation (Harris et al., 2011; Stavrou, Brewster and Charalambous, 2010).

### **3.5.4 Compensations, rewards and benefits**

Employees' employment in the organisation is to ensure that the organisation is able to achieve its goals. Employees perform their tasks in line with the employment contract. In the performance of their tasks, remuneration forms part of the contract.

Employees therefore, experience satisfaction when they feel that the compensation they receive is proportionate to their contributions to and efforts for the organisation (Zheng and Lamond, 2010). Conversely, if the employees feel that their efforts and contributions are not proportionate to the rewards and compensation they receive, they will be demotivated (Atif et al., 2011).

It is common knowledge that the payments employees receive meet at least their basic needs for them to survive. Pay needs to be adequate and equitable. However, it is not always the case that, employees believe that their remuneration is equitable because what an employee gets is confidential (Atif et al., 2011; Zheng and Lamond, 2010).

Therefore, if employees believe that their remuneration is not equitable, is likely to be demotivation, which may result in high turnover rates, and even trigger employee intentions to leave specific jobs or organisations permanently. In contrast to this, where employees are able to choose their rewards, they feel valued as individuals, which mean they are more likely to stay with the organisation (Atif et al., 2011; Zheng and Lamond, 2010).

Boohene and Asuinura (2011) posit in their research study that HRM policies and practices, compensations and benefits in particular, have a positive impact on individual and organisational performance. In order to deal with these challenges associated with compensations and benefits organisation should ensure that there is a clear comprehensive compensations strategy in place.

Based on these factors, challenging jobs need to be designed in such a way that a particular job will give employees a feeling of satisfaction, and in the process motivate the employee to stay with the organisation (Atif et al., 2011).

In developing a comprehensive compensation system, organisations should not only focus on financial rewards, but also on non-financial rewards. Non-financial rewards include, but are not limited to health and welfare, and security. Hence, flexible benefits are becoming more common in the workplace (Harttig, 2010; Zheng and Lamond, 2010).

### **3.6 Summary**

This chapter focused on another integral part of the study, namely treating employees differently, which included the effects of treating employees differently. Relating to these effects, there was a discussion in detail on the following concepts: employee motivation,

employee satisfaction, employee engagement, employee commitment, employee morale, effectiveness and efficiency, and employer-employee relations.

Finally, HRM policies, in respect of organisational resourcing, training and development, performance management, compensations and benefits, were discussed in as far as the application of these functions are concerned, as well as their impact on employee motivation and other variables of the study.

The next chapter, Chapter 4, focuses on the physical environment (Provincial legislatures) of the study.

## **CHAPTER 4 LITERATURE REVIEW: SOUTH AFRICAN LEGISLATIVE SECTOR**

### **4.1 Introduction**

This chapter of the literature review focuses on the physical environment of the South African Legislative Sector (SALS), in particular the provincial legislatures. It is crucial to provide a general overview of how the legislative sector of South Africa functions in order to have a better understanding and perspective of this study.

This chapter provides details of the following aspects of this study: background of the SALS, focusing on its primary functions, namely legislative authority, oversight and accountability, public participation as well as international relations and cooperation.

Furthermore, there is the governance structure, including the South African Legislative Sector Speakers' Forum and the collective professional structure, which is the Human Resource Management Forum, as well as HRM, and the importance of all these bodies is considered.

In line with the objectives of this study, there is a discussion on the same treatment of employees and the effects of treating employees the same; this includes employee motivation, turnover intention, employee satisfaction and employee engagement, follows.

In addition, there is a discussion on the different treatment of employees and the effects of treating employees differently, which include employee motivation, turnover intention, employee satisfaction and engagement as well as the application of HRM policies. Finally, there is a summary of the chapter.

### **4.2 Background of the legislative sector in South Africa**

This part discusses the legislative sector of South Africa, which include the establishment of provincial legislatures and how do they link together in respect of their constitutional mandate.

The new democratic dispensation in South Africa ushered in by a negotiated political settlement (1990-1994) paved the way for a democratic country. This new dispensation led to the scrapping of the former central government, homelands (Gazankulu, Kangwane, KwaNdebele, KwaZulu, Lebowa, Qwaqwa) and independent or so-called TBVC states,

namely, Transkei, Bophuthatswana, Venda and Ciskei (Allister, 1994; Anthea, 1998; Butler, Rotberg and Adams, 1978; Hassen, 1998; South African History Online, 2017).

The central government, homelands and independent states were established based on the homogeneity of different groupings in South Africa, for example, the Ndebele people were governed by the former KwaNdebele homeland government in that area.

These governments had their own independent legislatures and geographical jurisdictions, different from other forms of government. However, after the politically negotiated settlement, all these governments ceased to exist, and a new, unified South Africa governed by democratic principles with the Constitution as the supreme law of the land (Allister, 1994; Anthea, 1998; Hassen, 1998; South African History Online, 2017).

After these different governments ceased to exist, there was the adoption of a new Interim Constitution of RSA (1993). This led to the establishment of a number of provinces. In order to comply with the newly adopted constitutional provisions, these provinces had to establish provincial governments and provincial legislatures based on the demarcation (Allister, 1994; Anthea, 1998; Hassen, 1998; South African History Online, 2017).

#### **4.2.1 Establishment of provincial legislatures**

The establishment of provincial legislatures is in terms of section 43 of the Constitution (1996). In terms of this section, provinces are autonomous, distinct and independent. However, they are required to promote cooperation amongst themselves.

#### **4.2.2 Composition and powers of provincial legislatures**

Provincial legislatures are comprised of MPLs elected by the electorate. The primary mandate of the first provincial legislatures established after the 1994 general elections was to repeal laws that existed prior to the democratic dispensation, and to develop new laws for their specific provinces. However, these laws had to be in line with the provisions of the Constitution, most importantly those of Chapter 2, which covers the Bill of Rights.

The powers provided to provinces by the Constitution led to the establishment of provincial legislatures, as explained above. Parties that participate in the national and provincial elections provide these parties with a hope of having seats in the NA and the NCOP the two Houses of national Parliament, and in provincial legislatures, according to the number of votes the parties received from the electorate during the national and provincial elections.

The method used to allocate seats for political parties is through proportional representation, wherein parties receive seats in provincial legislatures in line with the number of votes received by a particular party. This method (proportional representation) is the same as in the NA and NCOP, which together comprise the national Parliament of RSA (South Africa. Independent Electoral Commission of South Africa, 2014).

Laws that had been repealed and new laws that been enacted were intended to promote democratic principles and to build organisations that focused on addressing past injustices as well as being responsive to the needs of the people. The function of enacting new laws placed a great burden on these legislatures, especially those that lacked physical and human resources (South African Legislative Sector Support, 2009).

The mandate placed upon provincial legislatures to repeal existing laws and enact new laws meant that provincial legislatures had to acquire both competent legislators and administrators. However, based on the history of South Africa, very few people had the requisite skills to perform these functions. The reason why some provincial legislatures initially struggled with this primary mandate of repealing and enacting new laws is that they lack both physical and human resources (South African History Online, 2017).

There was a dire need for skills, in addition to a need to capacitate both administrators and politicians to carry out their functions, and run these provincial legislatures effectively. The retention of former administrators and politicians from the former central government and the governments of the homelands and independent states proved to be a solution. That is why the first provincial legislatures were able to pass laws, although this did not happen without challenges.

Provincial legislatures, having grasped the concept of law-making processes in the period between 1994 and 1999, experienced a paradigm shift, especially after the second national and provincial democratic elections in 1999. This shift led to provincial legislatures focusing on strengthening and to building their capacity (South African History Online, 2017).

However, the second constitutionally elected legislators. After the national and provincial elections held in 1999, and served until 2004, began to focus on oversight and accountability. The third democratically elected legislators, who served from 2004 to 2009, focused on strengthening public participation (South African Legislative Sector Oversight Model, 2012).

This led to the establishment of oversight and accountability models in each of the nine provincial legislatures. This model sought to assist these institutions to ensure that the provincial cabinet is accountable to the electorate through the MPLs. Another component that forms part of the oversight and accountability model is public participation (South African Legislative Sector Support, 2009).

Public participation model intends to ensure that the electorate participates in all matters or affairs that affect them. Public participation takes place when the legislators hold public participation sessions, called public hearings (Parliament of RSA, 2010), when there are new laws to be passed.

These provincial sessions take place in order to provide the population a platform to air their views on new legislation. It is true that in some other instances the public attend these sessions to voice their anger on other issues affecting them. However, there are perceptions that these sessions are just a formality (South African Legislative Sector Support, 2009), and that often than not the public views do not make it to the final stages of the Bill.

In addition, despite the fact that this model gives the public an opportunity to participate in the law-making process, it also assists provincial legislatures with cooperating with each other. Hence, all provincial legislatures, including national Parliament, adopted this model, which led to the establishment of the Forum for Speakers.

The establishment of the forum was in line with section 43 of the Constitution. The forum intended to promote cooperation between and amongst components of the legislative sector in South Africa (Scott, 2009).

The Forum of Speakers led to the establishment of the South African Legislative Sector. The purpose of this structure was and still is to organise the sector into a formal relationship, and to deal with other matters affecting the provincial legislatures (South African Legislative Sector Support, 2009).

#### **4.3 The purpose and primary functions of the South African legislative sector**

The primary purpose of the South African legislative sector is to establish formal cooperation amongst the various components of the legislative sector of the Republic of RSA, including the Parliament of RSA, whose seat is in Cape Town. However, it must be emphasised that the national Parliament did not form part of this study but is important to highlight its significance. The reason to indicate its significance is the fact that it is part and a leader of

the legislative sector of South Africa. However, this does not mean Parliament of RSA act as a 'big brother' in the legislative sector but plays a supporting role to provincial legislatures.

Moreover, SALS performs numerous functions, these functions include, but are not limited to legislative authority, oversight and accountability as well as public participation and international relations, discussed in detail in the paragraphs that follows (Scott, 2009).

Despite the incorporation of the element of cooperation between and amongst provincial legislatures through the SALS, they did not abandon their characteristics of being distinct from each other. However, the autonomous nature of the provincial legislatures means that they have the powers to make their own internal arrangements by establishing provincial rules and orders, and so forth (South African Legislative Sector Support, 2009).

However, this distinctive and autonomous nature of the provincial legislatures does not preclude them from cooperating, as stated above. Nevertheless, currently there is a dearth or a lack of evidence that suggests that these provincial legislatures cooperate on matters affecting their employees, who are at the coalface of service delivery (Scott, 2009).

The researcher believes that it is correct to suggest that cooperation between and amongst provincial legislatures would improve the services that these organisations provide, without necessarily losing their uniqueness and own individual identity.

#### **4.3.1 Legislative authority**

Legislative authorities in South Africa are organisations that are empowered by the Constitution of RSA (1996) to repeal, pass and amend the laws in their area of jurisdiction. For example, Parliament deal with laws affecting the entire country, provincial legislatures deal with laws that affect their respective provinces, and the municipalities deal with by-laws that affect their respective municipal jurisdictions. However, the focus was only on selected provincial legislatures in line with the fundamental objectives and hypotheses of this study.

Furthermore, provincial legislatures are encouraged not to enact laws that are prejudicial to one group of people or another. Legislation passed by the provincial legislatures must comply with constitutional provisions, especially in instances where a piece of legislation is not in line with the provisions of the Constitution of RSA.

It is, however, not only the provincial legislatures that enact legislation affecting specific provinces, but the National Council of Provinces (NCOP), as House of Parliament, can also



pass laws that affect provinces. The difference between legislation passed in the NCOP and that passed by legislatures is that legislation passed by the NCOP affects all the provinces (Parliament of RSA, 2010) and not only one province.

The enactment of legislation in the NCOP is possible through the six permanent and four non-permanent delegates from each provincial legislatures. This provides provincial legislatures with a voice, especially on matters affecting the interests of their provinces, in the national sphere of government (Parliament of RSA, 2010).

#### **4.3.2 Oversight and accountability**

An oversight and accountability model is a model established to ensure that the Executive (Cabinet) in the context of the national Parliament is accountable to the electorate through the legislative sector. This is to ensure that members of the Cabinet do not abuse the powers conferred on them (South African Legislative Sector Oversight Model, 2012).

The purpose of the oversight and accountability model is to provide checks and balances in that the provincial legislatures are able to correct any maladministration in the provincial cabinet and to provide remedies to rectify the situation. This means that the PEC, provincial cabinet and province-owned entities are accountable to the provincial legislature (Jenkins, 2005; Parliament of RSA, 2010; Parliament of RSA. Knowledge Information Services Division, 2007; South African Legislative Sector Oversight Model, 2012; Tools for Parliamentary Oversight, 2007).

The oversight and accountability model plays a pivotal role in ensuring that public funds are used as provided in the laws of South Africa, such as the Public Finance Management Act of 1999 No. 1 of 1999 (South Africa, 1999). This Act governs the allocation and utilisation of public funds.

That is why from time to time the executive members receive invites to submit annual departmental plans on how the financial budget will be used, and later they account for the monies were used (Scott, 2009; South African Legislative Sector Oversight Model, 2012).

It must be noted, though, that the oversight and accountability model is not only to oversee departmental plans and budget spending, but to also to give a voice to the electorate through MPLs. It must be emphasised once again that MPLs are public representatives.

### **4.3.3 Public participation**

In order to fulfil their constitutional mandate, provincial legislatures have a duty to ensure that there is public participation, particularly in the law-making process. The reason for such participation is that MPLs represents the people, and are accountable to the electorate (South Africa. Department of Cooperative Governance and Traditional Affairs, 2016).

Provincial legislatures must therefore ensure that they reach the length and breadth of their provinces, even the deep rural areas. In doing so, these legislatures are able to address some of the issues that affect the majority of the people in their respective provinces (Parliament of RSA. Knowledge Information Services Division, 2006)

It is important to note that provincial legislatures seem to have grasped their mandate fully. That is why there are a number of initiatives to ensuring that there is maximum participation by ordinary people. Initiatives such as “Taking Parliament to the People” are common, and this initiative happens annually. However, Parliament rotates this activity amongst all provinces in collaboration with a provincial legislature in that province.

This initiative is undertaken when provincial legislatures consult and engage people on matters that affect them, and some of the scheduled debates take place during these sessions (Parliament of RSA, 2010; Parliament of RSA. Knowledge Information Services Division, 2006).

Other methods of engaging the public is through oral and written submissions relating to matters on the agendas of committees. Petitions and meetings with affected stakeholders also form part of the public participation process. Other activities include the Women’s Parliament, Youth Parliament and other forums of this nature (Parliament of RSA, 2010; Scott, 2009; Tools for Parliamentary Oversight, 2007).

### **4.3.4 International relations and cooperation**

South Africa is part of a global community and therefore, by default, legislatures are too. It is for this reason that the South African Legislative Sector cooperates with other legislatures across the globe and to learn and adopt best practices from legislatures of the world (Parliament of RSA. Knowledge Information Services Division, 2008).

Such participation and cooperation with other legislatures is very important because legislatures have an influential role to play in the development and growth of South Africa

(International Consultative Seminar of the South African Legislative Sector, 2010; Parliament of RSA. Knowledge Information Services Division, 2008).

In the past international participation was reserved for the Government or the Executive, but legislatures have realised that they also have a role to play on the international stage. The reason for this sector being so critical is that it affects investors' confidence in the country (International Consultative Seminar of the South African Legislative Sector, 2011), especially when laws enacted affect investors or brings about uncertainty.

When the legislative sector functions in accordance with constitutional provisions, it has a positive influence on the two arms of state, namely the Judiciary and the Executive (Cabinet)(International Consultative Seminar of the South African Legislative Sector, 2011; Parliament of RSA, 2010).

A measure for a well-functioning legislature is a number of legislation that legislature passes and the impact that those laws have on the general populace (South African Legislative Sector Support, 2009). When a province passes a progressive legislation in a province, in compliance with the provisions of the Constitution, the international community will have confidence in the democracy of that province and in the greater South Africa at large.

South Africa's challenges are not mutually exclusive from those of other countries on the African continent or those of other continents, especially the developing states. Legislatures consequently participate in a number of forums that seek to strengthen democracy in various countries (South Africa Legislative Sector Annual Report, 2010).

This also gives South African legislators an opportunity to learn from other legislators in other countries (South Africa Legislative Sector Annual Report, 2010). That is why it is important for South African legislators to benchmark the legislative processes with those of other countries.

South African legislatures participate in a number of international bodies, for example the Commonwealth Parliamentary Association (CPA), with a purpose to strengthen the economic and political relationship amongst former British colonies, and to promote good governance amongst member states (International Consultative Seminar of the South African Legislative Sector, 2011).

#### **4.4 Governance forum of the South African Legislative Sector**

This section deals with the governance forum of the South African legislative sector. The forum's mandate is to share best practice in the running of legislatures at the political level in South Africa.

##### **4.4.1 Speakers' Forum of the South African Legislative Sector**

The establishment of the South African Legislative Sector led to the formation of the Speakers' Forum. The mandate of this Forum is to organise legislatures across the country. Currently the sector includes all nine provincial legislatures and the national Parliament.

The South African legislatures designed a memorandum of understanding (MoU), which intended to harmonise the political relationship amongst the legislatures, and aims to facilitate discussions on issues affecting the sector. However, it must be emphasised that the Speakers' Forum has a greater focus on political cooperation amongst the MPs and MPLs and a lesser focus on administrative issues, in particular HRM related activities.

The political heads (Speakers) of legislatures meet regularly to engage on issues related to politics and the political dynamics of South Africa, and not actually to discuss issues affecting employees (Jenkins, 2005; Scott, 2009; South African Legislative Sector Support, 2009).

#### **4.5 Internal structures of the South African Legislative Sector**

The establishment of internal structures of the South African Legislative Sector are to facilitate cooperation between and amongst provincial legislatures led by the Speakers' Forum. This took place after the Speakers' Forum realised that not only political issues required attention, but also that administrative matters required as much attention.

This led to the establishment of a number of internal structures such as the Table Staff Forum, the Finance Forum, Human Resource Management Forum, and other forums linked to department within the legislatures. For the purpose of this study, there is a discussion on Human Resource Management Forum in the next section.

##### **4.5.1 Human resource management forum**

The mandate of the forum is to consider the internal processes of the legislative sector. The objective of this forum is to build a workforce, that is responsive to the needs of the people

wherever these legislatures are, and to ensure that the workforce is sufficiently competent to execute their functions (South African Legislative Sector, Annual Report, 2010; South African Legislative Sector: Human Resource Development Strategic Framework, 2008).

The Report of the Portfolio Committee on Public Service and Administration (2010) highlighted that the building of a strong administration for the legislative sector is important in order to support the sectorial objectives, and to enable this sector to fulfil its constitutional mandate.

The aim is develop a pool of competent (with the highest possible skills, expertise and experience) and professional administrative support staff in all provincial legislatures. This is to ensure that the sector is able to meet its objectives (South African Legislative Sector Annual Report, 2010).

#### **4.6 Human resource management in provincial legislatures**

Provincial legislatures share the same features and functions as regards their constitutional mandate. The expectation is that provincial legislature by virtue of the similarities between them in respect of the functions they perform, should learn from one another. Alternatively, have a working relationship, or shared HRM guidelines with a view to sharing employees' expertise and knowledge.

The performance of these functions requires specialised skills, from the perspective of human resource capital. In a sense that these specialised skills are scarce in the mainstream labour market. The scarcity of these skills is because of Institutions of Higher Learning not offering them in their curriculum.

These skills include the procedural advisory services, simultaneous interpreting, the production of Hansard, translation services in official and other languages, the production of daily papers such as order papers, the setting and production of question papers and the recording of the Minutes of sittings of the Houses of Parliament, which include voting and a further variety of procedural processes.

The skills that the aforementioned functions require are difficult to find in the mainstream labour market, as has been said. To find persons who will provide a procedural and protocol advisory service to the Speaker or the Presiding Officers during debates in legislatures is difficult, and poor or incorrect advice could potentially detrimentally affect proceedings in the House or have negative consequences in general.

This is also true with regard to simultaneous interpreting as the employees who perform this function are highly trained to interpret speeches into other languages than those that the MPs and MPLs speak during debates. This also goes for other specialised skills, which include the various functions relating to the production of Hansard (official record of debates).

It is difficult to obtain an employee from outside a legislature who is capable of recording, transcribing, collating and producing the bound volumes of Hansard. The only place to source any of these skills is to recruit from other provincial legislatures (Parliament of RSA Language Services Section, Remuneration Task Team Report, 2012; South African Legislative Sector: Human Resource Development Strategic Framework, 2008).

It is therefore important that HRM departments of provincial legislatures are able to source these skills. However, as previously said, the sourcing of these skills is from other provincial legislatures (South African Legislative Sector: Human Resource Development Strategic Framework, 2008).

This is why the South African Legislative Sector established the HRM Forum for provincial legislatures to pave the way for cooperation (Parliament of RSA. Language Services Section, Remuneration Task Team Report, 2012). However, at the time of writing this study, the HRM Forum had not taken shape because there is no evidence from the literature that the Forum has started to function.

However, there is little or no evidence suggesting that the legislatures share human capital resources between and amongst themselves (Report of the Portfolio Committee on Public Service and Administration, 2010). That is why provincial legislatures train their own employees in order that they may acquire the expected skills.

In addition, provincial legislatures with fewer resources are unable to prioritise the training and development of employees. There are too many other competing interests. There is nevertheless no guarantee that trained employees will stay in the employ of that particular legislature, as poaching is real in this sector. This shows that there is inequality amongst the different provincial legislatures (Report of the Portfolio Committee on Public Service and Administration, 2010).

The differences in the application of HRM policies and practices create a number of challenges. One important problem is employees' intention to leave their current legislature to join another legislature (job-hopping), and this leads to competition in this sector (Report of the Portfolio Committee on Public Service and Administration, 2010).

Furthermore, there are also consequences, such as employees being likely to be attracted by benefits offered by another legislature, and as a result achieving the strategic objectives of an affected legislature is hampered (Fajana, Owoyemi, Elegbede and Gbajumo-Sherriff, 2011).

Moreover, the differences in the application of HRM policies and practices limit legislatures in respect of sharing various human resource strategies, skills, ideas, knowledge and expertise in various organisational areas (South African Legislative Sector Support, 2009).

These differences in the application of HRM policies do not augur well with regard to the strengthening of employee and organisational capacity. One example of this is that each province has its own remuneration policy, namely, TCOE and salary plus benefits.

It is often difficult to attract, develop, deploy and retain the best talents at some legislatures because of these differences in the application of HRM policies and practices (Fajana et al., 2011; Parliament of RSA, Language Services Section, Remuneration Task Team Report, 2012).

Evidence shows that employees who resign from one provincial legislature do not necessarily go to a different sector, but more often than not move to another provincial legislature (South African Legislative Sector Support, 2009). A possible reason for this is that employees are familiar with the job. Differences in treatment and environment definitely influence their decision to leave the legislature in whose employ they are.

Therefore, there is a perception that the lack of cooperation between provincial legislatures results in employees being demotivated, because they tend to believe that the treatment of employees in other provincial legislatures is better with more benefits (Report of the Portfolio Committee on Public Service and Administration, 2010).

Furthermore, the exacerbation of the situation is the fact that when an employee resigns from one provincial legislature to join another. In this context, an employee shall have interrupted his or her employment service. The interruption of service occurs when there is no carrying over of this employment service to another provincial legislature.

This also includes capped leave, the leave that is due to an employee. The consequence is that leave days are equivalent to a daily payment rate. However, the prevention of this situation is if there is better cooperation between and amongst provincial legislatures. (Report of the Select Committee on Cooperative Governance and Traditional Affairs, 2011).

It is not only the interruption of service that negatively affects employees, but also the burden that these employees leave behind as the functions that they had performed must be allocated to other employees until replacement is found. It takes time to fill a vacancy in provincial legislatures due to the lack of specialised skills in the mainstream labour market.

It is for this reason that it is important that employees in provincial legislatures be treated equally, in order to bring stability to this sector (Report of the Portfolio Committee on Public Service and Administration, 2010; Report of the Select Committee on Co-operative Governance and Traditional Affairs, 2011).

The integration of HRM policies and practices can address some of these challenges. These are policies such as organisational resourcing; training and development; compensations rewards and benefits; performance management; employee relations and any other practices (Report of the Select Committee on Cooperative Governance and Traditional Affairs, 2011) that can be integrated to harmonise the competition on talent in provincial legislatures.

This is likely to culminate in provincial legislatures' sharing various HRM strategies, which could go as far as the sharing of skills, ideas, knowledge and expertise (Report of the Select Committee on Cooperative Governance and Traditional Affairs, 2011).

#### **4.7 Treating employees equally in provincial legislatures**

Employees are the most important assets of any organisation, even though there is threat from automation in modern times (Sattar et al., 2015). Therefore, they have to be treated well. They are human beings with emotions and feelings. Equal treatment is important in motivating and engaging employees. Equal treatment is crucial, irrespective of the position they hold in an organisation (Chukwu and Igwe, 2012; Ennen and Richter, 2010; Kaufman, 2015; Sattar et al., 2015).

It is important for an organisation to treat its employees equally. Unequal treatment of employees will most probably mean that they eventually leave the organisation. There is no organisation, which would appreciate to have a label as an organisation that does not take care of its employees, and with high turnover rate (Blake, 2017; Chukwu and Igwe, 2012; South Africa. Department of Labour, 2017).



Provincial legislatures are no exception in this regard. Notwithstanding the distinctive character of provincial legislatures, however, there must be no competition amongst themselves. They should be able to share skills amongst themselves to ensure that they meet the needs of the electorate and to fulfil election promises made (South Africa. Public Service Commission of South Africa, 2009).

However, currently this is not the case. The feeling of equal treatment leads employees to believe that the legislature value them. This may lead to employees staying longer in this sector, unless there is a well-coordinated policy (secondment policy) that allows employees to move horizontally to other legislatures (Ennen and Richter, 2010; Scott, 2009).

The effectiveness of treating employees equally take place when the national Parliament of the RSA undertakes its “Taking Parliament to the People” programme, which is a concept that is used when a sitting of Parliament takes place in a particular province, where members of the public have the opportunity to experience the way sittings of Parliament are conducted. This initiative allows the electorate to experience face-to-face engagement with their elected representatives (Parliament of RSA. Knowledge Information Services Division, 2010).

During this time, when There is a “Taking Parliament to the People”, employees in the provincial legislature that is being visited are recommended by that legislature to perform certain functions. Their participation is associated with better remuneration because the benefits are more than what they will normally receive in their day-to-day jobs.

It is for this reason that employees in provincial legislatures look forward to these special sittings (Parliament of RSA. Core Business Division, 2011; Parliament of RSA. Knowledge Information Services Division, 2011; Parliament of RSA. Knowledge Information Services Division, 2010).

These special sittings of Parliament in provincial legislatures are popular and employees look forward to the recommendations of being included in these special sessions. This is affirmation that treating employees the same has positive results, and should therefore be encouraged (Parliament of RSA. Core Business Division, 2011).

#### **4.8 Benefits of treating employees equally in provincial legislatures**

There are a number of benefits associated with treating employees equally in the workplace. The discussion below attest to that:

#### **4.8.1 Employee motivation in provincial legislatures**

Employee motivation is one of the important, fundamental areas of an employee's psychological condition (Mohammad et al., 2017). Employees would prefer to see that their psychological needs are met by the organisation. The consideration of employee's psychological wellbeing is not the only aspect that affects the employees (Abadi et al., 2011).

Other aspects that require fulfilling are safety and job security, a sense of belonging (for instance, a desire for acceptance), which in turn leads to better self-esteem and ego (greater concern for the job), which finally peaks with self-actualisation (realisation of the person's full potential) (Accel Team, 2011; Mohammad, Miah, Rahman and Rahaman, 2017; Saunders et al. 2012).

Employee motivation has close relations with turnover intention because when employees are not motivated, they are likely to leave the organisation (Blake, 2017; Boundless, 2014; Mohammad et al., 2017). This affirmation emanates from observations of the years between 2004 and 2009. During this period, employees left one provincial legislature for another legislature in numbers (South African Legislative Sector Support, 2009).

Employees leave provincial legislatures to take up more or less the same job in other legislatures, maybe because of better pay or because of certain benefits attached to their new jobs, which their former legislature did not provide (Mohammad et al., 2017; Scott, 2009).

Some of the reasons cited in exit interviews (South Africa. Western Cape Provincial Legislature, Annual Report, 2012) are that it is perceived that employees at other provincial legislatures are treated differently, and not equal to them. The unequal treatment of employees in provincial legislatures contributes to employee motivation and the turnover intention rate.

#### **4.8.2 Employee turnover Intention in provincial legislatures**

The turnover intention rate in provincial legislatures has been between 12% and 15% in the 2009/10 financial year (South Africa. Western Cape Provincial Legislature, Annual Report, 2010), and currently in the 2014/15 financial year it was 13% (South Africa. Western Cape Provincial Legislature, Annual Report, 2016). The annual employee turnover rate in Mpumalanga provincial legislature on average was between 8 and 10 percent (South Africa. Mpumalanga Provincial Legislature, Annual Report, 2012).

These statistics prove that some provincial legislatures are likely to lose employees to other sectors or more likely to other legislatures. This assertion is from the exit interviews conducted in these provincial legislatures, from which it is clear that higher percentages of employees leave for other provincial legislatures.

This is in line with the views of Mrope and Bangi (2014) and Bothma and Roodt (2013) as well as Shukla and Sinha (2013) that provincial legislatures operate like islands and this brings about unnecessary competition amongst them. Furthermore, this emphasised the view that equal treatment of employees is fundamental and should be encouraged. This is to assist in attempting to minimise the urge of wanting to go to another provincial legislature, unless it is a case of secondment to another legislature.

#### **4.8.3 Employee satisfaction in provincial legislatures**

Employees who are dissatisfied in their workplace for some or other reason do not stay in an organisation for long periods. There is a close relation between employee satisfaction and turnover intention, as is motivation, because employees leave legislatures for a variety of reasons (Okubanjo, 2014; Yang, 2010).

However, a lack or non-existence of research studies on satisfaction in provincial legislatures triggers the assumption that some employees leave a particular legislature because of a lack of satisfaction. Lack of satisfaction can also be attributed to the different application of HRM policies, for example when HRM policies and practices are not applied equally in the workplace, employees are likely to become less satisfied (Okubanjo, 2014).

A study conducted in Parliament (Parliament of RSA, 2010) revealed that employees at Parliament are below the acceptable threshold of 65% with a number of issues. One of the issues revealed by the study is the difference in salary structures, especially among employees performing the same function.

The results of this study, although not undertaken at the national Parliament, however, have the potential of being adopted by Parliament, by virtue of the commonalities between provincial legislatures and the national Parliament. This is the case even though the circumstances at provincial legislatures might not be same as at the national Parliament (Parliament of RSA. Knowledge Information Services Division, 2011).

#### **4.8.4 Employee engagement in provincial legislatures**

Employee engagement is a condition of an employee who is actively involved, committed and passionate, and shows those feelings in the performance of the duties. Employee engagement is a key business driver for organisational success (Mone and London, 2010).

Employees who are disengaged are likely to feel bored, and ultimately leave the organisation. Employee engagement has an association with employee turnover, because disengaged employees are likely to leave the organisation (Albrecht et al., 2015; Kompas and Sridevi, 2010; Mone and London, 2010; Shuck and Wollard, 2010).

However, the lack or non-existence of research studies on engagement in provincial legislatures lead to the assumption that some employees possibly leave a particular legislature because of a lack of engagement. Differential application of HRM policies and practices validate the presumption that the differential lead low level of engagement (Parliament of RSA. Knowledge Information Services Division, 2011).

A study conducted at Parliament (Parliament of RSA, 2010) revealed that employees at Parliament were not fully engaged in their jobs because the performance of employees was not at its maximum. Circumstances might not be the same as in provincial legislatures, but one is tempted to infer these results to provincial legislatures by virtue of their constitutional mandates (Parliament of RSA. Knowledge Information Services Division, 2011).

#### **4.9 Treating employees differently in provincial legislatures**

Treating employees differently in the workplace is still a controversial issue, because there is no consensus among industries on whether it is advisable to treat employees differently. Treating employees differently involves differences in management style, and employee discipline, for example. It does not sound good, especially when it is a case of “different strokes for different folks” (Agwu, 2013; Samuels, 2013).

Employees, especially in instances when employees are undergoing disciplinary proceedings, should not believe that their treatment is different. When the treatment of employees is different, they are likely to show signs of being demotivated or less engaged (Jeffries, 2017; Pines Federal, 2017; South Africa. Department of Labour, 2017).

However, to note is that treatment of employees can be different but positive on one hand in the workplace. This is positive discrimination, especially when an organisation intends to meet legislative targets such as employee equity (Jeffries, 2017; Pines Federal, 2017; South Africa. Department of Labour, 2017).

Employee equity takes place when an employer intends to have equitable representation in its workforce. However, to note is that such action should take place within the realm of the law (Asim, 2013; Chilembwe and Baluti, 2014; Samuels, 2013; South Africa. Department of Labour, 2017).

Again, to note is that the different application of HRM policies and practices may have a number of negative effects. These negative effects vary from a low level of motivation to a low level of employee engagement to name a few (Chilembwe and Baluti, 2014; Samuels, 2013).

It is for this reason that employers should manage employees according to their attitudes and job performance. This type of differential treatment is unavoidable and necessary. On the other hand, illegal differential treatment, such as singling out an employee because of colour or race, should always, be avoided. Employers should ensure that differential treatment does not cross the line to discriminatory workplace practices (Asim, 2013; Jeffries, 2017).

#### **4.10 Effects of treating employees differently in provincial legislatures**

The following are all important factors to consider relating to treating employees fairly. Failing to treat all employees fairly can result in, *inter alia*, loss of productivity, unhappy employees and lack of trust on the part of employees. All these issues are likely to result in a high turnover rate and will have a negative effect on the image of the organisation (Scott, 2016).

This may include not only high turnover, but also other activities associated with a negative image, such as low levels of employee motivation, employee satisfaction and employee engagement (Scott, 2016).

##### **4.10.1 Employee motivation in provincial legislatures**

It is important that employees in an organisation are motivated at all times. Provincial legislatures are no exception, because motivated employees are productive. However, when employees are not motivated, they are likely to leave the organisation to seek employment in other organisations (Khan et al., 2010; Yildiz, Ayhan and Erdogmus, 2009). It is for this

aforementioned reason that provincial legislatures should constantly measure employee motivation.

However, the lack of studies about the motivation of employees at provincial legislatures does not preclude the researcher from considering the results of other studies. For example, a study conducted in Parliament (Parliament of RSA. Report on Employee Turnover, 2011) found that a number of employees are likely to leave the institution because of a lack of motivation.

Therefore, the results of the study at the Parliament of RSA, by virtue of sharing almost similar characteristics with provincial legislatures, therefore, the inference of results to the entire provincial legislatures is possible (Parliament of RSA. Report on Employee Turnover, 2011). The findings of the study are not the only source of information about employee motivation in provincial legislatures.

The annual reports of provincial legislatures are credible sources of information. The Annual Report of the Western Cape Provincial Parliament (2010) reported that between the years 2010 and 2011 the average percentage of employee turnovers was 12%. Employee motivation in this partly influenced the rate of turnover intention emanating from the report.

The phenomenon of employee turnover intention, as observed by the HRM Forum of the legislative sector, identified the differential treatment of employees in provincial legislatures as another factor contributing to turnover (South African Legislative Sector, 2009).

It must be emphasised, though, that the phenomenon of a lack of motivation is not unique to the legislative sector. It is also prevalent in the Public Sector (South Africa. Public Service Commission of South Africa, 2009).

#### **4.10.2 Employee turnover intention in provincial legislatures**

Employees, at some point during their working lives, will leave one organisation for another. That is why organisations are always at risk of losing employees (Ravichandran, 2010). It is therefore important that organisations be prepared for such an eventuality.

Organisations are continuously measuring the rate of employee turnover; because they need to identify what triggers employee turnover intention (Chiboiwa, Samuel and Chipunza, 2010; Ravichandran, 2010; Ryan and Sagas, 2009).

These triggers not only affect organisations in certain sectors, but all sectors (Allen and Grip, 2012). Provincial legislatures are no exception when it comes to the effect of the phenomenon of employee turnover intention.

Legislatures, which work mostly with politicians, could face challenges because of the ever-changing political landscape. The report on internal arrangements by the Parliament of the RSA highlights some of these challenges (Parliament of RSA. Parliamentary Committee on Internal Arrangements, 2010).

This report (Parliament of RSA. Parliamentary Committee on Internal Arrangements, Report, 2010) furthermore states that, in some instances, politicians twist the arms of the administrators, and if they fail to comply with the instructions, even when they are clearly unreasonable, it may have negative consequences for the employee. These constant and, in some instances, unreasonable demands lead to employees' contemplating leaving the provincial legislature.

#### **4.10.3 Employee satisfaction in provincial legislatures**

Ayranci (2011) defines job satisfaction as the contentment a worker experiences owing to the match between the worker and the job values of the organisation. More simply described, job satisfaction is the extent to which a worker is happy with his job. Job satisfaction is an important factor in determining the turnover of employees (Ather et al., 2011; Muhammad and Wajidi, 2013; Obasan, 2011; Okubanjo, 2014).

