

**Investigating the relationship between
employees' perceptions of human
resource management practices and work
attitudes in a selected local government
municipality in South Africa**

EN Moloto

 orcid.org/0000-0003-4527-0752

Mini-dissertation accepted in partial fulfilment of the
requirements for the degree [Master of Business Administration](#)
at the North-West University

Supervisor: Mrs N Khumalo

Graduation: December 2023

DECLARATION

I, Elizabeth Nontsisi Moloto, declare that this mini-dissertation, investigating the relationship between employees' perceptions of human resource management practices and work attitudes in a selected local government municipality in South Africa, is my own work and that I am the sole author, except where guidance was sought from my promoter, acknowledged and referenced material made by previous scholars and other practitioners. I further declare that this mini-dissertation, or part thereof, has not been presented or submitted for any academic qualification elsewhere.

ACKNOWLEDGEMENT

I wish to thank the Almighty for the grace, wisdom, and strength He gave me to complete this study.

I wish to thank my supervisor, Mrs Ntseliseng Khumalo, for her guidance, contribution and support towards the completion of this study.

I would like to express my sincere gratitude to the Julindlombe and Sehemo families, my parents, and especially my late mother, Disebo Maria Julindlombe, who has always been my source of strength. Thank you for believing in me, encouraging me to work harder, and for the love you showed through the years. To my two loving brothers, Papi and Thapelo, thank you for being the most understanding and caring siblings. I could not have done it without you.

To the Moloto family, I am grateful for your support, particularly my husband, Mr Pule Paul Moloto. I am thankful for the support and words of encouragement throughout the years. My children, Thamsanqa, Paballo, Hlokomela, Thapelo and Dilemo, thank you for your understanding, patience, prayers and support when I could not be there for you. Words cannot describe my gratitude for your unending sacrifices, tolerance, and encouragement over the past few years. Without you by my side, I would never have come this far.

I must express my appreciation to Dr Kenneth Kaunda District Municipality, my colleagues, and my friends for your participation and support when I needed it. Words will never be able to fully express how grateful I am for the many people who helped make this study possible. God bless you all; your support meant a lot to me.

I thank the North-West University Business School for its beneficial personnel assisting me during these years and promptly responding to all of my inquiries.

ABSTRACT

Problem: Employees are increasingly recognised as valuable assets, especially in the public sector. However, public sector organisations suffer financial losses related to re-hiring and training new staff, poor service delivery, ineffective human resource management (HRM) practices, employee dissatisfaction, and a high employee turnover rate.

Purpose: The purpose of this study was to investigate the relationship between employees' perceptions of HRM practices (training and development, compensation, and performance appraisal) and employees' work attitudes (job satisfaction and turnover intention) in a selected local government municipality in South Africa.

Research methods: This cross-sectional study involved 134 employees from a selected local government municipality in South Africa. A questionnaire was distributed to collect data, which was later analysed with the aid of the Statistical Package for the Social Sciences (SPSS) version 28.0.

Results: All three dimensions of HRM practices (training and development, compensation, and performance appraisal) were found to have a significant correlation with job satisfaction and turnover intention. The result also reveals strong positive correlations between training and development, compensation, performance evaluation, and promotional opportunities with a positive work attitude. Negative correlations were found between turnover intention, training and development, compensation, performance evaluation, positive work attitude, and promotional opportunities. The results further indicate that female employees have positive perceptions regarding the HRM practice in terms of performance evaluation compared to their male counterparts.

Implications: The results of this study provide policy implications for the public sector on which HRM practices should be considered to improve employees' work attitudes and job satisfaction as well as reduce turnover intentions. The findings of this study can offer insights for HRM practitioners in the public sector on how to develop a working

environment where employees learn and are satisfied with their jobs and careers, thus wishing to remain in the organisation.

Contribution/Originality: This study informs the HRM literature concerning HRM practices (training and development, compensation, and performance appraisal), employees' work attitudes, job satisfaction, and turnover intention.

Keywords: Employees' Work Attitudes; Employees; Employees' Perceptions; Human Resource Management Practices; Job Satisfaction; Local Government Municipality; Turnover Intention

TABLE OF CONTENTS

DECLARATION.....	i
ACKNOWLEDGEMENT	ii
ABSTRACT	iii
TABLE OF CONTENTS	v
LIST OF FIGURES.....	x
LIST OF TABLES.....	xi
CHAPTER 1	1
INTRODUCTION TO THE STUDY.....	1
1.1 INTRODUCTION AND BACKGROUND TO THE STUDY.....	1
1.2 RATIONALE FOR THE STUDY	3
1.3 PROBLEM STATEMENT	3
1.4 OBJECTIVES OF THE STUDY.....	4
1.4.1 Primary objective	5
1.4.2 Secondary objectives.....	5
1.5 RESEARCH QUESTIONS	5
1.6 RESEARCH DESIGN AND METHODOLOGY	5
1.6.1 Research paradigm.....	6
1.6.2 Research approach.....	6
1.6.3 Research design	7
1.6.4 Population of the study	7
1.6.5 Sampling technique	7
1.6.6 Sample size	8
1.6.7 Data collection procedures	8
1.6.8 Data analysis	9

1.7	DELIMITATION OF THE STUDY	9
1.8	SIGNIFICANCE OF THE STUDY.....	9
1.9	DEFINITIONS OF KEY CONCEPTS.....	10
1.10	CHAPTER LAYOUT OF THE STUDY	11
1.11	SUMMARY.....	13
	CHAPTER 2.....	14
	LITERATURE REVIEW.....	14
2.1	INTRODUCTION.....	14
2.2	CONCEPTUALISATION OF HUMAN RESOURCE MANAGEMENT.....	14
2.3	HUMAN RESOURCE MANAGEMENT PRACTICES	15
2.3.1	Factors affecting the implementation of HR practice in the South African local municipalities	16
2.3.1.1	Low employee morale in implementing HRM policies	17
2.3.1.2	Lack of understanding HRM practices.....	17
2.3.1.3	Lack of communication and trust.....	18
2.3.1.4	Corruption and mismanagement	18
2.4	CHALLENGES FACING HRM IN SOUTH AFRICAN LOCAL MUNICIPALITIES	19
2.4.1	Insufficient capacity by the local municipalities	20
2.4.2	Political polarisation	20
2.5	EMPLOYEES' PERCEPTIONS OF HR PRACTICES	21
2.6	EMPLOYEE'S WORK ATTITUDE.....	22
2.7	THE RELATIONSHIP BETWEEN PERCEIVED HRM PRACTICES AND JOB SATISFACTION	23
2.8	RELATIONSHIP BETWEEN PERCEIVED HRM PRACTICES AND TURNOVER INTENTIONS	24
2.9	THEORETICAL FRAMEWORK.....	25

2.9.1	The theory of planned behaviour	25
2.9.1.1	The implication of the theory of planned behaviour in the current study.	26
2.10	CONCEPTUAL FRAMEWORK.....	27
2.11	SUMMARY.....	28
CHAPTER 3.....		29
RESEARCH DESIGN AND METHODOLOGY		29
3.1	INTRODUCTION.....	29
3.2	CHOICE OF METHODOLOGY	29
3.2.1	Literature study	30
3.2.2	Empirical investigation	30
3.3	RESEARCH PARADIGM	30
3.3.1	Positivism.....	31
3.4	RESEARCH APPROACH	31
3.4.1	Quantitative research.....	31
3.5	RESEARCH DESIGN.....	32
3.5.1	Correlation research design.....	32
3.6	POPULATION OF THE STUDY	33
3.7	SAMPLING TECHNIQUE.....	33
3.7.1	Sample size	34
3.8	DESIGNING THE RESEARCH INSTRUMENT.....	35
3.9	DATA COLLECTION PROCEDURES.....	37
3.10	VALIDITY AND RELIABILITY	38
3.11	DATA ANALYSIS	39
3.12	ETHICAL CONSIDERATIONS.....	39
3.13	SUMMARY.....	40

CHAPTER 4	42
RESEARCH FINDINGS	42
4.1 INTRODUCTION.....	42
4.2 DEMOGRAPHIC INFORMATION	43
4.2.1 Gender.....	43
4.2.2 Age group	44
4.2.3 Educational level.....	45
4.3 DESCRIPTIVE ANALYSIS OF VARIABLES	46
4.3.1 Objective 1: To investigate employees' perceptions of HRM practices in a selected local government municipality in South Africa	46
4.3.2 Objective 2: To investigate employee perceptions of work attitudes (job satisfaction and turnover intention) in a selected local government municipality in South Africa	50
4.3.3 Objective 3: To examine the impact of HRM practices (training and development, compensation, and performance appraisal) on employees' job satisfaction.....	51
4.3.4 Objective 4: To examine the impact of HRM practices (training and development, compensation, and performance appraisal) on employees' turnover intention	53
4.4 EXPLORATORY FACTOR ANALYSIS: CONSTRUCTS VALIDITY AND RELIABILITY.....	55
4.5 DESCRIPTIVE STATISTICS FOR THE FACTORS IDENTIFIED	60
4.6 CORRELATION ANALYSIS BETWEEN FACTORS IDENTIFIED	62
4.7 CORRELATION ANALYSIS BETWEEN AGE GROUP AND EDUCATIONAL LEVEL.....	65
4.8 TESTING FOR DIFFERENCES IN MEAN SCORES BETWEEN THE GENDER GROUP	66