An improvement in job satisfaction will lower turnover rates among the employees, which obviously shows that job satisfaction is negatively associated with turnover (Al Ahmadi, 2009; Amah, 2009; Gu and Chi, 2009; Pichler and Wallace, 2009). Therefore, the turnover rate observed at provincial legislatures can also be associated with levels of satisfaction. Accordingly, it is important that provincial legislatures should measure levels of satisfaction.

#### **4.10.4 Employee engagement in provincial legislatures**

The Parliament of the RSA's Report on Employee Engagement (2012), conducted between the years 2010 and 2011, found that employee engagement at Parliament was marginally above 50% but lower than the acceptable threshold of 65%. A number of factors caused this, and one of these factors was the selective application of HRM policies and practices and perceived favouritism when there are vacant positions.

The report further highlighted that it was crucial to engage employees in the workplace so that they could perform at their full potential or create an environment that would inspire employees to be fully engaged in their work. This can be possible in instances, when an organisation applies programmes intended to dispel the notion of favouritism in all respect.

The findings of this report (Parliament of RSA, Report on Employee Engagement, 2012) are not in isolation. This is because legislatures, by their very nature, being legislative authorities, possess almost the same characteristics as national Parliament. The results indicated that Parliament must develop programmes that intend to improve levels of employee engagement. Therefore, inferring the results to provincial legislatures was a risk, because of the lack or non-existence of similar studies or comparable studies in provincial legislatures.

It is true that treating employees differently is likely to cause employees to be disengaged with the organisation, and in turn not productive. Employees who believe that the organisation cares about their well-being are likely to improve their engagement with the job, and the organisation (Businessballs.com, 2010; Harris, 2010; Rayton et al., 2012).

#### **4.11 Human resource management policies and practices in provincial legislatures**

Each provincial legislature has its own HRM department, and this means that each provincial legislature has its own HRM policies and practices (South African. Sector Public Participation, 2009; South African Legislative Sector, 2012; South African Legislative Sector Oversight Model, 2012), which details the capacity of one legislature to establish cooperation with another legislature.

##### **4.11.1 Organisational resourcing in provincial legislatures**

Organisational resourcing is an activity of employing the suitable, best-qualified candidate for a vacant position, who can be from within or outside of an organisation (Chanda et al., 2010; Chan and Kuok, 2011; Cummins, 2015; Gberevbie, 2010; Randeree, 2009).

Some provincial legislatures have outsourced certain HRM activities, such as processing and preparation of the applications for short-listing purposes. Human resource practitioners argue that organisations use outsourcing to save costs; they draw on external professional expertise, and seek independent HRM advice, which may not be available in the organisation (Chan and Kuok, 2011; Cummins, 2015; Schwartz, 2011).



The challenge as far as organisational resourcing in provincial legislatures is concerned is that each legislature has its own procedures to employ personnel, including outsourcing certain functions, and using various service providers (Fajana et al., 2011; Ntiamoah, et al., 2014; Scott, 2009; Schwartz, 2011; South African Legislative Sector, 2012).

When some provincial legislatures recruit new employees, the prospective employees are required both to do a written test as well and psychometric testing, whereas in other provincial legislatures this is not the case. Some provincial legislatures prefer psychometric testing for senior positions (Fajana et al., 2011; South African Legislative Sector, 2012).

Furthermore, a recruitment agency interviews some applicants before they forward them to the provincial legislature for further interviews (South African Legislative Sector Support Annual Report, 2009). However, the HRM Forum raised a number of concerns in this regard. One of these issues was the effect that integrating provincial legislatures' HRM departments would have on the distinctive character of legislatures.

#### **4.11.2 Training and development in provincial legislatures**

Organisations must ensure that employees are equipped with the right kinds of skills, knowledge and have abilities to perform their assigned tasks, meaning that training and development play a crucial role in achieving the organisations' growth and success (Alvenfors, 2010; Kennedy et al., 2014; Kucherov and Zavyalova, 2012; Saks and Burke-Smalley, 2014).

According to Saks and Burke-Smalley (2014), organisation-provided training might affect the psychological disposition of employees. Saks and Burke-Smalley (2014) furthermore posit that when employees believe that the organisation is doing a good job of providing proper training, and they feel that the organisation is concerned with improving their skill and abilities, they experience a greater measure of attachment to their company (Abadi et al., 2011; Stewart and Harte, 2010). However, at some provincial legislatures there is no evidence of training and development strategy.

Furthermore, at some legislatures the training and development function is not located in the HRM department, while at others it is a central function of the HRM department. Provincial legislatures moreover receive training from different service providers, meaning that the training is not uniform or consistent (Scott, 2009). In some instances the HRM, or skills development facilitators (SDFs), are not well versed in the complexities of executing training and development programmes (South African Legislative Sector Support, 2009).

What these SDFs do is to outsource training but in most cases, the training companies are not familiar with the internal activities of provincial legislatures. Some training and development programmes, therefore, fail to address the key skills gaps that exist at provincial legislatures. (Hassi, 2012; Kennedy et al., 2014; Scott, 2009).

By choosing the right type of training, provincial legislatures will ensure that the employees possess the right skills for the organisation, while the best and the continuous implementation of the latest HRM practices. Applying relevant training programmes at provincial legislatures is likely to improve staff retention (Bernsen, Segers and Tillema, 2009; Kucherov and Zavyalova, 2012; Saks and Burke-Smalley, 2014).

It is important that there must be integrated cooperation between HRM development, strategic planning, organisational realignment management of capacity, including performance management frameworks, information systems, generating of performance data, and linking all of these aspects with expenditure across provincial legislatures (Hassi, 2012; Kyndt, Dochy, Michielsen and Moeyaert, 2009).

#### **4.11.3 Compensations, rewards and benefits in provincial legislatures**

Many organisations believe that they are paying their employees well when in fact that is not the case. These organisations realise this later, when they experience a wave of high labour turnover. Eventually, when this reality hits home it is often very late in the day for the organisation. Resources that are used to recruit new employees can be used to improve the compensation of employees, and in so doing, retain them (PricewaterhouseCoopers, 2010; Steers, Sánchez-Runde and Nardon, 2010; Zheng and Lamond, 2010).

The central feature of a compensation policy is the balance between internal equity and external competitiveness. Employees will perceive their remuneration to be equitable if it is fair in relation to those of their peers in the workplace and at other organisations. The achievement of internal equity is when there is consistent application of compensational programmes across the organisation (Hewitt, 2009; San and Theen, 2012).

Internal, external and individual or personal equity issues are key ethical concerns in compensation management. At the internal level, an organisation's pay structure reflects the value the jobs have to the organisation. Perception of inequity at any of these levels will lead to employee dissatisfaction, which in turn will lessen the motivation to perform well (Ferrary, 2013).

Equity, in particular internal and external equity, is a crucial factor in determining the rates of remuneration. The fairness of a compensation policy is through employees' remuneration levels, in relation to those of their colleagues and employees in comparable jobs in the larger market, as is the case at provincial legislatures (Harttig, 2010; Zheng and Lamond, 2010).

The aforementioned is in line with the report by the South African Legislative Sector Support (2009), which identified gaps between the salary structures of employees of provincial legislatures. In Gauteng, for example, the payment of employees is in accordance with the Total Cost of Employment (TCoE) system, whereas in Mpumalanga, it is salary plus benefits, and an all-inclusive salary is applicable at management level.

#### 4.11.4 Comparison between salary entry levels of language practitioners

Below is the comparison of salaries of language practitioners in the year 2012 from three provincial legislatures:

**Table 4.1: Comparison between salary entry levels of language practitioners**

##### **Comparison between entry levels of Language Practitioners' salaries**

<b>Employer</b>	<b>Total cost of employment (TCoE)</b>
Gauteng Provincial Legislature	R426 000.00
Mpumalanga Provincial Legislature	R300 000.00
Limpopo Provincial Legislature	R290 000.00

Adapted from: Parliament of RSA, Language Services Section Remuneration Task Team (2012).

However, to note is that fair and adequate compensation is not a panacea for all the challenges that faces the provincial legislatures. It would nevertheless go a long way to reducing the number of employees continuously seeking greener pastures, and it is likely to increase employee retention.

#### 4.11.5 Performance management in provincial legislatures

A performance management system is a set of interrelated activities and processes treated holistically as an integrated and key component of an organisation's approach to managing performance, and developing the skills and capabilities of its human capital. In the process of following this system, organisational capability and the achievement of sustained competitive

advantage are enhanced (Armstrong, 2011; Prowse and Prowse, 2009; Rettab, Brik and Mellahi, 2009).

However, despite the enhancement of organisational capability by means of performance management, there are a number of challenges relating to its implementation. One of the challenges is that performance management is not in line with individual professional development goals. In some instances performance management is not aligned with organisational strategy, which may contribute to its application not being objective (Uysal and Koca, 2009; Noe and Hollenbeck, 2010).

There are a number of perceived complaints in the provincial legislatures. This emanate from the notion that performance management systems are cumbersome and too time-consuming (South African Legislative Sector Support, 2009), and in process its application is compromised. The compromised emanate from lack of knowledge on the process itself.

This leads to both managers and employees treating performance management as a necessary evil of working life, that should be minimised rather than an important process that achieves key individual and organisational outcomes (Noe and Hollenbeck, 2010).

It is important to emphasise that the performance management system should aim to develop individuals in order to increase their productivity or to enable them to perform their functions effectively. However, in instances where the use of performance management is to “punish” employees, it will not be serving its intended objectives.

However, on the contrary, be used as a tool to reward employees and applied objectively throughout the organisation to improve performance (Report of the Portfolio Committee on Public Service and Administration, 2010).

The report of the Portfolio Committee on Public Service and Administration (2010) indicated that internal organisational performance management differs from legislature to legislature. Some legislatures are clearly more developed and have greater capacity than others have. This highlights the need for a proper sector-wide institutional review of each provincial legislature (South African Legislative Sector Support, 2009).

South African Legislative Sector Support (2009) furthermore indicated that a need exists to develop an integrated performance management policy and system for provincial legislatures so that these institutions do not compete between and amongst each other.

#### **4.11.6 Employer-employee relations in provincial legislatures**

Unions play a pivotal role in organisations. Unions represent employees' interests in the workplace. It is for this reason that employers and unions should have a good working relationship. This would minimise labour disputes (Harpaz and Meshoulam, 2009). Therefore, development of working conditions in consultation with the employee representative goes a long way to stabilising the working environment. Moreover, employees feel that their voice is important.

Provincial legislatures are employers, similar to any other employer, and their employees perform various functions. The performance of these functions facilitates the compliance of provincial legislatures with their constitutional mandates. This is why provincial legislatures have employer-employee relations policies and practices for regulating the relationship between the employer (provincial legislatures) and employees (South African Legislative Sector, 2009).

Provincial legislatures have recognition and collective bargaining agreements with employee unions. This is to ensure that when parties engage, they engage in terms of the provisions of these agreements (recognition and collective bargaining) (Masia et al., 2011).

However, the observation is that provincial legislatures have different levels of agreements with each labour union that operates in a specific legislature. This means that labour unions enter into different agreements with the employers (in the context of this study, provincial legislatures).

The National Health and Allied Workers' Union (Nehawu) operates in both the Limpopo and Mpumalanga provincial legislatures. The differential application of employer-employee relations is likely to affect the relationship between the employer and the unions in provincial legislatures, especially when a particular union enjoys cordial relations with the employer.

This feeds into the perception that the treatment of other employees in other legislatures is different. Therefore, it is important that employees at provincial legislatures have one union across all the provincial legislatures. This, of course, will imply that provincial legislatures will have similar recognition and collective bargaining agreements.

#### **4.12 Summary**

This chapter provided details of the exploration of the following aspects of this study that: background of the South African Legislative Sector, focusing on its establishment, composition and powers, its purpose and primary functions, namely legislative authority, oversight and accountability, public participation, and international relations and cooperation. Governance structures, such as the Speakers' Forum, internal structures, such as the HRM Forum, and the importance of HRM.

The chapter fully explored and explained the same treatment of employees, the effects of treating employees the same, which include employee motivation, turnover intention, satisfaction and engagement.

Furthermore the different treatment of employees, the effects of treating employees differently, which include the following: employee motivation, turnover intention, and employee satisfaction and employee engagement is discussed in detail. In addition, there was also a discussion of the application of HRM policies.

The next chapter, Chapter 5, focuses on the research design and methodology of the study.

## **CHAPTER 5 DESIGN AND METHODOLOGY**

### **5.1 Introduction**

Chapters 2, 3 and 4 provided an exposition of the literature relevant to this study. The literature discussed in Chapters 2 and 3 focused on the general aspects of the field of study. Chapter 4 focused on the physical environment of the study.

This chapter provides details of the following aspects of this study: research process, research approaches, research design, nature of research design, research techniques, population and sampling, data collection method, data processing and analysis, time horizon, validity and reliability of research instrument, limitation and delimitation of the study, ethical considerations and summary of the chapter. There was a pilot of the study, which intended to determine the appropriateness and whether the questionnaire was clear enough that its completion would be fair.

### **5.2 Literature control**

The research methodology began with a search to find relevant literature, which included a number of sources, such as provincial legislatures' annual reports, academic journals, academic papers, legislative reports, provincial legislatures' HRM policies and practices, articles on provincial legislatures, the internet and relevant textbooks.

The purpose of sourcing literature was to inform this study with both existing and current knowledge of the field of this study and about the contextual environment, namely HRM in provincial legislatures.

### **5.3 Empirical survey**

An empirical survey followed the literature search. Empirical survey is research that produces information by experience, observation, or experiment (Babbie, 2010). The central theme of a scientific research method is that all evidence must be empirical, and based on evidence.

This study followed the descriptive research approach. Descriptive studies are aimed at finding out "what is", and are designed to provide a picture of a situation as it happens naturally (Babbie, 2013b; Cooper and Schindler, 2011).

The use of descriptive research is more about justifying the current practice, to make judgements and to develop theories (Babbie, 2013a). The descriptive research approach was followed, which was aimed at addressing the following: questions, objectives and hypotheses of the study.

#### **5.4 Research questions**

The research study intended addressing a number of questions. The entire study followed the sequence of a set of questions, as outlined in the detailed sections below:

##### **5.4.1 Question relating to main problem**

The study intended to address the following main question:

##### **5.4.2 Main question**

What integrated human resource management model can be designed for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level?

##### **5.4.3 Other questions relating to main problem**

The study intended to address the following questions:

##### **Question 1 relating to main problem**

Is there a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation?

##### **Question 2 relating to main problem**

Is there a significant relationship between the differential applications of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation?

##### **5.4.4 Questions relating to subproblems**

In most cases, it is not easy to address the main question without reducing the main question into a number of subquestions. The objective of the main question of the study was to



determine how the different treatment of employees at provincial legislatures contributed to employees' demotivation. The main question of the study was divided into a number of subquestions and each subquestion addressed a particular tenet of the study. Therefore, the study intended to address the following subquestions relating to subproblems:

**Question 1 for subproblem 1**

What is the level of employee extrinsic motivation in provincial legislatures?

**Question 2 for subproblem 2**

What is the level of employee intrinsic motivation in provincial legislatures?

**Question 3 for subproblem 3**

What is the level of turnover intention in provincial legislatures?

**Question 4 for subproblem 4**

What is the level of employee satisfaction in provincial legislatures?

**Question 5 for subproblem 5**

What is the level of employee engagement in provincial legislatures?

**5.5 Research objectives**

Research objectives form an important, integral part of any research study and this study was no exception. Research objectives guide the research study so that it does not deviate from its core purpose. The study intended to address the following objectives outlined below:

**5.5.1 Main objective relating to main problem**

The study intended to achieve the following main objective:

To design an integrated human resource management model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level.

## **5.5.2 Other objectives relating to main problem**

This study intended to achieve the following subobjectives of main problem:

### **Objective 1**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation.

### **Objective 2**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation.

## **1.5.3 Subobjectives**

This study intended to achieve the following subobjectives:

### **Subobjective 1**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee satisfaction.

### **Subobjective 2**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee satisfaction.

### **Subobjective 3**

To examine whether there is a relationship between employee satisfaction and employee extrinsic motivation.

#### **Subobjective 4**

To examine whether there is a relationship between employee extrinsic motivation and turnover intention.

#### **Subobjective 5**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Training policies) and turnover intention.

#### **Subobjective 6**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Salary and decision-making policies) and turnover intention.

#### **Subobjective 7**

To examine whether there is a relationship between the differential application of the application of human resource management policies and practices (Training policies) and employee engagement.

#### **Subobjective 8**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee intrinsic motivation.

#### **Subobjective 9**

To examine whether there is a relationship between employee satisfaction and employee intrinsic motivation and employee satisfaction.

#### **Subobjective 10**

To examine whether there is a relationship between employee satisfaction and turnover intention.

## **5.6 Hypotheses**

A hypothesis is an assumption or some supposition to be proved or disproved (Babbie, 2010) is therefore defined as a proposition or a set of propositions as an explanation for the occurrence of some specified group of phenomena. This can be either merely provisional conjecture to guide an investigation, or accepted as highly probable in respect of established facts (Babbie, 2010).

The role of the hypothesis is to guide the research study by delimiting the area of the research study, and to keep it on track. Hypothesis indicates the type of data that is required and the type of data analysis methods that are to be used (Babbie, 2010).

Thus, this study intended to address a number of hypotheses, which are the hypotheses and subhypotheses:

### **5.6.1 Hypotheses for main problem**

Below is the formulation of the hypotheses of the study:

#### **Hypothesis 1**

H<sub>0</sub>1: Differential application of human resource management policies and practices (Training policies) does not contribute significantly to levels of employee extrinsic motivation.

#### **Hypothesis 2**

H<sub>0</sub>2: Differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee intrinsic motivation.

### **5.6.2 Subhypotheses**

Below is the formulation of the subhypotheses of the study:

#### **Subhypothesis 1**

H<sub>0</sub>1: Differential application of human resource management policies and practices (Training policies) make no significant contribution to levels of employee satisfaction.

### **Subhypothesis 2**

H<sub>o</sub>2: Differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee satisfaction.

### **Subhypothesis 3**

H<sub>o</sub>3: Employee satisfaction makes no significant contribution to levels of employee extrinsic motivation.

### **Subhypothesis 4**

H<sub>o</sub>4: Employee extrinsic motivation makes no significant contribution to levels of turnover intention.

### **Subhypothesis 5**

H<sub>o</sub>5: The differences in the application of human resource management policies and practices (Training policies) do not contribute significantly to levels of turnover intention.

### **Subhypothesis 6**

H<sub>o</sub>6: The differences in the application of human resource management policies and practices (Salary and decision-making policies) do not contribute significantly to levels of turnover intention.

### **Subhypothesis 7**

H<sub>o</sub>7: Differential application of human resource management policies and practices (Training policies) make no significant contribution to levels of employee engagement.

### **Subhypothesis 8**

H<sub>o</sub>8: Differential application of human resource management policies and practices (Training policies) make no significant contribution to levels of employee intrinsic motivation.

### **Sub-hypothesis 9**

H<sub>0</sub>9: Employee satisfaction does not contribute significantly to levels of employee extrinsic motivation.

### **Subhypothesis 10**

H<sub>0</sub>10: Employee satisfaction does not contribute significantly to turnover intention.

## **5.7 Research process**

The research process is important in any study, because it describes the coherent activities of the research study. The research process consists of a series of actions that are necessary effective to carry out research and the desired sequencing of these steps (Maxfield and Babbie, 2014).

In order for a study to achieve its intended objectives, it must follow a particular process. This study therefore, complied with this requirement. Hence, the study followed a research process in line with the research onion, which is comprised of a number of layers (Saunders et al., 2012).

The study consequently followed the sequence of the layers of the research onion, and there is a detailed discussion of each layer of the research onion in the subsequent subsections of this chapter.

## **5.8 Research philosophy and approach**

Any research study has a specific angle and with a specific approach in mind. It is the starting point of the project and it reflects the researcher's thoughts about how to approach the project. Saunders, Lewis and Thornhill (2012) refer to this as the research onion. The outer layer of the research onion deals with the research study's philosophies. Therefore, it is imperative to peel each layer of the onion.

It must, however, be emphasised that the selected research philosophy depends on the objectives and questions of the study because both the questions and the objectives serve as guidelines to the study. The research philosophy deals specifically with the source, nature and development of knowledge (Saunders et al., 2012).

However, it should be emphasised that the idea of knowledge-creation appears to be important because in the process of completing a thesis the researcher is directly engaged in the creation of a new body of knowledge (Saunders et al., 2012).

The creation of growth in new knowledge is contained in the research philosophy and includes assumptions about the data collection techniques from the perspective of the researcher (Saunders et al., 2012). This process takes place in terms of what the researcher thinks.

This thinking is in relation to the creation or development of new knowledge, which more often than not influences the philosophical approach. Furthermore, the research philosophy influences the development of knowledge, in order to address not only the objectives of the study, but also to respond to the research questions.

The structuring of the research philosophy is with the help of the research paradigm and the environment. It means that the philosophy, its definition is with the help of a research paradigm. However, to note is that a paradigm is not by any means a methodology. A paradigm is more of a philosophy that guides the undertaking of the research. In general, a paradigm is a whole system of thinking (Neuman, 2011).

A paradigm essentially refers to the established research traditions in a particular discipline or field (Babbie and Mouton, 2010), or a philosophical framework, as Denscombe (2010) posits. Furthermore, a paradigm is a set of beliefs that prescribes the execution of the study and the analysis and interpretation of the results in a particular field (Babbie and Mouton, 2010). Therefore, it is apparent that, based on the aforementioned argument, there is clear evidence to show that the research philosophy and paradigm cannot be defined mutually exclusively.

It is moreover important to highlight that there are a number of different paradigms, which are positivism, interpretivism, realism and pragmatism (Saunders et al., 2012), that are closely linked to the research philosophy, and discussed in detail in the sections that follow.

### **5.8.1 Positivism**

Positivism is one of the types of research paradigm that is defined as a belief that only true knowledge is scientific in character, and describes interrelationships or interconnections between real and observable phenomena (De Vos, Strydom, Schulze and Patel, 2011; Denscombe, 2010).

In line with the abovementioned definition, positivism is the term used to describe a study of society that relies specifically on scientific evidence, such as statistics, to reveal the true nature of how society operates (Saunders et al., 2012). That is why the positivist paradigm argues that the methods followed by the natural sciences are applicable to the study of societies.

In support of the argument advanced by Saunders et al. (2012), Babbie (2013a) highlights that positivism may be seen as the approach to social study that intends to apply the natural model of science of the study as a starting point to investigate a particular social problem and to explain the world in which people live.

Therefore, positivism is the assumption that patterns, inferences, generalisations, methods, processes, procedures, and cause-and-effect matters are applicable to the social sciences (Denscombe, 2010; Houghton, 2011). This view of positivism maintains that the elements of the social sciences, namely people, are suitable for the application of scientific methods (Denscombe, 2010).

Furthermore, the positivist research maintains that it is possible to assume a distant position, neutral and be detached from the research process, and its outcomes without any interference in the process (Babbie, 2013a). A position such as this enables the study to be objective. In addition, positivists prefer to interpret data analytically of a data that is quantifiable in nature, which allows the researcher to give meaning to data in line with the trends of the analysis (Denscombe, 2010).

It is apparent that positivism is first and foremost, concerned with the creation of laws applicable to all people at all times (Cohen, Manion and Morrison, 2011) and the purpose of positivism is to seek generalisation. The said generalisation must be in line with the data collected, and wherein there was no influence in that data collection from any person, for example respondents.

However, to further highlight is that the positivist approach has some advantages and disadvantages like any other approach. The main advantage notably is the objectivity that it demonstrates, because the researcher is not attached to the data collection process in that the researcher remains neutral in collecting, analysing and interpreting the data (Cohen et al., 2011). This means that the results of the study will have credibility.



Other advantages are collection of data because most of the time data collection is in one exercise. The analysis of all the data occurs or happens at the same time without much travelling, and that the findings of the study can be generalised (Cohen et al., 2011).

It is so, that any research study's paradigm has its own disadvantages, and positivism is no exception. The main disadvantage is that any inaccuracy in the collection of scientific data is likely to alter the results of the hypothesis, which would make it difficult to achieve the intended objectives and answer the research questions. The researcher must abide by the findings because of the inflexible nature of the positivist paradigm.

### **5.8.2 Realism**

Although this study did not follow this type of research paradigm, it is however, imperative to provide some perspective of it. Realism as defined by Saunders et al. (2012) is the perspective that items exist independently in the theories of our mind about them.

Realism is a research philosophy that shares some principles and features of positivism (Leedy and Omrod, 2010). More specifically, realism affirms and accepts the existence of reality, independent of human beliefs and behaviour. Realism emphasises that the existence of this reality is based on what we experience with our 'believe senses', and that human beings are difficult to understand in that they are too complex. Therefore, by virtue of being human beings cannot be studied as if they were objects (Saunders et al., 2012).

However, realism concedes that understanding people and their behaviour requires acknowledgement that human beings by their very nature are subjective (Saunders et al., 2012), because humans have their individual likes and dislikes. That is why, in some instances, the researcher provided ratings in a questionnaire based on personal likes or dislikes, and not necessarily on logical thinking.

These subjective interpretations to emphasise are not unique, and people share common interpretations, partly because certain forces at macro level have an influence on all humans (Leedy and Omrod, 2010). Hence, research requires the identification of those external factors as well as the investigation of how people interpret and give meaning to their environment.

In brief, the main objective of realism is thus to go beyond a description of relationships and to discover how such relationships are established (Saunders et al., 2012). Realists believe that in order to understand the world there must be an investigation of all the elements

related to that phenomenon; to study the world as a whole (Cohen et al., 2011; Saunders et al., 2012; Wynn and Williams, 2012). This is because all the parts of the social world affect each other individually or in groups (Cohen et al., 2011; Saunders et al., 2012).

The primary advantage of realism research is that the relationships between variables are not only to describe, but explains how these relationships were established. However, there are disadvantages, one of which is that there is studying of all parts of the social world as a whole because one part affects the other (Saunders et al., 2012), and as such this type of a study is likely to take a lot of time to complete.

### **5.8.3 Interpretivism**

The interpretive paradigm is also an approach that interprets data. This approach aims to understand people and their social life (Babbie and Mouton, 2010), which include their interests. Accordingly, the interpretivist assumes that in order to have access and the understanding of real life is through social phenomenon, these include consciousness, language and instruments (Denscombe, 2010), and to a larger extent culture.

Therefore, the purpose of interpretivism is the understanding and interpreting the everyday experiences, occurrences, and social life as well as the values that people attach to these phenomena (Denscombe, 2010; Rubin and Babbie, 2011).

Interpretivists believe that social reality is subjective and not objective in that the shaping of it is as a result, of how respondents view that reality or as perceived by respondents, in addition to the values and aims of the researcher (Fouché and Schurink, 2011).

The study of phenomena in their natural environment is very important to the interpretivist philosophy, together with the acknowledgement that scientists cannot avoid affecting those phenomena that they are studying. However, interpretivist accepts that there may be other interpretations of what a reality is, but they maintain that these interpretations are in themselves part of the pursuit scientific knowledge (Fouché and Schurink, 2011).

Interpretivists argue that simple fundamental laws cannot explain the complexity of social phenomena (Fouché and Schurink, 2011). Interpretivists such as Collins (2010), Leedy and Ormrod (2010) posit that an objective observation of the social world is impossible as it has meaning for humans only, and is formulated based on certain actions and behaviours. Leedy and Ormrod (2010) furthermore explain interpretivism as a method that sees the social world that only humans change on regular basis.

However, interpretivists reject the view that the research study is value-free since the researcher's interpretation is also socially constructed, and reflects the researcher's motives and beliefs (Fouché and Schurink, 2011). The interests of human does not only shape and channel the thoughts or thinking of the people, but also the effect on the investigation of the world, and how the value of knowledge is perceived (Fouché and Schurink, 2011).

Hence, the approach to social phenomena relating to the current study should also reflect the currently common construction of knowledge, which implies the assumptions that follow (De Vos et al., 2011). Positivists place their emphasis on the individual's interpretation of social interaction (Neuman, 2011).

The interpretivist research accepts the notion that knowledge and meaning are the outcomes of interpretations. The argument is that there is no objective knowledge that is independent of human thinking and reasoning. Central to all interpretivists is the concern with subjectivity, which in a sense seeks to show how variations in human meanings and sense making generate, and reflect differences in reified or objective realities (Neuman, 2011).

The most important advantage of interpretivism is that primary data generated through interpretivism studies is associated with a high level of validity and reliability because data in such studies tend to be trustworthy and honest (Neuman, 2011), however, the disadvantage is that primary data generated in interpretivist studies cannot be generalised.

#### **5.8.4 Pragmatism**

Pragmatism is another example of a philosophical view. Pragmatism is an approach or mixture of methods that works the best in a real-world situation (Wynn and Williams, 2012). The study adopts the position of pragmatism (Fouché and Schurink, 2011; Saunders et al., 2012) when it seems unrealistic or difficult to select any position on the continuum.

Neuman (2011) contends that pragmatism is intuitively appealing, largely because it prevents the researcher from engaging in what is a rather pointless debate about concepts such as truth and reality.

Pragmatism provides insight for research into management and organisations, and some researchers see it as to provide an epistemological justification for mixing approaches and methods (Johnson, 2014; Saunders et al., 2012).

When engaging in pragmatist research, research paradigms can remain separate, but on one hand can be mixed or combined with another research design (Johnson, 2014; Saunders et al., 2012). That is why pragmatist sees the combination of the research methods (quantitative and qualitative) as a single approach in a particular study and not only as legitimate, but as necessary, in order to get different perspective of what the data provides.

The main advantage is that pragmatic researchers therefore, grant themselves the freedom to use any of the methods, techniques or procedures typically associated with quantitative or qualitative research.

The mixing of methods allows the researcher to gain different perspectives of the phenomenon studied because data is collected quantitatively (survey) and qualitatively (interviews). The pragmatists recognise that every method has its own limitations and that the different approaches can be complementary.

However, the main disadvantage of following the pragmatism philosophy is that it is complex and in most cases, it is the experienced researchers, who are able to mix both these methods (quantitative and qualitative) successfully. Another disadvantage is that an inexperienced researcher might get lost in the research study and in the end not achieving the intended objectives.

### **5.8.5 Justification of research philosophy of this study**

The discussions of various philosophical views helped to strengthen the choice made about the preferred philosophical view. The discussions pointed to positivism as a preferred research philosophy for this study, in line with the objectives and questions as well as the hypotheses. This was to ensure that the study achieved its intended objectives.

Positivism is concerned with uncovering truth and presenting it by empirical means (Denscombe, 2010) this ensures that data analysis is scientific in nature. Positivism as a research philosophy allows the researcher to analyse the data collected as being free of any influence outside the parameters that had been pre-determined through stated hypotheses, which was in line with this study (Fouché and Schurink, 2011; Saunders et al., 2012).

The positivistic position is that it adopts scientific methods and systematises the process of generating knowledge through quantification to strengthen and enhance precision in the description of parameters and the relationship among them (Johnson, 2014; Saunders et al., 2012).

Furthermore, positivism is associated with the concept of neutrality and objectivity, from which the researcher can remain detached and in so doing not influence the research outcomes. Positivism involves an objective analysis of events and makes use of structured quantitative methods such as surveys, questionnaires and statistical analysis of data to ensure reliability and generalisability (Dahlberg and McCaig, 2010; Saunders et al., 2012).

Therefore, having explained a number of research paradigms by focusing on the advantages and disadvantages of each research paradigm, the positivist approach was regarded as appropriate for this study because it is concerned with uncovering truth, and presenting it by empirical means. Data is furthermore analysed scientifically.

Positivism as a research philosophy allows the researcher to analyse data collected as received, without any influence outside the pre-determined parameters of the stated hypotheses. Furthermore, the positivist paradigm was chosen because of its ability to achieve the generalisation, prediction, validity and reliability of the findings of the research.

## **5.9 Research approaches**

In any scientific research study, the second layer of the research onion, according to Saunders et al. (2012), focus on the research approaches, and this layer reflect a number of approaches. These research approaches are deductive, inductive and abduction (Saunders et al., 2012). It is of vital importance that a research study must follow a specific research approach. This will aid the researcher to have a clear strategy on what data to collect and that is collected.

This study therefore follows a specific research approach. Wherein there is a clear outline picture at the beginning of the study, in respect of the approach or approaches to follow in executing this study (Saunders et al., 2012). A clearly outlined research approach helps in identifying whether the research study should use the deductive process.

A research strategy is designed, to test the hypothesis, or the inductive process, in which data is collected (Saunders et al., 2012), and wherein theory is subsequently developed from the data. The sections below contain a discussion of each research approach.

### **5.9.1 Deduction approach**

Part of the second layer of the research onion (Saunders et al., 2012) is the deduction approach, which involves the development of a theory. This is through rigorous testing. The

researcher undertakes rigorous testing to ensure that the results of the research study are credible (Dahlberg and McCaig, 2010), meaning that the results are reliable. This approach moves from theory, to hypothesis to observation and, lastly, to confirmation or rejection of the theory.

This research approach (deduction) possesses a noticeable number of important characteristics. First, the deduction approach its aim is to explain causal relationships between variables, but to develop, confirm or reject a theory.

Second, the findings of this approach can be generalised. In order to be able to generalise regularities in human social behaviour statistically, it is necessary to select samples of sufficient numerical size. Controls in this approach finally allow for testing of the hypotheses and, lastly, the collection of data is by means of a questionnaire and this data is analysed from a neutral position.

In the same vein, Dahlberg and McCaig (2010) lists five sequential stages through which the deductive research will progress, as follows:

- deducing a hypothesis (a testable proposition about the relationship between two or more concepts or variables) from the theory;
- expressing the hypothesis in operational terms (that is, indicating exactly how the concepts or variables are to be measured), which proposes a relationship between two specific concepts or variables;
- testing this operational hypothesis;
- examining the specific outcome of the inquiry (it will either tend to confirm the theory or indicate the need for modification);
- if necessary, modifying the theory in the light of the findings;
- an attempt is then made to verify the revised theory by going back to the first step and repeating the whole cycle.

Furthermore, Saunders, Lewis and Thornhill (2012) posit that the deduction approach emphasises the following aspects and have the following characteristics: this approach is embedded in the principles of science, as it moves from theory to data. It is necessary to explain causal relationships between variables, and the collection of quantitative data, coupled with the application of controls to ensure the validity of data, is important.

In addition, Saunders, Lewis and Thornhill (2012) postulate that the deduction approach affirms that there is an operationalisation of concepts to ensure clarity of definition. This

approach follows a highly structured approach, and essentially selecting samples of sufficient size in order to generalise conclusions forms the basis of this approach.

Finally, it is important to emphasise that the most vital characteristic of the deduction approach is generalisation (Dahlberg and McCaig, 2010). Therefore, the results of this research study will be generalised to the entire population.

In order to pursue the principle of scientific rigour, deduction dictates that the researcher should be neutral of what is being observed (Dahlberg and McCaig, 2010), and an important characteristic of deduction is that concepts need to be operationalised in a way that enables facts to be measured quantitatively.

The main advantage of this approach is the neutrality of the researcher in the execution of the research study that is applying it. This means that the researcher is likely to be objective in the analysis, interpreting and reporting of the findings of the research study. Another advantage is that this approach allows quantitative measuring of data.

Notwithstanding a number of advantages that this approach possesses, there is, however, one main disadvantage, which is the ignoring of other elements present in the population because they do not form part of the hypotheses.

### **5.9.2 Induction approach**

Another part of the second layer of the research onion (Saunders et al., 2012) is the induction approach. In the inductive approach, the researcher would collect the data and develop a theory from the findings of the study, in which the research moves from observations or tests to patterns and finally to theory.

The most important characteristic of this approach is that it has a flexible structure to allow alterations as the research progresses (Saunders et al., 2012). Moreover, in this approach there is an ensuring that there is data for collection. After which the data is analysed to see if any patterns emerge from it that will suggest relationships between variables or constructs.

From these observations, it may be possible to generate generalisations, relationships and even theories (Saunders et al., 2012). In addition, a research study that follows the induction approach is likely to be particularly concerned with the context in which events had taken place (Saunders et al., 2012).

Through induction, the researcher moves towards discovering a binding principle (Saunders et al., 2012). This is to ensure that the researcher does not jump to hasty inferences or conclusions based on the data (Cohen et al., 2011).

The inductive approach furthermore does not aim to support, corroborate or falsify a theory (Saunders et al., 2012). Instead, through a process of gathering data, it attempts to establish patterns, consistencies and meanings (Cohen et al., 2011).

The main advantage of this approach is that it has a more flexible structure to allow alterations as the research progresses. However, this can also be a disadvantage in that the researcher might not focus sufficiently and has to keep altering the research questions.

### **5.9.3 Justification of the research approach for this study**

This study tested hypotheses and designed a model with a view to keeping motivation at an acceptable level at provincial legislatures. Therefore, the study followed the deductive approach. The deductive approach is important for this study in that it involves the collection of data, analysing and interpreting data and formulating conclusions.