4.9	SUMMARY	68
	CHAPTER 5	70
	SUMMARY AND CONCLUSION	70
5.1	INTRODUCTION.....	70
5.2	SUMMARY OF KEY FINDINGS AND CONCLUSIONS	70
5.2.1	Objective 1: To investigate employees' perceptions of HRM practices in a selected local government municipality in South Africa	70
• 5.2.2	Objective 2: To investigate employee perceptions of work attitudes (job satisfaction and turnover intention) in a selected local government municipality in South Africa	71
5.2.3	Objectives 3 and 4: To examine the impact of HRM practices (training and development, compensation, and performance appraisal) on employees' job satisfaction and turnover intention	72
5.3	RECOMMENDATIONS	72
5.4	IMPLICATIONS FOR THIS STUDY	73
5.5	LIMITATIONS.....	73
5.6	RECOMMENDATIONS FOR FUTURE RESEARCH	74
5.7	SUMMARY	74
	REFERENCE LIST.....	75
	APPENDIX A: COVERING LETTER	89
	APPENDIX B: LETTER OF CONSENT.....	90
	APPENDIX C: QUESTIONNAIRE	92
	APPENDIX D: ETHICAL CLEARANCE.....	96
	APPENDIX E: LANGUAGE EDITING CERTIFICATE	98
	APPENDIX F: TURNITIN REPORT	99

LIST OF FIGURES

Figure 2.1: Conceptual framework	27
Figure 3.1: Types of probability and non-probability sampling techniques	34
Figure 4.1: Chapter layout	43
Figure 4. 2: Gender summary	44
Figure 4.3: Summary of age groups	45
Figure 4.4: Summary of the educational level	46

LIST OF TABLES

Table 4.1: Perceived HR practice scale and items (n = 134)	47
Table 4.2: Employee work attitude scale and items (n = 134)	50
Table 4.3: Job satisfaction survey and items (n = 134)	52
Table 4.4: Turnover intention survey and items (n = 134)	54
Table 4.5: Exploratory factor analysis: Validity and reliability of constructs	56
Table 4.6: Descriptive statistics	61
Table 4.7: Pearson correlation (r) between the seven factors	63
Table 4.8: Pearson correlation (r) age group and educational level	65
Table 4.9: Independent sample t-test	67

CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 INTRODUCTION AND BACKGROUND TO THE STUDY

Employee perceptions of Human Resource Management (HRM) practices have received increased attention in the last three decades in the strategic HRM field (Hewett *et al.*, 2018:88; Ostroff & Bowen, 2016:199; Wang *et al.*, 2020:128). HRM scholars affirm that employees' perceptions of HRM practices play a core role in influencing employees' work attitudes (Hewett *et al.*, 2018:87; Jiang *et al.*, 2017:69; Ostroff & Bowen, 2016:196). Furthermore, employees are increasingly recognised as the most valuable resources of the organisation, especially in the public sector (Hassanpour *et al.*, 2021:1). HRM practices such as recruitment, selection, training and development, performance appraisal, and compensation policies have a significant influence on employees' turnover intentions and job satisfaction (Xiayan *et al.*, 2021:1).

HRM practices, particularly the perception thereof, are of utmost importance for organisational strategies and have a direct impact on employees' work attitudes and behaviours (Grobler *et al.*, 2019:1). HRM practices of local municipalities in South Africa have become a subject of daily criticism due to the high rate of service delivery protests in the country (Dzansi *et al.*, 2016:138). Scholars (e.g., Lai *et al.*, 2017; Li *et al.*, 2019:1420) argue that HRM problems are the core constraint that challenges the development and performance of public sector organisations, with debates arising among HRM practitioners, public sector leaders, policymakers, and even scholars. Li *et al.*, (2019:1419) state that “employees' perceptions of HRM practices, such as training and development, reward management and performance management, are significant predictors of employee commitment.”

Employees are increasingly recognised as valuable assets, especially in the public sector. El-Ghalayini (2017:66) states that “HRM practices allow a more flexible approach to staffing and recruitment, training and development, and pay and performance appraisals.” Effective HRM practices aim at developing employees' abilities, motivation, opportunities, and providing a balance between employees' lives and work, and providing practices that are primarily accepted by employees and organisations (Blom *et al.*, 2018:2). HRM practices include dimensions such as compensation, performance appraisal, promotion, and training and development. Research has shown that these dimensions can significantly motivate employees, enhance their job satisfaction, increase employees' commitment to the organisation, and prevent employees' turnover intentions (Hee *et al.*, 2016:517-521; Busari *et al.*, 2017:438-446; Gadi & Kee, 2018:715-722).

HRM practices are described as how organisations shape employees' perceptions, behaviour, and attitudes (Hassanpour *et al.*, 2021:3). HRM supposes that employees are valuable assets of the organisation. Therefore, HRM practices can affect the organisation. Gadi and Kee (2018:715) describe HRM practices as a process and strategic approach to oversee, secure, accomplish and motivate employees' organisational commitment. Dasilveira *et al.*, (2020:1) recommend that leaders in public sector organisations develop strategies for improving HRM practices to enhance employee satisfaction, reducing employee turnover intentions. Hassanpour *et al.*, (2021:3) argue that HRM practices, employee job satisfaction, and organisational commitment are significant factors impacting employee turnover intentions.

South Africa has 278 municipalities, comprising eight metropolitans (Category A), 44 districts (Category C), and 226 local (Category B) municipalities (RSA, 2022:n.p). The focus of this study will be on local municipalities. Local municipalities in South Africa are regulated under the local government municipal structures act, Act 117 of 1998 (RSA, 1998:21). Local municipalities aim to grow local economies and provide infrastructure and services. The challenge of poor service delivery across all local municipalities in South Africa has called on the South African government to emphasise the role played by HRM through an institutional, legislative framework such as the 1997 White Paper on HRM in the public sector (Dzansi *et al.*, 2016:138). Despite this effort, employees and other

citizens continue to criticise the HRM practices of local municipalities. At an individual level, employees' perceptions of HRM practices have been found to moderate and mediate the relationship between an organisation's HRM practices and employee work attitudes, such as job satisfaction and turnover intentions (Wang *et al.*, 2020:129).

1.2 RATIONALE FOR THE STUDY

Employees' collective perceptions of HRM practices have been critical to public administration scholars and practitioners (El-Ghalayini, 2017:65; Wang *et al.*, 2020:128). Most research on the relationship between employees' perceptions of HRM practices and work attitudes has been conducted in the private sector (Jiang *et al.*, 2017:69). There has been little research on local government municipalities, particularly in South Africa. This research aims to fill this gap in the existing body of literature by investigating the relationship between employees' perceptions of HRM practices and work attitudes in a selected South African local government municipality.

1.3 PROBLEM STATEMENT

Public sector departments all over the world are facing various challenges. In South Africa, the public sector is vital to economic growth and development (Fourie & Poggenpoel, 2017:170). Studies (e.g., Fourie & Poggenpoel, 2017:170; Janse van Rensburg, 2014:33-35) have shown that some of the challenges affecting the service delivery of the public sector include poor human resources (HR) practices, incompetent employees, and inadequate leadership skills. As a core component of any economy, public sector departments must address its challenges, especially those relating to human capital investment. The South African government has developed several new policies and legislation to renew the governance, management, and administrative systems of public sector departments (Hoeyi & Makgari, 2021:1).

HRM research attests that employees' perceptions of HRM practices play a vital role in influencing the effectiveness of HRM practices in an organisation (Jiang *et al.*, 2017:70). Public sector organisations suffer financial losses related to re-hiring and training new staff, poor service delivery, ineffective HRM practices, employee dissatisfaction, and a high employee turnover rate. With the new waves of public sector organisational reform and the adoption of new public sector management, HRM practices and employees' work attitudes are the core elements that local government municipalities should measure and actively be concerned about (El-Ghalayini, 2017:65; Saridakis & Cooper, 2016:3). Public sector departments in many countries have HRM policies but are not successful in implementing these policies (Fourie & Poggenpoel, 2017:171). Fourie and Poggenpoel (2017:170) further found that the South African public sector departments, especially municipalities, have not adequately addressed their challenges, especially those relating to managing their workforce. Public sector organisations with HRM practices that are poorly designed and implemented risk losing their organisational workforce (Hassanpour *et al.*, 2021:3). Losing a good employee can damage an organisation's performance by reducing productivity and quality (Hassanpour, 2021:3).

Employees' behaviours, outcomes, and attitudes, such as employee commitment, turnover intentions, job satisfaction, and performance, are important aspects of the affiliation of organisational HRM practices (Dasilveira *et al.*, 2020:1). Reducing employees' turnover intentions through appropriate HRM practices has always been a concern for public sector departments (Xiayan *et al.*, 2021:1).

This study aims to find out how employees' perceptions of HRM practices significantly impact their work attitudes.

1.4 OBJECTIVES OF THE STUDY

The research objectives for this study were divided into two sections, namely, primary and secondary objectives.

1.4.1 Primary objective

To investigate the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa.

1.4.2 Secondary objectives

- To investigate employees' perceptions of HRM practices in a selected local government municipality in South Africa.
- To investigate employee perceptions of work attitudes (job satisfaction and turnover intention) in a selected local government municipality in South Africa.
- To examine the impact of HRM practices (training and development, compensation, and performance appraisal) on employees' job satisfaction
- To examine the impact of HRM practices (training and development, compensation, and performance appraisal) on employees' turnover intention.

1.5 RESEARCH QUESTIONS

- What is the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa?
- What are employees' perceptions regarding HRM practices in a selected local government municipality in South Africa?
- To what extent do HRM practices (performance appraisal, compensation, promotion, training and development) influence employees' job satisfaction?
- To what extent do HRM practices (performance appraisal, compensation, promotion, training and development) influence employees' turnover intention?

1.6 RESEARCH DESIGN AND METHODOLOGY

A research methodology is a technique used to conduct research (Hwang, 2019:127). The research methodology for this study shows the path through which the research formulates the research problem, questions and objectives. It presents the results from the data obtained during the course of the study. The researcher used quantitative

research methods and a combination of literature and empirical investigation to address this study's key research objectives and questions.

1.6.1 Research paradigm

A research paradigm is referred to as the underlying philosophy that guides the researcher's view of the reality and truth of the world (Dawadi *et al.*, 2021:25). For this study, a positivist research paradigm was followed. Positivism believes that truth and reality exist independently of humans and seeks to understand the social world in the same way as the natural world (Rehman & Alharthi, 2016:53). In other words, observation and reason are the best methods for obtaining knowledge about human behaviour, and true knowledge depends on the human experience of the senses and can be obtained through experiment and observation (Ryan, 2018:4). Positivists believe in a single independent truth and reality. According to Gall *et al.* (2003:19-20), positivists assume that truth and reality are objectively given and can be measured using research instruments independent of the researcher. The positivism paradigm was considered appropriate for this study because knowledge is obtained using numerical data to enhance precision in the description of variables and the relationship among them.

1.6.2 Research approach

A research approach is the technique used for collecting and analysing data to generate knowledge (Alharahsheh & Pius, 2020:40). The researcher used quantitative research methods to address the key research objectives and questions for this study. According to Creswell (2014:33), a quantitative research strategy is an approach used for evaluating objective ideas by examining the relationship between variables, and the data can be examined using statistical procedures and reports. The purpose of this study is to investigate the relationship between the independent variable, HRM practices (performance appraisal, compensation, promotion, training and development) and the dependent variable, employees' work attitudes (turnover intentions and job satisfaction). A quantitative research approach was deemed suitable for this study as it addresses the cause-effect relationship between variables using numbers. The relationship between employees' perceptions of HRM practices and work attitudes in a selected local

government municipality in South Africa was determined using quantitative research methods.

1.6.3 Research design

A research design is defined as “a set of procedures used to address critical issues relating to the research project, such as location of the study, purpose, type of investigation, unit of analysis in line with fixed, standard arrangements of research conditions and methods that have their coherence and logic to answer possible questions” (Khalid *et al.*, 2012:19). This study employs a correlational research design to agree on the relationship between employees’ perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa. A correlational research design explores correlations between two or more variables and makes predictions (Kabir, 2016:118). In other words, only the relationships and interconnections between the independent and dependent variables are formed by correlation analysis (Abuhamda *et al.*, 2021:74). The researcher chose a correlational research design as this study aims to investigate the relationship between employees' perceptions of HRM practices and work attitudes in a selected South African local government municipality.

1.6.4 Population of the study

In research, the target population is the entire set of elements (events or subjects) with common futures in which the researcher is interested (Sileyew, 2019:1). According to Taherdoost (2016a:18), the population is the complete set of cases from which the study sample is drawn. Churchill *et al.*, (2010:327) described the target population as that portion of the entire population on whom the study is focused. The target population for this study comprises all employees in a selected local government municipality in South Africa. The population size of this study was estimated to be 1025 employees.

1.6.5 Sampling technique

Sampling is defined as "the process of selecting a specified number of subjects from a defined population as representative of that community” (Pandey & Pandey, 2015:41). Although this study used a quantitative research approach, the unit of analysis was

chosen using a convenience sampling technique. Convenient sampling is a non-probability sampling technique in which members of the study's target population are chosen based on specific criteria (Etikan *et al.*, 2016:2). Convenience sampling was chosen for this study as the target population was easily accessible, available, and willing to participate at any time.

1.6.6 Sample size

A sampling size is a list of actual samples drawn from a population or sampling frame as a whole (Taherdoost, 2016:20). In other words, the sample size must reflect the entire population from which conclusions are drawn. For this study, a representative sample was calculated using Krejcie and Morgan's (1970:607-610) method of determining the minimum sample size. A minimum sample size of 280 questionnaires was distributed to respondents to accomplish the study's goal. The assessment of the relationship between the variables in this study is less likely to be biased due to the large sample size. To be included in this study, the employee should be between 18 and 65 years. Security offices and other externally contracted employees were excluded from the study.

1.6.7 Data collection procedures

Data collection is the process of collecting information from different sources about the research problem under investigation in a systematic manner (Kabir, 2016:202). The data for this study was collected using a self-administered questionnaire (Appendix B). The survey was distributed after receiving ethical clearance from the North-West University (NWU) Faculty of Economic and Management Sciences and written permission from the selected municipality. The survey was distributed using two different methods. Firstly, the researcher self-administered the survey to the municipality's designated locations. Upon completing the questionnaire, the researcher personally collected the completed questionnaire from the respondents. To submit the completed questionnaire, a sealed container was used to ensure that only the researcher had access to the information inside the container. Secondly, the survey was administered online using Google Drive, email and the WhatsApp social media platform. The aim of using an online platform was

to make the questionnaire accessible for participants who were not physically available during the self-administered survey process.

1.6.8 Data analysis

Quantitative data analysis is a system that entails strategies in which a researcher turns gathered data into numerical forms and subjects it to statistical analyses (Babbie, 2010:422). The data for this study were analysed with the aid of Statistical Package for the Social Sciences (SPSS) version 28.0. A statistician from the NWU Statistical Consultation Services (SCS) provided support during the analysis stages of the data collected.

1.7 DELIMITATION OF THE STUDY

The scope of this study falls under the subject of HRM (people management), with a specific focus on HRM practices and employee work attitudes. The sector under investigation falls within the public sector. The study focuses on the permanent employees in this municipality. The local municipality under investigation is the Dr Kenneth Kaunda District Municipality. This organisation falls within the local sphere of the government.

1.8 SIGNIFICANCE OF THE STUDY

- This study contributes to the body of knowledge on the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa.
- This study contributes to the HRM perceptions literature by investigating how employees' collective perceptions of HRM practices shape employees' work attitudes.
- The findings of this study could serve as a conceptual guide for HRM practitioners and policymakers in the South African public sector to better understand which HRM practices will work better and under what conditions.

- The results of this study will serve as a guide for HRM practitioners to understand employees' work attitudes and behaviours, which eventually contribute to improving organisational performance.

1.9 DEFINITIONS OF KEY CONCEPTS

Employee perception

Employee perception is defined as “a process by which individuals organize and interpret their sensory impressions to give meaning to their environment” (Panimalar & Kannan, 2013:18). The employee perception for this study is how individual employees in a selected local government municipality in South Africa perceive HRM practices and how their perceptions affect their work attitudes.

Employee

An employee is defined as “a person who is paid to work for an organization or another person” (Collins Advanced English Dictionary, 2011:n.p). The employees referred to in this study are those working in a selected local government municipality in South Africa.

Human resource management

Various authors have defined HRM using varying degrees of complexity. Armstrong (2016:7) defined HRM as “a strategic, integrated and coherent approach to the employment, development, and well-being of the people working in organisations.” Boxall and Purcell (2016:7) state that HRM is “the process through which management builds the workforce and tries to create the human performances that the organization needs.” For this study, the researcher concurs with the above definitions of HRM.

Employees work attitude

Employees' work attitude is defined as “a construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance and subsequent commitment” (Okello, 2022:20).

Job satisfaction

Job satisfaction is described as the feeling of fulfilment in one's job and the degree to which the individual benefits and expectations are met (Luthans & Peterson, 2002). The job satisfaction referred to in this study includes "the various factors such as remuneration, promotion opportunities, leadership roles, colleagues and the work as such" (Agarwal & Sajid, 2017:129).

Turnover intentions

Turnover intention is defined as the "plan of leaving a current job or the plan of searching for alternative employment" (Atang & Shareef, 2018:587).

Local municipality

A local municipality is defined as "a municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls and which is described in section 155(1) of the Constitution as a category B municipality" (RSA, 1998:15).

1.10 CHAPTER LAYOUT OF THE STUDY

This study comprises five chapters as follows:

Chapter 1: Introduction and background of the study

This chapter contains the study's introduction and background, as well as the study's rationale and problem statement. The study's objectives and the research question that guided the study were derived from this problem statement. This chapter contains definitions of key concepts. The study's design and methodology were emphasised. The anticipated limitation of this study, the study's delimitation, and the study's significance were all provided. The chapter concluded with the study's chapter layout.

Chapter 2: Literature review

This chapter reviews the literature on the relationship between employees' perceptions of HRM practices and work attitudes in local municipalities in South Africa. The chapter begins with conceptualising the concepts of HRM and HR strategies, including factors affecting the implementation of HR practices in South African local municipalities. Next, challenges facing HRM in South African local municipalities were discussed, followed by employees' perceptions of HR practices and employee work attitudes. The chapter further reviews the literature on the relationship between perceived HRM practices and turnover intentions and the relationship between perceived HRM practices and job satisfaction.

Chapter 3: Research methodology

This chapter focused on the research design and methodology adopted to answer the research questions for this study. The chapter provided the methodology adopted for this study and the research paradigm underpinning this study. The chapter discussed the research approach and research design that were employed. The population and sampling techniques used in this study were discussed in detail in this chapter. Data collection procedures, data analysis techniques, as well as the validity and reliability of the measuring instrument were outlined. The chapter concluded with the ethical considerations for this study.