This approach is also known as the quantitative approach, in which large numbers of data are collected, statistical calculations done to explain what was found, and to use the findings to make effective decisions in a specific environment. Furthermore, the deduction approach is most suitable for a positivist paradigm, because data is collected using a questionnaire, and results can be generalised.

The reason for choosing the deduction approach for this research is that in this approach, the findings of the research study can be generalised, and it allows for the testing of hypotheses. Lastly, data is collected by means of a questionnaire and is analysed from a neutral position.

### **5.10 Research design**

Research design represents a forward-planning relating to adopting methods for collecting data, not any other data but data that is relevant and the use of relevant techniques in the analysis of the collected data, keeping in at the back of the mind the research questions and objectives of the research study (Gorard, 2013; Saunders et al., 2012). This means that the research design is crucial in a sense that it aids the researcher to have a plan to follow in order to accomplish the intended objectives of the study.



According to Jensen (2016), research design is the total or the overall plan according to which the selection of respondents takes place as well as the means of data collection or generation. Babbie (2010) describes research design as a plan to undertake the research study or is a detailed plan according to which the research is undertaken.

Jensen (2016) furthermore states that the research design is a plan of how the researcher decides to execute the formulated research problem and solve it. Moreover, the objective of the research design, according to Zikmund, Babin, Carr and Griffin (2010), is to plan, structure and implement the project concerned in a way that the validity of the findings is maximised.

In addition to the aforementioned, Kumar (2012) posit that research design is a plan that describes how, when and where data is to be collected and analysed. The choice of a specific research design is the first step in the process of identifying what to investigate (Maxfield and Babbie, 2014; Blanche et al., 2010).

The research design is the conceptual structure within which the research is conducted and constitutes the blueprint for the collection, measurement and analysis of data (Babbie, 2010). The design necessarily includes an outline of what the researcher will do, from writing the hypothesis and its operational implications to the analysis of data (Babbie, 2010).

The research process onion (Saunders et al., 2012) influenced and informed the construction of the research design of this study. The research design is important in that it clearly indicates the methods followed in the execution of the research study.

The primary advantage of the research design is that the design helps the researcher to organise ideas, so that it will be possible to identify weaknesses and inadequacies early, even before the research is undertaken (Saunders et al., 2012).

However, the primary disadvantage of an ill-considered research design is that at times the objectives of the research might not be realised (Saunders et al., 2012). Therefore, many research studies do not serve the purpose for which they are undertaken. They may actually even arrive at misleading conclusions.

Finally, it is important to stress that a research design that has not been thought through well may result in the research study being rendered futile. It is therefore important to have a well-considered design to ensure the study addresses the research objectives and questions.

## **5.11 Methodological choice**

Choosing an appropriate methodology is one of the most important elements in a research study because it facilitates the flow of the study. There are two commonly used methodological approaches in research design, namely qualitative and quantitative approaches (Leedy and Omrod, 2010).

### **5.11.1 Qualitative research**

Qualitative research is a systematic, subjective research design used to describe experiences related to life and situations to indicate or reflect the meaning of something (Chen et al., 2011). Chen, Shek and Bu (2011) furthermore found that researchers who used this approach adopted a person-centred perspective to comprehend the experiences of human, without focusing on specific concepts.

In addition, qualitative research is a form of an enquiry that embedded on social environment that focuses on the way people interpret and make sense of their experiences and the world in which they live. It is apparent that this type of research is a general term relating to investigative methodologies and techniques, which are naturalistic in nature (Saunders et al., 2012; Tashakkori and Teddlie, 2010).

The qualitative approach possesses a number of characters such as richness in quotation, description and narration, as researchers attempt to capture conversations, experiences, perspectives, voices and meanings because mostly words are used, and much less numbers (Chen et al., 2011).

A qualitative study is concerned with methods that are not statistical and uses small samples, often selected purposively (Chen et al., 2011). This type of research puts emphasis on the value of looking at variables in their natural setting (Leedy and Omrod, 2010). The collection of data is by means of open-ended questions. The interviewer plays a pivotal role in the investigation because the researcher interviews the respondents.

Again, qualitative research seeks to discover and identify fundamental or underlying concepts and relationships between them (De Vos et al., 2011). Qualitative research is all about exploring matters, understanding phenomena and answering questions, while providing an inductive view of the relationship between theory and research.

Furthermore, De Vos et al. (2011) qualitative research involves the use of predominantly qualitative research methods to describe and evaluate the performance of programmes in their natural settings. This is a collaborative design that minimises suspicion and distrust of research, and increases trust and credibility (Saunders et al., 2012).

A number of advantages are associated with a qualitative approach. To name one, qualitative research is useful during the early stages of a study, when the researcher may be unsure of exactly what to focus on.

However, the disadvantage of this approach is that the researcher engaged in a research study using qualitative research is heavily involved in the process, which gives the researcher a subjective view of the study and its respondents.

Furthermore, the researcher interprets the research according to his or her own biased view, which might not be a true reflection of the data gathered. In addition, this method is time-consuming and can take months or, in some instances, years.

### **5.11.2 Quantitative research**

Having discussed qualitative research, it is of great importance to discuss the second type of research, quantitative research. It is nevertheless prudent to highlight the main differences between qualitative and quantitative research. Qualitative research is concerned with complete and detailed descriptions of events, whereas quantitative research creates statistical models to explain events.

The influence of quantitative research is by means of the hypotheses and objectives of the research study (Babbie, 2013b). This research type is vital in that it guides the research study in respect of data collection instruments to give it reliability and validity. Quantitative research includes the gathering of data that describes events and then organises, tabulates, depicts and describes the data collection process (Cohen et al., 2011).

The depiction of data more often than not uses visual aids such as graphs and charts to assist the reader with understanding the data distribution (Saunders et al., 2012). The reason for this is that the human mind cannot extract the full import of a large mass of raw data. Therefore, it is important to display data simply. In order to reduce the data to a manageable form descriptive statistics comes in handy.

To note though is that most quantitative research falls into two areas, studies that describe events and studies aimed at discovering inferences or causal relationships (Babbie, 2013a). Descriptive studies intend to find out "what is", therefore observational and to collect descriptive data survey methods is appropriate (Babbie, 2013a).

The strengths of quantitative research lie in exactness, controllability and generalisation through presumed experimentation to lead to valid and reliable statements about causation (Babbie, 2013b). However, there are advantages associated with quantitative research, as there are in any other kind of research.

The main advantage of quantitative research is that it allows the researcher to measure and analyse data using various statistical methods (Babbie, 2013b). The main disadvantage of quantitative research is that it (quantitative research) does not study phenomenon in a natural setting for different people, as is the case in qualitative research (Babbie, 2013b).

### **5.11.3 Justification of research design**

The main objective of this study was to design a HRM model for the similar treatment of employees in provincial legislatures in order to keep motivation at an acceptable level.

In order to achieve this objective of the study, the collection of data was through a questionnaire (survey approach) completed by the respondents. The use of the survey was to get the views and opinions of a large group of people at the Limpopo and Mpumalanga provincial legislatures.

The survey approach, using a questionnaire aims to gain insight into the typical experiences of the respondents in order to arrive at sound conclusions. A survey questionnaire for the collection of data is associated with quantitative research studies, and with deductive approaches.

In this study, a quantitative research was in line with the set of research objectives and hypotheses highlighted in 5.5 and 5.6 of this study. In order to determine various relationships between and among variables of the study, data was collected, analysed and interpreted.

Quantitative research moreover allows the researcher to measure and analyse data using various statistical methods and as such, the studying in detail of the relationship between

variables is imperative. This is advantageous because the researcher is more objective about the findings of the research.

## **5.12 Nature of research design**

Discussing the nature of various research designs is important in that it assists the researcher to justify the use of the chosen research design. There are a number of research designs which a study can follow, such as exploratory, explanatory, interpretive and descriptive (Saunders et al., 2012).

### **5.12.1 Exploratory research**

The undertaking of studies happen in areas where the phenomenon researched is unknown, or there is little knowledge about that phenomenon. Exploratory research generally provides a deeper understanding of a situation.

The main objective of exploratory research is to improve the researcher's knowledge of the phenomenon. Caution should prevail that the exploratory research is not a 'be all' to draw definite conclusions because of its weaknesses in respect of the lack of statistical strength (Babbie, 2013b). Notwithstanding this weakness, it can be an important tool to aid the researcher to determine why and how things unfold or happen.

In the light of the above, De Vos, Strydom, Schulze and Patel (2011) emphasised that exploratory research is a type of a research that is conducted because a problem has not been clearly defined. This allows the researcher to explore the phenomenon further without predetermined parameters.

Furthermore, exploratory research helps to determine the best research design, and data collection method, in addition to the selection of subjects (Saunders et al., 2012). Given its fundamental nature, exploratory research often concludes that a perceived problem does not actually exist.

In summary, exploratory studies seek to explore what is happening and to ask questions about it (Saunders et al., 2012). These studies are particularly useful when there is not much known about the phenomenon. An exploratory study may in this case help to decide whether it is worth researching the issue or not.

Saunders, Lewis and Thornhill (2012) suggest that exploratory studies can be conducted by:

- a search of the literature
- talking to experts in the field, and
- conducting focus group interviews.

After the establishment of the main constructs or even variables, it may be possible to conduct explanatory or interpretive research. However, caution is that the drawing of definite conclusions should be priority because of a lack of or no knowledge in that specific field (Saunders et al., 2012).

The main advantage of exploratory research is its flexibility, that it can accommodate new knowledge as it emerges during a study (Saunders et al., 2012). The flexibility and dynamic nature of exploratory research generally provides a deeper understanding of a situation or an issue.

The primary disadvantage is that exploratory research seldom offers adequate answers to research questions (Saunders et al., 2012). Exploratory studies are moreover on many occasions not definitive because the individuals studied may not be typical of the larger population of interest.

### **5.12.2 Explanatory research**

Another type of research is explanatory research, which aims comprehensively to explain data that emanates from the descriptive data. It simply means an explanation of the analysis of the data of the study.

Explanatory research explain why things are the way they are, and therefore looks at what might be the causes and also reasons for a specific problem (Blanche et al., 2010). Thus, in explanatory research, a use of theories that pre-exists, in order to develop first ideas of a possible explanation for a question before further data is collected to verify or modify the description (Saunders et al., 2012).

It must be said, though, most of the time that this type of research requires a large number of cases (Saunders et al., 2012) to ensure that data is collected quantitatively, after which the data is subjected to further analysis.

It is therefore imperative to highlight that choosing between exploratory and explanatory research designs depends on the research questions and objectives, and to a greater extent, hypotheses as these latter affects what information is collected (De Vos et al., 2011; Fouché and Schurink, 2011).

The advantage of exploratory and explanatory research designs is that researchers use a number of research methods to broaden or open up the problem and start searching for answers. However, the primary disadvantage more often than not is that this kind of study does not offer adequate answers to the researcher's questions, but can point them towards the answers (Saunders et al., 2012).

### **5.12.3 Interpretive research**

Interpretive studies seek to explore peoples' experiences and their views on or perspectives of these experiences (Babbie, 2013a; De Vos et al., 2011). Interpretive studies are typically inductive in nature and often associated with qualitative approaches to data gathering and analysis. This design represents an effort to gain an understanding of the views of respondents.

Interpretive methodologies position the meaning-making practices of human actors at the centre of scientific explanation, which is closer to the experiences of the people. Here, the researcher does not commence with concepts that are predetermined, but rather seeks to allow these to emerge from the research study (De Vos et al., 2011).

The advantage of this kind of research is that the variables that are studied are often located within particular linguistic, historic and value-related standpoints (Saunders et al., 2012). The primary disadvantage of this research type is that the researcher allows concepts to emerge without predetermination, and this could pose a challenge to an inexperienced researcher.

### **5.12.4 Descriptive research**

The descriptive research provides a picture of a situation as it naturally happens (Babbie, 2013b), and its use is more into justifying the current practice and make judgement.

A number of authors, including Babbie (2013b), Leedy and Omrod (2010) and Saunders, Lewis and Thornhill (2012), agree that descriptive studies report summary data such as measures of central tendency, which, *inter alia*, reflect the mean, median, mode, deviance from the mean, variation, percentage and correlation between variables. Survey research

commonly includes that type of measurement, but often goes beyond descriptive statistics in order to draw inferences.

Descriptive research is unique in the number of variables employed. Similar to other types of research, descriptive research can include multiple variables for analysis yet, unlike other methods, it requires only one variable (Leedy and Omrod, 2010).

In some other instances, a descriptive study might for example, employ methods for analysing the correlations between multiple variables by using tests such as Pearson's Product Moment correlation and regressions analysis (Leedy and Omrod, 2010).

Descriptive statistics utilise data collection and analysis techniques that yield reports concerning the measures of central tendency, variation, and correlation (De Vos et al., 2011). The combination of its characteristic summary and correlational statistics, along with its focus on specific types of research questions, methods and outcomes, is what distinguishes descriptive research from other kinds of research.

De Vos, Strydom, Schulze and Patel (2011) further highlight that descriptive statistics utilise data collection and analysis techniques that yield reports concerning the measures of central tendency, variation and correlation.

However, with the descriptive method, the researcher does not attempt to establish a causality relationship between variables (Leedy and Omrod, 2010). What the researcher does is merely to give a comprehensive description of the relationships between or amongst variables without saying that one variable causes the effect observed in the other variable.

The primary advantage of descriptive research studies is therefore that data can be gathered on one occasion through a questionnaire (Saunders et al., 2012), moreover, report summary data such as measures of central tendency, including the mean, median, mode, variation, and percentage.

The disadvantage of this kind of research is that the researcher does not attempt to establish a causality relationship between variables (Saunders et al., 2012). Furthermore, respondents are not always truthful in their responses. They will only give information that they think the researcher wants to hear or see.

In addition to the above-mentioned notions, the researcher will only record information that seeks to address the hypotheses of the research study, and in the process miss salient



features, which might have aided the researcher with discovering more information (Saunders et al., 2012). The main disadvantage is that in some instances the researcher might be tempted to direct some of the responses to achieve what they intended.

#### **5.12.5 Research strategy**

Research strategies are manifold. They provide the study with orientation while relying on an established structure for the research design (Saunders et al., 2012). In general, a strategy is the action plan in achieving a goal (Saunders et al., 2012). Moreover, a research strategy is a plan of how the study will answer research questions (Babbie 2013b; Leedy and Omrod, 2010; Saunders et al., 2012).

In line with the arguments advanced by Babbie (2013b), Leedy and Omrod (2010) and Saunders, Lewis and Thornhill(2012) in their studies, highlighted that the research strategy is a tool that a scientist employs for addressing the research hypothesis. To test the hypothesis, the researcher needs a plan that guides how to go about it.

#### **5.12.6 Justification of the research survey**

For the purposes of this study a number of research designs, for example, exploratory, explanatory, interpretive and descriptive, were explored and the advantages and disadvantages of each design, in line with the hypotheses, objectives and questions of the study were reflected.

Therefore, the use of the research survey (descriptive) fits in well with the study. Surveys enable the researcher to obtain data about practices, situations or views at the same time through questionnaires or interviews (Saunders et al., 2012).

Descriptive research was found to possess the following advantages: data can be gathered at the same time by means of a questionnaire, and descriptive studies furthermore report summary data such as measures of central tendency, including the mean, median, mode and percentage.

Notwithstanding the fact that the descriptive study was appropriate for this research study, it has some drawbacks. One drawback is that in descriptive research, it is difficult to measure changes in the population unless if there is a use of two or more surveys at different stages. Such repetition is often expensive and time-consuming. Frequent periodic surveys are

therefore impractical. However, descriptive research is appropriate for this research study as data was collected using a questionnaire.

### **5.13 Research techniques and procedures**

Research techniques and procedures form a pivotal part of the research study. The following formed part of the study: research population, sampling techniques and sample selection. The comprehensive discussion of a kind of research techniques are contained in the paragraphs that follows:

A research technique is a way systematically to solve the research problem (Melchers et al., 2011). A research technique is a science of studying on how to undertake the research study scientifically. Therefore, it is necessary that a study should explicitly show techniques that were applied (Melchers et al., 2011). Researchers not only need to know how to develop certain indices or tests, how to calculate mean, standard deviation or chi-square, but also how to apply particular research techniques.

Researchers also need to know which of these techniques are relevant to determine the assumptions underlying different techniques, and decide whether certain techniques and procedures would be applicable to certain problems.

De Vos, Strydom, Schulze and Patel (2011) opined that, one of the most important features in a research study is outlining why it has been undertaken. How is the phrasing of the definition of the research problem; in what way and why the hypothesis has been formulated; what data has been collected; and what particular method has been adopted; as well as why a particular data analysis technique has been used.

#### **5.13.1 Research population**

A population is the sum total of all units of analysis from which the sample is drawn (Maxfield and Babbie, 2014). Population include all the people or items that has specific characteristic the researcher intends understanding.

Furthermore, according to Jensen (2016) and Babbie (2010), population represents a group about which the study designed to generate knowledge. Therefore, population represents an entire group of people. The target research population for the study was N=324 (Limpopo 150 and Mpumalanga 174).

The entire population included administrative employees, which included senior managers, middle management and senior employees/supervisors. These categories of employees comprised of protection services staff; administrative assistants; secretaries to managers; secretaries of portfolio and select committees; researchers; language practitioners; procedural officers; human resource practitioners; managers and senior managers of the selected provincial legislatures (Limpopo and Mpumalanga).

In this study the population is reasonably large (N=324) and the questionnaire is a comprehensive document. Therefore, with a view to saving time, the researcher decided to collect information from a representative sample.

## **5.14 Sampling techniques**

There are two sampling techniques used in research studies, and these are non-probability and probability sampling (Saunders et al., 2012).

### **5.14.1 Non-probability sampling**

This sampling technique (non-probability sampling) is also known as deliberate sampling, purposive sampling or judgement sampling (Hennink et al., 2011). There is no deliberate selection of items by the researcher in a non-probability sampling. The choice concerning the items remains supreme, which means that the selection of cases is on the interviewer's judgement.

Non-probability sampling is a sampling procedure that does not afford any basis for estimating the probability that each item in the population has been included in the sample (Saunders and Rojon, 2014).

Saunders and Rojon (2014) further state that non-probability techniques are utilised when the population is not known or not identifiable. This is why the selection of respondents is by other means, such as quota sampling, accidental sampling or judgemental sampling.

In other words, the actual selection of the items for the sample is to the interviewer's discretion (Maxfield and Babbie, 2014). The primary advantage of non-probability is that technique is relatively inexpensive. In addition, the quota technique enables inferences to be drawn (Saunders and Rojon, 2014).

However, this technique has a number of disadvantages. However, there is mentioning of one disadvantage. The primary disadvantage is that the researcher may select a sample that will yield results that are favourable to their point of view and if that happen the whole, inquiry may be tainted (Maxfield and Babbie, 2014).

### **5.14.2 Probability sampling**

Probability sampling is a sampling design in which every item in the universe has an equal chance of inclusion in the sample (Saunders and Rojon, 2014). There is an Individual picking up of units from the whole group, not deliberately, but by some mechanical process. Obviously, in probability sampling, it is blind chance alone that determines whether there will be a selection of one item or the other for inclusion in the sample study (Hennink et al., 2011).

A further example of probability sampling is random sampling. Random sampling ensures the Law of Statistical Regularity (Hennink et al., 2011), which states that if, on average, the sample chosen is random; it will have the same composition and characteristics as the universe (Saunders and Rojon, 2014).

This is the reason why there is a consideration of random sampling in a number of studies. This technique better suited to select a representative sample (Hennink et al., 2011). The sample is then a true reflection of the population, and can therefore be generalised to the population.

The main feature of this sampling method is that it allows for the elimination of any possible conscious or inherent bias, in those conducting the research study because the selection of samples is random (Saunders and Rojon, 2014).

There are a number of advantages to probability sampling, including that the results emerging from wherever this design is used, inference of results to the population and generalisation is possible (Saunders and Rojon, 2014). Furthermore, it allows data to be collected by means of a questionnaire. This greatly facilitates data collection (Saunders and Rojon, 2014).

However, there are also drawbacks, and one of these drawbacks is that there is a possibility that not all elements (some very important) of the population will be selected, some of which might have aided the researcher to describe the problem better (Saunders and Rojon, 2014).

### **5.14.3 Justification of the sampling technique**

The researcher tenaciously read about the characteristics, advantages and disadvantages of the two sampling techniques, which are non-probability, namely quota sampling, where the researcher selects items for the sample deliberately. In a systematic sampling, every item of the universe has an equal chance of inclusion in the sample (Babbie, 2013b).

Probability sampling techniques nevertheless have their own drawbacks, and one of these drawbacks is that there is a high probability of unintentional exclusion of certain characteristics of the population in the data.

However, after weighing the drawbacks against the advantages of both non-probability and probability sampling techniques, the probability sampling technique was appropriate for this research study.

The reason for choosing this sampling technique (systematic sampling) is that it has many advantages. Firstly, probability sampling has a very strong link to quantitative research. Secondly, there is an equal chance for each participant to form part of the research study.

### **5.14.4 Sample selection**

A systematic sampling method was appropriate for this study to select the respondents. The systematic sampling method relies on organising the target population according to some ordered list or scheme, and thereafter selecting elements at regular intervals throughout that ordered list or scheme (Babbie, 2013b).

The reason for choosing this method is that the sample has an even spread of the sample across the entire population. The systematic sampling method is moreover relatively easy to apply (Kumar, 2012).

The lists used to select a sample was from the entire target population, sourced from the HRM departments of selected provincial legislatures, namely, Limpopo and Mpumalanga provincial legislatures. There was a compilation of a common list from the two lists. The reason for choosing these two provincial legislatures was that other provincial legislatures did not respond to the request to be part of this study.

After the list was combined, participants were listed in alphabetical order (i.e. surnames first) from A–Z, and each participant was allocated a number in that combined list. The reason for

consolidating the lists was to ensure that the study is not bias in choosing employees from either of the provincial legislatures.

The numbers allocated to participants were between 1 and 324, following the alphabetical order. The selection of respondents was between 1 and 3, the third participant was then selected.

The reason for choosing every third participant was to ensure that a sizeable number of participants took part in the study. The first participant was chosen randomly by the throw of a die for a number between 1 and 3.

The selection of respondents was from the alphabetically sorted combined list, the selection resulted in 50 respondents from the Limpopo legislature and 58 from the Mpumalanga legislature. The sample selected from the population (N=324) was (n=108). The reason for determining the exact numbers from each provincial legislature was to ensure that questionnaires to the provincial legislatures equal the number of respondents in that specific provincial legislature.

The questionnaires were completed by (n=90) respondents, with thirteen (13) questionnaires not returned and five (5) not completed in full, and subsequently excluded from data analysis. Returned questionnaires represented a response rate of 28% ( $90/324 \times 100$ ), calculated from the entire population but calculating the response rate from the selected sample was 83% ( $90/108 \times 100$ ). The response rate indicated the following respondents: female represented 61% and male represented 39%.

The advantage of systematic sampling is that it is relatively easy to apply, and there is an evenly spread over the entire reference population (Suresh, 2011). The drawback, though, is that it becomes a challenge when there is an estimation of variances (Suresh, 2011).

The advantage of systematic sampling is that it is relatively easy to select a suitable sampling frame as it is easy to identify the sample and the spread is even over the entire reference population. The drawback here is that there is a high probability of unintentional exclusion of certain characteristics of the population in the data (Suresh, 2011).

### 5.14.5 Sampled population

Table 5.1: Sampled population in table format

#### Sampled population

Provincial legislature	Total number of employees	Selected employees using systematic random sampling	Discarded (n)	Response rate (n)	Response rate %
Limpopo	150	50	9	41	46
Mpumalanga	174	58	9	49	54
<b>Total</b>	<b>324</b>	<b>108</b>	<b>18</b>	<b>90</b>	<b>100</b>

Table 5.1 indicate that the questionnaires were completed by (n=90) respondents, with thirteen (13) questionnaires not returned and five (5) not completed in full, and subsequently excluded from data analysis. Returned questionnaires represented a response rate of 28% ( $90/324 \times 100$ ), calculated from the entire population but calculating the response rate from the selected sample was 83% ( $90/108 \times 100$ ). The response rate indicated the following respondents: female represented 61% and male represented 39%.

### 5.15 Data collection method

The collection of data in this data was through the administering of a questionnaire to the respondents, which consisted of closed-ended questions. Babbie (2010) describes questionnaires as a structured instrument with focus-based set of questions used for self-reporting. Questionnaires save time and money, two commodities that are valuable in research.

According to Zikmund, Babin, Carr and Griffin (2010), questionnaires have the following advantages:

- They are a simple, yet effective research tool
- They are cost-effective
- Questionnaires reduce distortions
- Questionnaires are not costly, as interviews are, because the only costs incurred are for postage fees and photocopies
- They offer the possibility of anonymity because respondents' names are not required on the completed questionnaires

- One significant advantage of questionnaires is that there is guarantee of respondents' confidentiality and respondents are likely to be truthful as they are willing to complete it honestly.

Furthermore, it is important to highlight the advantages of a questionnaire. Firstly, the questionnaire saves. Secondly, it is not compulsory that the researcher should be present during the process of data collection and, finally, the influence in the filling in of a questionnaire by the researcher is non-existent.

The disadvantage, though, is that the posting of questionnaires through a registered post to respondents, may result in a low return rate of the questionnaires.

### **5.15.1 Research instruments**

A research instrument is important in any research, in that it assists the researcher to achieve the objectives of the study and answer the research questions. It is also imperative that when choosing a particular instrument for a specific research, it must measure what it is supposed to measure.

This study used a questionnaire as an instrument to collect data, and the construction of the questionnaire should be such that it addresses the research objectives and questions and, of course, the hypotheses of the study.

The questionnaire utilised a number of questions or statements linked to each construct studied. The questionnaire used in this study had a number of sections, aligned to the hypotheses of the study.

### **5.15.2 Questionnaire construction**

The construction of the questionnaire was such that without any interrogation, it indicated that it measures what it was supposed to measure in line with the research objectives.

There was a consultation of three experts (current and former lecturers) in the field of HRM to determine the suitability and appropriateness of the items. Most of these lecturers are supervisors of other students in the HRM field. There was affirmation about the appropriateness of a questionnaire from these aforementioned lecturers after it was constructed, and before administering it to the respondents.



This exercise was a pilot study, in that the lecturers had to point out any problem after reading and interpreting the questionnaire. There was incorporation of suggestions and recommendations to the final draft of the questionnaire.

### **5.15.3 Elimination of bias in the questionnaire**

After the questionnaire was drafted, it was sent to six (6) current lecturers, three (3) of whom are university lecturers and two (2) are at private business schools (situated in the HRM field, and who are supervising other masters' and doctoral students in the same field. Lastly, one (1) is a former university lecturer who has since retired. The undertaking of this exercise enabled the researcher to make any changes that might be necessary.

After the amendment of the questionnaire, two (2) professional editors edited and proofread the questionnaires. This was to ensure that the questionnaire was free of language errors and was appropriate for this study.

The questionnaire was drafted in such a way that it was clear, simple and comprehensible to make it easy for respondents to complete the questionnaire. The rationale for choosing the survey method was to ensure that the researcher did not have any influence on the completion of the questionnaire by the respondents.

The study eliminated bias through the following:

- The construction of the questionnaire was such that it addressed the research objectives identified at the beginning of the study, and in such a way that it did not discriminate against respondents in any way.
- The researcher did not influence the decision of the respondents when they were considering their response options.

### **5.15.4 Questionnaire items**

The previously listed questions, objectives and hypotheses informed the questionnaire that was used for collecting the data. There were eight sections (Section A to Section H). The questionnaire before analysis was coded using the first letters of each word in each construct, for example: HRMP1-Human resource management policies and practices (Training polices).

Section A consisted of the demographic information of respondents; employer, gender, age group, years of service and academic qualifications

Section B measured the application of HRM policies and practices (Training policies) with 18 statements/questions. The statements/questions used were adapted from (Armstrong, 2009), when respondents were expected to indicate the degree of agreement by means of a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree. This instrument produced a Cronbach's alpha of 0.7.

Section C measured the application of HRM policies and practices (Salary and decision-making policy) comprising of 3 statements/questions. The statements/questions used were adapted from (Armstrong, 2009), when respondents were expected to indicate the degree of agreement by means of a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree. This instrument produced a Cronbach's alpha of 0.7.

Section D measured employee extrinsic motivation comprising of 7 statements/questions, (Armstrong, 2009) and respondents were expected to indicate the degree of agreement by means of a four-point Likert scale, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree. This instrument produced a Cronbach's alpha of 0.7.

Section E measured employee intrinsic motivation consisting of 7 statements/questions, (Armstrong, 2009) and respondents were expected to indicate the degree of agreement by means of a four-point Likert scale, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree. This instrument produced a Cronbach's alpha of 0.7.

Section F of the questionnaire measured employee turnover intention comprising of 12 statements/questions, and for degree of agreement in measuring employee turnover, a four-point Likert scale was used, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree. This instrument produced a Cronbach's alpha of 0.9.

Section G of the questionnaire measured employee satisfaction and comprised of 20 statements/questions. The statements/questions used were adapted from the Minnesota Satisfaction Questionnaire [MSQ]), shorter version (Weiss, Davis and England, 1967). Here a four-point Likert scale was used, which ranged from 1=very dissatisfied; 2=dissatisfied; 3=satisfied to 4=very satisfied. This instrument produced a Cronbach's alpha of 0.9.

Section H measured employee engagement comprising of 20 statements/questions adapted from Gallup Organisation (2008), wherein respondents were expected to indicate the degree

of agreement selected from a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree. The instrument was used in a number of studies (Mhango, 2015; Agoi, 2017) and it produced a Cronbach's alpha of 0.88.

The study for all the constructs bar employee satisfaction, for degree of agreement, used a four-point Likert scale, which ranged from 1=strongly disagree and 4=strongly agree. For employee satisfaction a four-point Likert scale was used that varied from 1=very dissatisfied to 4=very satisfied.

A request to conduct the study was made through the offices of the Secretaries to the two selected provincial legislatures (Limpopo and Mpumalanga), and permission was granted. This permission letter was attached to the questionnaires to ensure that respondents felt comfortable about completing them. The letter was the evidence to indicate authorisation of their participation in the study.

#### **5.15.5 Pilot study**

The purpose of the pilot in any research is to test the appropriateness of a questionnaire, how respondents will find the questionnaire to be when completing it. According to Rubin and Babbie (2010), Saunders et al. (2012) define the pilot study as a "small" study conducted prior to a larger piece of research to determine whether the methodology, sampling, instruments and analysis are adequate and appropriate.

Furthermore, the purpose of piloting a study is to refine the questionnaire so that respondents would not have challenges, and to ensure that it is recorded accurately (Saunders et al., 2012). The questionnaire was distributed to ten (10) employees of the two provincial legislatures (Limpopo and Mpumalanga), five (5) questionnaires to each provincial legislature (Limpopo and Mpumalanga). The feedback from the respondents was positive in that there were no major concerns.

#### **5.15.6 Administration of questionnaires**

It is crucial in any study that questionnaires should reach the targeted respondents, because if reaching respondents proved to be difficult, the study might not be a success. Therefore, the development of a strategy to administer the questionnaire is of great importance.

It must also be noted that an e-mail was sent to the liaison persons in the provincial legislatures (Limpopo and Mpumalanga), requesting them to forward the e-mail to the

respondents, reminding respondents to fill in the questionnaire, and to drop the questionnaires in a box that was provided.

The researcher printed the questionnaires, and placed into two sealed boxes; the sealing was to protect the damaging of the questionnaires. After the questionnaires were placed in sealed boxes, they were sent to the liaison persons in Limpopo and Mpumalanga legislatures by registered post, marked urgent. The sealed boxes of questionnaires reached their destinations in two days.

The questionnaires sent to the provincial legislatures were in line with the numbers of the sample, which were 50 respondents from the Limpopo provincial legislature and 58 from the Mpumalanga provincial legislature.

The questionnaires were then sent to the two contact persons (employees from these legislatures) together with the letters of the Secretaries to the legislatures granting permission. This was to ensure that respondents were aware that their participation in the study had been authorised. The reason for sending the questionnaires in hard copy format was to ensure that no costs needed to be borne by the respondents or the provincial legislatures relating to the printing of the questionnaires.

The two contact persons at the provincial legislatures (Limpopo and Mpumalanga) each placed a box in a place where it was accessible to all respondents for dropping off the completed questionnaire. The box was sealed with only a hole to drop off questionnaires. The reason for the provision of one box in each legislature is that most legislatures operate under one roof, and most offices are therefore in close proximity to one another.

It must be emphasised that communication took place, and arrangements made with the liaison persons in Limpopo and Mpumalanga legislatures before sending the questionnaires to them. The liaison persons received all the details of the tracking numbers of the parcels (boxes of questionnaires).

Two days after the questionnaires were sent to the liaison persons at these provincial legislatures, an e-mail was sent to them (liaison persons) requesting them (liaison persons) to confirm receipt of the questionnaires. Each liaison person confirmed receipt of the questionnaires.

### **5.15.7 Collection of questionnaires**

Questionnaires were returned to the researcher in order to enable the researcher to capture the responses of the respondents. In this study, respondents were given fifteen days to complete the questionnaires and place the completed questionnaires in a box that had been prepared and placed by the liaison persons at these provincial legislatures. Indeed, the respondents completed the questionnaires and place them in the box provided to them. Later the liaison person collected the questionnaires.

After the questionnaires were completed, they were put inside the provided box. After thirty days, the contact persons in the provincial legislatures (Limpopo and Mpumalanga) collected the questionnaires and subsequently sent them back to the researcher via registered post. The researcher, confirmed receipt of questionnaires through an e-mail to the liaison persons.

### **5.16 Data processing and analysis**

Once a research problem has been defined, the task of data collection, analysis and interpreting begins. However, when deciding about the methods of data processing and analysis for the study, the researcher should keep in mind two types of data, namely primary and secondary. Primary data is the collection of data for the first time, and thus happens to be original in character, and the secondary data, on the other hand, is data already collected by other researchers and, which has been through a statistical process.

After the questionnaires, were completed by the respondents, a data entry application was developed in Microsoft Excel (MS Excel). A professional data capturer (someone who performs data capturing for a living, in line with the advice of the statistician) entered data in respect of the brief from the researcher.

The data file in the Excel programme was imported into SPSS (Statistical Package for Social Sciences) version 22, where the data was cleaned, while at the same time validating the data that had been captured.

There was comparison of the values of the data with the original hard copies completed by the respondents. Corrections were made in instances where illogical values were identified. Other statistical calculations, such as frequency were generated using SPSS version 22, and simple graphs were created with the aid of MS Excel. Furthermore, to create the Structural Equation Model, AMOS 18 was used for further analysis of the proposed structural equation model and hypotheses of the study.

The purpose of using AMOS 18 was to evaluate the goodness-of-fit indices: Goodness of Fit, Chi-square (CMIN), Degrees of Freedom (Df), the Goodness-of-fit Index (GFI and AGFI), Normed Fit Index (NFI), Relative Fit Index (RFI), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Root Mean Square Residual (RMR) (Boomsma, 2000; Hoyle, 1995).

The data collected from the respondents through a structured questionnaire was analysed using the descriptive method. Babbie (2013a) states that descriptive statistics are concerned with the description or summary of the data obtained from a group of individuals. The aligning of the questionnaire was in line with the hypotheses and research questions of the study.

There were two stages to analyse data. First, reliability analysis was through the application of the SPSS version 22 in order to determine and evaluate the reliability and consistency of the items measured. Secondly, the use of AMOS 18 was to evaluate the goodness-of-fit indices of the research proposed structural equation model and hypotheses.

In the second stage of data analysis, data was presented using the structural model, covariances, model, model fit measurement and both standardised and unstandardised scores to support or not to support the null hypothesis, and lastly, squared multiple coefficients ( $R^2$ ) was performed.

The spread of distribution of data, for example, standard deviation, is the extent to which data measures tend to cluster close together, or are widely spread over the range of values (average distance of scores from the mean).

There are commonly used statistics such as mean and standard deviation and they represent how respondents responded to different items on the scale (Babbie, 2010). In most instances, there is aggregating of responses to represent the mean average of the responses. In this study, there was aggregation of items of the constructs, as outlined below:

Items were measured on a 4-point Likert scale as outlined in the next paragraph. The scale was used to interpret the construct range from the mean score averages of between 0.0-2.0 (0%-50%) and 2.1-4.0 (51%-100%). This meant that any items rating of below the threshold of 65% in respect of the construct was not acceptable.

In reporting on employee satisfaction, all items were measured on a 4-point Likert scale. The mean score averages of between 0.0-2.0 (0%-50%) and 2.1-4.0 (51%-100%) represent

levels of satisfaction with the item. The mean score averages of between 0.0-2.0 (0%-50%) represent levels of dissatisfaction. Lastly, the mean score averages of between 2.0-4.0 (51%-100%) represent levels of satisfaction with the item, and that any items rating of below the threshold of 65% in respect of the construct was not acceptable.