Chapter 4: Data presentation, analysis, and discussion

This chapter focuses on the empirical presentation, analysis and discussion of findings for data collected from a survey of selected local government municipalities in South Africa. The chapter presents and analyses data relating to the demographic information of the participants, descriptive analysis of variables relating to the perceived HR practice scale, the employee work attitude scale, the job satisfaction survey, and the turnover intention survey. An exploratory factor analysis was conducted, followed by a correlation analysis of the factors identified and concluded with results from an independent sample t-test.

Chapter 5: Conclusion and recommendations

This chapter provided a summary of the main findings from the study. From these findings, conclusions were drawn, and constructive recommendations were made. Practical implications, limitations of the study, and suggestions for future research were provided in this chapter.

1.11 SUMMARY

This chapter provided the study's introduction and background, as well as the study's rationale and problem statement. The objectives of the study and the research question that guided the study were derived from this problem statement. This chapter contains definitions of key concepts. The study's design and methodology were emphasised. The anticipated limitation of this study, the study's delimitation, and the study's significance were provided. The chapter concluded with the study's chapter layout. The following chapter reviews relevant literature on the relationship between employees' perceptions of HRM practices and work attitudes in South African local municipalities.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

After the Covid-19 pandemic era, scholars are directing more attention to employees' perceptions of HRM practices and have explored how collective perceptions of HRM practices influence employees' outcomes (Wang *et al.*, 2020:129). This study investigates the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa to contribute to this research. The previous chapter outlined the background and problem statement of the study. This chapter reviews the literature on the relationship between employees' perceptions of HRM practices and work attitudes in local municipalities in South Africa. The chapter begins with the conceptualisation of the concept of HRM and HR strategies, including factors affecting the implementation of HR practice in South African local municipalities. Challenges facing HRM in South African local municipalities are discussed, followed by employees' perceptions of HR practices and employees' work attitudes. The chapter further reviews the literature on the relationship between perceived HRM practices and turnover intentions and the relationship between perceived HRM practices and job satisfaction.

2.2 CONCEPTUALISATION OF HUMAN RESOURCE MANAGEMENT

The concept of HRM has become critical in the public sector internationally and in South Africa, in particular, to ensure that public organisations such as municipalities stay innovative and competitive to sustain quality and continuous service delivery in the modern and highly competitive environment (Andries, 2016:11). Various authors have defined HRM using varying degrees of complexity. Armstrong (2016:7) defined HRM as “a strategic, integrated and coherent approach to the employment, development, and well-being of the people working in organizations.” Boxall and Purcell (2016:7) state that HRM is “the process through which management builds the workforce and tries to create the human performances that the organization needs.” Sharma *et al.*, (2020:7) believe

that HRM deals with all aspects of how people are employed and managed in organisations.

Employees are essential HR within an organisation. HRM is linked to the management of work and people to achieve an organisation's goal (Makapela & Mtshelwane, 2021:2). In other words, HRM is the management of employee life cycle in an approach that addresses both employee and organisational goals (Collins, 2020:332). Armstrong (2016:7) argues that HRM is strategic, integrated, and logical to the employee advancement and well-being of the people working in an organisation. Potgieter and Mokomane (2020:2) found that the effective HRM function positively influences the quality of employees' outcomes, enhancing work attitude toward realising the municipality's goals. This indicates that local municipalities require effective HRM to enhance employee outcomes (Sixpence, 2021:1).

Effective HRM function is significant for an organisation to drive employee performance (Gopinath, 2020:1463). Cloete (2016:11) concurs that HRM is the most valuable strategy and coherent approach to the management of an organisation asserting, for example, resources and people working in an organisation who collectively contribute to the actualisation of the organisation's goal. Rees and Smith (2017:8) observed that HRM, employees, and work should be closely managed with the municipality's structures in order to be more effective.

2.3 HUMAN RESOURCE MANAGEMENT PRACTICES

HR practices are defined as "a process that starts with the recruitment of the employee and ends with the retirement of the employee" (Sheeba & Christopher, 2020:263). HR practice is referred to the foundations supporting the way human capital in an organisation operates (Chron, 2021:1). Appropriate design and effective implementation of HR practices could result in achieving the organisation's goal (Hassanpour *et al.*, 2021:3). HR practices are essential to managing people at work, especially in functions such as evaluation, training, hiring, and the provision of a sound and secure working environment for, among others (Tinti, Venelli-Costa & Cappelloza, 2017). HR practices are a fundamental driver of municipal success because they align HR strategies with the

organisational objective. Sixpence (2021:2) points out the critical relationship between HRM practices and employee work attitudes.

HRM practices consist of many basic tasks, which include recruitment, selection, performance, reward, training and development, and compensation management, among others (Dzansi & Dzansi, 2011:3). Dzansi and Dzansi (2011:3) further argue that HR practice is almost essential to the local municipalities because the effective implementation of HR practices within municipalities can lead to quality service delivery. This implies hiring and selecting people with competency, compensation, rewards, promotions, and appropriate grievance handling will deliver quality service. Based on the above, this study argues that the effective implementation of HRM practices is an important objective for quality services for local municipalities in South Africa. Cascio, (2018:7) found that effective HRM practices is likely to improve organisational performance and sustainability. Hassanpour *et al.*, (2021:3) contend that HR practices include but are not limited to formulating a method for measuring and analysing the effects of a particular employee rewards programme.

2.3.1 Factors affecting the implementation of HR practice in the South African local municipalities

Public entities globally, and South African local municipalities in particular, are facing challenges which have resulted in service delivery protests around the country. The challenge faced by municipalities has drawn criticism in the country due to unfolding service delivery protests. For example, a study conducted in four sub-Saharan African countries (Tessema *et al.*, 2012:469) on HRM challenges and practices found that the economic and political environment within which government employees are managed was not conducive to maximising individual and organisational performance. Based on the above assertion, this section of the study highlights some challenges facing municipalities in implementing HRM policies in the South African local municipality, with a particular focus on Dr Kenneth Kaunda District Municipality. Marjee (2018:2) highlights some of the challenges municipalities face, among others, are unskilled labour, employee motivation, unequal opportunities, and lack of human development brain drain, which

affect the quality of service delivery. The following shed light on the challenges experienced by municipalities in implementing HRM policies.

2.3.1.1 *Low employee morale in implementing HRM policies*

Low employee morale impacted local municipalities globally and in South Africa, particularly in implementing HRM policies. To support the above accession, a study by Makapel and Mtshelwane (2021:15) revealed that low employee morale is a challenge to implementing these HR policies. Bratton and Gold (2012) further argue that nepotism in the recruitment cycle is a major concern because incompetent people are recruited, making it difficult to implement HRM policies. To support the above assertion, the DA (2012:1) opines that most of the municipality's employees are the African National Congress, whose knowledge of local government issues is questionable. Dzansi *et al.*, (2016:2) further alluded that the deployment of incompetent people in South African local municipalities based on cadre deployment does not align well with the municipality's goal of delivering services efficiently and effectively. This is evident because a study by Dzansi and Dzansi (2011:2) revealed that the employment of unqualified persons has become rampant in local municipalities.

Sun *et al.*, (2017:74) add that the shortage of competent labour continued to be a major challenge facing implementing HRM policies. Similarly, a study conducted in Tanzania (Mgonja & Tundu, 2012) found a lack of qualified and well-trained human capacity and a failure by the Local Government Authorities (LGAs) to attract and retain competent employees due to politics, which led to poor service delivery.

2.3.1.2 *Lack of understanding HRM practices*

Lack of understanding of HRM practices is another challenge municipality employees face in effectively implementing HRM in realising the municipality's goal to provide quality services to South Africans. The Democratic Alliance (DA) (2012:1) maintained that most municipality workers know little about local economies and local government issues. As highlighted above, Mashamaite and Lethoko (2018:116) posit that the lack of HRM understanding will only help to propagate administrative dysfunctions within

municipalities. On a different note, a study by Ndevu and Muller (2018:976) found that the poor performance of local municipalities in South Africa is partially blamed for the weak HRM system, which employees often misunderstand.

2.3.1.3 *Lack of communication and trust*

Lack of communication within municipalities is a major challenge South African municipalities face in implementing HRM practices. A study by Makapela *et al.*, (2012:13) found that communication on the HRM practices among employees is partial. This is premised on the fact that often employees tend to be overlooked by performance management. It is worth mentioning that poor communication of HRM practices and understanding by employers may negatively affect employee performance (Sixpence *et al.*, 2021:1-2).

The lack of trust within municipalities is inevitable. Makapela *et al.*, (2021:13) concurred that a lack of trust within municipalities in South Africa poses a challenge in implementing HRM practices, especially with the amalgamation of one municipality with another. However, this distrust posed a challenge to the execution of HRM practices.

2.3.1.4 *Corruption and mismanagement*

Corruption and mismanagement, among other things, account for some of the challenges hindering service delivery in local municipalities (Tshishonga, 2021:5). Tshishonga (2021:5) further points out that corruption, which is rife in local municipalities, often has funds diverted for personal use and not the development. A study by Sikhakhane and Reddy (2011:85) shows that a lack of accountabilities and quality service deliveries is a factor South African municipalities face.

The lack of participation and policy implementation was another challenge that impaired the implementation of HRMP by municipalities. A study by Makapela (2021:13) found that the lack of participation by employees in the implementation of the skills audits for the learning-and-development policy is a significant challenge. However, the South African government developed several new policies, reforms and legislation to renew the governance, management, and administrative systems of local municipalities in the

country (Hoeyi & Makgari, 2021:1). A few of the intervention policies or reforms introduced in 2009 will be included, namely, Local Government Turnaround Strategy (LGTAS). Tshishonga (2021:9) maintained that the goal of the local government turnaround strategy established in 2009 was to renew the vision of developmental local government. Besides the LGTAS policies introduced by the South African government to help ascertain local municipalities in overcoming their challenges, the government also operated a Clean Audit Programme (Tshishonga, 2021:10). The programme was established to address queries such as ineffective institutions, ineffective structures, and poor performance, among others. Moreover, the government also introduced a back-to-basics programme in 2014. The back-to-basics programme aims to improve the functioning of municipalities to better serve communities by getting the basics right.

2.4 CHALLENGES FACING HRM IN SOUTH AFRICAN LOCAL MUNICIPALITIES

Local municipalities in South Africa are considered an entity of government bodies located closest to the people (Schwella *et al.*, 2015). However, since the advent of democracy in South Africa, there have been transformations within South African municipalities to incapacitate employees with the necessary skills and competencies that help them meet the vast demands of South African citizens (Cloete *et al.*, 2016). Cloete *et al.*, (2016) further concurred that HRM practices within local municipalities must be managed effectively to realise the above goal. The researcher adds that effective HRM and development can help improve the municipalities.

Local municipality policies in South Africa are regulated by the Constitution of South Africa (RSA, 1996). In terms of section 152 of the Constitution of the Republic of South Africa (RSA, 1996), local municipalities aim to promote social and economic development. Section 53 (a) further stipulated that municipalities should manage their administration, budgeting and planning processes by prioritising the basic needs of the community and promoting the economic and social development of the community (RSA, 1996). The local municipality under investigation is the Dr Kenneth Kaunda District Municipality. This organisation falls within the local sphere of the government. The majority of municipalities

globally and in South Africa, in particular, have been impacted. Some of the impact is positive and negative in other instances.

2.4.1 Insufficient capacity by the local municipalities

Over the years, South African local municipalities have faced counter-criticism due to management dysfunctions and deficiencies resulting in protest marches and damage to property within communities (Thornhill & Cloete, 2014). Dzansi and Dzansi (2011:2) opine that the escalation of service delivery protests in South Africa is a clear indication of municipal inability to provide services that meet the expectation of South Africans. On a different note, a study by Makapela (2021:3) observes that the ineffectiveness of local municipalities is partly blamed on the HRM. Similarly, Dzans *et al.*, (2016:2) contend that the polarisation of local municipalities and political cadre in South Africa has the potential to negatively impact the HRM practices of the municipalities, which could prompt behaviours such as nepotism.

Insufficient capacity is a constraint impacting the HRM practices in local municipalities in South Africa. Makapela and Mtshelwane (2021:2) state that local government municipalities are unable to meet citizens' demands because of inherent incapacities to plan for development, with significant disabilities attributed to the lack of capacity within municipalities. Again, the lack of knowledge of the HRMP also impacts work performance.

2.4.2 Political polarisation

Political polarisation in this study threatens employee fairness perceptions of HRMP in the local municipality (Dzansi & Dzansi 2011:6). The researcher empathises that the notions of political polarisation are common within municipalities. Dzansi and Dzansi (2011:6) posit that there have been counter-accusations and reports of jobs for pall, underserved promotion, and appointments are based on political considerations rather than competency. Studies by Fourie and Poggenpoel (2017:170) and Janse van Rensburg (2014:33-35) outline poor service delivery, incompetent employees, corruption and lack of communication as some of the impacts of HRM practices in local municipalities in South Africa.

The extent to which employees understand the organisation's HR practices directly impacts their attitudes towards task execution, improved individual performance, and improved organisational performance within the private and public sectors, leading to improved service delivery and customer satisfaction. How employees perceive HRM practices is important in organisations as it affects employee performance and morale. Hence, HR practitioners must devise new ways to attract and retain talented workers, as indicated by Roodt (2018:2). Each employee's impression of an employer's underlying intentions is based on the employee's perception of the employer's underlying goals, which influence HRM based on the employee's own beliefs, experiences, and expectations.

2.5 EMPLOYEES' PERCEPTIONS OF HR PRACTICES

Different dimensions of employees' perceptions of HR practices have been addressed in various aspects of HRM literature (Wang *et al.*, 2020:129). Employee perception is defined as "a process by which individuals organize and interpret their sensory, impressions to give meaning to their environment" (Panimalar & Kannan, 2013:18). Makapela (2021:2) observed that the concept of HRM practices within the local municipalities are poorly understood as the HRM practices are under criticism. The misunderstanding of HRM by employees in the municipalities has affected the performance of numerous municipalities across the country. A study conducted by Wang *et al.*, (2020:128) revealed that employee perception of HRMP in an organisation is critical because it explored how employees' collective perceptions of HRMP form employees' work attitudes.

Li *et al.*, (2019:1419) found a significant negative relationship between employees' perceptions of HRM practices and employees' work outcomes, such as job satisfaction and turnover intentions. Cesário (2015:470) found a positive relationship between employees' perceptions of HRM practices and work attitudes. Dzansi *et al.*, (2016:139) found that employees' perceptions of fairness in HRM practices in South African municipalities significantly affect employees' work outcomes and the quality of services delivered.

2.6 EMPLOYEE'S WORK ATTITUDE

Employee's work attitude is defined as "a construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance and subsequent commitment" (Okello, 2022:20). Okello, Adongo and Ayoro (2022:2) define employee work attitude as a construct which includes cognitive, emotional, and behavioural components that are associated with individual role performance and subsequent commitment. Employee attitudes consist of commitment, job satisfaction, and involvement that influence organisation (Gomathy 2022:2). Job satisfaction refers to the favourable or unfavourable feelings and emotions with which employees view their work (Estacio & Cabrera, 2018:2). This study considered job satisfaction as one of the major work attitudes.

Gomathy (2022:2) describes attitude as the employee's psychological state of mind or mental state. Gomathy (2022:2) further indicates that the employee can have both positive and negative attitudes at work concerning the workplace. However, an employee with a positive attitude helps to increase the growth and success of an organisation. In contrast, an employee with a bad attitude can harm the organisation.

An employee's attitude is important as it can impact the organisation if both employees and the organisation understand each other. Estacio and Cabrera (2018:2) further add that an employee's job attitude is fundamental to achieving individual and organisational objectives through effective performance. Thus, Albrecht, Bakker, Gruman, Macey and Saks (2015:8-9) believe that the appropriate employment of HRMP positively influences employee and employer work attitudes.

Concerning effectiveness in South Africa, local municipalities focusing on Dr Kenneth District Municipality HRM practices and employees' work attitudes are interrelated as they play a crucial role in influencing each other to achieve effective public service delivery. Similarly, Shen *et al.*, (2018:595) revealed a strong positive correlation between the relevant HRM practices and organisational performance. Informed by the work of scholars from the above literature on HRM in the public sector (Blom *et al.*, 2020), this current study apprehends the strong relationship between HRM practice employee's

performance and work attitude in local municipalities in South Africa. Therefore, the employees' perceptions of HRM practices and work attitudes are inevitable in the adequate performance of local municipalities globally and in South Africa in particular.

2.7 THE RELATIONSHIP BETWEEN PERCEIVED HRM PRACTICES AND JOB SATISFACTION

Job satisfaction refers to individual feelings concerning the nature of their work. It can be influenced by various factors, including the remuneration practice and HRM practice (Dasilveira *et al.*, 2020:1). Job satisfaction has a mediating influence on the relationship between HRM practices and employees' turnover intentions and job satisfaction (Dasilveira *et al.*, 2020:1). For a company to achieve its goals and objectives, it requires committed and dedicated employees who are satisfied with their jobs. Employees perceive good HRM practices positively when highly satisfied with their jobs (Hassanpour *et al.*, 2021:3).

Research by Dasilveira *et al.*, (2020:1) reveals a statistically significant positive relationship between HRM practices and job satisfaction. If the attitude of the employee is changed, the municipalities performance will increase as well. Many studies have been conducted to determine how HR practices affect organisational performance, revealing that HR strategies and organisational success are linked (Oh, 2020:146). Even if HRM techniques are implemented to improve organisational effectiveness, they will fall short of their goal unless employees are satisfied or believe they are an effective way to increase their commitment to the organisation.

Employees' job satisfaction is a critical component for measuring the effectiveness of an organisation's HRM practices. HRM practices that have a direct influence on employees' job satisfaction will result in organisational success (Hassanpour *et al.*, 2021:3). Dasilveira *et al.*, (2020:1) found a statistically significant positive relationship between good HRM practices and employees' job satisfaction. El-Ghalayini (2017:65) states that "specific HRM practices, such as training and development, outperform other practices, such as staffing and recruitment have synergistic and complementary effects on each of the employee attitudes that exceed their individual effects." Job satisfaction refers to

individual feelings concerning the nature of their work. It can be influenced by various factors, including remuneration and HRM practices (Dasilveira *et al.*, 2020:1). Job satisfaction has a mediating influence on the relationship between HRM practices and employees' turnover intentions and job satisfaction (Dasilveira *et al.*, 2020:1).