Furthermore, for levels of different constructs, the aggregated mean of each construct was divided by the number of levels of agreement in the scale multiplied by 100, in order to derive a percentage level of each variable. For example aggregated mean (2.5) divided by number of agreement levels (4) and multiply by hundred (100) equals (=) 62.5%. The adequate or minimum accepted percentage for each variable is 65%.

In order to determine the relationships between different variables a Structural Equation Model generated from AMOS 18 was used. Twelve (12) hypothesised paths formed part of the study.

The descriptions of categories of variables were through SEM that informed the Model. There were a number of categories from the SEM, such as:

(12 variables),

7=observed variables,

5=unobserved variables,

7=exogenous and

5=endogenous.

The different shapes in the SEM represent the path variables. These shapes are in squares and circles. The circles in the SEM represent the latent variables and the squares represent measured variables. It is important to note that the generation of the SEM is in line with the hypotheses of the study. Briefly, the lines in the path denote the level of a relationship between variables.

The arrows between variables in the structure represent hypothesised relationships. These arrows represent the direction of the relationships between variables. In the SEM paths there are also bi-directional relationship represented by two arrows indicated by (e) referred to as a residual and it stands for error.

The results of the SEM are reported with the aid of both the standardised and unstandardised coefficients output, and are recorded at the significant ( $p$ -value > 0.05). This means that hypotheses results with a ( $p$ -value < 0.05) is not significant and as such, Null

hypothesis will be accepted and hypotheses results with a ( $p$ -value > 0.05) will be considered significant, and Null hypotheses will be rejected.

Furthermore, model fit measurement and both standardised and unstandardised scores to support or not to support the Null hypothesis, and lastly, squared multiple coefficients ( $R^2$ ) was performed. Finally, the study drew a conclusion from the findings in a short paragraph, and a discussion and interpretation of the findings follows.

## **5.17 Time horizon**

The other important aspect in conducting a study is the time horizon, because time will inform the researcher on probably how much time the research takes. Therefore, for any research to be successful, time is important because if not taken into account it may lead to perpetual studies (Babbie, 2013b; Jensen, 2016; Saunders et al., 2012). Two time horizons are associated with research studies, longitudinal and cross-sectional research.

### **5.17.1 Cross-sectional research**

A cross-sectional study involves looking at people who differ in one key characteristic (such as age) at one specific point. The data is collected at the same time from people who are similar in other characteristics, but different in one key factor of interest such as age, income level and geographic location. In this form of study, there is a formation of cohorts and the separation of respondents into groups.

This type of study uses different groups of people who differ in the variable of interest, but who share some characteristics, such as socioeconomic status, educational background, and ethnicity (Saunders et al., 2012). Cross-sectional studies are common in developmental psychology, but this method is also utilised in many other areas, including the social sciences and education (Saunders et al., 2012).

Cross-sectional studies are observational in nature and are a descriptive research, not causal or relational. According to Saunders, Lewis and Thornhill (2012), this type of research describe the characteristics that exist in a community. However, this type of research does not determine cause-and-effect relationships between different variables. Cross-sectional research is often useful to make inferences about possible relationships or to gather preliminary data to support further research and experimentation.



Similar to any other type of study, cross-sectional studies are usually relatively inexpensive and allow researchers to collect a great deal of information quite quickly. However, there are disadvantages to these types of studies. One of the drawbacks is that the cross-sectional generally requires a large number of respondents.

It is true that in order to complete in a short period of time, it is advisable to adopt a cross-sectional technique, using the “snapshot” approach, where all the data is collected at the same time (Saunders et al., 2012). Most research studies are cross-sectional, mainly because of the pressure of time and resources.

Having gone through the two studies (longitudinal and cross-sectional), looking at both the advantages and disadvantages of each study, the cross-sectional study was found to appropriate as this type of study consider variables as they are at a particular time. Furthermore, this study has a strong link with descriptive and deductive research.

### **5.18 Validity and reliability**

Any data collection instrument that is utilised in a study, such as a questionnaire, has to undergo a test to determine its appropriateness. This is to ensure that the instrument is likely to measure what it is suppose to measure. There are two forms used to test whether the instrument will assist the researcher to achieve the intended objectives and to answer the research questions and hypotheses of the study.

Of importance to note is that the validation of data of the study is something that the researcher has to take into consideration. The validation of data is not a once of thing but can happen throughout the life of the completion of the study. The reason to validate data consistently is to ascertain that it is trustworthy because if the data is not trustworthy, then the study is not trustworthy.

There are two data validation instruments to determine whether the instrument meets the requirements of data collection, namely validity and reliability. The validity and reliability of data collection instrument is important. Therefore, below follows a discussion on both the validity and reliability concepts:

#### **5.18.1 Validity**

According to Jensen (2016), validity is the extent to which the collected data accurately represents the subject of the study. However, Kumar (2012) posits that validity is the ability

of an instrument to measure what it is suppose to measure in respect of its design and in line with the objectives of the study.

There are a number of types of validity, namely criterion-related, content, face and construct, as identified in (Babbie, 2013a), which are discussed below:

Babbie (2013a) defines criterion-related validity as an instrument that compares what the instrument is measuring with an external criterion based on a prediction about the instrument's ability to measure that phenomenon in the same way.

For a test to have criterion-related validity, such a test has to demonstrate that it is effective in predicting the criteria or indicators of a construct. It is true that the questionnaire that was developed compares well with other research instruments of almost similar studies.

This study fulfils the criterion validity because the construction of the instrument was in such a way that it did not deviate from the hypotheses of the study. Hence, the questionnaire was constructed to meet the following qualities: relevance, freedom from bias, reliability and availability of information specified by the criterion.

Babbie and Mouton (2010) submit that content validity assesses validity of the instrument on the basis that the content, questions or statements, corresponds with the intended objectives, questions and hypotheses of the study.

Furthermore, for an instrument to have content validity is when, it reflects the existing theory on that phenomenon. In this study, the development of a questionnaire was in such a way that it linked well with the hypotheses.

This study, therefore, met the requirements of this type of validity. The questionnaire was sent to a number of experts (supervisors of students' theses) to determine whether the questionnaire met the requirements of this kind of validity.

De Vos, Strydom, Schulze and Patel (2011) refer to "face validity" as the extent to which the instrument appears to be measuring what it claims it will measure, especially when such an instrument is examined by an ordinary person who has no knowledge or understanding of the phenomenon.

It is true to say that, the study would not be successful when respondents do not understand or are unable to interpret the data collection instrument. Such a study would not achieve its

intended objectives. Hence, in this study, the questionnaire displays what the study intend investigating, for example, employee motivation.

As regards construct validity, De Vos, Strydom, Schulze and Patel (2011) indicate that this validity is related to content and, to some extent to criterion. The instrument has construct validity if there linkage of the instrument to one or more theoretical framework or concept. In addition, the items in the instrument should refer to that construct only.

It is important to note that the construction of the questionnaires was in such a way it referred only to what the study intended to achieve. This is how the different treatment of employees in provincial legislatures contributes to employees' demotivation.

### **5.18.2 Reliability**

Reliability determines the consistency of an instrument over time using similar population or samples (Jensen, 2016), there are a number of reliability tests. However, the discussion will only focus on testor retest reliability.

Babbie (2010) states that testor retest reliability refers to the instrument being able to return the same result when administered to the same or a similar group after a reasonable period of time. Babbie (2010) emphasises that the interval between the test and the retest should be long enough to ensure confidence.

De Vos, Strydom, Schulze and Patel (2011) say that the reliability of an instrument refers to the extent to which the administration of the same instrument consistently yields the same outcome under comparable conditions.

It is important to caution that if the measuring instrument used does not meet validity and reliability tests, the will be questions and doubts about the results of the study.

### **5.19 Ethical considerations**

Ethics is a philosophical term derived from the Greek word "ethos", meaning character or custom and connotes a social code that conveys moral integrity and consistent values (Cohen et al., 2011).

It is important that the study should adhere to ethical issues so as not to be on the wrong side of the law and invite litigation. That is why all researchers, regardless of research

designs, sampling techniques and choice of methods, are subject to ethical considerations (Cohen et al., 2011).

Ethical issues and considerations deal mainly with permission to carry out the research, including the participation of respondents, the community and public as well as the process employed to analyse data. Babbie (2013a) states that the researcher has an obligation to respect the rights, needs, values and desires of the respondents.

The following constitute the ethical conduct of this study:

#### **5.19.1 Informed consent**

The Secretaries to the provincial legislatures gave approval for the undertaking of the study in their workplaces. Furthermore, letters to the respondents indicated that their participation in the study was authorised, which accompanied the questionnaire, to which respondents were required to attach their signatures.

Information was provided to the respondents concerning the nature of the study, participation requirements (activities and duration), confidentiality and contact information of the researcher.

#### **5.19.2 Voluntary participation**

In a letter of consent sent to respondents, it was emphasised that participation in the study was voluntary and that the outcome of the study intended to assist provincial legislatures with developing an integrated HRM model.

Hence, detailed outlining of reasons that prompted the underrating of this study in a letter of request to the secretaries of the selected provincial legislatures. The right of refusal to participate in the study was reserved for respondents. There was an emphasis that participation in the study was voluntarily. Hence, they had a choice whether they participated or not. Therefore, it is fair to indicate that respondents who participated did so voluntarily.

#### **5.19.3 Anonymity**

In any research, it is imperative that there is a protection of the rights of respondents at all times. Information should only be shared with parties consented to by the respondents, and

they have the right to refuse to record their personal information (Kumar, 2012). This is to ensure the protection of the respondents against any possible litigation or victimisation.

A letter to the respondents together with the questionnaire informed the respondents that their identity is confidential and no any other person will have access to their information beside the researcher. Therefore, the guarantee of identity protection was a priority, and that no divulging of their names or responses to a third party would occur.

In ensuring the protection of the identity of the respondents, respondents did not write their names on any part of the questionnaire or give any personal information that would compromise the principle of anonymity.

#### **5.19.4 Confidentiality**

Confidentiality refers to a principle, which requires that whatever that was said cannot be made public, especially if revealed will cause harm to the respondents (Jensen, 2016). Keeping respondents' information confidential is important (Hennink et al., 2011). The study was no exception in that there is no sharing of any information furnished by the respondents with any person, except for the purposes of the study.

In this study, it is however, important to note that respondents did not receive any favours to influence them to respond in a particular manner. Hence, there was respect and equal treatment in respect of the information provided by the respondents because of the any sort of favours from the researcher.

The answers reflected the independence of the respondents, and the respondents did not share their responses with their colleagues, as this would compromise the principle of confidentiality. The questionnaire was delivered to respondents in hard copies.

#### **5.19.5 Avoidance of harm**

Harm can take any form. It can be either of the following: personal, physical, psychological, legal or professional. The undertaking of a credible study will be for the purposes of achieving the intended objectives of the study. The purpose would not to harm any person in the process (Jensen, 2016).

In this study, respondents were aware that the study did not intend to victimise any of the individuals who chose to participate or those who preferred not to participate in the study.

In a letter to the respondents that accompanied the questionnaire, it was explicit that the respondents and their immediate families will not be liable for misrepresentation of any of the facts or the recommendations that resulted from the study, in part or in its entirety.

## **5.20 Summary**

This chapter provided an overview of the research process, which has been broken down into various steps, wherein there was the explanation of the details. Various steps covered the whole spectrum of methodology and methods applied in this study.

The study used the “research onion”, highlighted by Saunders, Lewis and Thornhill (2012), which consists of a number of layers. These layers covered a number of topics, such as philosophy, research approach, methodological choice, research strategy, time horizons, techniques and procedures, with a detailed discussion.

The study further followed the positivism philosophy, which was appropriately justified. A number of approaches to research were discussed, and the one that was selected, namely deduction, and a brief discussion of the justification for choosing this approach.

The discussion on the research design was in detail. It is important for a study to follow a particular design in order to achieve the objectives of the study. Research design is the plan for how the researcher had decided to execute the study.

Any research design should follow a methodological approach, quantitative or qualitative or a combination of the two. This study followed the quantitative approach. The reason for this was that this study intended describing relationship between variables of the study.

Furthermore, the nature of the research design (exploratory, descriptive and explanatory) was discussed, and reasons were given for the preferred choice. Another aspect for discussion was the question of time constraints, or the time that was available to conduct the study.

Various research techniques and procedures (sampling, data collection and analysis) required for conducting the study were discussed in detail. This section discussed the sampling process, and the difference between probability and non-probability sampling techniques.

Finally, other issues addressed included validity and reliability, eliminating bias and ethical considerations. In this section, there was a detail discussion on the importance of ethics, more specifically informed consent, avoidance of harm, maintaining confidentiality and anonymity, and ensuring voluntary participation in the study.

The next chapter, Chapter 6, focuses on the presentation and analysis of the data with the use of tables, graphs and pie charts. It also reflects the calculation of percentages, frequencies, mean, standard deviation, item analysis, correlation matrix, unstandardised regression coefficients, testing of structural relationships and squared multiple correlations. The presentation and analysis of data preceded explanations of what the data represents.

## **CHAPTER 6 FINDINGS AND ANALYSIS OF FINDINGS**

### **6.1 Introduction**

Chapter 5 provided an exposition of the research design and methodology, which outlined on how the study was conducted. This chapter (chapter 6) focuses on data analysis and findings of the study. The following aspects, which form part of the study, are outlined: as are quantitative data processing, research questions, research objectives and hypotheses.

The presentation of reliability statistics of all constructs generated from SPSS 22 follows in Chapter 6. In addition, the discussion on the aspects related to this study follows, namely discussion on the population and sample selection, questionnaire items, a brief overview of statistical analysis (descriptive statistics and frequency distribution) and an item analysis of each variable.

Furthermore, a brief discussion of SEM concepts, such as computation of degrees of freedom, default model, model fit, covariances, Root Mean Square Error of Approximation (RMSEA), and fit statistics of the measurement model. Squared multiple coefficients ( $R^2$ ) are also outlined. In addition, data is analysed using the Structural Equation Model (SEM). The SEM is used and hypotheses ( $H_{01}$ -  $H_{012}$ ) were tested through the SEM using AMOS 18. Lastly, summary concludes the chapter.

### **6.2 Quantitative research data processing**

The questionnaires were distributed to the selected provincial legislatures (Limpopo and Mpumalanga). For the demographic information, respondents ticked the demographic information (employer, gender, age group, years of service and academic qualifications) that applied to them. MS Excel was used to capture the data, after which they were imported to SPSS version 22 and AMOS 18, wherein data was validated.

### **6.3 Research questions**

Research questions form the basis of any study. This study is no exception. The study intended to address the following questions outlined below:



### **6.3.1 Questions relating to main problem**

The study intended to address the following main question:

### **6.3.2 Main question**

What integrated human resource management model can be designed for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level?

### **6.3.3 Other questions relating to main problem**

#### **Question 1 relating to main problem**

Is there a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation?

#### **Question 2 relating to main problem**

Is there a significant relationship between the differential applications of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation?

### **6.3.4 Questions relating to subproblems**

#### **Question 1 for subproblem 1**

What is the level of employee extrinsic motivation in provincial legislatures?

#### **Question 2 for subproblem 2**

What is the level of employee intrinsic motivation in provincial legislatures?

#### **Question 3 for subproblem 3**

What is the level of turnover intention in provincial legislatures?

#### **Question 4 for subproblem 4**

What is the level of employee satisfaction in provincial legislatures?

#### **Question 5 for subproblem 5**

What is the level of employee engagement in provincial legislatures?

### **6.4 Research objectives**

Research objectives form an important integral part of any study because they guide the study not to deviate from its purpose. Below are objectives of the study:

#### **6.4.1 Main objective relating to main problem**

The study intended to achieve the following main objective:

To design an integrated human resource management model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level.

#### **6.4.2 Other objectives relating to main problem**

This study intended to achieve the following other objectives:

##### **Objective 1**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation.

##### **Objective 2**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation.

### **6.4.3 Subobjectives**

This study intended to achieve the following subobjectives:

#### **Subobjective 1**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee satisfaction.

#### **Subobjective 2**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee satisfaction.

#### **Subobjective 3**

To examine whether there is a relationship between employee satisfaction and employee extrinsic motivation.

#### **Subobjective 4**

To examine whether there is a relationship between employee extrinsic motivation and turnover intention.

#### **Subobjective 5**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Training policies) and turnover intention.

#### **Subobjective 6**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Salary and decision-making policies) and turnover intention.

### **Subobjective 7**

To examine whether there is a relationship between the differential application of the application of human resource management policies and practices (Training policies) and employee engagement.

### **Subobjective 8**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee intrinsic motivation.

### **Subobjective 9**

To examine whether there is a relationship between employee satisfaction and employee intrinsic motivation and employee satisfaction.

### **Subobjective 10**

To examine whether there is a relationship between employee satisfaction and turnover intention.

## **6.5 Hypotheses**

The study intended to address the following hypotheses:

### **6.5.1 Hypotheses for main problem**

#### **Hypothesis 1**

H<sub>0</sub>1: Differential application of human resource management policies and practices (Training policies) does not contribute significantly to levels of employee extrinsic motivation.

#### **Hypothesis 2**

H<sub>0</sub>2: Differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee intrinsic motivation.

## **6.5.2 Subhypotheses**

This part focuses on subhypotheses:

### **Subhypothesis 1**

H<sub>0</sub>1: Differential application of human resource management policies and practices (Training policies) make no significant contribution to levels of employee satisfaction.

### **Subhypothesis 2**

H<sub>0</sub>2: Differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee satisfaction.

### **Subhypothesis 3**

H<sub>0</sub>3: Employee satisfaction makes no significant contribution to levels of employee extrinsic motivation.

### **Subhypothesis 4**

H<sub>0</sub>4: Employee extrinsic motivation makes no significant contribution to levels of turnover intention.

### **Subhypothesis 5**

H<sub>0</sub>5: The differences in the application of human resource management policies and practices (Training policies) do not contribute significantly to levels of turnover intention.

### **Subhypothesis 6**

H<sub>0</sub>6: The differences in the application of human resource management policies and practices (Salary and decision-making policies) do not contribute significantly to levels of turnover intention.

### **Subhypothesis 7**

H<sub>0</sub>7: Differential application of human resource management policies and practices (Training policies) make no significant contribution to levels of employee engagement.

### **Subhypothesis 8**

H<sub>0</sub>8: Differential application of human resource management policies and practices (Training policies) make no significant contribution to levels of employee intrinsic motivation.

### **Subhypothesis 9**

H<sub>0</sub>9: Employee satisfaction does not contribute significantly to levels of employee extrinsic motivation.

### **Subhypothesis 10**

H<sub>0</sub>10: Employee satisfaction does not contribute significantly to turnover intention.

## **6.6 Research population**

The target research population for the study was N=324 (Limpopo 150 and Mpumalanga 174). The population included administrative employees, who included senior managers, middle management, senior employees or supervisors and junior employees.

These categories of employees comprised of protection services staff; administrative assistants; secretaries to managers; secretaries of portfolio and select committees; researchers; language practitioners; procedural officers; human resource practitioners; managers and senior managers of the selected provincial legislatures (Limpopo and Mpumalanga).

Therefore, these employees provided answers in line with the items appearing in the questionnaire. The items in the questionnaire were in line with the research objectives and hypotheses, and respondents provided responses only to the statements or questions.

### **6.6.1 Sample selection and population**

The target research population of the study was N=324 (Limpopo 150 and Mpumalanga 174). The population included administrative employees, who included senior managers, middle management, senior employees or supervisors and junior employees.

The selection of respondents was from the alphabetically sorted combined list, the selection resulted in 50 respondents from the Limpopo provincial legislature and 58 from the Mpumalanga provincial legislature. The sample selected from the population (N=324) was (n=108).

The reason for determining the exact numbers from each provincial legislature was to ensure that questionnaires to the provincial legislatures equal the number of respondents in that specific provincial legislature.

The questionnaires were completed by (n=90) respondents, with thirteen (13) questionnaires not returned and five (5) not completed in full, and subsequently excluded from data analysis. Returned questionnaires represented a response rate of 28% ( $90/324 \times 100$ ), calculated from the entire population but calculating the response rate from the selected sample was 83% ( $90/108 \times 100$ ). The response rate indicated the following respondents: female represented 61% and male represented 39%.

### **6.7 Questionnaire items**

The previously listed questions, objectives and hypotheses informed the questionnaire that was used for collecting the data. There were eight (8) sections (Section A to Section H) in the questionnaire, as follows: Section A consisted of the demographic information (employer, gender, age group, years of service and academic qualifications),

Section B measured the application of HRM policies and practices (Training policies) with 18 statements/questions. The statements/questions used were adapted from (Armstrong, 2009), when respondents were expected to indicate the degree of agreement by means of a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree. This instrument was found to be 0.7 and acceptable.

Section C measured the application of HRM policies and practices (Salary and decision-making policy) comprising of 3 statements/questions. The statements/questions used were adapted from (Armstrong, 2009), when respondents were expected to indicate the degree of

agreement by means of a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree. This instrument was found to be 0.7 and acceptable.

Section D measured employee extrinsic motivation comprising of 7 statements/questions, (Armstrong, 2009) and respondents were expected to indicate the degree of agreement by means of a four-point Likert scale, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree. This instrument was found to be 0.7 and acceptable.

Section E measured employee intrinsic motivation consisting of 7 statements/questions, (Armstrong, 2009) and respondents were expected to indicate the degree of agreement by means of a four-point Likert scale, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree. This instrument was found to be 0.7 and acceptable.

Section F of the questionnaire measured employee turnover intention comprising of 12 statements/questions, and for degree of agreement in measuring employee turnover, a four-point Likert scale was used, which ranged from 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree. This instrument was found to be 0.9 and acceptable.

Section G of the questionnaire measured employee satisfaction and comprised of 20 statements/questions. The statements/questions used were adapted from the Minnesota Satisfaction Questionnaire [MSQ]), shorter version (Weiss, Davis and England, 1967). Here a four-point Likert scale was used, which ranged from 1=very dissatisfied; 2=dissatisfied; 3=satisfied to 4=very satisfied. This instrument was used in this study because its validity was found to be 0.9.

Section H measured employee engagement comprising of 20 statements/questions adapted from Gallup Organisation (2008) wherein respondents were expected to indicate the degree of agreement selected from a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree. The instrument has been used in a number of studies (Mhango, 2015; Agoi, 2017) and its reliability and validity was found to be 0.88.

## **6.8 Data analysis**

The actual analysis of the data happened in two stages. First, a reliability analysis was performed by applying the SPSS version 22 in order to determine and evaluate the reliability and consistency for the items measured. Secondly, the use of AMOS 18 was for the evaluation of the goodness-of-fit indices of the research proposed structural equation model and hypotheses.



In the second stage of data analysis, data was presented using the structural model, covariances, model, model fit measurement and both standardised and unstandardised scores to support or not to support the Null hypothesis, and lastly, squared multiple coefficients ( $R^2$ ) were performed.

## **6.9 Brief overview of research concepts**

The part below provides an overview of the research concepts. These are concepts related to how data was analysed in this study.

### **6.9.1 Statistical analysis: Descriptive statistics**

Descriptive statistics for summarises and interpret a number of cases in the categories of a sample (Business Dictionary. 2017; Nicol and Pexman, 1999). They are important in that their use is to present quantitative descriptions in a manner that is manageable, which include measures of central tendency and measures of variability (Aerd Statistics, 2017; Babbie, 2013a; Saunders et al., 2012). This study use descriptive statistics.

### **6.9.2 Statistical analysis: Frequency distribution**

Frequency distribution indicates a summarised grouping of data, divided into a number of occurrences in each class. It further reveals the number of times a given item occurs in a set of data (Beheshtifar, Motahari and Moghadam, 2012; Naserieh, Pourkiani, Ziaadini and Fahim, 2012; Rubin et al., 2010). Therefore, frequency distribution is a representation of data, either in a graphical or tabular format, which shows the number of observations (Rubin et al., 2010; Scott and Usher, 2011).

### **6.9.3 Item description**

In item statistics, mean and standard deviation, they represent how respondents reacted to different items on the scale. In most instances, there is an aggregate of the items in that construct to represent the mean average of the responses. In this study, there is a discussion on aggregated Item analysis, as outlined below:

The items measured were on a 4-point Likert scale as outlined in this chapter. The scale was used to interpret the construct range from the mean score averages of between 0.0-2.0 (0%-50%) and 2.1-4.0 (51%-100%). This meant that any items rating of below the threshold of 65% in respect of the construct was not acceptable.

In reporting on employee satisfaction, all the items measured were on a 4-point Likert scale. The mean score averages of between 0.0-2.0 (0%-50%) and 2.1-4.0 (51%-100%) represent levels of satisfaction with the item.

The mean score averages of between 0.0-2.0 (0%-50%) represent levels of dissatisfaction. Lastly, the mean score averages of between 2.0-4.0 (51%-100%) represent levels of satisfaction with the item, and that any items rating of below the threshold of 65% in respect of the construct was not acceptable.

Furthermore, for levels of different constructs, the aggregated mean of each construct was divided by the number of levels of agreement in the scale multiplied by 100, in order to derive a percentage level of each variable. For example aggregated mean (2.5) divided by number of agreement levels (4) and multiply by hundred (100) equals (=) 62.5%. The adequate or minimum accepted percentage for each variable is 65%.

## **6.10 Basic concepts of structural equation model**

According to Hoyle (1995), the Structural Equation Model is an instrument or a procedure used to approximate a number of interconnected dependence or reliance relationships concurrently. Furthermore, the utilisation of SEM in most cases to demonstrate the investigation of the causal processes between variables to a number or a string of certain structural equations, such as regressions (McDonald and Ho, 2002; Raykov, 2005).

The Model (SEM) that is developed can be concurrently analysed statistically and tested in respect of variances (Hoyle, 1995) to establish the degree of consistency in relation to the data of the study. There is an acceptance of the Model, if there is evidence of a good fit (Hoyle, 1995).

### **6.10.1 Observed and latent variables**

The measuring instrument comprises of both the observed and latent variables. However, there are differences between these variables. The difference is that the observation of observed variables is direct and they are the pointers of the specific construct represented. On the other hand, the observation of latent variables is not explicit but form part of the Model (Hoyle, 1995).

### **6.10.2 Endogenous and exogenous latent variables**

Endogenous latent variables are the same as dependent variables. In structural equation model exogenous variable influences endogenous variable. This influence can be both direct and indirect. A number of studies have independent variables, however, in this study, there are exogenous latent variables and the exogenous variables are the same as independent variables (Bentler and Chou, 1987).

These variables are the drivers of the study to achieve its intended objectives. It must be highlighted that it would be difficult to prove anything in the absence of endogenous (dependent) and exogenous (independent) variables.

### **6.10.3 Goodness-of-fit**

The purpose of the SEM is the degree to which hypothesised data fully described the data sample of the study or that the model fitted the data satisfactorily. In line with the full description of data the goodness-of fit may be accepted or rejected.

Therefore, the model fitting includes examining or determining the goodness-of-fit in respect of the data sample and the hypothesised Model (Bentler and Chou, 1987). Goodness-of-fit is useful to determine whether data is able to assist with the achievement of the research objectives. Where data has a good fit, the results of the study will have integrity.

### **6.10.4 Chi-square and goodness of fit**

The purpose of chi-square (CMIN) is to determining or testing whether the Null hypothesis, in respect of the over-identified model and the just-identified model, fits the data. It is, however, important that in the just-identified model there is a straight path or route between variables, without any variable in between (Hoyle, 1995). The chi-square (CMIN) of the above ( $p < 0.05$ ) is considered a good model fit. In addition, to the purpose the chi-square ensures that data is reliable in order to achieve expected results.

### **6.10.5 Degrees of freedom**

Degrees of freedom (Df) are used to determine the degree of parameters in a model. The Df of more than zero (0) is considered a good fit. In this study the Df was used to indicate whether the model could be accepted or whether adjustments are required, if it was found that the Df was more than zero (0). The Df allows the researcher to understand the data

points in the SEM model and to be able to plot relationships in line with the objectives of the study (Hoyle, 1995; Bollen, 1990; Boomsma, 2000).

#### **6.10.6 The goodness-of-fit index and adjusted goodness-of-fit index**

The purpose of goodness-of-fit index (GFI) is to determine whether the model is relevant or requires further reviewing. Furthermore, the adjusted goodness-of-fit index (AGFI) is used in instances where it is found that the model does not fit the data, therefore, AGFI is a revised GFI (Frost, 2013; Jöreskog and Sörbom, 1993; Hoyle, 1995).

The AGFI will be close to zero (0) to be considered a good fit. Hence, the goodness-of-fit index will be =1.0 and therefore considered to be a proper fit. The results in this study in respect of AGFI indicate that the model is a good fit.

#### **6.10.7 Normed fit index**

Normed fit index (NFI) is popular and common because of its constant use. It measures all the parameters of the model, especially those that are added (Bentler and Chou, 1987). A perfect fit of this index is one (1) (Bentler and Chou., 1987).

Normed fit index serves as a measure in that each time there is an addition of parameter or variable in the model, the Normed fit index go up and in some other instances down. However, in this study, the parameters were constant and there was no effect on the Normed fit index.

#### **6.10.8 Relative fit index**

The relative fit index (RFI) is used to compare both the proposed and Null model in respect of their performance, like the function of the CFI. The RFI numbers of above (1.000) are an acceptable value of the CFI (Hu and Bentler, 1999). Bollen (1990) posits that RFI is developed or produced from both the NFI and CFI.

The RFI coefficient value is normally between 0-1, wherein the values closer to one (1) are considered a perfect fit, as confirmed by Hu and Bentler (1999). The RFI in this study was 0.845, therefore below one (1). Consequently, the model is a perfect fit considering that its values are closer to one (1).

### **6.10.9 Comparative fit index**

Comparative fit index (CFI) compares both the proposed and Null model in respect of their performance. It is an improved NFI (Bentler and Chou, 1987; Hu and Bentler, 1999). Hu and Bentler (1999) proposed a cut-off close to 0.95 values as acceptable. The greater the values of CFI between 0-1, the better the model and considered a good fit. In this study, CFI was closer to one (1), and therefore considered a perfect fit.

### **6.10.10 Tucker Lewis index**

According to Tucker and Lewis (1973), the Tucker Lewis index (TLI) is viewed as the same as the NFI, and is used to contrast the values of chi-square as confirmed by Mulaik, James, Van Alstine, Bennet, Lind and Stilwell (1989). Mulaik et al. (1989) highlighted that for a fit to a good fit; it must have values that are closer to one (1). The model that has a high value indicates a fit that is better than a model with a value that is lower.

### **6.10.11 Root mean square error of approximation**

The purpose of root mean square error of approximation (RMSEA) is to show whether the model has good fit or not. Furthermore, RMSEA utilisation is in respect of supporting or not supporting hypothesised models, especially those with a larger sample size (Hu and Bentler, 1999). The proposed RMSEA value of  $<0.06$  is deemed to have a good fit. Therefore, RMSEA in this study was for the purpose to aid the researcher in accepting or rejecting the hypotheses.

### **6.10.12 Root mean square residual**

The purpose of the root mean square residual index (RMR) is to determine whether the model has a good fit. The root mean square residual index is the square root of the mean of residuals that are not standardised. Hu and Bentler (1999) proposed that a value of greater than 0.02 for a good fit. This study produced a figure of 0.2, which indicated a good model fit.

## **6.11 Demographic information**

The demographic information is comprised of employer (provincial legislature), level of employment, gender, age, years of service and highest academic qualification.

### 6.11.1 Employer of respondents

Figure 6.1: Employer of respondents

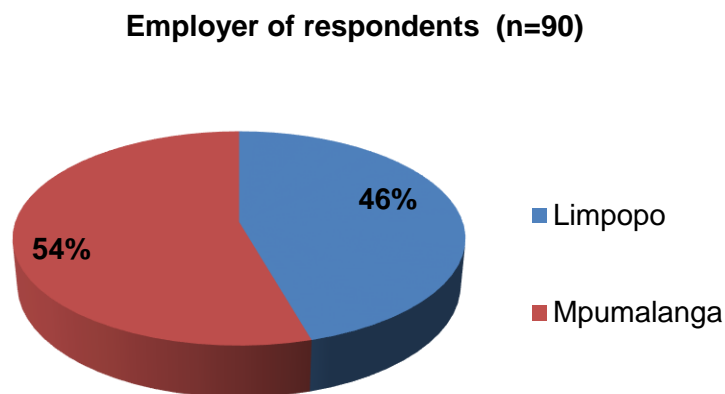


Figure 6.1: The sample comprises of 41 respondents from the Limpopo provincial legislature and 49 from the Mpumalanga provincial legislature, translated into 46% and 54% respectively. The results indicate that Mpumalanga has more employees than Limpopo.

### 6.11.2 Level of employment of respondents

Figure 6.2: Level of employment of respondents

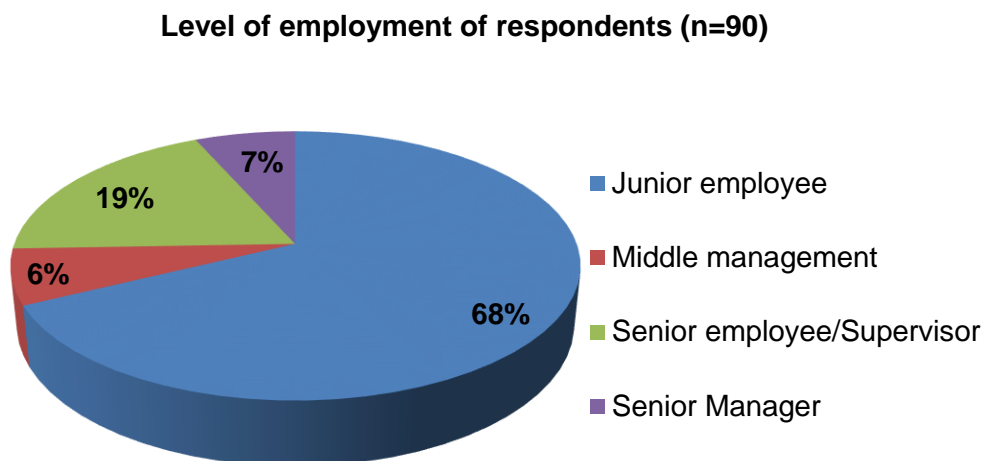


Figure 6.2 indicates that most of the respondents, 68%, are junior employees, followed by senior employees, 19% and senior management, at 7%, with middle management, at 6%, the least represented. The results are in line with most organisations, where the number of junior employees exceeds those of management. The hierarchy at the bottom is large. However, the higher it goes, the smaller it becomes.

### 6.11.3 Gender analysis of respondents

Figure 6.3: Gender analysis of respondents

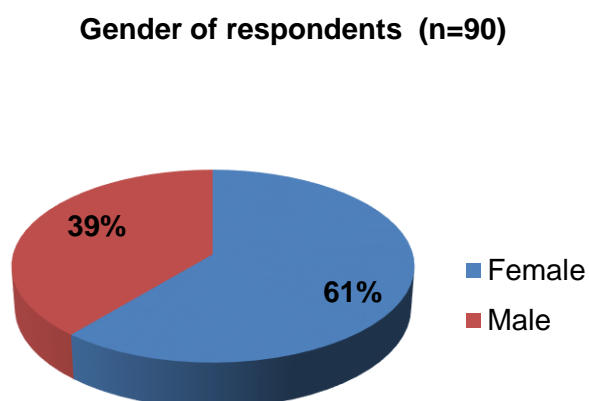


Figure 6.3 indicates that the sample comprised of 61 female and 39 male respondents, which translated into 61% and 39% respectively. This is an indication that the sample was predominantly female, and therefore that there is an imbalance in gender representation.

### 6.11.4 Age group of respondents

Table 6.1: Age group of respondents

**Age group of respondents (n = 90)**

N	Valid	90
	Missing	0
Mean		34.267
Median		47
Std. deviation		11.071
Minimum		21
Maximum		68

Table 6.1 shows that the youngest respondents in the study were between the ages of 21 and 30 and the oldest respondents were in the age group 61 years and older. The mean age of the respondents was 34.267 (SD = 11.071).

The average age group of respondents was 31 to 40 years and a conclusion is that the sample mean age was representative of the average age of employees in the selected provincial legislatures.

The results indicate that most employees, if they were to stay in, or if provincial legislatures retained them; they have a long way to go to ascend the hierarchy. Therefore, this presents an opportunity for provincial legislatures to develop the means to retain these employees.

### 6.11.5 Frequency of age group of respondents

**Table 6.2: Frequency of age group of respondents**

**Frequency of age group of respondents (n = 90)**

Valid	Age group	Frequency	Percent	Valid %	Cumulative %
	21-30 years	37	41	41	41
	31-40 years	28	31	31	72
	41-50 years	16	18	18	90
	51-60 years	8	9	9	99
	61 years and above	1	1	1	100
	Total	90	100		

Table 6.2 indicates that most respondents are between the ages of 21 and 30 years (41%) and the least number of respondents are 61 years of age and above (1%). This represents a workforce that is in the middle of their respective age groups, and therefore the provincial legislatures will have the services of these employees for a very long time if retained.