2.8 RELATIONSHIP BETWEEN PERCEIVED HRM PRACTICES AND TURNOVER INTENTIONS

Turnover intention is defined as “individual movement across the membership boundary of an organization” (Dasilveira *et al.*, 2020:1). Ngamkroekjoti *et al.*, (2012:21-22) defined turnover intention as “the likelihood or possibilities of an employee leaving their current employment; it might be voluntary or involuntary turnover.” Zeffane and Bani Melhem (2017:1148) assert that employee turnover intentions will develop when the employees feel their job does not meet their expectations and desire. Measuring employees' turnover intentions will guide the organisation to be able to know the reasons for employees' turnover as well as the cost involved (Dasilveira *et al.*, 2020:1). Safi (2021:4) contends that employee turnover is difficult to determine and is based on the data from previous employees who have left the organisation.

Turnover intention is an ongoing issue for most public sector organisations (Aburumman *et al.*, 2019:641; Li *et al.*, 2019). Xiayan *et al.*, (2021:1) found that HRM practices such as recruitment, selection, performance appraisal, and compensation policies significantly influence employees' intentions to stay in the organisation. Xiayan *et al.*, (2021:1) further argue that HRM practices such as training and development do not significantly influence employee turnover. Santhanam *et al.*, (2017:212) found that HRM practices such as selection, training, and compensation significantly influence employee turnover intentions. Dasilveira *et al.*, (2020:1) found that HRM practices have a statistically significant negative effect on employees' turnover intentions.

Municipalities in South Africa have had a significant turnover of qualified workers in recent years, resulting in the municipality's inability to maintain adequate staffing because specific important posts remained unfilled for extended periods (Sheeba & Christopher, 2020:263). Mmako (2018:7) argues that employee turnover is unavoidable in any

business. Recruited personnel join companies, while others leave for various reasons, including retirement, better career opportunities elsewhere, or discontent with their current position. Employee turnover is not uncommon in organisations, as one of the characteristics of labour is the freedom of movement, and employees are authorised to exercise this right. Roodt (2018:1) states that employee turnover costs organisations a lot of money due to the costs involved during recruitment and selection processes, such as advertisements for positions, subsistence, and travel costs for the panel and the interviewees.

Employee turnover indirectly impacts a country's economy and the organisation's turnover and profit. Van Zyl (cited by Roodt, 2018:1) is of the view that when people leave South Africa for higher-paying jobs abroad, they take their assets, in some cases, the assets of their employers, with them, leaving a more stretched economy behind. According to Price (2001:600), individual migration over the membership boundary of an organisation is referred to as turnover. Regardless of size, nature or location, every organisation or institution must be concerned about employee turnover intention (Long *et al.*, 2012:575). According to Roodt (2018:2), poor HRM practices result in a high turnover rate, which is costly to the organisation.

2.9 THEORETICAL FRAMEWORK

A theoretical framework is a guide or blueprint for research (Adom *et al.*, 2018:438). A theoretical framework is the foundational review of existing theories that serve as a roadmap for developing the theoretical model for this study. Various theories have been developed to explain the concepts of HRM practices, job satisfaction, and turnover intention. For the purpose of this study, the theory of planned behaviour was adapted to understand the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa.

2.9.1 The theory of planned behaviour

The theory of planned behaviour originated from the Ajzen and Fishbein (1980) theory of reasoned action, which is similar to other cognitive decision-making models in that its

underlying premise states that individuals make decisions rationally and systematically through the information available to them (Ajzen, 1991; Jimmieson *et al.*, 2008:40). The theory of planned behaviour posits that employees' change behaviours are mainly dependent on their behavioural intentions regarding the required changes (Straatmann *et al.*, 2018:92). The theory of planned behaviour suggests that the importance of employees' attitudes and subjective norms towards organisational changes is likely to differ across various organisational environments (Straatmann *et al.*, 2018:93).

Studies have tested the theory of planned behaviour and approved that it is the most appropriate theory for examining employees' attitudes (Straatmann *et al.*, 2018:96; Straatmann *et al.*, 2016). Yang *et al.*, (2018:1657) conducted a study with 193 employees in various organisations in South Korea. They found that the theory of planned behaviour-based predictors was related to distinct forms of employees' work attitudes; specifically, the attitude efficacy of employees predicted their compliance with organisational practices, including HRM practices and management support.

2.9.1.1 *The implication of the theory of planned behaviour in the current study*

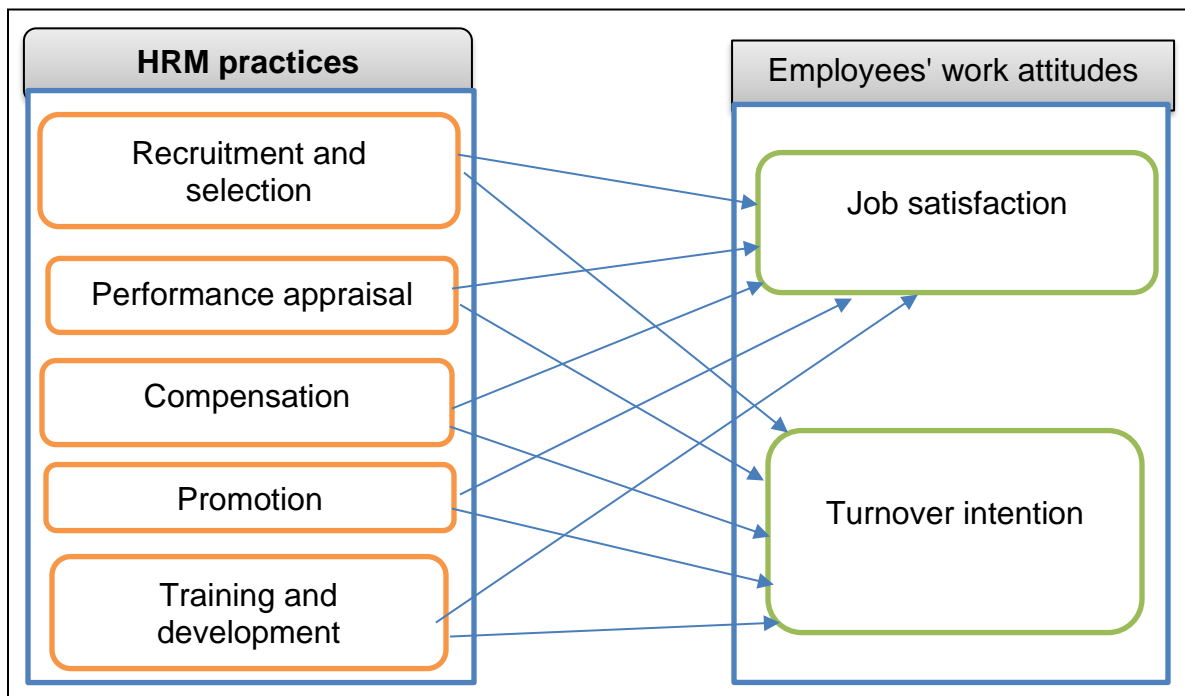
In HRM, employees' attitudes towards the organisation will be influenced by HRM practices. The theory of planned behaviour predicts three forms of formative predictors of employee attitudes due to organisational change, namely, attitude towards behaviour, subjective norms, and perceived behavioural control (Yang *et al.*, 2018:1657).

Attitude toward a behaviour is when employees' attitude towards behaviour is the extent to which an employee has a positive or negative appraisal of the given behaviour. Subjective norms are an employee's social expectations or perceived pressure to perform the behaviour in question. Subjective norms perceived by employees through management support and encouragement for change behaviour signal that the organisation expects its members' change-supportive behaviour (Yang *et al.*, 2018:1659). Conversely, perceived behavioural control is an employee's perceived competence in performing the behaviour based on experience or anticipated impediments. In this regard, employees will be motivated to be committed to the organisation if they believe their

actions will help them achieve their goals. On the other hand, employees will not quit their current job if they feel connected with their organisations.

2.10 CONCEPTUAL FRAMEWORK

The conceptual framework provides the study's orientation and guides both the researcher and the reader to identify the study's contributions to the body of knowledge (Crawford, 2020:36). The conceptual framework shows how the components of the study are connected. A conceptual framework was developed to illustrate the relationship between employees' perceptions of HRM practices and work attitudes.



Source: Author's own construction

Figure 2.1: Conceptual framework

2.11 SUMMARY

Based on the above literature reviewed, it can be deduced that inadequate evidence exists on the relationship between employees' perceptions of HRM practices and work attitudes. Furthermore, there is a lack of significant evidence relating to the nexus between an organisation's HRM practices and employee work attitudes, such as job satisfaction and turnover intentions, in a single study, especially in the South African public sector context. Therefore, the current study will contribute to the existing body of knowledge by filling these gaps. The next chapter focuses on the research design and methodology adopted to answer the study's research questions.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The South African public sector is facing employee challenges; there is evidence that an increasing number of employees are unhappy with HRM practices (Makapela & Mtshelwane, 2021:1). The problem investigated in this study was that employees' perceptions of HRM practices have a significant impact on their work attitudes. The previous chapter reviewed and examined relevant literature relating to this study's research problem under investigation. This chapter focused on the research design and methodology adopted to answer the study's research questions. The chapter begins with the methodology adopted for this study, followed by the research paradigm underpinning this study, the research approach, and the research design employed. The population and sampling techniques used in this study were discussed in detail in this chapter. Data collection procedures, data analysis techniques, and the validity and reliability of the measuring instrument were outlined. The chapter concluded with ethical considerations for this study.