### 6.11.6 Years of service of respondents

**Figure 6.4: Years of service of respondents**

**Years of service of respondents (n=90)**

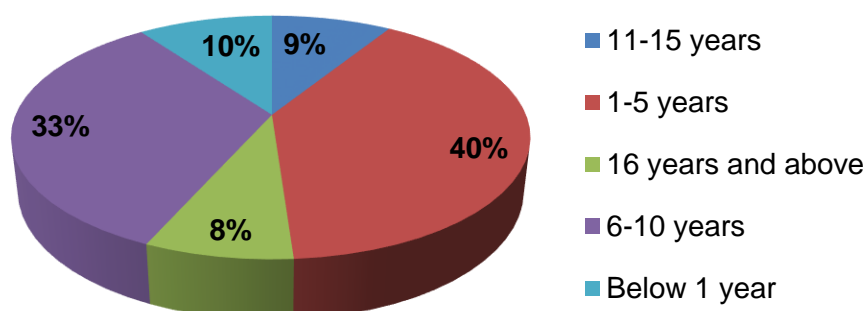


Figure 6.4 shows that the number of respondents with between 1 and 5 years of service comprise 40%, the least number of respondents have 16 years of service or more, 9% have 11 to 15 years' service, and 33% of respondents have between 6 and 10 years' service,



while 10% have less than 1 year service. The results indicate that most employees have between 1 to 5 years of service at provincial legislatures. This may furthermore mean that employees mostly spend between 1 and 5 years at legislatures.

### 6.11.7 Highest academic qualification of respondents

**Figure 6.5: Highest academic qualification of respondents**

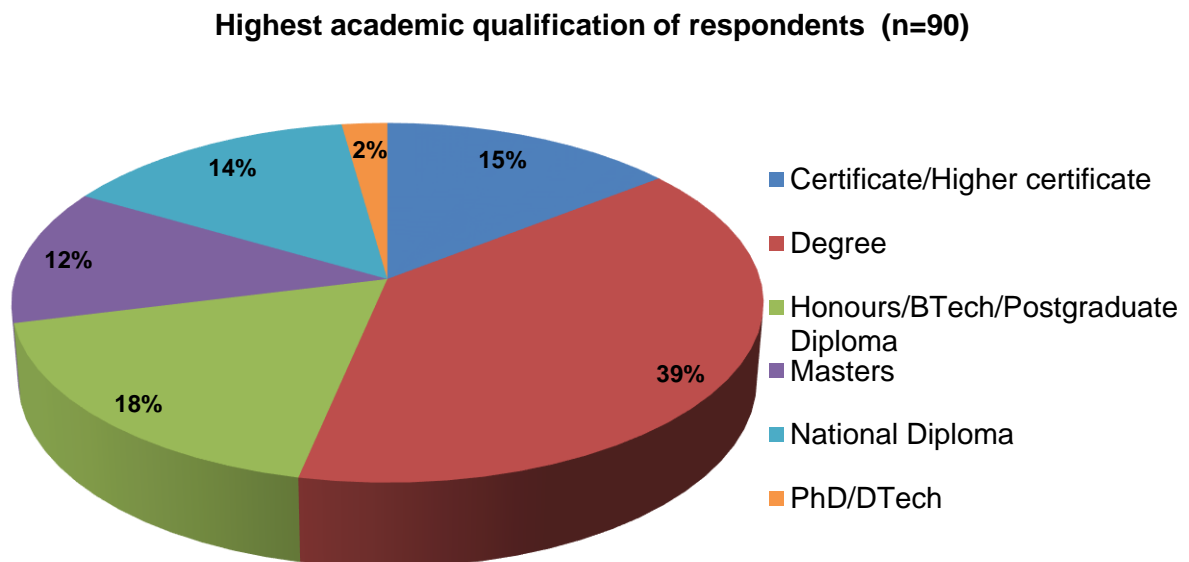


Figure 6.5 indicates that most of the respondents have degrees, 39%, and that the least number of respondents have PhD/DTech Degrees, at 2%. Respondents with a Certificate/Higher Certificate comprise 15%; those with Honours/BTech/Postgraduate Diplomas are 18%, and those with a National Diploma and Masters are 14% and 12% respectively. The results indicate that the majority of employees in provincial legislatures are educated up to the level of a degree.

### 6.12 Reliability of measuring instrument

It is important to note that an instrument must be reliable to be able to measure what it is supposed to measure. There is a need for levels of reliability to be present in a study. This, however, depends on the purpose and nature of the study (Babbie, 2013a; Nunnally, 1978).

The internal consistency and reliability of each scale was tested using Cronbach's alpha. A Cronbach's alpha of greater than 0.7 was sufficient and acceptable (Hoyle, 1995; Nunnally and Bernstein, 1994). Cronbach's alpha of at least 0.6 was regarded as adequate, while a Cronbach's alpha of 0.5 was regarded as having a low internal consistency and reliability.

## 6.13 Reliability statistics

Below is the outline of reliability statistics of all the constructs to determine suitability of each scale. Below are the reliability results of each scale.

### 6.13.1 Reliability statistics for constructs

**Table 6.3 Reliability statistics for constructs**

#### Reliability statistics for constructs (n=90)

Construct	Cronbach's Alpha	N of items
Human Resource Management Policies and Practices (Training policies)	0.797	18
Human Resource Management Policies and Practices (Salary and Decision-making policies)	0.773	3
Employee Extrinsic Motivation	0.599	7
Employee Intrinsic Motivation	0.579	7
Turnover Intention	0.616	12
Employee Satisfaction	0.761	20
Employee Engagement	0.616	12

Table 6.3 indicates the reliability statistics for the seven (7) constructs of this study. Reliability of the constructs produced an acceptable Cronbach's alpha of above 0.6 or closer to 0.6. This means that the scales are measuring the same construct; therefore, the reliance on the results of these scales is appropriate. According to Nunally (1967), Fornell and Larcker (1981) posit that coefficients of between 0.50 and 0.80 may be accepted. However, it should be noted that the reliability of scales below 0.7 is considered low.

The measuring scale produced the following Cronbach's alpha:

- Eighteen (18) items for human resource management policies and practices (Training policies) produce a 0.797 Cronbach's alpha,
- Three (3) items for human resource management policies and practices (Salary and decision-making policies) produce a 0.773 Cronbach's alpha,
- Seven (7) items for employee extrinsic motivation produce a 0.599 Cronbach's alpha,
- Seven (7) items for employee intrinsic motivation produce a 0.579 Cronbach's alpha,
- Twelve (12) items for turnover intention produce a 0.616 Cronbach's alpha,
- Twenty (20) items for employee satisfaction produce a 0.761 Cronbach's alpha, and
- Twelve (12) items for employee engagement produce a 0.616 Cronbach's alpha.

### 6.13.2 Item statistics for constructs

This section provides for item statistics of all the constructs. Items to be reported are those linked to the research questions, constructs such as human resource management policies and practices (Training policies), human resource management policies and practices (Salary and decision-making policies), employee motivation: (Extrinsic and intrinsic), turnover intention, employee satisfaction and employee engagement.

In order to arrive at the percentage of level of each construct, the aggregated mean of each construct is divided by the number of agreement levels (Strongly disagree is 1 to strongly agree is 4) multiplied by 100, in order to derive a percentage of level of each construct.

### 6.13.3 Items of constructs

Each construct comprised of a number of statements/questions wherein respondents rank their level of agreement. Below are items of each construct:

- 18 items for human resource management policies and practices (Training);
- 3 items for human resource management policies and practices (Salary and decision-making policies);
- 7 items for employee extrinsic motivation;
- 7 items for employee intrinsic motivation;
- 12 items for turnover intention;
- 20 items for employee satisfaction; and
- 12 items for employee engagement.

### 6.13.4 Average items statistics for constructs

**Table 6.4 Average items statistics for constructs**

**Average items statistics of constructs (n=90)**

No	Construct	Ave. Mean	Std. Dev.	N
1	HRM Policies and Practices (Training and Policies)	2.63	0.853	90
2	HRM Policies and Practices (Salary and Decision-making policies)	2.59	0.878	90
3	Employee Extrinsic Motivation	2.50	0.886	90
4	Employee Intrinsic Motivation	2.72	0.836	90
5	Turnover Intention	2.95	0.830	90
6	Employee Satisfaction	2.71	0.847	90
7	Employee Engagement	2.62	0.884	90

Table 6.4 shows average item statistics of all constructs with special interest in the means of these constructs. The average means of all constructs were recorded as follows: Human Resource Management Policies and Practices (Training policies) 2.63, Human Resource Management Policies and Practices (Salary and Decision-making policies) 2.59, Employee Extrinsic Motivation 2.50, Employee Intrinsic Motivation 2.72.

Turnover Intention 2.95, Employee Satisfaction 2.71 and Employee Engagement 2.62, respectively. This means that for all the constructs respondents agreed with the items. The reason for this assertion is that respondents' ratings are all above the average mean of 2.50.

## 6.14 Structural equation output

### 6.14.1 AMOS Output: Computation of degrees of freedom

The model proposed for this study is a just-identified model, as discussed in Table 6.5 below. The reason for this model in this study to be a just-identified model is that there are directional paths without any variable between variables.

**Table 6.5 AMOS Output: Computation of degrees of freedom**

#### AMOS Output: Computation of degrees of freedom (n=90)

Number of distinct sample moments	28
Number of distinct parameters to be estimated	21
Degrees of freedom (28-21)	7

Table 6.5 indicates a proposed model for this study. The model proposed for this study is a just-identified model, which has a degrees of freedom (28-21) that is positive (7), and is greater than zero (0). There are 28 distinct sample moments used to compute the default model estimates, and 21 distinct parameters.

For the purpose of emphasis, the model used for this study is a just-identified one. The just-identified model has directional paths between measured variables without any other variable in between them. The paths clearly display measured relationship between variables.

### 6.14.2 AMOS Output: Default model

The AMOS output of the Default Model, which indicates the model fit of the data. The Default Model in Table 6.6 below: The data fit the model because the degrees of freedom are greater than zero (0).

**Table 6.6 AMOS Output: Default model**

**AMOS Output: Default Model (n=90)**

Chi-square	3.704
Degrees of freedom	7
Probability level	0.813

Table 6.6 indicates the default model generated from AMOS. This model aided the researcher in order to ensure that the variables under observation fit the data and to determine whether the reliance on the results is appropriate.

Hence, the results generated from this model are credible. The results indicate a chi-square of 3.704. The chi-square was to test the Null hypothesis. The degrees of freedom shown for this output are seven (7), and are positive, as they are greater than zero (0), hence accepted. Lastly, for this default model there is a probability level of 0.813.

**6.14.3 Overall measurement model fitness**

The results as indicated in Table 6.7 below provide an overview of the model fit of this study.

**Table 6.7 AMOS Output Showing Model Fit**

**AMOS Output Showing Model Fit (n=90)**

<b>Model</b>	<b>NPAR</b>	<b>CMIN</b>	<b>Df</b>	<b>P</b>	<b>CMIN/df</b>
Default Model	21	3.704	7	0.813	0.529
Saturated Model	28	0.000	0		
Independence Model	7	70.218	21	0.000	3.344
Zero Model	0	311.500	28	0.000	11.125

Table 6.7 indicates an overview of the AMOS output model fit. The purpose of using the default model was to gain an overall view of the entire model, and to check whether the default model requires any adjustment. The hypothesised relationships of the variables of the study informed the default model. The results indicated that the model was a just-identified model.

The output as shown in Table 6.7 indicate that the default model consists of (21 parameters), saturated (28 parameters), independence (7 parameters) and zero models (0). The CMIN/DF is lower or less than 3 (Hu and Bentler, 1999). For a model to be considered a good fit it should have a p-value of less than  $>0.05$ . Therefore, the model indicates that the model has a good fit.

#### 6.14.4 Root Mean Square Error of Approximation

**Table 6.8 Root Mean Square Error of Approximation**

##### Root Mean Square Error of Approximation (n=90)

Model	RMSEA	LO90	H190	P Close
Default Model	0.000	0.000	0.081	0.886
Independence Model	0.162	0.121	0.205	0.000

Table 6.8 indicates the root mean square error of approximation (RMSEA) as generated by AMOS 18. The above, Table 6.8, indicates two models, namely default and independence. The results further demonstrate that the model is a good fit. Therefore, Table 6.8 conclusively indicates an RMSEA of below 0.05, which means that the model has a good fit.

#### 6.15 Fit statistics of the measurement model

**Table 6.9: Fit statistics of the measurement model**

##### Fit statistics of the Measurement model (n=90)

Fit statistics	Recommended Limit	Obtained
X <sup>2</sup>	-	3.704
Df	-	7
P value	p <= 0.05	0.813
Goodness-of-Fit Index (GFI)	>0.95	0.988
Adjusted Goodness-of-Fit Index (AGFI)	>0.95	0.952
Normed Fit Index (NFI)	>0.95	0.947
Non-Normed Fit Index (NNFI)	>0.95	1.201
Incremental Fit Index (IFI)	>0.95	1.052
Relative Fit Index (RFI)	>0.95	0.842
Comparative Fit Index (CFI)	>0.95	1.000
Parsimony Goodness-of-Fit Index (PGFI)	>0.95	0.247
Root mean Square Error of Approximation (RMSEA)	<0.05	0.000
Root Mean Square Residual (RMR)	<0.02	0.021
X <sup>2</sup> /Df	< 5.0	0.529

The purpose fit statistics of the measurement model is to provide a broad overview of the results of the model. Furthermore, the use of fit statistics of the measurement model is to demonstrate that the data fits the model. In this study, the model was a just-identified model because there are directional paths between measured variables.

The Table (Table 6.9) points to a number of absolute indices, and these indices include the (Chi-square) X<sup>2</sup>. However, caution be taken when using the Chi Square in that it is not

necessary an index. The caution emanate from the fact that the Chi Square is fragile in a sense that a number of elements can affect it.

These elements include the size of sample (smaller or larger). The smaller samples are likely to produce non-significant results, whereas larger samples are likely to generate significant results (Boomsma, 2000). Degrees of freedom (Df) are normally used to determine the degree of parameters in a model. The Df in this model is seven (7), which indicates a good fit.

The  $X^2/Df$ , is also used to determine whether the data fits the model. If the  $X^2/Df$  of above 5.0, is a good fit. In this study  $X^2/Df$  is above 0.5 at 0.529. Therefore, the  $X^2/Df$  indicates a good fit of the model.

The comparative fit index (CFI) and the relative fit index (RFI) are used for a similar purpose, which is to compare both the proposed and Null models in respect of their performance. The comparative from the numbers above indicate a 1.000, which is an acceptable value of the CFI (Hu and Bentler, 1999).

In this study, CFI/RFI was used to determine how both these (proposed and Null) performed in the SEM. The CFI include a number of indices, such as: incremental fit index (IFI), normed fit index (NFI) and the parsimony goodness-of-fit index (PGFI). These indices (IFI and NFI) produced the following figures: 1.052, 0.947 and 0.247 respectively that were within acceptable figures (Hu and Bentler, 1999).

The purpose of goodness-of-fit index (GFI) is to determine whether the model is relevant or requires further review; the use of adjusted goodness-of-fit index (AGFI) is to enhance the fit of data, therefore, the AGFI is a revised GFI.

The purpose of root mean square error of approximation (RMSEA) is to show whether the model has good fit or not. In this study, the RMSEA is below 0.05; therefore, the model is a good fit. The root mean square residual (RMSR) is an index that determines the fit of a model. In this study the RMSR indicates a good fit model ( $<0.02$ ).

Therefore, the p-value determines whether a model is a good fit. In this study the p-value is 0.813, and, based on the observed measurement model, reflects a model which has a p-value of  $<0.05$  (p-value 0.813) (Hu and Bentler, 1999). This means that the model has a good fit.

## 6.16 The Path Diagram of Structural Equation Model

The path diagram SEM shown in Figure 6.6 below denotes the formulated hypotheses of the study. It is important, irrespective of the clear depiction of SEM to describe the categories of variables that inform the Model. In this path diagram, there are a number of categories of variables such as:

(12 variables)

7 - observed variables

5 - unobserved variables

7 - exogenous

5 - endogenous

In this structural equation model path, different types of shapes, for example, square and circles represent variables. The circles in the SEM represent the latent variables and the squares represent the measured variables.

The generation of paths, as indicated above, are in line with the hypotheses of the study. The lines in the path denote a level of a relationship between variables. The arrows between variables in the structure represent hypothesised relationships.

These arrows represent the direction of the relationship between variables. It is sometimes so that the arrow points in both directions of the variables. In this case, the relationship is going both ways; therefore, the relationship is a bi-directional relationship. The letter indicated by (e) is a residual and it represents an error. The paths used in the diagram represent the hypotheses, which inform the entire process of the study.

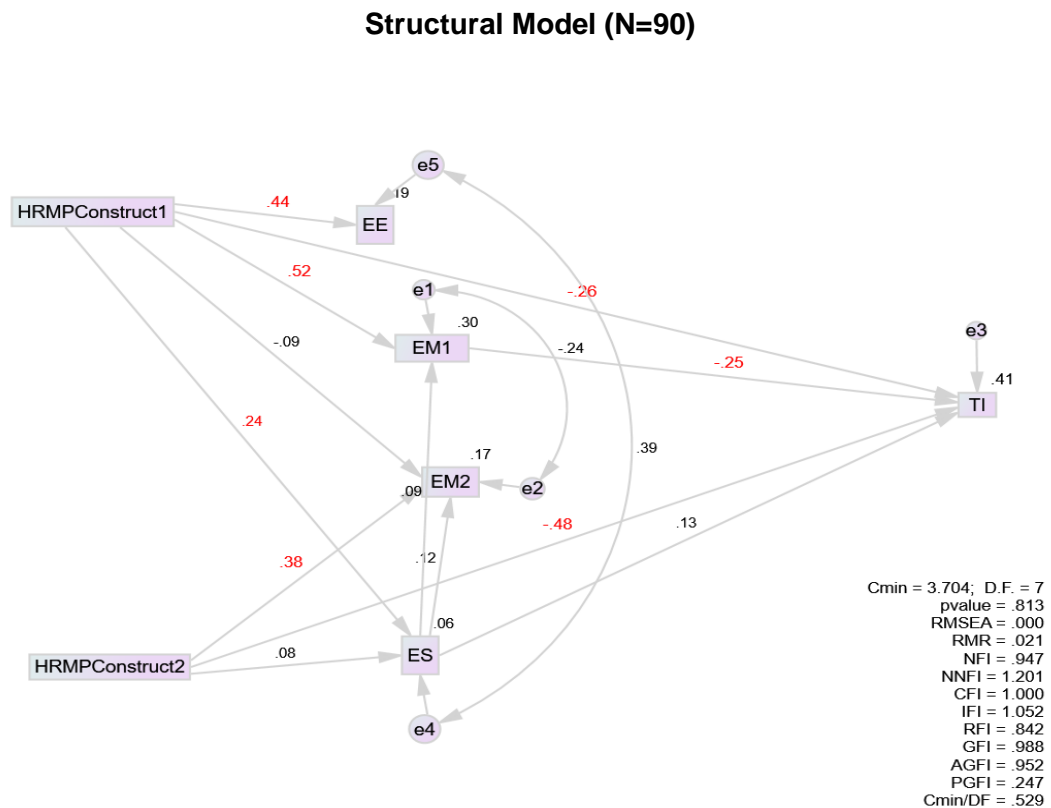
The diagram consists of one-way arrows, which indicate the impact of one variable on another. Arrows that point in a singular direction coming out of the circled error (e1-e5) show the influence or the impact of the error measurement on the observed variables. The utilisation of the SEM path diagram was to determine the relationships that exist between variables.

Figure 6.6 and Table 6.10 below illustrate the Structural Equation Model Path Diagram and correlation matrix of variables respectively.



## 6.17 Structural Equation Model

Figure 6.6 Structural Equation Model



## 6.18 Correlation matrix

Table 6.10 Correlation matrix

**Correlation Matrix (n=90)**

	HRM-2	HRM-1	ES	EM2	EE	TI	EM1
Human resource management-2	1						
Human resource management-1	.000	1					
Employee satisfaction	.081	.235	1				
Extrinsic motivation	.008	.543	.217	1			
Employee engagement	.000	.438	.444	.270	1		
Turnover intention	-.469	-.365	-.023	-.368	-.123	1	
Intrinsic motivation	.392	-.063	.126	-.202	.012	-.103	1

Table 6.10 indicates that the correlation matrix between all the variables is not significant at  $P < 0.05$ . However, the results reveal that there are relationships between variables that indicate both positive and negative relationships.

The following strongest correlations are reported from both the positive and negative dimensions, in line with the objectives of the study. For example, employee engagement and human resource management (Training policies) indicated a strong correlation (0.438), and the correlation between turnover intention and human resource management (Salary and decision-making policies) indicated a strong negative correlation (-0.469).

The results demonstrate that human resource management (Training policies) has a direct influence on employee engagement, and the results of human resource management (Salary and decision-making policy) and turnover intention demonstrate that when one variable increases, the other variable decreases.

## 6.19 Covariances

**Table 6.11 Covariances**

**Covariances (n=90)**

	<b>Estimate</b>	<b>S.E.</b>	<b>C.R</b>	<b>P</b>	<b>Label</b>
e2 <-->e1	-0.036	0.017	-2.181	0.029	
e5 <-->e4	0.046	0.013	3.418	***	

Table 6.11 indicates that the covariances are significantly differently from zero (0). The arrows pointing in both directions between variables demonstrate the relationships and their statistical significance. Table 6.11 indicates that the estimate (e1–e2) (Employee extrinsic motivation and employee intrinsic motivation) is not significant. This means that one variable does not influence the other variable.

However, the estimate (e4–e5) (employee satisfaction and employee engagement) is highly significant. This means that when one variable increases, the other variable decreases by the same margin. In this context, when employee satisfaction increases, employee engagement decreases by 0.046%.

## 6.20 Unstandardised and regression coefficients

This section presents the AMOS output of unstandardised regression coefficients. This (unstandardised regression coefficient) stands for the alteration amount in the dependent variable, with each alteration of the variable that predicts it (Hu and Bentler, 1999). The unstandardised regression coefficients are normally used interpret the results.

**Table 6.12 Unstandardised regression coefficients****Unstandardised regression coefficients (n=90)**

Variable	Estimate	S.E.	C.R.	P
ES <---HRM1	0.213	0.096	2.220	0.026
ES<--- HRM2	0.035	0.043	0.827	0.408
EM1 <--- HRM1	0.605	0.107	5.641	***
EM1 <--- ES	0.122	0.118	1.039	0.299
EM2 <--- HRM2	0.206	0.053	3.916	***
TI <--- EM1	-0.191	0.074	-2.573	0.010
TI<---HRM1	-0.229	0.089	-2.568	0.010
TI<---HRM2	-0.204	0.036	-5.633	***
EE <---HRM1	0.425	0.094	4.493	***
EM2<--- HRM1	-0.101	0.115	-0.880	0.379
EM2 <--ES	0.144	0.124	1.162	0.245
TI <---ES	0.128	0.083	1.545	0.122

Table 6.12 indicates the unstandardised regression, which shows whether measured variables are significant or not. Unstandardised regression is a result of the original outcome of the SEM procedure of estimation. Table 6.12 shows unstandardised regression coefficients and has a standard error, abbreviated as (S.E.). The division of the result of the estimate is by the Critical Ratio, abbreviated as (C.R.). The column with a P denotes the value of probability, linked to the Null hypothesis. Hoyle (1995) proposed that the value of probability presumed that the test is 0 (zero). In this model, the presumption for all regression coefficients is that they are significantly different from zero.

The results show that human resource management (Training policies) and extrinsic motivation; human resource management (Salary and decision-making policies) and employee intrinsic motivation; human resource management (Salary and decision-making policies) and turnover intention; human resource management (Training policies) and employee engagement are all statistically significant.

**6.21 Level (percentage) of constructs****Table 6.13 Level (percentage) of constructs****Level (percentage) of constructs (n=90)**

No	Construct	Ave. Mean	Level %
1	Employee Extrinsic Motivation	2.50	63%
2	Employee Intrinsic Motivation	2.72	68%
3	Turnover Intention	2.95	74%
4	Employee Satisfaction	2.71	68%
5	Employee Engagement	2.62	66%

Table 6.13 indicates the following results for each construct based on the average means. Employee extrinsic motivation 2.50 (2.50/4 x 100), which translates into 63%, Employee intrinsic motivation 2.72 (2.72/4 x 100), which equals 68%. Turnover intention 2.95 (2.95/4 x 100) translates into 74%, Employee Satisfaction 2.71 (2.71/4 x 100) equals 68% and Employee Engagement 2.62 (2.62/4 x 100) equals 66%.

These figures demonstrate that employee' levels for extrinsic is below the threshold of 65%, and intrinsic motivation is above the threshold. On one hand, employee satisfaction and engagement are above the acceptable threshold of 65%. However, employees who are likely to leave the provincial legislatures comprise 74%. This means that in this context that the rate turnover intention is high.

## **6.22 Questions relating to main problem**

### **Subquestion 1 relating to main problem**

Is there a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation? The results of these variables produced a Path Coefficient output ( $\beta = 0.520, P < 0.05$ ).

This means that the relationship between these variables is positive and significant to such a degree that when one variable (differential application of human resource management policies and practices: Training policies) increases or decreases, so does the other variable (employee extrinsic motivation).

### **Subquestion 2 relating to main problem**

Is there a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation. The results of these variables produced a Path Coefficient output ( $\beta = 0.383, P < 0.05$ ).

This means that the relationship between these variables is positive and significant. This further indicates that if one variable (differential application of human resource management policies and practices: Salary and decision-making policies) increases or decreases, so does the other variable (employee intrinsic motivation).

## **6.22.1 Questions relating to subproblems**

### **Question 1 for subproblem 1**

What is the level of employee extrinsic motivation in provincial legislatures?

The results indicated that the aggregated mean for employee motivation: external needs (2.50/4X100) translated into 63%. Therefore, this result means that employees' level of extrinsic motivation is 63%, thus, 37% of employees are not motivated as regards external needs.

The results demonstrated that employee extrinsic motivation levels are not acceptable in that the results are below the adequate and acceptable level of motivation, above 65% (Industrial Psychology Consultants (Pty) Ltd, 2016). The results indicated that employees were not satisfied with how they were compensated compared with other legislatures.

### **Question 2 for subproblem 2**

What is the level of employee intrinsic motivation in provincial legislatures?

The results indicate that the aggregated mean for employee intrinsic motivation (2.72/4X100) translated into 68%. Therefore, this result means that employees' level of intrinsic motivation is 68%, which shows that 32% of employees are not motivated in respect of intrinsic factors. The results demonstrated that employee intrinsic motivation levels were adequate as they were marginally above the adequate level of 65%.

### **Question 3 for subproblem 3**

What is the level of turnover intention in provincial legislatures?

The results indicate that the aggregated mean for turnover intention (2.95/4X100) translated into 26%. Therefore, this means that the theorised possibility of employees leaving the provincial legislatures is 74%.

This reveals that employees are actively looking for other job opportunities in other sectors or within the legislative sector. The results demonstrate that employees' turnover levels are not at an acceptable level, hence their actively looking for any other job opportunities. This is not good for provincial legislatures as they are likely to lose employees at any given moment.

#### **Question 4 for subproblem 4**

What is the level of employee satisfaction in provincial legislatures?

Table 6.12 indicates an aggregated mean of 2.71 ( $2.71/4 \times 100$ ) translated into 68%. This means that the level of employees' satisfaction is 68%, which reveals that 32% of employees at provincial legislatures are not satisfied.

The level of employee satisfaction is marginally above the adequate level, which is 65%. This means that employee satisfaction in provincial legislatures is adequate. However, more needs to be done in order to ensure that the level of satisfaction is increased.

#### **Question 5 for subproblem 5**

What is the level of employee engagement in provincial legislatures?

Table 6.12 indicates an aggregated mean of 2.62 ( $2.62/4 \times 100$ ), which translated into 66%. This means that the level of employee engagement is 66%. This reveals that 34% of employees at provincial legislatures are not engaged or are not fully engaged.

The level of employee engagement is marginally above the adequate level of engagement, which is 65%. However, this means that disengaged employees are not good for the legislatures and that provincial legislatures should develop strategies to increase the level of engagement of employees.

#### **6.23 Main objective**

The study intended to achieve the following main objective and subobjectives:

To design an integrated human resource management model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level

The presentation of designed human resource management is in Chapter 7.

### **6.23.1 Other objectives relating to main problem**

#### **Objective 1**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation. The results produced a positive relationship with a Path Coefficient output ( $\beta = 0.520, P < 0.05$ ).

This means that when the differential application of application of human resource management policies and practices (Training policies) increases, so does the value of employee extrinsic motivation. The results furthermore mean that these variables move together.

#### **Objective 2**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation. The results indicate a positive relationship with a Path Coefficient output ( $\beta = 0.383, P < 0.05$ ).

This means that when the differential application of human resource management policies and practices (Salary and decision-making policies) increases, so does the value of employee intrinsic motivation. These results mean that these variables move together.

### **6.23.2 Subobjectives**

This study intended to achieve the following subobjectives:

#### **Subobjective 1**

To examine whether there is a relationship between the differential application of application of human resource management policies and practices (Training policies) and employee satisfaction. The results indicate a moderate positive relationship with a Path Coefficient output ( $\beta = 0.235, P < 0.05$ ).

This means that when the differential application of application of human resource management policies and practices (Training policies) increases, so does the value of employee satisfaction. The results furthermore mean that these variables move together.

### **Subobjective 2**

To examine whether there is a relationship between the differential application of application of human resource management policies and practices (Salary and decision-making policies) and employee satisfaction. The results produced a Path Coefficient output ( $\beta = 0.081$ ,  $P < 0.05$ ), indicating that there is a weak positive relationship.

The interpretation of the results that that when the value of the differential application of application of human resource management policies and practices (Salary and decision-making policies) increases, so does the value of employee satisfaction. The results furthermore mean that these variables move together.

### **Subobjective 3**

To examine whether a relationship exists between employee satisfaction and employee extrinsic motivation. The results indicate a weak positive relationship with a Path Coefficient output ( $\beta = 0.095$ ,  $P < 0.05$ ).

The interpretation of the results is that when the value of employee satisfaction increases, so does the value of employee engagement. The results furthermore mean that these variables move together.

### **Subobjective 4**

To examine whether there is a relationship between employee extrinsic motivation and turnover intention. The results produced a moderate negative relationship with a Path Coefficient output ( $\beta = -0.252$ ,  $P < 0.05$ ).

This means that when the value of employee extrinsic motivation decreases, the value of turnover intention increases, and the reverse is also true. This simply means that the variables work towards different or opposite directions, therefore when the employee extrinsic motivation increases, turnover intention decreases.



### **Subobjective 5**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Training policies) and turnover intention. The results show a Path Coefficient output ( $\beta = -0.259$ ,  $P < 0.05$ ), which is a moderate negative relationship.

This means that when the value of the differences in the application of human resource management policies and practices (Training policies) decreases, the value of turnover intention increases, and the reverse is also true. This simply means that the variables work towards different or opposite directions, therefore, when the differences in the application of human resource management policies and practices (Training policies) increases turnover intention decreases.

### **Subobjective 6**

To examine whether a relationship exists between the differences in the application of human resource management policies and practices (Salary and decision-making policies) and turnover intention. The results indicate a negative strong relationship with a Path Coefficient output ( $\beta = -0.478$ ,  $P < 0.05$ ).

This means that when the value of the differences in the application of human resource management policies and practices (Salary and decision-making policies) decreases, the value of turnover intention increases, the reverse is also true. This means that the variables work towards different or opposite directions, namely when the difference in the application of human resource management policies and practices (Salary and decision-making policies) increases, turnover intention decreases.

### **Subobjective 7**

To examine whether a relationship exists between the differential application of human resource management policies and practices (Training policies) and employee engagement. The parameter estimate indicates a strong positive relationship with a Path Coefficient output ( $\beta = 0.459$ ,  $P < 0.05$ ).

The results mean that when the value of the differential application of human resource management policies and practices increases, so does the value of employee engagement. The results furthermore mean that these variables move together.

### **Subobjective 8**

To determine whether there is a relationship between the differential application of human resource management (Training policies) and employee intrinsic motivation. The results indicate a weak negative relationship with a Path Coefficient output ( $\beta = -0.090$ ,  $P < 0.05$ ).

This means that when the value of differential application of human resource management (Training policies) decreases, the value of employee intrinsic motivation increases, the reverse is also true. This shows that the variables work towards different or opposite directions. The results are in line with a study by Mathis and Jackson (2011).

### **Subobjective 9**

To examine whether there is a relationship between employee satisfaction and employee intrinsic motivation. The results indicate a weak positive relationship between employee satisfaction and intrinsic motivation with a Path Coefficient output ( $\beta = 0.116$ ,  $P < 0.05$ ).

The results indicate that, when employee satisfaction increases, so does employee intrinsic motivation and vice versa. This means that when employees are satisfied, they are likely to have higher levels of intrinsic motivation (Mathis and Jackson, 2011). The results furthermore mean that the variables move together.

### **Subobjective 10**

To examine whether there is a relationship between employee satisfaction and turnover intention. The results indicate a weak positive relationship between employee satisfaction and turnover intention and produced a Path Coefficient output of ( $\beta = 0.131$ ,  $P < 0.05$ ). This means that employee satisfaction has an influence on employee turnover in that when employees are dissatisfied, they are likely to leave the organisation (Mathis and Jackson, 2011).

This means that when employee satisfaction increases, turnover intention decreases. The results are consistent with the findings of Wheeler et al. (2010), who suggested that the person-organisation fit would reduce turnover intention, while it increases satisfaction, and Shahzad et al., (2011) found that there is a relationship between satisfaction and turnover intention.

## 6.24 Testing Structural Relationships

This part focuses on testing the structural relationships in line with the objectives and hypotheses of the study. The hypothesised research model indicated a good fit in relation to observed variables because the p-value was greater than 0.05 (Hoyle, 1995), therefore, the model is accepted. The hypothesised paths (H<sub>o</sub>1 to H<sub>o</sub>12) are significant and some not significant as outlined in Table 6.14 below:

**Table 6.14 Standardised Regression Estimates of Hypotheses Tested**

### Standardised Regression Estimates of Hypotheses Tested

No	Hypotheses	Path Coefficients ( $\beta$ value)	Supported/not supported
	<b>Main hypotheses</b>		
<b>1</b>	<b>Hypothesis 1 for main problem</b> Differential application of application of human resource management policies and practices (Training policies) does not contribute significantly to levels of employee extrinsic motivation.	0.520	Null hypothesis not supported
<b>2</b>	<b>Hypothesis 2 for main problem</b> Differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee intrinsic motivation.	0.383	Null hypothesis not supported
	<b>Subhypothesis</b>		
<b>3</b>	<b>Subhypothesis 1</b> Differential application of application of human resource management policies and practices (Training policies) makes no significant contribution to levels of employee satisfaction.	0.235	Null hypothesis not supported
<b>4</b>	<b>Subhypothesis 2</b> Differential application of application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee satisfaction.	0.081	Null hypothesis supported

<b>5</b>	<b>Subhypothesis 3</b> Employee satisfaction makes no significant contribution to levels of employee extrinsic motivation.	0.095	Null hypothesis supported
<b>6</b>	<b>Subhypothesis 4</b> Employee extrinsic motivation makes no significant contribution to levels of turnover intention.	-0.252	Null hypothesis not supported
<b>7</b>	<b>Subhypothesis 5</b> The differences in the application of human resource management policies and practices (Training policies) do not contribute significantly to levels of turnover intention.	-0.259	Null hypothesis not supported
<b>8</b>	<b>Subhypothesis 6</b> Different application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of turnover intention.	-0.478	Null hypothesis not supported
<b>9</b>	<b>Subhypothesis 7</b> Differential application of human resource management policies and practices (Training policies) does not make a significant contribution to levels of employee engagement.	0.438	Null hypothesis not supported
<b>10</b>	<b>Subhypothesis 8</b> Differential application of human resource management policies and practices (Training policies) makes no significant contribution to levels of employee intrinsic motivation.	-0.090	Null hypothesis supported
<b>11</b>	<b>Subhypothesis 9</b> Employee satisfaction does not contribute significantly to levels of employee intrinsic motivation.	0.116	Null hypothesis supported
<b>12</b>	<b>Subhypothesis 10</b> Employee satisfaction does not contribute significantly to levels of turnover intention.	0.131	Null hypothesis supported

\*Significant at 0.05

Table 6.14 indicates all hypothesised paths (12 paths; H<sub>0</sub>1 to H<sub>0</sub>12), of the structural model in line with the hypotheses of the study. The results are reported with the aid of both the standardised and unstandardised coefficients output, and are recorded at the significant ( $p$ -value > 0.05).

This means that hypotheses results with a  $p$ -value < 0.05 will be considered not significant and Null hypotheses will be accepted and hypotheses results with a ( $p$ -value > 0.05) will be considered significant and Null hypotheses will be rejected.

The results presented in Table 6.14 for *Hypothesis 1*, that the differential application of human resource management policies and practices (Training policies) does not contribute significantly to levels of employee extrinsic motivation, reveal a positive relationship between the variables, which produced a Path Coefficient output ( $\beta = 0.520$ ,  $P < 0.05$ ), which is statistically significant.

Therefore, Null hypothesis does not support that the differential application of human resource management policies and practices (Training policies) contributes significantly to levels of employee extrinsic motivation.

For *Hypothesis 2*, the differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee intrinsic motivation, the results indicate a positive relationship, which produced a Path Coefficient output of ( $\beta = 0.383$ ,  $P < 0.05$ ), and the relationship is statistically significant.

The Null hypothesis not supported, that differential application of human resource management policies and practices (Salary and decision-making policies) contributes significantly to levels of employee intrinsic motivation.

As far as subhypotheses are concerned, *subhypothesis 1*, which states that the differential application of human resource management policies and practices (Training policies) makes no significant contribution to levels of employee satisfaction, indicated a Path Coefficient output of ( $\beta = 0.235$ ,  $P < 0.05$ ).

The results demonstrate that there is a positive relationship between the differential application of human resource management policies and practices (Training policies) and levels of employee satisfaction, which is also statistically significant. Therefore, Null hypothesis not supported.

*Subhypothesis 2*, the differential application of human resource management policies and practices (Salary and decision-making policies) makes no significant contribution to levels of employee satisfaction, produced a Path Coefficient output of ( $\beta = 0.081, P > 0.05$ ). The results indicate that there is a weak positive relationship between the differential application of human resource management policies and practices (Salary and decision-making policies). The relationship is statistically significant. Therefore, Null hypothesis supported.

The results of *subhypothesis 3*, that employee satisfaction makes no significant contribution to levels of employee extrinsic motivation, produced a Path Coefficient output of ( $\beta = 0.095, P > 0.05$ ), indicate that there is a weak positive relationship, which is not statistically significant. Therefore, Null hypothesis supported.

*Subhypothesis 4*, which states that employee extrinsic motivation makes no significant contribution to levels of turnover intention, produced a Path Coefficient output of ( $\beta = -0.252, P < 0.05$ ), indicating that there is a moderate negative relationship between employee extrinsic motivation and turnover intention. The relationship is statistically significant. Therefore, Null hypothesis not supported.

*Subhypothesis 5*, which stated that a difference in the application of human resource management policies and practices (Training policies) does not contribute significantly to levels of turnover intention, indicated a Path Coefficient output of ( $\beta = -0.259, P < 0.05$ ), showing that there is a moderate negative relationship between human resource management policies and practices (Training policies) and turnover intention. The relationship is statistically significant. Therefore, Null hypothesis not supported.

*Subhypothesis 6*, which stated that the differences in the application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of turnover intention, produced a Path Coefficient output of ( $\beta = -0.478, P < 0.05$ ).

These results indicate a strong negative statistically significant relationship between human resource management policies and practices (Salary and decision-making policies) and turnover intention. Therefore, Null hypothesis not supported.

Furthermore, *subhypothesis 7*, which stated that the differential application human resource management policies and practices (Training policies) does not contribute significantly to levels of employee engagement, produced a Path Coefficient output of ( $\beta = 0.438, P < 0.05$ ).

There is a positive and significant relationship between the differential application of human resource management policies and practices (Training policies) and employee engagement. The relationship is significant. Therefore, Null hypothesis not supported.

In respect of *subhypothesis 8*, that the differential application of application of human resource management policies and in practices (Training policies) makes no significant contribution to levels of employee intrinsic motivation produced a Path Coefficient output of ( $\beta = 0.090, P>0.05$ ), which indicated a negative relationship between human resource management policies and practices (Training policies) and turnover intention. This negative relationship is not statistically significant. Therefore, Null hypothesis supported.

In addition, *subhypothesis 9*, which stated that employee satisfaction does not contribute significantly to employee intrinsic motivation, produced a Path Coefficient output of ( $\beta = 0.116, P>0.05$ ), which shows a positive relationship between employee satisfaction and employee intrinsic motivation. However, the relationship is not statistically significant. Therefore, Null hypothesis supported.

Lastly, for *subhypothesis 10*, which stated that employee satisfaction makes no significant contribution to levels of turnover intention, produced a Path Coefficient output of ( $\beta = 0.131, P>0.05$ ), which shows a positive relationship between employee satisfaction and turnover intention. However, this relationship is not statistically significant. Null hypothesis supported.

## 6.25 Squared multiple correlations

**Table 6.15 Squared multiple correlations**

### Squared multiple correlations (n=90)

Variable	Estimate
ES	0.062
EM1	0.303
EE	0.191
TI	0.408
EM2	0.170

Table 6.15 indicates the squared multiple coefficients ( $R^2$ ). The purpose of the squared multiple coefficients are to determine a change that takes place when one or more paths of the structural equation model are compared. The results indicate that  $R^2$  is 0.062. Thus, the 6.2% variation in employee satisfaction is directly due to the variation in the two human resource management constructs.

## 6.26 Summary

This chapter outlines research questions, main objectives, other objectives, subobjectives and both the main hypotheses and subhypotheses of the study. The demographics were analysed using descriptive statistics generated from the SPSS 22.

It is also important to note that for any study to be trustworthy it must undergo the process of reliability testing. The results indicate that all the variables showed a reliability of above 0.5. In as far as, SEM is concerned; the default model produced a Chi-square 3.704, degrees of freedom of seven (7) and a p-value of 0.813, which indicated that the fit between the over-identified model and the data is not significantly worse than the fit between the just-identified model and the data.

Levels of variables motivation (extrinsic and intrinsic), turnover intention, employee satisfaction and employee engagement) were determined by means of a mathematical calculation, in which the average means of variables were divided by the number of levels of agreement four (4) multiplied by one hundred (100).

The results showed the following percentages: 63% (employee extrinsic motivation), 68% (employee intrinsic motivation), 74% (turnover intention), 68% (employee satisfaction), and 66% (employee engagement). The structural equation model was used with the aid of regression estimates to analyse hypotheses (Hypotheses and subhypotheses), and to support or not to support hypotheses.

The regression path coefficient results indicate that in some Null hypotheses were accepted and in some rejected in hypothesised paths ( $H_0$ 1 to  $H_0$ 12: (Hypothesis 1 and Hypothesis 2 for main problem and subhypotheses) produced path coefficients that are statistically significant ( $\beta = P < 0.05$ ). Therefore, Null hypotheses not supported. Some hypothesised coefficient paths supported the Null hypothesis and not. Lastly, the squared multiple coefficients ( $R^2$ ) indicated that  $R^2$  is 0.062, which is equals to 6.2%.

The next chapter, chapter 7, focuses on summarising the findings, conclusions and recommendations of the findings.



## **CHAPTER 7**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **7.1 Introduction**

Chapter 6 provided detailed information on the findings and the interpretation of the findings of the study. This chapter (chapter 7) provides a summary of the findings of the study, which include conclusions drawn from the findings and recommendations. Furthermore, there is an outline of the conclusions and recommendations in line with the, questions, objectives and hypotheses of this study. In addition, there is a brief discussion on suggested areas for further research.

#### **7.2 Reliability of instruments**

The internal consistency and reliability of each scale was tested, using Cronbach's alpha. A Cronbach's alpha of greater than 0.7 was considered sufficient and acceptable (Hoyle, 1995; Nunnally and Bernstein, 1994), and a Cronbach's alpha of at least 0.6 was regarded as adequate, and lastly a Cronbach's alpha of 0.5 was regarded as having a low internal consistency and reliability but was, however, cautiously accepted.

Therefore, the testing of each scale for internal and reliability consistency was to determine whether they could be accepted for the study. The internal consistency and reliability of each scale range between 0.5 and 0.8, which indicated the acceptability of the measuring instrument (Hoyle, 1995; Nunnally and Bernstein, 1994).

#### **7.3 Structural Equation Model**

The development of SEM was to determine the existence of relationships between constructs. The SEM paths were in line with the objectives and hypotheses of the study.

The proposed model was a just-identified model and the computed degrees of freedom produced (21 parameters), saturated (28 parameters), independence (7 parameters) and, finally, zero models. Furthermore, this model was found to be a good fit with a CMIN/DF of less than three (3) (Hu and Bentler, 1999) and the p-value of  $>0.05$ .

#### **7.4 Research population and sample**

Two selected provincial legislatures (Limpopo and Mpumalanga) formed part of the study. The population was N=324 (Limpopo 150 and Mpumalanga 174) and the sample of the study was n=108 (Limpopo 50 and Mpumalanga 58).

A systematic sampling method was appropriate for this study to select the respondents from the combine lists of the two selected provincial legislatures. The selection of the respondents was at regular intervals (after two counts a third participant was selected).

The systematic sampling method relies on organising the target population according to some ordered list or scheme, and thereafter, selecting elements at regular intervals throughout that ordered list or scheme.

This method was appropriate for this study because the sample has an even spread of the sample across the entire population. The systematic sampling method is moreover relatively easy to apply.

The questionnaires were completed by (n=90) respondents, with thirteen (13) questionnaires not returned and five (5) not completed in full, and subsequently excluded from data analysis. Returned questionnaires represented a response rate of 28% ( $90/324 \times 100$ ), calculated from the entire population but calculating the response rate from the selected sample was 83% ( $90/108 \times 100$ ). The response rate indicated the following respondents: female represented 61% and male represented 39%.

#### **7.5 Measuring instrument**

The previously listed questions, objectives and hypotheses informed the questionnaire drafted that was used to collect the data.

There were eight sections (Section A to Section H) of the questionnaire, as follows:

Section A consisted of the demographic information (employer, gender, age, years of service, highest qualification), wherein respondents ticked in boxes that applied to them,

Section B measured the application of HRM policies and practices (Training policies) with 18 statements/questions, wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section C measured the application of HRM policies and practices (Salary and decision-making policies) with 3 statements/questions, wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section D measured employee extrinsic motivation with 7 statements/questions, wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section E measured employee intrinsic motivation with 7 statements/questions), wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section F of the questionnaire measured turnover intention with 12 statements/questions, wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section G measured employee satisfaction with 20 statements/questions and levels of satisfaction are measured as follows: 1=very dissatisfied; 2=dissatisfied; 3=satisfied and 4=very satisfied, and in the final instance, and

Section H measured employee engagement with 20 statements/questions, using a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree.

## **7.6 Data analysis**

The questionnaires were distributed to the selected provincial legislatures collected and captured numerically. For the demographic information, respondents ticked the demographic information that applied to them. MS Excel was used to capture the data, after which it was imported to SPSS version 22 and AMOS 18, in which data was validated, and then analysed.

## **7.7 Findings of the study**

The primary objective of the study was to design an integrated human resource management model for similar treatment of employees at provincial legislatures to keep motivation at an acceptable level.

The other objectives relating to the main problems *objective 1* was to determine whether a significant relationship existed between the differential application of human resource management policies and practices (Training policies), and employee extrinsic motivation.

Whereas, *Objective 2* was to examine whether there was a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation.

## **7.8 Summary of findings of the study**

### **7.8.1 Demographic information**

The findings of the study with regard to the demographic information relate to the respondents at selected provincial legislatures. The sample of respondents as shown in Figure 6.1 was 46% for Limpopo and 54% for the Mpumalanga legislature.

As far as gender is concerned, the sample indicated that 61% were female and 39% were male. This reveals that the study comprised of predominantly female respondents. The assumption was that the selected provincial legislatures met and exceeded gender equity. However, the legislatures can still improve on the employment of males in their ranks, as reflected in the sample.

For levels of employment, the study covered a wide range of respondents from the selected provincial legislatures, with Figure 6.2 indicating that most of the respondents were junior employees, at 68%. It is common to see junior employees being well represented in that the higher the organisational hierarchy, the smaller the number of employees at management level.

In respect of the age groups of the respondents, the study revealed in Figure 6.3 that the youngest respondents who participated in the study were between the ages of 21 and 30. The mean age of the youngest respondents was recorded as 34.267 (SD = 11.071). The average age of the groups of respondents in the two selected provincial legislatures was between the ages of 31 and 40.

This average may point to the late entry of respondents in these workplaces (provincial legislatures). Furthermore, with regard to years of service, Figure 6.4 revealed that 40% of respondents have between 1 and 5 years of service. Finally, as revealed in Figure 6.5, 39% of respondents have degrees.

## 7.9 Research questions

Questions and summary of findings of the study follows below:

### 7.9.1 Questions relating to main problem

#### Main question

What integrated human resource management model can be designed for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level?

**Figure 6.7 Integrated Human Resource Management Model**

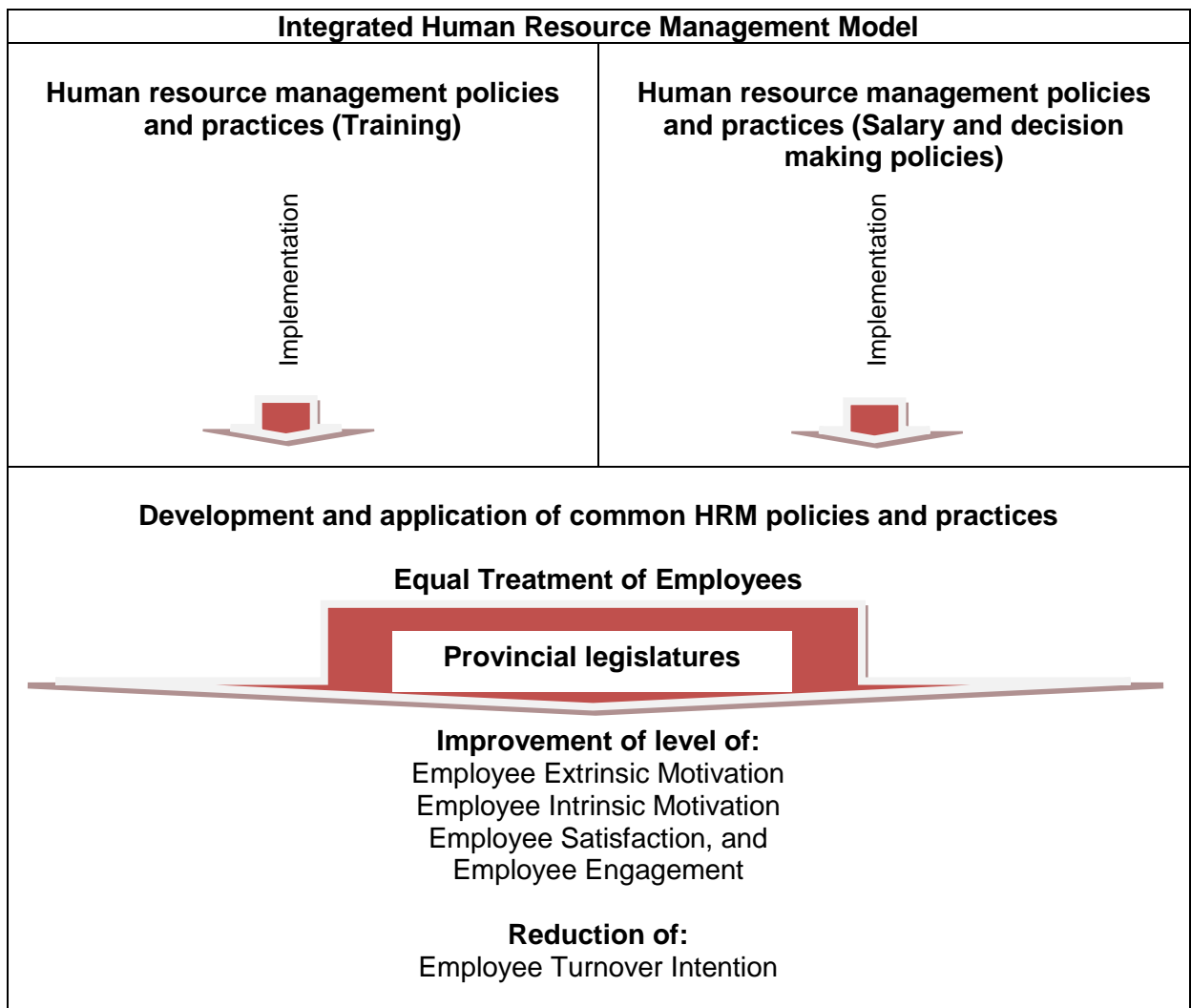


Figure 6.7 display the integrated human resource management model, informed by the findings of the study in relation to the relationships that existed between constructs (Figure 6.6: Structural Equation Model). Figure 6.6 based on the objectives and the findings of the study further indicate that the implementation of HRM equally across provincial legislatures,

will dispel the notion that employee in other provincial legislatures are treated differently. There is clear evidence that the application of human resource management not only has an influence on the levels of employee extrinsic and intrinsic motivation, but also on other constructs such as turnover intention, employee satisfaction and employee engagement as outlined in Chapter 6.

Integrated HRM lends assistance, especially in situations where organisations serving the same constituency, which moreover competes for talent, particularly when their operations are intended to speak with one voice (Insight Consulting, 2012; Scott, 2009). Furthermore, there is much better coordination of organisational activities.

In order to maximise employee potential, there must be an integration of HRM processes with a view to achieving the common purpose, which is essential for effective communication as well as for awareness of and commitment to the above by all the parties (Sattar et al., 2015) as highlighted in Figure 6.7. An integrated departmental function allows the consistent application of HRM practices across the entire organisation (Mohammad et al., 2017).

The effect of integrated HRM is affirmed in Sattar et al. (2015), that HRM practices, in particular, recruitment and selection, compensation, performance appraisal and training, and development are positively related to productivity and organisational performance. It must, however, be indicated that the effect of integrated HRM depends on how policies and practices are implemented (Mohammad et al., 2017).

## **7.9.2 Other questions relating to main problem**

### **Question 1 relating to main problem**

Is there a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation?

The parameter estimate produced a positive statistically significant relationship with a Path Coefficient output ( $\beta = 0.520$ ,  $P < 0.05$ ).

This means that when one variable increases, so does the other variable. The results furthermore mean that these variables move together as they increase or decrease. The results are in line with the findings in Huang (2000), which show that HRM practices are among what influences employees' intention to leave the organisation, their levels of motivation and job satisfaction.

## **Question 2 relating to main problem**

Is there a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making) and employee intrinsic motivation.

The parameter estimate indicated a positive statistically significant relationship with a Path Coefficient output ( $\beta = 0.383$ ,  $P < 0.05$ ). The results concur with the results of the study by Armstrong (2010) that motivation increases when the application of HRM policies and practices is fair and equal.

### **7.9.3 Questions relating to subproblems**

#### **Subproblem 1**

Due to the main problem, an unacceptably low level of employee extrinsic motivation is experienced. The differential application of human resource management policies and practices influences level of extrinsic motivation.

What is the level of employee extrinsic motivation in provincial legislatures?

The average mean of respondents was 2.50 produced from a four-point Likert scale level of agreement, which translated into a 63% motivation level in respect of external needs such as salary increments, financial incentives, physical working conditions, job security, retirement benefits and top management visibility.

The average mean of employee demotivation level was 1.50, which is 37%. This means that external needs contribute more to employee extrinsic motivation levels. The results furthermore indicate that 6 out of 10 employees are motivated by external needs.

#### **Subproblem 2**

Due to the main problem, an unacceptably low level of employee intrinsic motivation is experienced. The differential application of human resource management policies and practices influences level of intrinsic motivation.

What is the level of employee intrinsic motivation in provincial legislatures?

The average mean of respondents was 2.72, produced from a four-point Likert scale level of agreement, which translated into 68% of level of motivation in respect of self-esteem and actualisation such as satisfied with the role they play, having good status, being independent in decision-making, scheduling their own work, self-knowledge, enlightenment and individual potential.

The average mean of employee demotivation level was 1.38, which translated into 32%. This means that intrinsic motivation contributes to employee intrinsic motivation levels. The results further indicate that 7 out of 10 employees are motivated by intrinsic needs.

### **Subproblem 3**

Due to the main problem, an unacceptably high intention of employee turnover is experienced. The rate of employee turnover at provincial legislatures average 12%, and is influenced by the differential application of human resource management policies and practices.

What is the level of turnover intention in provincial legislatures?

The results indicate that the aggregated mean for turnover intention is  $(2.95/4 \times 100)$ , which translates into 74%. Therefore, this means that the possibility of employees leaving the provincial legislatures is 74%.

This revealed that employees were actively looking for other job opportunities in other sectors or in the legislative sector, but 26% were not likely to leave the provincial legislature soon. This moreover indicates that 7 out of 10 employees are likely to leave the employ of provincial legislatures in instances when they get other jobs.

### **Subproblem 4**

Due to the main problem, an unacceptably low level of employee satisfaction is experienced. The differential application of human resource management policies and practices influences levels of employee satisfaction.



What is the level of employee satisfaction in provincial legislatures?

The average mean of respondents was 2.71, produced from a four-point Likert scale level of agreement, which translated to 68% of level of satisfaction, such as a chance to keep busy, independence, variety, being valued, honesty, assisting others, influence of managers, to work to maximum ability, remuneration, possible promotion, working conditions, camaraderie, praises and feelings of accomplishment. This means that 7 out of 10 employees are satisfied and 3 out of 10 are not satisfied.

### **Subproblem 5**

Due to the main problem, an unacceptably low level of employee engagement is experienced. Low levels of employee engagement emanate from a situation in which there are differences in the treatment of some employees in respect of the application of human resource management policies and practices.

What is the level of employee engagement in provincial legislatures?

The average mean of respondents was 2.62 produced from a four-point Likert scale level of agreement, which translated to 66% of level of engagement such as knowing what is expected at work, what equipment is needed to perform the job, positive contribution, feeling valued, recognition, importance of vision and mission, presence of a friend at work and growth opportunities. This means that 7 out of 10 employees are engaged and 3 out of 10 are not engaged.

## **7.10 Main objective and subobjectives**

### **7.10.1 Main objective**

The study intended to achieve the following main objective, other objectives and subobjectives: To design an integrated human resource management model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level.

The integrated model (Figure 6.7) reflects the findings of the study in relation to the application of human resource management policies and practices in the selected provincial legislatures (Limpopo and Mpumalanga).

## **7.10.2 Other objectives relating to main problem**

This study intended to achieve the following other objectives of the main problem:

### **Objective 1**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation.

The parameter estimate produced a positive statistically significant relationship with a Path Coefficient output ( $\beta = 0.520$ ,  $P < 0.05$ ). This means that when the differential application of human resource management policies and practices (Training policies) increases, so does the value of employee extrinsic motivation.

The results furthermore indicate that these variables move together. The results are in line with the findings in Huang (2000), namely that HRM practices are among what influences employees' intention to leave the organisation, what their levels of motivation are and what job satisfaction they are experiencing.

### **Objective 2**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation.

The parameter estimate indicated a positive statistically significant relationship with a Path Coefficient output ( $\beta = 0.383$ ,  $P < 0.05$ ). The results concur with the results found by Armstrong (2010) that motivation increases when the application of HRM policies and practices is fair and equal.

## **7.10.3 Subobjectives**

### **Subobjective 1**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee satisfaction.

The parameter estimate indicates a moderate positive relationship with a Path Coefficient output ( $\beta = 0.235$ ,  $P < 0.05$ ). The findings are in line with the findings of Huang (2000) and Steijn (2004) that HRM practices are among the factors that influence levels of employee satisfaction, and to a larger extent organisational commitment.

### **Subobjective 2**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee satisfaction.

The parameter estimate produced a Path Coefficient output ( $\beta = 0.081$ ,  $P > 0.05$ ), of which the results indicate that there is a weak positive relationship between these variables. The findings affirm the findings of Huang (2000) that HRM practices are among the factors that influence levels of employee satisfaction, in particular compensations, rewards and benefits.

### **Subobjective 3**

To examine whether there is a relationship between employee satisfaction and employee extrinsic motivation.

The parameter estimate indicates a weak positive relationship with a Path Coefficient output ( $\beta = 0.095$ ,  $P > 0.05$ ). In the study by Currivan (2000), it was found that job satisfaction influences levels of employee motivation.

### **Subobjective 4**

To examine whether there is a relationship between employee (Extrinsic) motivation and turnover intention.

The parameter estimate produced a moderate negative relationship with a Path Coefficient output ( $\beta = -0.252$ ,  $P < 0.05$ ). The results indicate that when one variable increases, the other variable decreases. The study by Armstrong (2010) found that extrinsic motivation influences turnover intention, in that when extrinsic motivation decreases, turnover intention increases.

### **Subobjective 5**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Training policies) and turnover intention.

The parameter estimate showed a Path Coefficient output ( $\beta = -0.259, P < 0.05$ ), which is a moderate negative relationship. The results are in line with what was found by Wayne and Casper (2012) and Onyango et al. (2014), that training has a negative relationship with turnover intention. This means that when one variable increases the other variable decreases.

### **Subobjective 6**

To examine whether there is a relationship between the differences in the application of human resource management policies and practices (Salary and decision-making policies) and turnover intention.

The parameter estimate indicated a strong negative relationship between these variables with a Path Coefficient output ( $\beta = -0.478, P < 0.05$ ). Morrel, Loan-Clarke and Wilkinson (2004) highlight that pay or salary plays an important role in reducing the rate of turnover intention, namely if salaries increase, turnover intention decreases and in instances wherein decision-making involvement of employees increases, turnover intention decreases.

### **Subobjective 7**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee engagement.

The parameter estimate indicated a strong positive relationship with a Path Coefficient output ( $\beta = 0.438, P < 0.05$ ). The results are in line with a study of Chen (2017) that concluded that human resource management policies and practices have an impact on employee engagement.

Therefore, the application of human resource management policies and practices fairly are likely to increase levels of employee engagement. The results mean that when the value of the differential application of human resource management policies and practices increases,

so does the value of employee engagement. The results furthermore mean that these variables move together.

### **Subobjective 8**

To examine whether there is a relationship between the differential application of human resource management policies and practices (Training policies) and employee intrinsic motivation.

The parameter estimate indicated a weak negative relationship with a Path Coefficient output ( $\beta = -0.090$ ,  $P > 0.05$ ). Armstrong (2010) posits that the effective application of human resource management policies and practices, in particular training, help to increase levels of intrinsic motivation.

### **Subobjective 9**

To examine whether there is a relationship between employee satisfaction and employee intrinsic motivation.

The parameter estimate indicated a weak positive relationship between employee satisfaction and turnover intention with a Path Coefficient output ( $\beta = 0.116$ ,  $P > 0.05$ ). Currivan (2000) found that a lack of satisfaction is one factor that contributes to low employee motivation.

### **Subobjective 10**

To examine whether there is a relationship between employee satisfaction and turnover intention.

The results indicate a weak positive relationship between employee satisfaction and turnover intention, which produced a Path Coefficient output ( $\beta = 0.131$ ,  $P > 0.05$ ). Currivan (2000) found that when employees are satisfied, there is a reduction in the levels of employee turnover.

## 7.11 Hypotheses

The study intended to address the following hypotheses:

### 7.11.1 Hypotheses for main problem

#### Hypothesis 1

The results presented in Table 6.14, *hypothesis 1 related to main problem* that the differential application of human resource management policies and practices (Training policies) does not contribute significantly to levels of employee extrinsic motivation, reveal a positive relationship between the variables, which produced a Path Coefficient output ( $\beta = 0.520$ ,  $P < 0.05$ ), which is statistically significant.

Therefore, Null hypothesis not supported that the differential application of human resource management policies and practices (Training policies) contributes significantly to levels of employee extrinsic motivation.

#### Hypothesis 2

For *hypothesis 2 related to the main problem* the differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee intrinsic motivation. The results indicate a positive relationship, which produced a Path Coefficient output ( $\beta = 0.383$ ,  $P < 0.05$ ), and the relationship is statistically significant.

Therefore, Null hypothesis not supported, that differential application of human resource management policies and practices (Salary and decision-making policies) contributes significantly to levels of employee intrinsic motivation.

### 7.11.2 Subhypotheses

#### Subhypothesis 1

In as far as subhypotheses are concerned, *subhypothesis 1 states that the differential application of human resource management policies and practices (Training policies) makes no significant contribution to levels of employee satisfaction*, and indicated a Path Coefficient output ( $\beta = 0.235$ ,  $P < 0.05$ ).

The results demonstrate that there is a positive relationship between the differential application of human resource management policies and practices (Training policies) and levels of employee satisfaction, which are also statistically significant. Therefore, Null hypothesis not supported.

### **Subhypothesis 2**

*Subhypothesis 2 states that the differential application of human resource management policies and practices (Salary and decision-making policies) make no significant contribution to levels of employee satisfaction, and produced a Path Coefficient output ( $\beta = 0.081$ ,  $P > 0.05$ ).*

The results indicate that there is a weak positive relationship between the differential application of human resource management policies and practices (Salary and decision-making). The relationship is statistically significant. Therefore, Null hypothesis supported.

### **Subhypothesis 3**

*Whereas subhypothesis 3, which states that employee satisfaction makes no significant contribution to levels of employee extrinsic motivation, produced a Path Coefficient output of ( $\beta = 0.095$ ,  $P > 0.05$ ). The results indicate that there is a weak positive relationship, which is statistically significant. Therefore, Null hypothesis supported.*

### **Subhypothesis 4**

*Subhypothesis 4 states that employee extrinsic motivation makes no significant contribution to levels of turnover intention, and produced a Path Coefficient output of ( $\beta = -0.252$ ,  $P < 0.05$ ).*

The results indicate that there is a moderate negative relationship between employee extrinsic motivation and turnover intention. The relationship is statistically significant. Therefore, Null hypothesis not supported.

### **Subobjective 5**

*Subhypothesis 5 states that the difference in the application of human resource management policies and practices (Training policies) does not contribute significantly to levels of turnover intention, and indicated a Path Coefficient output of ( $\beta = -0.259$ ,  $P < 0.05$ ).*

The results indicate that there is a moderate negative relationship between human resource management policies and practices (Training policies) and turnover intention. The relationship is statistically significant. Therefore, Null hypothesis not supported.

### **Subhypothesis 6**

Whereas *subhypothesis 6 states that the difference in the application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of turnover intention*, it produced a Path Coefficient output of ( $\beta = -0.478, P < 0.05$ ).

This indicated a strong negative statistically significant relationship between human resource management policies and practices (Salary and decision-making policies) and turnover intention. Therefore, Null hypothesis not supported.

### **Subhypothesis 7**

Furthermore, *Subhypothesis 7 states that the differential application human resource management policies and practices (Training policies) does not contribute significantly to levels of employee engagement*, and produced a Path Coefficient output of ( $\beta = 0.438, P < 0.05$ ).

There is a positive significant relationship between the differential application of human resource management policies and practices (Training policies) and employee engagement. The relationship is significant. Therefore, Null hypothesis not supported.

### **Subhypothesis 8**

*Subhypothesis 8 states that the differential application of human resource management policies and practices (Training policies) makes no significant contribution to levels of employee intrinsic motivation*, which produced a Path Coefficient of ( $\beta = -0.090, P > 0.05$ ), that indicate a negative relationship between human resource management policies and practices (*Training policies*) and turnover intention. This negative relationship is not statistically significant. Therefore, Null hypothesis supported.



### **Subhypothesis 9**

In addition, *subhypothesis 9 states that employee satisfaction does not contribute significantly to employee intrinsic motivation*, and produced a Path Coefficient ( $\beta = 0.116$ ,  $P > 0.05$ ), which shows a positive relationship between employee satisfaction and employee intrinsic motivation. However, the relationship is not statistically significant. Therefore, Null hypothesis supported.

### **Subhypothesis 10**

Lastly, *subhypothesis 10 states that employee satisfaction makes no significant contribution to levels of turnover intention*, and produced a Path Coefficient output of ( $\beta = 0.131$ ,  $P > 0.05$ ), which shows a positive relationship between employee satisfaction and turnover intention. However, this relationship is not statistically significant, this means that Null hypothesis supported.

### **7.12 Limitations of the study**

The study focused only on the two selected provincial legislatures of RSA (Limpopo and Mpumalanga) and not any other sphere of government or organ of state. The Parliament RSA, metropolitan municipalities, and district and local government municipalities were not part of the study.

The study moreover focused on the administrative component (senior managers, middle management, senior employees/supervisors and junior employees). This was a limitation in a sense that legislatures are also comprised of MPLs, who are important stakeholders.

Members of Provincial Legislatures (MPLs) were not part of the study because they are public representatives of the people and not employees of provincial legislatures. Members of the administrative staff employed by different political organisations in these provincial legislatures did not form part of the study.

Furthermore, only two provincial legislatures (Limpopo and Mpumalanga) formed part of the study. This was a limitation that because other requested provincial legislatures did not respond on time or did not respond at all, and as such, time was running out fast for the completion of the study. Hence, only two provincial legislatures were part of this study.

The bureaucratic processes involved when making requests to these legislatures is a possible cause. It was time-consuming to collect data because the researcher was not on-site. The researcher had to rely on the willingness of contact persons at these provincial legislatures to assist.

### **7.13 Recommendations**

The study revealed a number of patterns that emerged from the data analysis. Therefore, it is crucial to make emanating from the observation of the data patterns. The recommendations refer to the categories of the questionnaire. Below are a number of recommendations for the selected provincial legislatures (Limpopo and Mpumalanga) in line with the results of the study.

#### *Human resource management policies and practices (Training policies)*

It is important that provincial legislatures develop human resource management frameworks across provincial legislatures. This will mean that there must a common application of human resource management policies and practices, and as such, the implementation is fair and equal. This will require harmonisation of various policies in consultation with different stakeholders in provincial legislatures. The implication of such an arrangement has to be explicit. The reason for this is that legislatures will be able to share the skills of their workforce among all the legislatures.

#### *Human resource management policies and practices (Salary and decision-making policies)*

It is recommended that compensations, rewards and benefits of employees be harmonised across provincial legislatures. This will make employees to feel that their treatment is equal and fair. For example, language practitioners and employees in other job categories are not compensated the same. The recommendation is that there must be the application of a principle of 'equal payment for an equal job'. This, in a way, will assist provincial legislatures to have a high employee retention rate.

#### *Employee extrinsic motivation*

The findings of the study indicated that the employee extrinsic motivation level is below the adequate, acceptable level of 65%. It should be pointed out that employees, as the study reveals, are also motivated by extrinsic factors, such as the desire to be somebody in the community and the chance to do things for other people.

It is for this reason that provincial legislatures should develop plans that would address levels of extrinsic motivation among their employees. It should, however, be emphasised that aspects such as supervisory treatment should receive attention. This means that employees would appreciate if the supervisor treats employees equally and with respect.

#### *Employee intrinsic motivation*

The findings in respect of employee intrinsic motivation, which include aspects such as self-actualisation and self-esteem, reveal that employees' intrinsic level of motivation is higher than the level of extrinsic motivation. This means that provincial legislatures should tap into those aspects that inspire intrinsic motivation, meaning that it is higher.

It is incumbent upon legislatures collectively to develop programmes that will empower employees for personal growth and development. These programmes should include clear employee growth paths, bursary opportunities, rewards and benefits for high performers, succession plans and promotional paths.

#### *Employee turnover intention*

The study revealed that the level of employees intending to leave the selected provincial legislatures (Limpopo and Mpumalanga) was reasonably high. This does not augur well for provincial legislatures in that they are likely to lose employees after they (legislatures) had invested much time and money in them.

The observation of one element to be contributing to this level was the perceived better benefits paid by other provincial legislatures. It should also be emphasised that in the absence of retention policy employees are likely to leave the organisation because the organisation does not show a commitment to keep them in their employment.

Therefore, it is critical that provincial legislatures investigate the issue of a retention policy, and begin to benchmark their compensations and benefits against those of other legislatures and legislative sectors. Another proposal would be for provincial legislatures to develop an integrated compensations, rewards and benefits policy and related policies that will apply across all provincial legislatures.

### *Employee satisfaction*

The recommendation is that there must be a measuring of employees' level of satisfaction regularly. This will assist provincial legislatures to detect early aspects that affect, or activities that reduce levels of satisfaction among employees. The common application of human resource management policies and practices will assist a great deal.

The findings demonstrated that human resource management policies and practices do influence levels of employee satisfaction. It is important to note that satisfied employees are likely to improve organisational performance.

### *Employee engagement*

Disengaged employees are not good for any organisation. This study revealed that the level of employee engagement is relatively high, which means that employees are reasonably engaged. However, the remaining 35% of employees is a worrying factor because of their lack of engagement. The results revealed that employees would appreciate receiving some recognition for a job well done. However, what is good about the results is that employees knew what their employers expect.

It is therefore important that legislatures develop programmes intended to improve levels of engagement. Such programmes should not necessarily be financial, but non-financial. This is in line with the findings, which indicated that employees' level of engagement varies and static because of financial gains only, but that their engagement improves when they observe the appreciation for their job well done.

### **7.14 Recommendations for future studies**

Future studies would therefore be able to look at other variables, such as whether the application of HRM policies and practices significantly contribute to levels of organisational commitment and other related constructs. Other areas of interest might be the impact of political influence on employee motivation, turnover intention, employee satisfaction and engagement.

### **7.15 Significance of the study**

The study forms the basis on which provincial legislatures may be able to work together by sharing human capital to fulfil their constitutional mandate. The findings of the current study

and the subsequent development of an integrated HRM model would enable provincial legislatures to develop levels of co-operation, more specifically at HRM level, which would allow provincial legislatures to share expertise through the mobility of employees.