3.2 CHOICE OF METHODOLOGY

A research methodology is a technique used to conduct research (Hwang, 2019:127). Sileyew (2019:1) described research methodology as a strategy of enquiry, which moves from the philosophical assumption to research design and data collection. The methodological choice allows the researcher to establish a strategy appropriate to answer the research questions and objectives. The research methodology for this study shows the path through which the research formulates the research problem, questions, and objectives. It presents the results from the data obtained during the course of the study. The researcher used quantitative research methods and a combination of literature and empirical investigation to address this study's key research objectives and questions.

3.2.1 Literature study

Aspects studied, examined and critically reviewed in the literature include employee perception, HRM practices, employees' work attitude, job satisfaction, turnover intentions, and local municipality. The theoretical framework for this study forms part of the literature study for this study. The literature for this study was sourced from peer-reviewed journals, municipal reports, and textbooks. The literature study assisted the researcher in identifying variables empirically investigated in this study.

3.2.2 Empirical investigation

The empirical investigation for this study was based on primary data obtained from the source of information. Sileyew (2019:3) states that “primary data is more reliable and have more confidence level of decision-making with the trusted analysis having direct intact with the occurrence of the events.” The empirical investigation for this study was conducted through a survey questionnaire with employees from the selected municipality in the North West Province of South Africa.

3.3 RESEARCH PARADIGM

All research is grounded on some underlying philosophical assumptions (paradigm) about what constitutes valid research and which research methods are suitable to answer the research questions and objectives (Ryan, 2018:1). To conduct research, it is important to define the research paradigm that underpins the research. A research paradigm is referred to as the underlying philosophy that guides the researcher's view of the reality and truth of the world (Dawadi *et al.*, 2021:25). A research paradigm is described as a fundamental belief system and framework that includes assumptions about ontology, epistemology, methodology, and procedures (Rehman & Alharthi, 2016:51). For this study, a positivist research paradigm was followed.

3.3.1 Positivism

Positivism believes that truth and reality exist independently of humans and seeks to understand the social world the same as the natural world (Rehman & Alharthi, 2016:53). In other words, observation and reason are the best methods for obtaining knowledge about human behaviour, and true knowledge depends on the human experience of senses and can be obtained through experiment and observation (Ryan, 2018:4). Positivists believe in a single independent truth and reality. According to Gall *et al.* (2003:19-20), positivists assume that truth and reality are objectively given and can be measured using research instruments independent of the researcher. The positivism paradigm was considered appropriate for this study because knowledge is obtained using numerical data to enhance precision in describing variables and the relationship among them.

3.4 RESEARCH APPROACH

A research approach is referred to as the techniques used for collecting and analysing data to generate knowledge (Alharahsheh & Pius, 2020:40). A research approach can be classified into quantitative research approach, qualitative research approach, or both (Alharahsheh & Pius, 2020:40). To address the key research objectives and questions for this study, the researcher used quantitative research methods.

3.4.1 Quantitative research

According to Creswell (2014:33), a quantitative research strategy is an approach used for evaluating objective ideas by examining the relationship between variables, and the data can be examined using statistical procedures and reports. Quantitative researchers are interested in investigating how and why phenomena vary and use statistics and statistical models to generate more analytical data (Abuhamda *et al.*, 2021:71). The purpose of quantitative research methods is to control the relationship between independent variables and dependent variables (Abuhamda *et al.*, 2021:72). The purpose of this study is to investigate the relationship between the independent variable, HRM practices (performance appraisal, compensation, promotion, training and development) and the

dependent variable, employees' work attitudes (turnover intentions and job satisfaction). A quantitative research approach was considered appropriate for this study as it relates to measuring the research results in quantity.

3.5 RESEARCH DESIGN

A research design is defined as “a set of procedures used to address critical issues relating to the research project such as location of the study, purpose, type of investigation, unit of analysis in line with fixed, standard arrangements of research conditions and methods that have their coherence and logic to answer possible questions” (Gray, 2014; Khalid *et al.*, 2012:19; William, 2007:395). Kabir (2016:112) described research design as the overall strategy that the researcher employs to integrate the different components of the study in a coherent and logical manner. A research design should incorporate how data will be collected, what data collection instrument will be used, and how the data will be analysed (Kabir, 2016:112). This study employs a correlation research design to agree on the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa.

3.5.1 Correlation research design

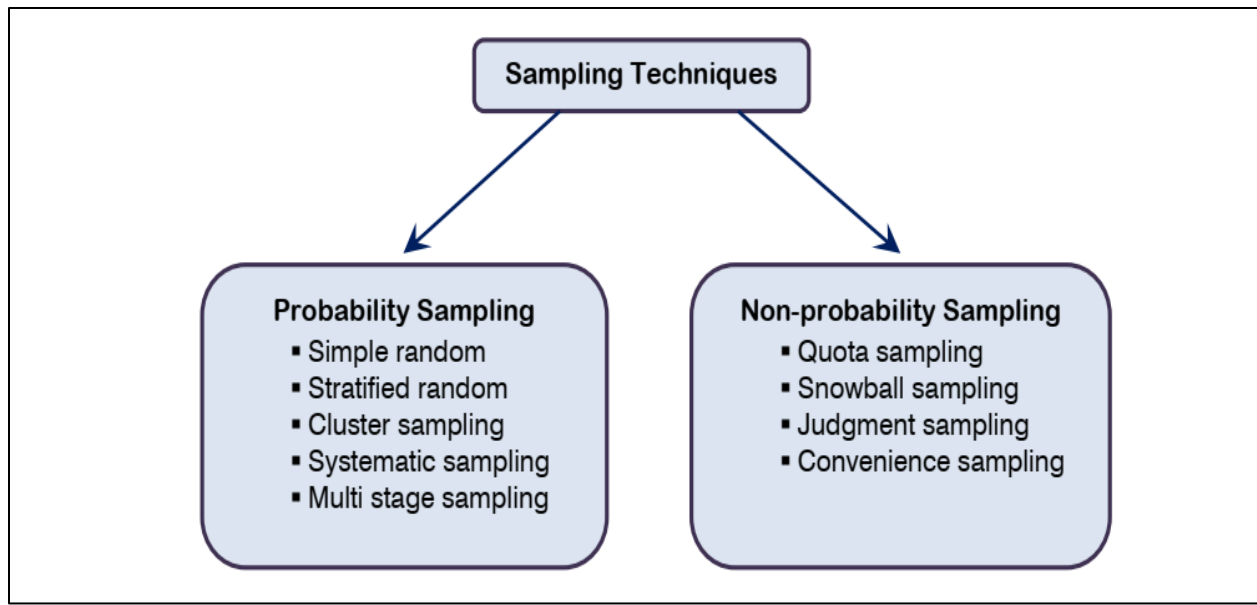
A correlation research design explores correlations between two or more variables and makes predictions (Kabir, 2016:118). In other words, only the relationships and interconnections between the independent and dependent variables are formed by correlation analysis (Abuhamda *et al.*, 2021:74). A correlation research design enabled the researcher to gather data from a wide range of respondents on aspects related to employee perception, HRM practice, employees' work attitude, job satisfaction, and turnover intentions. A correlation research design was considered appropriate for this study because the researcher aimed to investigate the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa.

3.6 POPULATION OF THE STUDY

The research population refers to the entire set of elements (events or subjects) having common features in which the researcher is interested (Sileyew, 2019:1). According to Taherdoost (2016a:18), the population is the complete set of cases from which the study sample is drawn. Churchill *et al.*, (2010:327) described the target population as that portion of the entire population on whom the study is focused. The target population for this study comprises all employees in selected local government municipalities in South Africa. The population size of this study was estimated to be 1025 employees.

3.7 SAMPLING TECHNIQUE

According to Pandey and Pandey (2015:41), sampling is the process of selecting a specified number of subjects from a defined population as representative of that community. Collis and Hussey (2009) define a sample as "a subset of the study's target population." Sampling techniques can be divided into two categories: probability sampling and non-probability sampling (Taherdoost, 2016a:20). Zikmund (2002) described probability sampling as a sampling approach that ensures every item in the population has a reasonable chance of being included in the sample. On the other hand, the non-probability sampling technique is frequently connected with qualitative research and case study research design (Yin, 2003). The different types of probability and non-probability sampling techniques are presented in Figure 3.1.



Source: Taherdoost (2016a:20)

Figure 3.1: Types of probability and non-probability sampling techniques

Although this study adopted a quantitative research approach, a convenience sampling technique was used to select the unit of analysis. Convenience sampling is a non-probability sampling technique whereby members of the target population are selected to partake in the study based on specific criteria (Etikan *et al.*, 2016:2). Convenience sampling was considered appropriate for this study because the target population was easily accessible, available, and willing at any time to participate in the study.

3.7.1 Sample size

A sampling size is a list of actual samples drawn from the entire population or sampling frame (Taherdoost, 2016a:20). In other words, the sample size must represent the entire population from which conclusions are drawn. A representative sample for this study was calculated using Krejcie and Morgan's (1970: 607-610) method of minimum sample size determination, as shown in the equation below.

$$n = \frac{p(1-p)N \cdot \chi^2_{\alpha}(1)}{d^2(N-1) + p(1-p)\chi^2(1)}$$

Where:

n = sample,

Proportion, $p = 0.50$ (for maximisation),

N = Total population,

d = Error margin (Degree of accuracy) = 5% = 0.05,

$\chi^2_{\alpha}(1) = \chi^2_{0.05}(1) = 3.841$, and

$P = 5\% = 0.05$.