The study furthermore forms the basis from which provincial legislatures can begin to consider developing common programmes for their activities. This likely to improve levels of motivation, satisfaction and engagement in addition to a reduction in turnover intention. Furthermore, the study contributes to the body of knowledge being the first scientific study in this field (legislative sector).

### **7.16 Summary**

This chapter provided a summary discussion of the findings of the study, which was conducted in two selected provincial legislatures (Limpopo and Mpumalanga). This chapter further provided recommendations for future research, and outlined the significance of the study and the conclusion of the study.

### **7.17 Conclusion**

The current study was conducted in two selected provincial legislatures (Limpopo and Mpumalanga). The population was (N=324) and the sample was (n=108). However, only (n=90) questionnaires were analysed.

This research provides the reader with an understanding of the current levels of employee motivation, turnover intention, employee satisfaction and engagement at the selected provincial legislatures. Included in this study is a detailed analysis of the literature, focusing on the differential and equal treatment of employees and the study environment (provincial legislatures), and discussions relating to the application of HRM policies and practices.

Furthermore, the process of data collection and analysis was provided in detail in Chapter 5, which was followed by an analysis of the findings that emerged from the observations. A number of relationships were observed. The findings indicated that there was a relationship between the application of HRM policies and practices and dependent variables (employee motivation; extrinsic and intrinsic, turnover intention, employee satisfaction and employee engagement).

The findings relating to testing hypotheses generated from AMOS 18 indicated that there was a statistically significant relationship between the application of HRM policies and

practices and employee (extrinsic and intrinsic) motivation; between the application of HRM policies and practices and employee satisfaction; and the application of HRM policies and practices and employee engagement. Furthermore, the relationship between the application of HRM policies and practices and turnover intention produced a negative relationship and proved to be statistically significant.

The squared multiple coefficients ( $R^2$ ) indicate that  $R^2$  is 0.062. Thus, the 6.9% indicated that  $R^2$  is 0.062. Thus, the 6.2% variation in employee satisfaction is directly due to the variation in the two human resource management constructs. This means that human resource management policies and practices have influence on the levels of employee satisfaction.

The study revealed that it was important to apply HRM policies and practices equally because when employees have a sense that these policies and practice were applied equally, they were likely to show higher levels of motivation (extrinsic and intrinsic), engagement and satisfaction, while the employee turnover rate was likely to be reduced.

## **CHAPTER 8 SUMMARY OF THE STUDY**

### **8.1 INTRODUCTION**

The previous chapter, Chapter 7, focused on the summary, conclusions and recommendations of the study. This chapter presents a summary of all the chapters.

### **OVERVIEW OF THE STUDY**

South Africa is comprised of a number of different provinces and each province has its own legislature. The establishment of these provinces was to enable the government to access the wider population of South Africa. The establishment of provincial legislatures is in terms of the Constitution of the RSA (1996), not only to pass laws that affect the respective provinces, but also to establish public participation models.

However, irrespective of their various locations, provincial legislatures in various operations, the expectation is that they have to cooperate between and amongst themselves. There is evidence (South African Legislative Sector, 2008) that there is cooperation at political level. However, there is little evidence that legislatures cooperate at administrative level, particularly as regards HRM.

### **BACKGROUND TO THE RESEARCH PROBLEM**

By virtue of provincial legislatures not cooperating at administrative level, all provincial legislatures have their own HRM departments. This means that the implementation of HRM policies and practices is different at these provincial legislatures. These create a number of problems.

Some of the problems associated with the differential application of HRM policies and practices are employee motivation, satisfaction and engagement, which are affected negatively and have an increased turnover intention as an outcome as employees are likely to be attracted by the benefits offered by other provincial legislatures.

### **PROBLEM STATEMENT**

The lack of cooperation among legislatures and the differential application of HRM policies and practices at provincial legislatures contribute to employees' feeling that the treatment of their counterparts is better. The lack or non-existence of cooperation at the administrative

level of provincial legislatures, and the differential application of HRM policies and practices at provincial legislatures lead to not only low levels of motivation, but also low levels of satisfaction, and engagement and have the effect of increased levels of turnover intention. This inhibits provincial legislatures from sharing various HRM strategies, skills and expertise in a variety of organisational areas, because of the lack of a common or integrated HRM model.

### **Subproblem statements**

The following were subproblems of the study derived from the main problem:

#### **Subproblem 1**

Due to the main problem, an unacceptably low level of employee extrinsic motivation is experienced. The differential application of human resource management policies and practices influences levels of employee extrinsic motivation.

#### **Subproblem 2**

Due to the main problem, an unacceptably low level of employee intrinsic motivation is experienced. The differential application of human resource management policies and practices influences levels of employee intrinsic motivation.

#### **Subproblem 3**

Due to the main problem, an unacceptably high employee turnover is experienced. The rate of employee turnover in provincial legislatures averaged 12%, and as such, the differential application of human resource management policies and practices influences levels of employee turnover.

#### **Subproblem 4**

Due to the main problem, an unacceptably low level of employee satisfaction is experienced. The differential application of human resource management policies and practices influences levels of employee satisfaction.



## **Subproblem 5**

Due to the main problem, an unacceptably low level of employee engagement is experienced. Low levels of employee engagement ensue from a situation in which there are differences in the treatment of some employees in respect of the application of human resource management policies and practices.

### **RESEARCH QUESTIONS**

#### **Main question**

What integrated human resource management model can be designed for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level?

#### **Other questions**

The study intended to address the following questions relating to the main problem:

##### **Question 1**

Is there a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation?

##### **Question 2**

Is there a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation?

#### **Questions relating to subproblems**

The researcher reduced the main question to a number of subquestions, which it assisted with addressing the main question. Therefore, the study intends answering the following subquestions:

### **Question 1 for subproblem 1**

What is the level of employee extrinsic motivation in provincial legislatures?

### **Question 2 for subproblem 2**

What is the level of employee intrinsic motivation in provincial legislatures?

### **Question 3 for subproblem 3**

What is the level of turnover intention in provincial legislatures?

### **Question 4 for subproblem 4**

What is the level of employee satisfaction in provincial legislatures?

### **Question 5 for subproblem 5**

What is the level of employee engagement in provincial legislatures?

## **OBJECTIVES**

The study addressed the following objectives:

### **Main objective for main problem**

To design an integrated human resource management model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level.

### **Other objectives relating to main problem**

This study addressed the following subobjectives of main problem:

### **Objective 1 for main problem**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Training policies) and employee extrinsic motivation.

## **Objective 2 for main problem**

To examine whether there is a significant relationship between the differential application of human resource management policies and practices (Salary and decision-making policies) and employee intrinsic motivation.

## **HYPOTHESES**

The study intended to address the following subhypotheses:

### **Subhypothesis 1 for main problem**

H<sub>0</sub>1: Differential application of human resource management policies and practices (Training policies) does not contribute significantly to levels of employee extrinsic motivation.

### **Subhypothesis 2 for main problem**

H<sub>0</sub>2: Differential application of human resource management policies and practices (Salary and decision-making policies) does not contribute significantly to levels of employee intrinsic motivation.

## **RESEARCH DESIGN AND METHODOLOGY**

The research design generally assists the researcher to structure the study, so that the study does not deviate from its purpose. A request to conduct the study was made through the offices of the Secretaries of these two selected provincial legislatures (Limpopo and Mpumalanga), and it was duly granted. There was assurance from the researcher to the respondents that their participation was authorised. The study followed a survey method to collect the data through a questionnaire.

### **Research population and sample**

The target population for the study was N=324 (Limpopo 150 and Mpumalanga 174), which comprised of senior managers, middle management, supervisors and junior employees. The sample selection was from the consolidated lists from the HRM departments of selected provincial legislatures, and list of respondents was in alphabetical order (A-Z). Numbers were from 1-324, wherein there was a selection of a third respondent from the list. The selection of the first respondent was random by the throw of a dice between the numbers 1-3.

The sample produced was 50 respondents from Limpopo provincial legislature and 58 from Mpumalanga provincial legislature was (n=108).The questionnaires were completed by (n=90) respondents, with thirteen (13) questionnaires not returned and five (5) not completed in full, and subsequently excluded from data analysis. Returned questionnaires represented a response rate of 28% ( $90/324 \times 100$ ), calculated from the entire population but calculating the response rate from the selected sample was 83% ( $90/108 \times 100$ ). The response rate indicated the following respondents: female represented 61% and male represented 39%.

### **Sampling technique**

The probability sampling technique was appropriate for this study. The reason for using this sampling technique is that every item in the population had an equal selection chance. There are a number of advantages to probability sampling, including that the results and patterns emerging from the study can be inferred to the population and generalised. Notwithstanding some drawbacks of this sampling method, in that some of the population characteristics might be missed. However, probability method was found to be relevant for this study.

### **Data collecting method**

The study followed a quantitative approach. Therefore, the collection of data was through a questionnaire. The questionnaire saves time and can reach as many respondents as possible. Despite having some disadvantages, for example, low return rate of questionnaires. However, a questionnaire appropriate for this study.

### **Measuring instrument**

There were eight sections (Section A to Section H) of the questionnaire, as follows:

Section A consisted of the demographic information (employer, gender, age, years of service, highest qualification), wherein respondents ticked in boxes that applied to them,

Section B measured the application of HRM policies and practices (Training policies) with 18 statements/questions, wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section C measured the application of HRM policies and practices (Salary and decision-making policies) with 3 statements/questions, wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section D measured employee extrinsic motivation with 7 statements/questions, wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section E measured employee intrinsic motivation with 7 statements/questions), wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section F of the questionnaire measured employee turnover intention with 12 statements/questions, wherein a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree and 4=strongly agree.

Section G measured employee satisfaction with 20 statements/questions and levels of satisfaction are measured as follows: 1=very dissatisfied; 2=dissatisfied; 3=satisfied and 4=very satisfied, and in the final instance, and

Section H measured employee engagement with 20 statements/questions, using a four-point Likert scale: 1=strongly disagree; 2=disagree; 3=agree to 4=strongly agree.

The study for degree of agreement, used a four-item point Likert scale, which ranged from 1=strongly disagree and 4=strongly agree for constructs bar employee satisfaction. For employee satisfaction a four-item point Likert scale was used that varied from 1=very dissatisfied to 4=very satisfied.

### **Items of constructs**

Each construct comprised of a number of statements/questions wherein respondents rank their level of agreement. Below are items of each construct:

- 18 items for human resource management policies and practices (Training);
- 3 items for human resource management policies and practices (Salary and decision-making policies);
- 7 items for employee extrinsic motivation;
- 7 items for employee intrinsic motivation;
- 12 items for turnover intention;
- 20 items for employee satisfaction; and
- 12 items for employee engagement.

## **Structural Equation Model categories**

- (12 variables),
- 7=observed variables,
- 5=unobserved variables,
- 7=exogenous and
- 5=endogenous.

## **Data collection process**

The lists used to select a sample was from the entire target population, sourced from the HRM departments of selected provincial legislatures, namely, Limpopo and Mpumalanga provincial legislatures. There was a compilation of a common list from the two lists.

After the list was combined, participants were listed in alphabetical order (i.e. surnames first) from A–Z, and each participant was allocated a number in that combined list. The reason for consolidating the lists was to ensure that the study is not bias in choosing employees from either of the provincial legislatures.

The numbers allocated to participants were between 1 and 324, following the alphabetical order. The selection of respondents was between 1 and 3, the third participant was then selected. The reason for choosing every third participant was to ensure that a sizeable number of participants took part in the study.

The first participant was chosen randomly by the throw of a die for a number between 1 and 3. The selection of respondents was from the alphabetically sorted combined list, the selection resulted in 50 respondents from the Limpopo provincial legislature and 58 from the Mpumalanga provincial legislature. The sample selected from the population (N=324) was (n=108).

## **Statistical procedures**

After the questionnaires were completed by the respondents, a data entry application was developed in Microsoft Excel (MS Excel). A professional data capturer (someone who does data capturing for a living in line with the advice of CPUT statistician) entered the data in MS Excel.

Furthermore, the data file in the Excel programme was imported into SPSS (Statistical Package for Social Sciences) version 22, where data was cleaned and validated. Furthermore, to determine the relationship between variables AMOS 18 to create the Structural Equation Model came in handy.

### **Data analysis**

Before data was analysed, it was important to first test the reliability of constructs by applying the SPSS version 22. The constructs met the reliability level of above 0.5, (Fornell and Larcker, 1981). Data analysis of data happened in two stages.

Firstly, SPSS was to determine levels of constructs. Secondly, AMOS 18 was for the evaluation of goodness-of-fit by using various indices. The standardised scores from the model were for the purposes to support or not support the hypotheses. Lastly, squared multiple coefficients ( $R^2$ ) was performed.

Measuring of all constructs items were through a four-point Likert scale. The scale used to interpret the construct range from the mean score averages of between 0.0-2.0 (0-50%) and 2.1-4.0 (51-100%). The aggregated mean of each construct was divided by the number of levels of agreement in the scale multiplied by 100, in order to derive a percentage of each variable.

For example aggregated mean (2.5) divided by a number of agreement levels (4) and multiply by hundred (100) equals to (=) 62.5%. The adequate or minimum accepted percentage is 65% for each variable.

In order to determine the relationships between different variables a Structural Equation Model generated from AMOS 18 was used. Twelve (12) hypothesised paths were created. The SEM was used to describe the categories of variables that informed the Model. There were a number of categories from the SEM, such as (12 variables), 7=observed variables, 5=unobserved variables, 7=exogenous and 5=endogenous.

The results from the SEM were reported with the aid of the standardised coefficients output, and are recorded at the significant ( $p$ -value > 0.05). This means that hypotheses results with a ( $p$ -value < 0.05) was not significant and as such, Null hypothesis was not supported a ( $p$ -value > 0.05) was considered significant and Null hypotheses was supported, and lastly, squared multiple coefficients ( $R^2$ ) was performed. Finally, the study drew a conclusion from the findings in a short paragraph, with the discussion and interpretation of the findings.

## **HUMAN RESOURCE MANAGEMENT**

Human resource management is a concept that evolved from personnel management, a number of authors, notably Gomez-Meija *et al.* (2012) link HRM with personnel management, by asserting that the term HRM is not different from personnel management. Gomez-Meija, Balkin and Cardy (2012) state that if there is any dividing line between the two concepts the line is thin.

However, according to Nankervis, Compton, Baird and Coffey (2011) PM and HRM are two sides of the same coin, although the difference in the choice of terminology highlights a difference in focus and emphasis with regard to specific functions.

The view held by Gomez-Meija, Balkin and Cardy (2012), was supported by Tiwari and Saxena (2012), that there is actually no difference between PM and HRM. It is difficult to differentiate between the two concepts. Gomez-Meija, Balkin and Cardy (2012); Tiwari and Saxena (2012) furthermore, argue that if there is any difference between the two concepts it could be ascribed to the fact that HRM is a modern, expanded version of traditional PM.

Irrespective of the differences in the interpretation, conceptualisation, origin and history of HRM, the academic fraternity has accepted the existence of HRM as existing in modern society. Hence, this concept has been researched extensively by a number of academics (Armstrong and Taylor, 2014; Christie, 2010; Fitzgerald and Mills, 2012; Gomez-Meija *et al.*, 2012; Soomro *et al.*, 2011).

## **DEFINITION OF HUMAN RESOURCE MANAGEMENT**

There is no universal agreement on a proper definition of HRM. There are a number of definitions intended to explain what HRM is, but many of these definitions are rebrands as a reformulation of other definitions that already exist in the body of knowledge (Price, 2011).

Irrespective of the non-existence of a universal definition of HRM, it does not mean that these various definitions are not accurate. The definitions of HRM provided here give the viewpoints of this concept from different approaches. However, in most cases the definitions converge.



Sharabi and Harpaz (2010) define HRM as “a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques”.

Nankervis, Compton, Baird and Coffey (2011) state that HRM is simply defined as the convergence of three factors – human beings, resources and management – where human beings have the actual and potential resources (knowledge, skills and capabilities) that can be harnessed through effective management techniques to achieve short- and long-term organisational goals as well as to meet personal needs.

Therefore, when there fulfilment of personal needs, employees are likely to give their best performances (Sharabi and Harpaz, 2010). It is important to note that definitions of HRM have one common thread and that is that employees are at the centre of the organisation.

## **ROLE OF HUMAN RESOURCE MANAGEMENT**

All departments in the organisation play a particular role in the operations of the organisation and the HRM department is no exception. The HRM department should contribute to encouraging those people working in an organisation to work according to their full potential and give them suggestions, or provide interventions, that can help them bring about improvement in the organisation (Christie, 2010; Mathis and Jackson, 2011; Mone and London, 2010).

Thus, the role of HRM is very important in an organisation. This importance emanate from its business partner status in the organisation, especially in large organisations (Mello, 2010). It is the central function in an organisation and relates to all other activities regarding the management of the organisation.

The HRM department is charged with; *inter alia*, employee recruitment, skills development and training, and employee wellbeing. Thus, how HRM executes its responsibilities would have an impact on factors like job satisfaction, employee engagement and motivation (Mello, 2010).

## **EQUAL TREATMENT OF EMPLOYEES IN THE WORKPLACE**

In any organisation, employees are the most important asset, as alluded to by Chukwu and Igwe (2012), and without a doubt, the importance of employees should reflect in the way they

their organisation treat them. Therefore, it is crucial that the implementation of HRM policies and practices is equitably across the board in an organisation (Chukwu and Igwe, 2012; Minge, 2017).

All employees should receive equal treatment in respect of the application of HRM policies and practices (Chukwu and Igwe, 2012). This should be a core principle of any organisation, whether it is operating locally or internationally, in the private sector or the public sector. Naturally, in the case of transnational or multinational organisations, the application of these policies will differ slightly (Minge, 2017),

### **General perspective of equal treatment of employees**

The problem statement in this study focused on the different treatment of employees in the application of HRM policies and practices, and the assumption is that equal treatment of employees in an organisation would lead to an acceptable level of motivation, and not only motivation but also satisfaction, engagement and commitment. Beach (2017), Imani (2017) and Minge (2017) support this view.

Treating employees equally, according to Chukwu and Igwe (2012), is not about compensation only, but more about treating employees equally in all respects, which would include taking care of their wellness and security. The equal treatment subjects all employees to the same policies and practices of the organisation, irrespective of the differences in employees' remuneration and job levels (Minge, 2017; Mone and London, 2010).

There are a number of organisations operating in various industries, like car manufacturing, construction, mining, and so forth, that have branches in different countries (Beach, 2017; Hewertson, 2017; Minge, 2017). These organisations have HRM strategies for the expansion of their workforce linked to organisational strategies.

In this regard, the HRM departments that are located outside of the mother country play an important role in ensuring that the organisations' philosophy and values are in line with their policies and practices (Ennen and Richter, 2010).

Therefore, it must be emphasised that HRM departments have to recruit employees with due consideration for the HRM policies and practices of the organisation, which, of course, should be applied on an equal basis wherever the organisation is located.

## **South African context of treating employees equally**

South Africa has a complex history, dominated by the system of apartheid and the struggle for liberation, most notably between 1948 and 1990 (South African History Online, 2017). However, in 1994 a new democratic dispensation ushered in by different political parties, which led to the first democratic elections governed by the Constitution as the supreme law (South African History Online, 2017).

Before 1994, there were various establishments of homelands or Bantustans by the apartheid government to force the Black population to move to these designated homelands and to prevent them from settling in South Africa, especially in the urban areas, and to limit their rights as citizens in South Africa (South Africa. Public Service Commission of South Africa, 2009).

The new democratically elected government started the process of dismantling the fragmented, racially divided governance system in order to transform it to reflect the new democratic order (South African History Online, 2017).

These differences applied to all aspects of employment, ranging from recruitment to compensation and benefits (South African History Online, 2017). Thus, during the transition, the resulting exodus of employees saw many employees leaving to seek better opportunities (South African History Online, 2017). South African History Online (2017) indicates that it became clear that the homeland government departments had been characterised by a lack of skills and a dearth of competent employees.

In paving the way for a new democratic dispensation in employee, management there was a need for a single public service. The Public Service Commission of South Africa was therefore established, which was tasked with merging the different administrations. The recommendations of the commission culminated in a merger of the different “governments” and/or departments (South Africa. Public Service Commission of South Africa, 2010).

## **Effects of treating employees equally**

It is important to note that in terms of Newton’s law (United Kingdom. National Aeronautics and Space Administration, 2017) that for every action there is also an equal and opposite reaction. This maxim (Newton’s law) also applies in cases where the treatment of all employees is equally. Such a decision has both intended and unintended consequences.

The unintended consequences of treating employees equally include, for example, employee demotivation. However, the benefits of treating employees equally outweigh the drawbacks. Benefits such as acceptable employee motivation, low levels of employee turnover, acceptable levels of satisfaction and acceptable levels of employee engagement

### **Employee motivation**

In today's competitive business environment, organisations can no longer afford to waste the potential of their workforce (Boundless, 2014). Motivated employees normally perform better, which results in greater productivity and lower labour turnover rates (Abadi et al., 2011). Moreover, highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are not motivated.

Therefore, applying HRM policies and practices similarly throughout the organisation contributes to acceptable levels of employee motivation. It is important to bear in mind that it is a key task of the human resource manager to assist organisations in keeping employees motivated and engaged (Asim, 2013).

### **Employee turnover**

Motivated employees are likely to stay in an organisation and, therefore, there is a link between motivation and employee turnover. However, to note is that every organisation faces the risks associated with employee turnover. The loss of employees has a huge impact on an organisation, because hiring new employees requires significant resources.

The organisation ends up incurring costs for the recruitment process and the orientation, training and development of the newly appointed employees (Bothma and Roodt, 2013). It is for this reason that the treatment of all employees is the same, because a lack of equitable treatment will result in employees leaving the organisation (Liu, Liu, and Hu, 2010).

### **Employee satisfaction**

A simpler description of job satisfaction is that, it is the extent, to which an employee is satisfied with his own job (Okubanjo, 2014). Hence, employees who are not satisfied are likely to leave the organisation. It must be noted that job satisfaction is related to how organisations' HRM policies and practices are implemented (Tsai, 2011), and that is why it is imperative that the HRM department should be at the centre of organisational policy

development and execution. In general, satisfied employees are “happy” and productive employees.

Once employees discover that their treatment is equal, especially in the same organisation or in a department of the organisation, they are likely to be dissatisfied and, of course, where there are high levels of dissatisfaction, employees are more likely to leave the organisation (Spagnoli et al., 2012; Westover, 2010).

### **Employee engagement**

Employee engagement is a state of employees feeling involved, passionate, committed, and empowered, and demonstrating those feelings in their job behaviour (Shuck and Wollard, 2010). A key factor, therefore, is the level of involvement and employee commitment towards their organisation and its values.

Employees who are engaged in their work and committed to their organisations give companies a crucial competitive advantage (Rayton et al., 2012), which includes higher productivity and lower employee turnover. Thus, it is not surprising that organisations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces.

## **WAYS ON HOW TO TREAT EMPLOYEES EQUALLY**

It is important to deal with matters that intend to improve the relationship between management and the employee in the workplace.

### **Avoiding favouritism**

It is human nature that, certain people would gravitate to certain people in different spaces. Workplaces are no exception, in that the management of the organisation would favour certain employees (Imani, 2017).

This favouritism can manifest itself in many ways. One of these ways is when the management give a particular employee a preference when there are promotional posts in the organisation (Tse, Lam, Lawrence and Huang, 2013).

Therefore, it is true that management of organisations should show any favouritism towards certain employees. The management must ensure that employees get equal opportunities when there are promotional vacant posts (Imani, 2017; Tse et al., 2013). Whether favouritism is real or perceived, it can have negative effect on the morale of employees.

### **Listening to the voice of each employee**

Organisation is comprised of different employees and as such, they have different perspective on issues in the organisation. Employees have opinions and these opinions will not necessary be the same. In instances where there are different views on a particular issue, the management should take a fair stance that is reasonable (Tse et al., 2013).

It is however, important to not that many organisations have unions. Labour unions become the voice of employees. In the absence of labour unions, other organisations have employee forums. Irrespective of the platform that employees have in raising their issues in the organisation, equal treatment should be a priority (Imani, 2017).

### **Equal opportunities**

Employees in any organisation are like a family. Each family member within the organisation has personal goal to achieve (Tse et al., 2013). Therefore, it is important that an organisation create opportunities for such growth. When employees are stagnant, they are likely to feel demotivated and in turn decide to leave the organisation.

Personal growth is not only about promotion to higher positions but is also about academic development (Tse et al., 2013). That is why it is advisable that there must be a link between academic achievement and recognition. This recognition can come in many ways, but name a few, like acknowledgement of such achievement and incentive in line with the qualification acquired.

### **Different treatment of employees in the workplace**

Treating employees differently in the workplace involves a number of issues, such as how employees are managed, employee discipline and any other practices that are necessary to maintain good human relations in order to achieve organisational goals.

Generally, employers are supposed to manage employees according to their attitudes and job performance (Blake, 2017). This type of differential treatment is unavoidable and in some other instances necessary.

### **General perspective on treating employees differently**

It must be noted that each employee has their own strengths and areas of development, and as such each individual employee contribute in different ways, despite the fact that employees hold the same type of position and perform the same kind of job. Because of their different contributions, employees will have their own different needs, interests and preferences (Leadership Resource Centre, 2016).

These differences in preference will challenge the organisation to develop programmes aimed at addressing these differences between employees. Thus, it is important to highlight that treating employees differently in certain instances would be acceptable in law, depending on the reasons that the organisation provides for such different treatment, and whether such action is in line with applicable legislation (Blake, 2017; Leadership Resource Centre, 2016).

However, treating employees differently based on gender, race, age and other prejudicial methods is unacceptable, especially when there are no justifiable grounds in line with legislation such as the Labour Relations Act (no. 66 1995) in the context of South Africa. An organisation that applies policies based on the aforementioned aspects, namely gender, race, age and other prejudicial methods, will face lawsuits, which are likely to taint the image and reputation of that organisation (Jeffries, 2017; Pines Federal, 2017).

It is for this reason that HRM departments should develop policies and practices that are not prejudicial to employees. Yes, it is encouraged that the treatment of employees equally in the workplace, but it is also true that the treatment of employees should be different in line with their skills, competencies, experience and other acceptable employee differentiation. This is because there are no employees who are alike in the workplace, even in cases where employees perform the same job or function (Pines Federal, 2017).

### **South African perspective on treating employees differently**

The new democratic dispensation in South Africa brought about a number of changes in a number of sectors. This included the repeal of legislation that existed during the apartheid

era, enactment of new laws, and amendments to certain precepts of legislation (South African History Online, 2017).

Some of these new pieces of legislation include, but are not limited to the following: the Basic Conditions of Employment Act (no. 75 of 1997), (BCEA), the Labour Relations Act (LRA), Employment Equity Act (no. 55 of 1998), (EEA). These laws replaced or repealed past laws that purposely intended to give one group of people the advantage over the other (South African History Online, 2017), hence these new laws intended to address past injustices in the workplace.

These laws (BCEA, LRA and EEA) affirmed the question of treating employees differently, especially in terms of recruitment and selection processes and to some larger extent, the remuneration and benefits paid to employees. However, any “positive discrimination” should be within the realm of the applicable legislation (South Africa. Department of Labour, 2017).

There is fair discrimination, for example, when an organisation intends to comply with employment equity by recruiting particular category of employees. That is why, when certain jobs are advertised, organisations normally specify which categories of employees they are targeting, or which employees are encouraged to apply (South African History Online, 2017).

Another important way in which the treatment of employees is different is in respect of remuneration. The aspect of remuneration posed some challenges to a number of organisations in that employers were not ready for changes even after the new democratic dispensation (IT-Online, 2016).

### **Effects of treating employees differently**

There are a number of effects that can be observed in instances when employees are treated differently in the workplace.

### **Employee motivation**

Employee motivation is a psychological state of mind that triggers an individual to act towards a desired goal and elicits, controls, and sustains certain goal-directed behaviours (Guay et al., 2010).



Treating employees differently will inevitably affect employees, and in most cases negatively (Scott, 2016). That is why it is imperative that HRM departments should ensure that the treatment of employees is in terms of acceptable norms and standards known by all in the organisation.

### **Employee turnover**

Bester (2012) noted that turnover intention not always absolutely defined in reported studies. He concluded that this practice was probably attributable to the assumption that people perceived the term as being self-explanatory.

Shahzad, Hussain, Bashir, Chishti and Nasir (2011), in their study of employee turnover in the public sector of Pakistan, found that employees who are dissatisfied with career growth opportunities and the organisational environment, physical as well as meaningless work coupled with strenuous rules and regulations and poor relationships with especially management, tended to leave the organisation.

### **Employee satisfaction**

Job satisfaction is the extent to which a worker is happy with his own job (Ayranci, 2011). Whitman, Van Roddy and Viswesvaran (2010) posit that satisfaction is related to the degree to which an individual is satisfied with the terms and conditions of employment and the factors that make up the physical working environment.

However, when employees feel that their treatment is different from their counterparts, they are likely to be dissatisfied. Once employees are dissatisfied, they are likely to quit the organisation.

### **Employee engagement**

Mone and London (2010) define employee engagement as “a condition of employee who feels involved, committed, passionate and empowered and demonstrates those feelings in work behaviour”.

Employee engagement is a key business driver for organisational success. High levels of employee engagement within a company promote retention of talent, foster customer loyalty and improve organisational performance. It is also a key link to customer satisfaction, company reputation and overall stakeholder value (Shuck and Wollard, 2010).

## **SOUTH AFRICAN LEGISLATIVE SECTOR**

The establishment of provincial legislatures is in terms of section 43 of the Constitution. Moreover, in terms of this section, provinces are autonomous, distinct and independent. However, they should promote cooperation amongst themselves.

### **Composition and powers of provincial legislature**

Provincial legislatures are composed of Members of Provincial Legislatures (MPLs) who are elected public representatives and staff members alike. The primary mandate of the first provincial legislatures was to repeal laws that existed prior to the democratic dispensation, and to develop new laws for their specific provinces. However, these laws had to be in line with the provisions of the Constitution, most importantly those of Chapter 2, which covers the Bill of Rights.

### **Human resource management in provincial legislatures**

Human resource management departments in the organisation provide services to employees on aspects such as remuneration. Each provincial legislature has its own HRM department and as such, the application of HRM policies and practices is not equal. This means that the treatment of employees is different from other employees in other provincial legislatures.

### **Internal structures of the South African Legislative Sector**

The establishment of internal structures of the South African Legislative Sector was to facilitate cooperation between and amongst provincial legislatures. However, at the time of the writing and completion of the study there has been no formal cooperation that was evident. However, SALS established the Human Resource Management to facilitate such cooperation between and amongst provincial legislatures.

### **Human resource management forum**

The mandate of the forum is to consider the internal processes of the legislative sector. The objective of this mandate is to build a workforce that is responsive to the needs of the people wherever these legislatures operate, so that the workforce is competent in executing their functions (South African Legislative Sector, 2008).

## **Human resource management in provincial legislatures**

Provincial legislatures share the same features and functions as regards their constitutional mandate. By virtue of the similarities, the expectation is that they will cooperate between them in terms of the functions they carry. The expectation is that they must learn from one another and share knowledge.

The performance of these functions requires specialised skills, from the perspective of human resource capital, because these specialised skills are scarce in the mainstream labour market.

These skills include, but are not limited to the following: procedural and protocol advisory services simultaneous interpreting, the production of Hansard, translation services, the production of daily papers such as Order Papers, the setting and production of question papers and taking of minutes of sittings of the Houses of Parliament.

It is therefore important that HRM departments in provincial legislatures are able to source these skills. However, these skills can only be sourced from other provincial legislatures. This is why the South African Legislative Sector established the human Resource Management Forum in provincial legislatures to pave the way for such cooperation (South African Legislative Sector, 2008: Human Resource Development Strategic Framework, 2008).

In addition, provincial legislatures with fewer resources have too many other competing interests. This creates a fertile ground for poaching by another legislature. This shows that there is some inequality among the different provincial legislatures. The wealthier provinces are in a better position to spend money on, for example, staff development than the others.

## **Treating employees equally in provincial legislatures**

Employees are the most important assets of any organisation; therefore, their treatment should be acceptable. It is important for an organisation to treat its employees equally. Unequal treatment of employees will most probably mean that they eventually leave the organisation. In addition, there is no organisation, which would appreciate to be known as an uncaring organisation, wherein employees frequently leave (Blake, 2017; Chukwu and Igwe, 2012; South Africa. Department of Labour, 2017).

Provincial legislatures are no exception in this regard. Notwithstanding the distinctive nature of provincial legislatures' characters, they should not compete against each other. They should be able to share skills amongst themselves to ensure that the needs of the electorate are met equitably (South Africa. Public Service Commission of South Africa, 2009).

However, currently this is not the case. When the treatment of employees is equal, they will feel valued by their employer. This may lead to employees staying longer in this sector, unless if there is a well-coordinated policy (secondment policy) that allows employees to move horizontally to other legislatures (Ennen and Richter, 2010; Scott, 2009).

The effectiveness of treating employees equally is when the Parliament of RSA undertakes its "Taking Parliament to the People" programme, which is a concept used when a sitting of Parliament takes place in a particular province, where people have the opportunity to experience the way that sittings of Parliament are conducted. This initiative also allows the electorate to have face-to-face engagement with their elected representatives (Parliament of RSA. Knowledge Information Services Division, 2010).

During this time, there is secondment of employees from the host provincial legislature to perform certain functions. Their participation comes with better compensations, rewards and benefits. It is for this reason that employees in provincial legislatures look forward to these special sittings (Parliament of RSA. Core Business Division, 2011; Parliament of RSA. Knowledge Information Services Division, 2011).

### **Integrated human resource management**

Integrated human resource management is helpful, especially in situations where organisations serving the same constituency compete for talent, in particular when their operations are a network, in which case an integrated system helps employees to employees speak with one voice.

According to Insight Consulting (2011), for human resource management to be a profit-orientated centre, there is a reduction of costs and processes optimised. This by through having all key players work at the same centralised location, which is essential for effective communication as well as for awareness of and commitment to the above by all parties. A centralised department allows consistent application of human resource management practices across the entire organisation.

## RESULTS

The main objective of the study was to design an integrated human resource management model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level.

Furthermore, the study intended to establish whether there was a significant relationship between the differential application of human resource management policies and practices (Training policies) and extrinsic motivation, and to establish whether a significant relationship existed between the differential application of human resource management policies and practices (Salary and decision-making policies) and intrinsic motivation.

### The demographic information

The sample represented 46% and 54% for Limpopo and Mpumalanga legislatures respectively. As far as gender is concerned, the sample indicated that 61% were female and 39% were male. The mean of the age group was 34.2 (SD = 11.071), 40% represented the age group between 31 and 40 years. Years of service revealed that 40% of respondents had between 1 and 5 years of service. Finally, the majority of respondents (39) had degrees.

In respect of levels of variables, the average mean of variables were divided by the number of levels of agreement (4), multiplied by one hundred (100). The results revealed the following percentages: 63% (extrinsic motivation), 68% (intrinsic motivation), 74% (turnover intention), 68% (employee satisfaction) and 66% (employee engagement).

The levels were found to be above the adequate level of 65%, except for employee extrinsic motivation and turnover intention, which had 63% and 73%, respectively. The outcome of these calculations was that 73% of employees intended to leave provincial legislatures.

The paths from the SEM were for the purpose to establish whether there were relationships between variables, in line with the objectives of the study.

*Subobjective 1 of the main problem* produced a positive and significant relationship between variables, and *subobjective 2 of the main problem* produced a positive significant relationship between variables with the following Path Coefficients output of ( $\beta = 0.520, P < 0.05$ ) and ( $\beta = 0.383, P < 0.05$ ), respectively. This meant that when the value of one variable increases, so does the value of the other variable as regards both subobjectives of the main problem.

The standardised regression estimates were also used for further analysis. The results for *main hypothesis 1* indicated a positive significant relationship between variables with a Path Coefficient output of ( $\beta = 0.520, P < 0.05$ ), and *main hypothesis 2* indicated a positive significant relationship between variables, which produced a Path Coefficient output of ( $\beta = 0.383, P < 0.05$ ). Therefore, both Null hypotheses not supported.

Lastly, the squared multiple coefficients ( $R^2$ ) indicated that  $R^2$  was 0.062. Thus, the 6.2% variation in employee satisfaction is directly due to the variation in the two human resource management constructs.

## **RECOMMENDATIONS**

### *HRM policies and practices (Training policies)*

It is important that provincial legislatures develop a human resource management framework that is applicable to all the provincial legislatures. This will mean that the application of human resource management policies and practices are common by harmonising all HRM departments of provincial legislatures.

### *HRM policies and practices (Salary and decision-making policies)*

It was recommended that the compensations, rewards and benefits of employees be harmonised across provincial legislatures. This will cause employees to feel that their treatment is equal.

### *Employee extrinsic motivation*

The findings of the study indicated that the employee extrinsic motivation level is lower than the acceptable 65% threshold in comparison with the level of employees who are demotivated.

However, to note is that employees, as the study reveals, that extrinsic factors are a key factor to extrinsic motivation, such as the desire to be somebody in the community. It is for this reason that provincial legislatures should develop plans to increase levels of extrinsic motivation. These plans are to include benchmarking compensations, rewards and benefits with other sectors.

### *Employee intrinsic motivation*

The study revealed that employee intrinsic motivation is higher than that of extrinsic motivation. This means that provincial legislatures should tap into those aspects that bring about higher intrinsic motivation. It is incumbent upon legislatures collectively to develop programmes to empower employees for personal growth and development.

### *Employee turnover intention*

The study revealed that the level of employees intending to leave the selected provincial legislatures was reasonably high. One observed element is the perceived better benefits paid by other provincial legislatures. The development of a collective retention policy is crucial in this regard.

### *Employee satisfaction*

The findings demonstrated that HRM policies and practices do influence the level of employee satisfaction. Again, to note is that satisfied employees are likely to improve organisational performance. Therefore, the universal application of HRM policies and practices will assist in this regard.

### *Employee engagement*

Levels of employee engagement were relatively high, which means that the level of employee engagement is reasonably acceptable. However, it is worrying to have (35%) of disengaged employees. The results revealed that employees would appreciate receiving some recognition for a job well done. The intention of the development of collective HRM programmes was to increase engagement levels, which is important.

## **CONCLUSION**

Therefore, the study focused on developing an integrated human resource management model for similar treatment of employees at provincial legislatures to keep motivation at an acceptable level.

The study revealed that it was important to apply HRM policies and practices equally because when employees have a sense that these policies and practice were applied equally, they were likely to show higher levels of motivation (extrinsic and intrinsic),

engagement and satisfaction, while the employee turnover rate was likely to be reduced. Therefore, it is highly relevant that provincial legislatures should harmonise HRM policies and practices.

## **8.2 SUMMARY**

This chapter summarised all the chapters of the study by looking back at the problem statement and the other aspects related to it. A synopsis of the literature that has relevance to the study, the research design and methodology, data analysis, interpretation of results were also provided.



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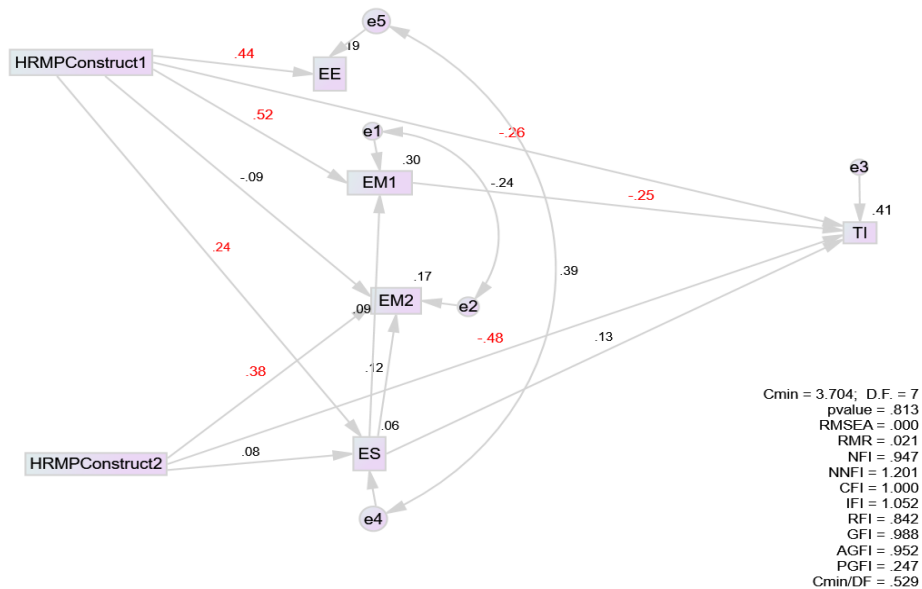
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## LIST OF APPENDICES

### Appendix A: AMOS output for Structural Equation Model



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Group number 1(Group number1) Notes for Group (Group number1)

The model is recursive. Sample size=90

Variable Summary (Group number1)

#### Observed, endogenous variables

EM1: Employee extrinsic motivation

EM2: Employee intrinsic motivation

TI: Turnover intention

ES: Employee satisfaction

EE: Employee engagement

#### Observed, exogenous variables

HRMP1: Human resource management policies and practices (Training policies)

HRMP2: Human resource management policies and practices (Salary and decision-making policies)

## Exogenous variables

e1  
e2  
e3  
e4  
e5

### Variable counts (Group number 1)

Number of variables in a model 12  
Number of observed variables 7  
Number of unobserved variables 5  
Number of exogenous variables 7  
Number of endogenous variables 5

### Parameter Summary (Group number 1)

	Wights	Covariances	Variances	Means	Intercepts	Total
Fixed	5	0	0	5	0	10
Labeled	0	0	0	0	0	0
Unlabeled	12	2	7	2	5	28
Total	17	2	7	7	5	38

## Models

Default model (Default model) Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments: 35  
Number of distinct parameters to be estimated: 28  
Degrees of freedom (35-28): 7

### Result (Default model)

Minimum as achieved

Chi-square =3.853

Degrees of freedom =7

Probability level =.797

Group number 1 (Group number 1 – Default model) Estimates (Group number 1 Default model)

Scalar Estimates (Group number 1 – Default model) Maximum Likelihood Estimates

Regression Weights: (Group number 1 – Default model)

	Estimat	S.E.	C.R.	P	Label
ES <--- HRMP Construct 1	.218	.090	2.430	.015	
ES <--- HRMP Construct 2	.035	.040	.889	.374	
EM1 <--- HRMP Construct 1	.601	.103	5.844	***	
EM1 <--- ES	.122	.117	1.038	.299	
EM2 <--- HRMP Construct 2	.208	.049	4.235	***	
TI <--- EM1	-.192	.074	-2.586	.010	
TI <--- HRMP Construct 1	-.229	.085	-2.695	.007	
TI <--- HRMP Construct 2	-.205	.034	-6.051	***	
EE <--- HRMP Construct 1	.439	.090	4.879	***	
EM2 <--- HRMP Construct 1	-.099	.108	-.914	.361	
EM2 <--- ES	.144	.124	1.165	.244	
TI <--- ES	.128	.083	1.547	.122	

Standardized Regression Weights: (Group number 1 – Default model)

	Estimate
EM1 <---HRMP1	.520
EM2 <---HRMP2	.383
ES <---HRMP1	.235
ES <---HRMP2	.081
EM1 <---ES	.095
TI <---EM1	-.252
TI <---HRMP1	-.259
TI <---HRMP2	-.478
EE <---HRMP1	.438
HRMP1 <--- EM1	-.090
EM2 <---ES	.116
TI <---ES	.131

Means: (Group number 1 – Default model)

	Estimate	S.E.	C.R.	P	Label
HRMP Construct 1	2.409	.043	55.946	***	
HRMP Construct 2	2.230	.089	24.959	***	

**Intercepts: (Group number 1 – Default model)**

	Estimate	S.E.	C.R.	P	Label
ES	2.095	.237	8.859	***	
EM1	.664	.352	1.883	.060	
EM2	2.409	.380	6.336	***	
TI	4.080	.259	15.752	***	
EE	1.552	.220	7.065	***	

**Covariances: (Group number 1 – Default model)**

	Estimate	S.E.	C.R.	P	Label
e2<-->e1					
e5<-->e4	.046	.013	3.431	***	

**Correlations: (Group number 1 – Default model)**

	Estimate
e2<-->e1	-.235

**Variances: (Group number 1 – Default model)**

	Estimate	S.E.	C.R.	P	Label
HRMP 1	.165	.025	6.671	***	
HRMP 2	.710	.106	6.671	***	
e4	.118	.018	6.671	***	
e1	.146	.022	6.671	***	
e2	.161	.024	6.671	***	
e3	.072	.011	6.671	***	
e5	.119	.018	6.671	***	

**Squared Multiple Correlations: (Group number 1 – Default model)**

	Estimate
ES	.069
EM1	.314
EE	.211
TI	.422
EM2	.181

### Model Fit Summary CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	28	3.853	7	.797	.550
Saturated model	35	.000	0		
Independence model	14	157.085	21	.000	7.480

### Root Mean Square Error Approximation (RMSEA)

Model	RMSEA	LO90	HI90	PCLOSE
Default model	.000	.000	.084	.874
Independence model	.270	.231	.310	.000

## Appendix B: Item statistics of all constructs

### Item statistics of human resource management policies and practices (Training policies) (n=90)

<b>Human Resource Management Policies and Practices (Training Policies) statements/questions</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
Q7.1: HRMP1: There is a comprehensive policy on recruitment, selection and appointment.	3.09	0.697	90
Q7.2: HRMP2: The policy on recruitment, selection and appointment is comparably applied to other legislatures.	2.60	0.897	90
Q7.3: HRMP3: The policy on recruitment, selection and appointment is always applied as per policy provisions.	2.43	0.949	90
Q7.4: HRMP4: There is a training and development policy in place with my employer.	2.60	0.897	90
Q7.5: HRMP5: The training and development policy is aligned to the strategy of the organisation.	2.47	0.902	90
Q7.6: HRMP6: There is no evidence that the training and development policy is applied as per policy provisions.	2.38	0.869	90
Q7.7: HRMP7: The training and development is definitely target driven and not for reporting purposes only.	2.56	0.949	90
Q7.8: HRMP8: Training speaks to my own development plan.	2.40	0.981	90
Q7.9: HRMP9: Compensations and benefits are comparable to other provincial legislatures.	2.43	0.984	90
Q7.10: HRMP10: Compensations and benefits are negotiated regularly.	2.60	0.845	90
Q7.11: HRMP11: Compensations and benefits keep me in this organisation.	2.33	0.807	90
Q7.12: HRMP12: There is fair performance management policy application at my workplace.	2.47	0.902	90
Q7.13: HRMP13: Employees receive recognition for a job well done in line with policy provisions.	2.59	0.873	90
Q7.14: HRMP14: Performance bonuses at my workplace are comparable to other provincial legislatures.	2.03	0.785	90
Q7.15: HRMP15: The performance management policy at my workplace is applied fairly in comparison to other legislatures.	3.11	0.841	90
Q7.16: HRMP16: There is equity in the payment of performance bonuses across provincial legislatures.	3.48	0.502	90
Q7.17: HRMP17: Performance bonuses in my work environment are market related.	3.07	0.761	90
Q7.18: HRMP18: There is a fair application of employee relations policy in my organisation.	2.63	0.917	90

### Item statistics of human resource management policies and practices (Salary and Decision-making policies) (n=90)

<b>Human Resource Management Policies and Practices (Salary and Decision-making) statements/questions</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
Q7.1: HRMP1: My salary and benefits are paid in a package: Total Cost of Employment (TCoE).	1.89	1.185	90
Q7.2: HRMP2: There is not an arbitrary decision-making tendency (with most decisions) in my organisation.	2.52	0.951	90
Q7.3: HRMP3: The policy of employee relations is applied satisfactory in my organisation.	2.68	0.910	90

**Item statistics of employee extrinsic motivation (n=90)**

<b>Employee extrinsic motivation statements/questions</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
Q8.1: EM1: The salary increments given to employees who do their jobs very well in my organisation, motivates them.	1.93	0.716	90
Q8.2: EM2: Financial incentives in my organisation motivates me more than non-financial incentives.	1.91	0.907	90
Q8.3: EM3: I am satisfied with the salary I receive at present in my organisation.	2.24	0.940	90
Q8.4: EM4: Good physical working conditions are provided in my organisation.	2.79	0.930	90
Q8.5: EM5: The employees in my organisation feel secured in their jobs.	2.84	0.686	90
Q8.6: EM6: The retirement benefits available in my organisation, are sufficient.	2.51	0.927	90
Q8.7: EM7: Visibility with top management is important to me.	2.84	0.847	90

**Item statistics of employee intrinsic motivation (n=90)**

<b>Employee intrinsic motivation statements/questions</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
Q8.8: EM8: I am satisfied with the role I have in my work.	2.97	0.841	90
Q8.9: EM9: I feel that the job I do, gives me a good status.	2.57	0.849	90
Q8.10: EM10: I want to be the best at my own job.	3.48	0.585	90
Q8.11: EM11: I generally like to schedule my own work.	3.01	0.855	90
Q8.12: EM12: I make job-related decisions with a minimum of supervision.	2.74	0.943	90
Q8.13: EM13: My aim is self-knowledge and enlightenment	3.19	0.806	90
Q8.14: EM14: The most important thing to me is realising my ultimate personal potential.	3.21	0.828	90

**Item statistics of turnover intention (n=90)**

<b>Turnover intention statements/questions</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
Q9.1: TI1: I seldom thought about quitting this job.	2.83	0.890	90
Q9.2: TI2: I have sometimes thought about leaving this job but never did anything about it.	3.06	0.770	90
Q9.3: TI3: I have looked around for alternative jobs in the past.	3.23	0.794	90
Q9.4: TI4: I'm currently in the process of trying to leave this job.	2.90	0.822	90
Q9.5: TI5: Sometimes I feel to quit my current job without finding an alternative job.	2.49	0.902	90
Q9.6: TI6: I would take any other offer from another legislature.	3.21	0.711	90
Q9.7: TI7: Since I began working in my present organisation, I have often considered finding a job in a different legislature.	3.02	0.848	90
Q9.8: TI8: I feel that benefits in other provincial legislatures are better than what my current employer offers.	3.20	0.674	90
Q9.9: TI9: I am, or very soon, will be looking for a job in another provincial legislature.	2.72	0.924	90
Q9.10: TI10: If I were offered a job in a different provincial legislature, I would accept it.	2.97	0.854	90
Q9.11: TI11: I would rather work, instead of working for my current employer for other legislatures.	3.10	0.835	90
Q9.12: TI12: There is no retention policy in the organisation.	2.68	0.934	90



**Item statistics of employee satisfaction (n=90)**

<b>Employee satisfaction statements/questions</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
Q10.1: ES1: The opportunity to keep myself busy all the time.	2.54	0.863	90
Q10.2: ES2: The chance to work alone on the job.	2.71	0.811	90
Q10.3: ES3: The chance to do different things from time to time.	2.60	1.003	90
Q10.4: ES4: The chance to be somebody in the 'community.	3.04	0.898	90
Q10.5: ES5: The way my supervisor manages his/her employees.	2.56	0.823	90
Q10.6: ES6: The decisiveness of my supervisor in making decisions.	2.58	0.887	90
Q10.7: ES7: I'm able to do things that do not go against my conscience.	2.77	0.808	90
Q10.8: ES8: The way my job provides for a steady employment.	2.68	0.859	90
Q10.9: ES9: The chance to do things for other people.	3.04	0.718	90
Q10.10: ES10: The chances to tell people what to do.	2.86	0.906	90
Q10.11: ES11: The chance to do something that makes use of my abilities.	2.89	0.800	90
Q10.12: ES12: The way the provincial legislature policies are put into practice.	2.29	0.864	90
Q10.13: ES13: The pay and the amount of work I do.	2.68	0.897	90
Q10.14: ES14: The chance for advancement on this job.	2.66	0.914	90
Q10.15: ES15: The freedom to use my own judgement.	2.64	0.708	90
Q10.16: ES16: The chance to try my methods of doing the job.	2.76	0.783	90
Q10.17: ES17: The good working conditions.	2.51	0.838	90
Q10.18: ES18: The way my colleagues get along with each other.	2.91	0.802	90
Q10.19: ES19: The praise I get for doing a good job.	2.61	0.883	90
Q10.20: ES20: The feeling of accomplishment I get from the job.	2.67	0.848	90

**Item statistics of employee engagement (n=90)**

<b>Employee engagement statements/questions</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>N</b>
Q11.1: EE1: I know what is expected from me at work.	3.02	0.834	90
Q11.2: EE2: I have enough materials and equipment I need to do my job right.	2.62	0.869	90
Q11.3: EE3: At work, I have the opportunity to do what I do best everyday.	2.66	0.889	90
Q11.4: EE4: In the last seven days, I have received recognition or praise from doing a good job.	2.29	0.811	90
Q11.5: EE5: My supervisor, or someone at work, seems to care about me as a person.	2.81	0.873	90
Q11.6: EE6: There is someone at work who encourages my development.	2.71	0.927	90
Q11.7: EE7: At work my opinion seems to count.	2.61	0.908	90
Q11.8: EE8: The mission or purpose of my organisation makes me feel my job is important.	2.42	0.899	90
Q11.9: EE9: My associates or fellow employees are committed to provide quality work.	2.84	1.005	90
Q11.10: EE10: I have a best friend at work.	2.70	0.942	90
Q11.11: EE11: In the last six months, someone at work has talked to me about my progress.	2.29	0.902	90
Q11.12: EE12: This last year, I have had opportunities at work to learn and grow.	2.33	0.821	90

## Appendix C: Covering letter to participants

### Dear Participant

I'm a registered doctoral student at Cape Peninsula University of Technology in Human Resource Management (HRM). I'm currently conducting a study (thesis) in order to fulfil the requirements of the qualification. The title of the study is "*An integrated human resource management model for selected provincial legislatures of South Africa*". The main objective of the study, is "*To design an integrated HRM model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level*".

A request to conduct the study in the provincial legislature was through the Office of the Secretary to the Legislature. (See attached approval letter). Furthermore, a request was to the Office of the Secretary to the Legislature that after the completion of the study a copy of the results be sent to the Office of the Secretary to the Legislature.

I would like to invite you to take part in the study, because your participation forms a critical part of the study. By completing the questionnaire, you will be assisting in the achievement of the study objectives. Your responses will add to the scientific knowledge in the field of HRM.

The questionnaire will take approximately **20 minutes** to complete. You can complete this questionnaire at your most convenient time and place, but should be returned to the contact person within three weeks upon receipt of the questionnaire.

The questionnaire consists of **eight sections**, wherein each section has a number of statements/questions, which you are expected to answer. Each section is clearly indicated what it measures. **Follow the instructions** of each section before ticking any statements/questions, which applies to you.

**Section A** Demographics Information; **Section B** HRM policies and practices (Training policies) statements/questions; **Section C** HRM policies and practices (Salary and decision-making policies) statements/questions; **Section D** Employee Extrinsic Motivation statements/questions; **Section E** Employee Intrinsic Motivation statements/questions **Section F** Turnover Intention statements/questions.

**Section G**, Employee Satisfaction statements/questions (i.e. extremely dissatisfied to extremely satisfied); **Section H** Employee Engagement statements/questions. Please indicate the **degree** to which you **agree or disagree** with the statements/questions or in case of employee satisfaction, the **degree** to which you are **satisfied**.

The following ethical considerations will be adhered to: Your independence is respected; you reserve the right not to participate in the study because participation is voluntarily; you and your immediate family will not be held liable for any misrepresentation of the facts or facts and recommendations emanating from the study, in part or in its entirety, by the researcher. Your responses will be completely **confidential**. Your name is not required. **NB: Put the questionnaire in a box provided.**

Thank You



Mokoena Amos Judas (MBA)

Mobile: 079 216 0622/067 003 6915

[amosjudasm@gmail.com](mailto:amosjudasm@gmail.com)

## Appendix D: Questionnaire

### Section A: Demographics Information

Please mark with an (x) or a (✓) in the box with the appropriate response. **NB: Mark one box only**

Q1	1. Name of your provincial legislature	Q2	2. Level of employment
	Limpopo provincial legislature	1	Senior management
	Mpumalanga provincial legislature	2	Middle management
Q3	3. Gender		Senior employee
	Female	1	Junior employee
	Male	2	Intern
Q4	4. What is the range of your age?	Q5	5. Years of service
	Below 20 years	1	Below 1 year
	21 – 30 years	2	1-5 years
	31 – 40 years	3	6-10 years
	41 – 50 years	4	11-15 years
	51 – 60 years	5	16 years and above
	61 years and more	6	
Q6	6. What is your highest qualification?		
	Below Grade 12	1	
	Grade 12	2	
	Certificate/Higher certificate	3	
	Diploma	4	
	Degree	5	
	Honours/BTech/Postgraduate Diploma	6	
	Masters	7	
	PhD/DTech	8	

## Section B: Human resource management policies and practices (Training policies)

Please mark with an (x) or a (✓) in a numbered box. **NB: Mark one box only.**

7	HRM policies and practices (Training policies)	Strongly Disagree	Disagree	Agree	Strongly Agree
<b>HRM policies and practices (Training policies)</b>					
	Q7.1: HRMP1: There is a comprehensive policy on recruitment, selection and appointment.	1	2	3	4
	Q7.2: HRMP2: The policy on recruitment, selection and appointment is comparably applied to other legislatures.	1	2	3	4
	Q7.3: HRMP3: The policy on recruitment, selection and appointment is always applied as per policy provisions.	1	2	3	4
	Q7.4: HRMP4: There is a training and development policy in place with my employer.	1	2	3	4
	Q7.5: HRMP5: The training and development policy is aligned to the strategy of the organisation.	1	2	3	4
	Q7.6: HRMP6: There is no evidence that the training and development policy is applied as per policy provisions.	1	2	3	4
	Q7.7: HRMP7: The training and development is definitely target driven and not for reporting purposes only.	1	2	3	4
	Q7.8: HRMP8: Training speaks to my personal development plan.	1	2	3	4
	Q7.9: HRMP9: Compensations and benefits are fairly comparable to other provincial legislatures.	1	2	3	4
	Q7.10: HRMP10: Compensations and benefits are negotiated regularly.	1	2	3	4
	Q7.11: HRMP11: Compensations and benefits keep me in this organisation.	1	2	3	4
	Q7.12: HRMP12: There is fair performance management policy application at my workplace.	1	2	3	4
	Q7.13: HRMP13: Employees receive recognition for a job well done in line with policy provisions.	1	2	3	4
	Q7.14: HRMP14: Performance bonuses at my workplace are comparable to other provincial legislatures.	1	2	3	4
	Q7.15: HRMP15: The performance management policy at my workplace is applied fairly in comparison to other legislatures.	1	2	3	4
	Q7.16: HRMP16: There is equity in the payment of performance bonuses across legislatures.	1	2	3	4
	Q7.17: HRMP17: Performance bonuses in my work environment are market related.	1	2	3	4
	Q7.18: HRMP18: There's a fair application of employee relations policy in my organisation.	1	2	3	4

**Section C: Human resource management policies and practices (Salary and Decision-making policies)**

Please mark with an (x) or a (✓) in a numbered box. **NB: Mark one box only.**

7	HRM policies and practices (Salary and Decision-making policies)				
HRM policies and practices (Salary and Decision-making policies)		Strongly Disagree	Disagree	Agree	Strongly Agree
Q7.1: HRMP1: My salary and benefits are paid in a package: Total Cost of Employment (TCoE).		1	2	3	4
Q7.2: HRMP2: There is not an arbitrary decision-making tendency (with most decisions) in my organisation.		1	2	3	4
Q7.3: HRMP3: The policy of employee relations is applied satisfactory in my organisation.		1	2	3	4

**Section D: Employee Extrinsic Motivation**

Please mark with an (x) or a (✓) in a numbered box. **NB: Mark one box only.**

8	Employee Extrinsic Motivation	Strongly Disagree	Disagree	Agree	Strongly Agree
Employee Extrinsic Motivation		Strongly Disagree	Disagree	Agree	Strongly Agree
Q8.1: EM1: The salary increments given to employees who do their jobs very well in my organisation, motivates them.		1	2	3	4
Q8.2: EM2: Financial incentives in my organisation motivates me more than non-financial incentives.		1	2	3	4
Q8.3: EM3: I am satisfied with the salary I receive at present in my organisation.		1	2	3	4
Q8.4: EM4: Good physical working conditions are provided in my organisation.		1	2	3	4
Q8.5: EM5: The employees in my organisation feel secured in their jobs.		1	2	3	4
Q8.6: EM6: The retirement benefits available in my organisation, are sufficient.		1	2	3	4
Q8.7: EM7: Visibility with top management is important to me.		1	2	3	4

### Section E: Employee Intrinsic Motivation

Please mark with an (x) or a (✓) in a numbered box. **NB: Mark one box only.**

8	Employee Intrinsic Motivation	Strongly Disagree	Disagree	Agree	Strongly Agree
<b>Employee Intrinsic Motivation</b>					
Q8.8: EM8: I am satisfied with the role that I have in my work.		1	2	3	4
Q8.9: EM9: I feel that the job I do, gives me a good status.		1	2	3	4
Q8.10: EM10: I want to be the best at my own job.		1	2	3	4
Q8.11: EM11: I generally like to schedule my own work.		1	2	3	4
Q8.12: EM12: I make job-related decisions with a minimum of supervision.		1	2	3	4
Q8.13: EM13: My aim is self-knowledge and enlightenment.		1	2	3	4
Q8.14: EM14: The most important thing to me is realising my ultimate personal potential.		1	2	3	4

### Section F: Turnover Intention

Please mark with an (x) or a (✓) in a numbered box. **NB: Mark one box only.**

9	Turnover Intention	Strongly Disagree	Disagree	Agree	Strongly Agree
<b>Turnover Intention</b>					
Q9.1: TI1: I seldom thought about quitting this job.		1	2	3	4
Q9.2: TI2: I have sometimes thought about leaving this job but never did anything about it.		1	2	3	4
Q9.3: TI3: I have looked around for alternative jobs in the past.		1	2	3	4
Q9.4: TI4: I'm currently in the process of trying to leave this job.		1	2	3	4
Q9.5: TI5: Sometimes I feel to quit my current job without finding an alternative job.		1	2	3	4
Q9.6: TI6: I would take any other offer from another provincial legislature.		1	2	3	4
Q9.7: TI7: Since I began working in my present organisation, I have often considered finding a job in a different provincial legislature.		1	2	3	4
Q9.8: TI8: I feel that benefits in other provincial legislatures are better than what my current employer offers.		1	2	3	4
Q9.9: TI9: I am, or very soon, will be looking for a job in another provincial legislature.		1	2	3	4
Q9.10: TI10: If I were offered a job in a different provincial legislature, I would accept it.		1	2	3	4
Q9.11: TI11: There are other legislatures for which I would rather work, instead of working for my current employer.		1	2	3	4
Q9.12: TI12: There is no retention policy in the organisation.		1	2	3	4

### Section G: Employee Satisfaction

Please mark with an (x) or a (✓) in a numbered box. **NB: Mark one box only.**

10	Employee Satisfaction	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
<b>On my present job, this is what I experience and appreciate</b> .....					
Q10.1: ES1: The opportunity to keep myself busy all the time.		1	2	3	4
Q10.2: ES2: The chance to work alone on the job.		1	2	3	4
Q10.3: ES3: The chance to do different things from time to time.		1	2	3	4
Q10.4: ES4: The chance to be somebody in the 'community.		1	2	3	4
Q10.5: ES5: The way my supervisor manages his/her employees.		1	2	3	4
Q10.6: ES6: The decisiveness of my supervisor in making decisions.		1	2	3	4
Q10.7: ES7: I'm able to do things that do not go against my conscience.		1	2	3	4
Q10.8: ES8: The way my job provides for a steady employment.		1	2	3	4
Q10.9: ES9: The chance to do things for other people.		1	2	3	4
Q10.10: ES10: The chances to tell people what to do.		1	2	3	4
Q10.11: ES11: The chance to do something that makes use of my abilities.		1	2	3	4
Q10.12: ES12: The way the provincial legislature policies are put into practice.		1	2	3	4
Q10.13: ES13: The pay and the amount of work I do.		1	2	3	4
Q10.14: ES14: The chance for advancement on this job.		1	2	3	4
Q10.15: ES15: The freedom to use my own judgement.		1	2	3	4
Q10.16: ES16: The chance to try my methods of doing the job.		1	2	3	4
Q10.17: ES17: The good working conditions.		1	2	3	4
Q10.18: ES18: The way my colleagues get along with each other.		1	2	3	4
Q10.19: ES19: The praise I get for doing a good job.		1	2	3	4
Q10.20: ES20: The feeling of accomplishment I get from the job.		1	2	3	4

### Section H: Employee Engagement

Please mark with an (x) or a (✓) in a numbered box. **NB: Mark one box only.**

11	Employee Engagement	Strongly Disagree	Disagree	Agree	Strongly Agree
Q11.1: EE1: I know what is expected from me at work.		1	2	3	4
Q11.2: EE2: I have enough materials and equipment I need to do my job right.		1	2	3	4
Q11.3: EE3: At work, I have the opportunity to do what I do best everyday.		1	2	3	4
Q11.4: EE4: In the last seven days, I have received recognition or praise from doing a good job.		1	2	3	4

Q11.5: EE5: My supervisor, or someone at work, seems to care about me as a person.	1	2	3	4
Q11.6: EE6: There is someone at work who encourages my development.	1	2	3	4
Q11.7: EE7: At work my opinion seems to count.	1	2	3	4
Q11.8: EE8: The mission or purpose of my organisation makes me feel my job is important.	1	2	3	4
Q11.9: EE9: My associates or fellow employees are committed to provide quality work.	1	2	3	4
Q11.10: EE10: I have a best friend at work.	1	2	3	4
Q11.11: EE11: In the last six months, someone at work has talked to me about my progress.	1	2	3	4
Q11.12: EE12: This last year, I have had opportunities at work to learn and grow.	1	2	3	4

**Thank you very much for your cooperation and for the time taken to fill in this questionnaire**



## **Appendix E: Letter of request to conduct the research study**

**To : The Secretary to Mpumalanga Provincial Legislature**  
**Date : 26 August 2016**  
**From : Mokoena Amos Judas**  
**Re : Request for permission to conduct a Research Study**

### **Introduction**

I'm a registered doctoral student at Cape Peninsula University of Technology in Human Resource Management (HRM). I'm currently conducting a research thesis in order to fulfil the requirements of the qualification. I would like to have Mpumalanga Provincial Legislature as part of my study, especially the administrative component of the institution. The title of my research is: "*An integrated human resources management model for selected provincial legislatures of South Africa*"

### **Motivation of the study**

The study is intended to determine a number of relationships between and among a number of variables i.e. human resource management, motivation, satisfaction, turnover intentions and employee engagement. The main objective of the study is: "*To design an integrated human resource management model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level*". This study will assist provincial legislatures to share human capital and any other skills that might be required by another provincial legislature, and to keep levels of motivation at an acceptable level.

### **Commitment**

The results will be solely be used for the purpose of fulfilling the requirements of my studies. As such, the identity of participants will not be revealed because only data obtained from the institution will be analysed. A copy of the completed study will be made available to the management of Mpumalanga Provincial Legislature, if such a desire is expressed. The participation of Mpumalanga Provincial Legislature will be acknowledged in the study. I hope you will find this in order.

I look forward to hearing from you in the near future.

Thank you



Mokoena Amos Judas (MBA)  
Mobile: 079 216 0622/067 003 6915  
Email: [amosjudasm@gmail.com](mailto:amosjudasm@gmail.com)

## Appendix F: Permission letter to conduct a research study



Private Bag X 11289  
Mbombela, 1200  
Tel: 027 13 766 1166  
Fax: 027 13 766 1459  
Building No 1, Mpumalanga  
Government Complex  
Riverside Park, Mbembela,  
Mpumalanga Province  
Republic of South Africa

### OFFICE OF THE SECRETARY

Enquiries: Mr LJ Mwaie  
Tel: 013 766 1255  
Fax: 086 732 8412  
Email: [donnywaie@mpulga.gov.za](mailto:donnywaie@mpulga.gov.za)

06 September 2016

Mr Amos Judas Mokoena

Dear Mr Mokoena

**SUBJECT: REQUEST FOR PERMISSION TO CONDUCT A RESEARCH STUDY**

This serves to acknowledge receipt, with appreciation, your correspondence dated 2 September 2016 in relation to the above subject matter.

We are pleased to inform you that your request to conduct a research study in the Mpumalanga Provincial Legislature in relation to our Human Capital Management's policies and practices.

You are further requested to forward us a copy of your study outcome/findings for future reference.

In light of the above, you are hereby requested to liaise with our Executive Manager: Corporate Services, Mr George Mthimunye at [GeorgeM@mpulga.gov.za](mailto:GeorgeM@mpulga.gov.za), office number 013 766 1351 or 013 766 1104.

We trust that the above shall be received in order.

Yours faithfully,

**LJ MWALE  
SECRETARY TO THE LEGISLATURE**

Date: 06/09/2016

## Appendix G: Permission email to conduct a research study

From: Danny Mnisi<DannyMnisi@mpuleg.gov.za>  
to: Amos Judas Mokoena <amosjudasm@gmail.com>  
cc: "George GC. Mthimunye" <GeorgeM@mpuleg.gov.za>, Nomcebo Claudia Qwabe<claudiaq@mpuleg.gov.za>  
date: Mon, Sep 5, 2016 at 2:45 PM  
subject: RE: Request to conduct a Research Study

**Danny Mnisi**<DannyMnisi@mpuleg.gov.za> 9/5/16

to **George**, me,  
Nomcebo

**Dear Mr Mokoena**

This serves to acknowledge receipt, with appreciation, your correspondence dated 2 September 2016 in relation to the above subject matter.

We are pleased to inform you that your request to conduct a research study in the Mpumalanga Provincial Legislature in relation to our Human Capital Management's policies and practices **is hereby granted**.

You are further requested to forward us a copy of your study outcome/findings for future reference.

In light of the above, you are hereby requested to liaise with our Executive Manager: Corporate Services, Mr George Mthimunye at [GeorgeM@mpuleg.gov.za](mailto:GeorgeM@mpuleg.gov.za), office number [013 766 1351](tel:0137661351) or [013 766 1104](tel:0137661104).

## Appendix H: Letter of request to conduct a research study

**To** : The Secretary to Limpopo Provincial Legislature  
**Date** : 10 April 2017  
**From** : Mokoena Amos Judas  
**Re** : Request for permission to conduct a Research Study

### Introduction

I'm a registered doctoral student at Cape Peninsula University of Technology in Human Resource Management (HRM). I'm currently conducting a research thesis in order to fulfil the requirements of the qualification. I would like to have Limpopo Provincial Legislature as part of my study, especially the administrative component of the institution. The topic of my research is: "*An integrated human resources management model for selected provincial legislatures of South Africa*".

### Motivation of the Study

The study intended to determine a number of relationships between and among a number of variables i.e. human resource management, motivation, satisfaction, turnover intentions and employee engagement. The main objective of the study is: "*To design an integrated human resource management model for similar treatment of employees in provincial legislatures to keep motivation at an acceptable level*". This study will assist provincial legislatures to share human capital and any other skills by another provincial legislature, and to keep levels of motivation at an acceptable level.

### Commitment

The results will be solely be used for the purposes of fulfilling the requirements of my studies. As such, the identity of participants will not be revealed because only data obtained from the institution will be analysed. A copy of the completed study will be available to the management of Limpopo Provincial Legislature, if there is an expression of such a desire. There will be acknowledgement of participation in the study of the Limpopo Provincial Legislature.

I hope you will find this in order.

I look forward to hearing from you in the near future.

Thank you



Mokoena Amos Judas (MBA)  
Mobile: 079 216 0622/067 003 6915  
Email: [amosjudasm@gmail.com](mailto:amosjudasm@gmail.com)

## Appendix I: Permission email to conduct a research study

from: Ms Manaka M<manakam@limpopoleg.gov.za>  
to: Amos Judas Mokoena <amosjudasm@gmail.com>  
date: Wed, May 24, 2017 at 11:06 AM  
subject: Re: Request to conduct a Research Study

On Tuesday, May 23, 2017, Ms Manaka M <[manakam@limpopoleg.gov.za](mailto:manakam@limpopoleg.gov.za)> wrote:

Good day Amos

I hereby acknowledge receipt of the above request and have forwarded it to the Secretary for his consideration.

Regards,  
Ms.Moraba Manaka

**Ms Manaka M**<[manakam@limpopoleg.gov.za](mailto:manakam@limpopoleg.gov.za)> May 24

to me

Good morning

Kindly take note that the Secretary Mr. Simon Mothoa has approved your request to conduct a research at our institution and has referred it to the HR Manager for further arrangements.

Please contact Ms Florina Tladi (HR Manager) at [015 633 8137](tel:0156338137) for further arrangements.

Regards,

Ms.Moraba Manaka

**Ms Manaka M**

Limpopo Legislature

Snr Secretary: Office Of The Speaker

[0156338612/0795270883](tel:0156338612/0795270883)

[www.limpopoleg.gov.za](http://www.limpopoleg.gov.za)

## Appendix J: Confirmation letter from Cape Peninsula University of Technology



### CONFIRMATION LETTER

This letter serves to confirm that Amos Judas Mokoena, student number: 207121559, is a registered doctoral student at Cape Peninsula University of Technology for 2017 academic year. His research thesis focus on the Development of an Integrated Human Resources Management Model for Selected Provincial Legislatures

I would appreciate if your institution can assist him to conduct his research study.

Regards



.....  
Dr Braam Rust (Assoc. Prof)  
Senior Lecturer  
Faculty of Business and Management Sciences  
Cape Peninsula University of Technology  
PO Box 652  
Cape Town, 8000  
(W) 021-4603301  
[rustb@cput.ac.za](mailto:rustb@cput.ac.za)  
<http://www.cput.ac.za>