Based on the total population of 1025 employees in the selected municipality, the minimum sample size for this study was determined as follows:

$$n = \frac{0.5(1-0.5)(1025)(3.841)}{0.05^2(1025-1) + 0.5(1-0.5)(3.841)} = \frac{984.25625}{3.52025} = 280$$

A minimum sample size of 280 questionnaires were distributed to the respondents to achieve the study's objectives. With a high sample size, the assessment of the relationship between the variables for this study is less likely to be prejudiced. To be included in this study, the employee should be between 18 and 65 years. Security offices and other external contracted employees were excluded from the study.

3.8 DESIGNING THE RESEARCH INSTRUMENT

The data for this study were collected using a self-administered questionnaire (Appendix B). A questionnaire is defined as "a well-recognized measuring tool within social science research for obtaining information about the social characteristics of respondents" (Gray, 2013:19). A questionnaire was considered suitable for this study as it allowed the research participants to be more truthful with their responses as their responses would be anonymous. The questionnaire comprised a series of closed-ended questions, allowing the participants to select an option from a pre-defined list.

The questionnaire comprised five sections, as discussed below.

Section A: Demographic information

This section comprises six questions relating to respondents' demographic characteristics. These include gender, age group, and academic qualification.

Section B: Perceived human resource practice

This section comprises a 38-item HR practice perception questionnaire developed by Boon *et al.* (2011). Participants were required to respond to a series of questions coded on a five-point Likert scale ranging from 1 = not at all to 5 = very great extent. Some of the questions, for example, include: The municipality offers me comprehensive and diverse work, challenging work, and work that gives me the opportunity to express myself.

Section C: Employees' work attitude

This section comprises a 9-item employee work attitude scale adapted from Freese and Schalk (2008). Participants were required to respond to a series of questions coded on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Some of the questions, for example, include: I have all the tools I need to do my job successfully; I have asked for training to do my job better; I always know when changes that affect my job are conducted.

Section D: Job satisfaction scale

This section comprises a 25-item job satisfaction scale initially developed by Beehr *et al.* (2006), known as the facet satisfaction scale. The job satisfaction scale is grouped into five sub-scales comprising five items per sub-scale, namely, "(a) work itself, (b) supervision, (c) co-workers, (d) pay, and (e) promotional opportunities." Participants were required to respond to a series of questions coded on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Some of the questions, for example, include: Overall, I am very pleased with the types of activities that I do in my job; I would be more content with my job if I were doing tasks that are different from the ones I do now; I am more satisfied with the type of work I currently do than with almost any other work I have ever done.

Section E: Turnover intention survey

This section comprises a 6-item turnover intention scale originally developed by Roodt (2004). Participants were required to respond to a series of questions coded on a five-point Likert scale ranging from 1 = never to 5 = always. Some of the questions, for example, include: How often have you considered leaving your job? How satisfying is your job in fulfilling your personal needs?"

3.9 DATA COLLECTION PROCEDURES

Data collection is the process of collecting information from different sources about the research problem under investigation in a systematic manner (Kabir, 2016:202). Before the researcher started the data collection process, an ethical clearance certificate was obtained from the NWU Faculty of Economic and Management Sciences and written permission from the selected municipalities. After permission to conduct the study had been granted, the gatekeeper from the organisation assisted with distributing the questionnaires. The survey envelope comprised a cover letter and informed consent form (Appendix B) explaining the purpose of the study, how issues about confidentiality and anonymity of respondents will be handled, and how data would be secured in line with the Protection of Personal Information ACT (POPI Act).

The questionnaire was designed in such a way that the particular respondents could not be easily identified by anyone involved in the study, including the researcher. To ensure confidentiality and anonymity, the respondents were not required to disclose their personal information, such as names, identity numbers or personnel numbers. Only participants who signed the informed consent form (Appendix B) were allowed to participate in the study. The questionnaire took approximately 20 minutes to complete. The collection box was placed at the designated area for respondents to drop in the answered questionnaires in a sealed envelope.

Data were collected using a cross-sectional time horizon. The time horizon in a research study can be regarded as the period over which a study occurs and can either be a cross-sectional or longitudinal study (Melnikovas, 2018:34). A cross-sectional study is when

data is collected once at a point and is not continuous (Johnson, 2016:250). The survey was distributed from 28 November 2022 to 15 December 2022 after receiving ethical clearance from the NWU Faculty of Economic and Management Sciences and written permission from the selected municipalities.

The survey was distributed using two different methods. Firstly, the researcher self-administered the survey to the municipalities' designated locations. Upon completing the questionnaire, the researcher personally collected the completed questionnaire from the respondents. To submit the completed questionnaire, a sealed container was utilised to ensure that only the researcher had access to the information inside the container. Secondly, the survey was administered online using Google Drive, email and WhatsApp social platform. The aim of using an online platform was to make the questionnaire accessible for participants who were not physically available during the self-administered survey process.

3.10 VALIDITY AND RELIABILITY

The validity of a measuring instrument evaluates how well the data collected fits the actual research problem under investigation (Taherdoost, 2016b:28). In other words, a research instrument is said to be valid when it measures what it is expected to measure (Kabir, 2016:113). The validity of the questionnaire for this study was enhanced after the research instrument had been reviewed by the researcher's supervisor and a panel of experts from the research ethics committee. Furthermore, a pilot study was conducted with 10 purposively selected participants before distributing the questionnaire. However, these participants did not participate in the final study. The pilot study aimed to enhance the validity of the questionnaire items and prevent information bias.

The reliability of a measuring instrument specifies the consistency in the constructs of the questionnaire (Kabir, 2016:113). To enhance the reliability of the study, the researcher framed the items in the questionnaire in a manner that even if the questions are asked repeatedly, a participant is expected to provide the same answer. The reliability of the measuring instrument for this study was assessed using Cronbach's alpha coefficient. Cronbach's alpha coefficient with values above 0.7 is usually acceptable, and values

above 0.6 are acceptable in the instance of exploratory research (Field, 2014:912). Field (2014:912) further indicates that in the early stages of research, values of 0.5 will suffice, but interpretation should be made with caution.

3.11 DATA ANALYSIS

Quantitative data analysis is a system that entails strategies in which a researcher turns gathered data into numerical forms and subjects it to statistical analyses (Babbie, 2010:422). The data for this study were analysed with the aid of SPSS version 28.0. A statistician from the NWU SCS provided support during the analysis stages of the data collected.

Since each response field in the questionnaire was numerically coded, the data from the completed questionnaire was first captured in a Microsoft Word spreadsheet and later transferred to SPSS. The results of the data analysis are summarised and presented in the form of frequencies and percentages using tables, bar charts, and pie charts graphs. Cronbach's alpha coefficient was used to evaluate the internal consistency of the questionnaire constructs. Descriptive statistics such as mean score, median, standard deviation, skewness, and kurtosis were used to evaluate the deviation of the data from normality (Maree, 2014:39). Pearson correlation coefficient was computed to assess the strength and direction of the linear relationship between variables in the study.

3.12 ETHICAL CONSIDERATIONS

Ethics refers to a set of standards and behaviour that guide the conduct of research concerning the rights of those who will become the subject of the study or those affected by the conducted research (Saunders *et al.*, 2012:226). Sekaran and Bougie (2016) indicated that in every research study, certain ethical requirements must be considered and implemented before conducting the research. Before the researcher started this project, an ethical clearance certificate was obtained from the NWU Business School Research Department and used as proof that the study complied with the NWU ethical policy for conducting research.

Permission to conduct research: Permission letters were collected from the relevant authorities of the selected municipalities for this study before entering the organisation to distribute the questionnaire. The HRM department of the selected municipality acted as the gatekeeper to communicate the researcher's request to the employees.

Compliance with POPI Act: In line with the new POPI Act, the researcher complied by informing the participants and getting their consent to publish the information they shared. Since the study does not require much personal information, guidelines will be set and followed when sourcing, storing, processing, and sharing personal information.

Informed consent: An informed consent form (Appendix B) was issued for potential research participants to sign before the researcher could commence the study. Bowerman and O'Connell (2007:146) highlighted several ethical issues to consider before, during and after data collection when conducting research using human participants. The safety and anonymity of participants were guaranteed.

3.13 SUMMARY

This chapter focused on the research design and methodology adopted to answer the study's research questions. The researcher used quantitative research methods and a combination of literature and empirical investigation to address this study's research objectives and questions. The literature study assisted the researcher in identifying empirical variables investigated for this study. The empirical investigation for this study was conducted through a survey questionnaire with employees from the selected municipality in the North West Province of South Africa.

A positivist research paradigm was followed. The researcher used quantitative research methods to address this study's key research objectives and questions. This study employed a correlation research design to agree on the relationship between employees' perceptions of HRM practices and work attitudes in selected local government municipalities in South Africa. The population size of this study was estimated to be 1025 employees. A minimum sample size of 280 was calculated using Krejcie and Morgan's (1970: 607-610) minimum sample size determination method.

Data were collected using a survey questionnaire. The survey was distributed using two different methods: self-administered by the researcher to the municipalities' designated locations and online using Google Drive, email and the WhatsApp social media platform. Issues of validity and reliability were addressed. The data for this study were analysed with the aid of SPSS version 28.0. The next chapter presents and analyses the results of the data.

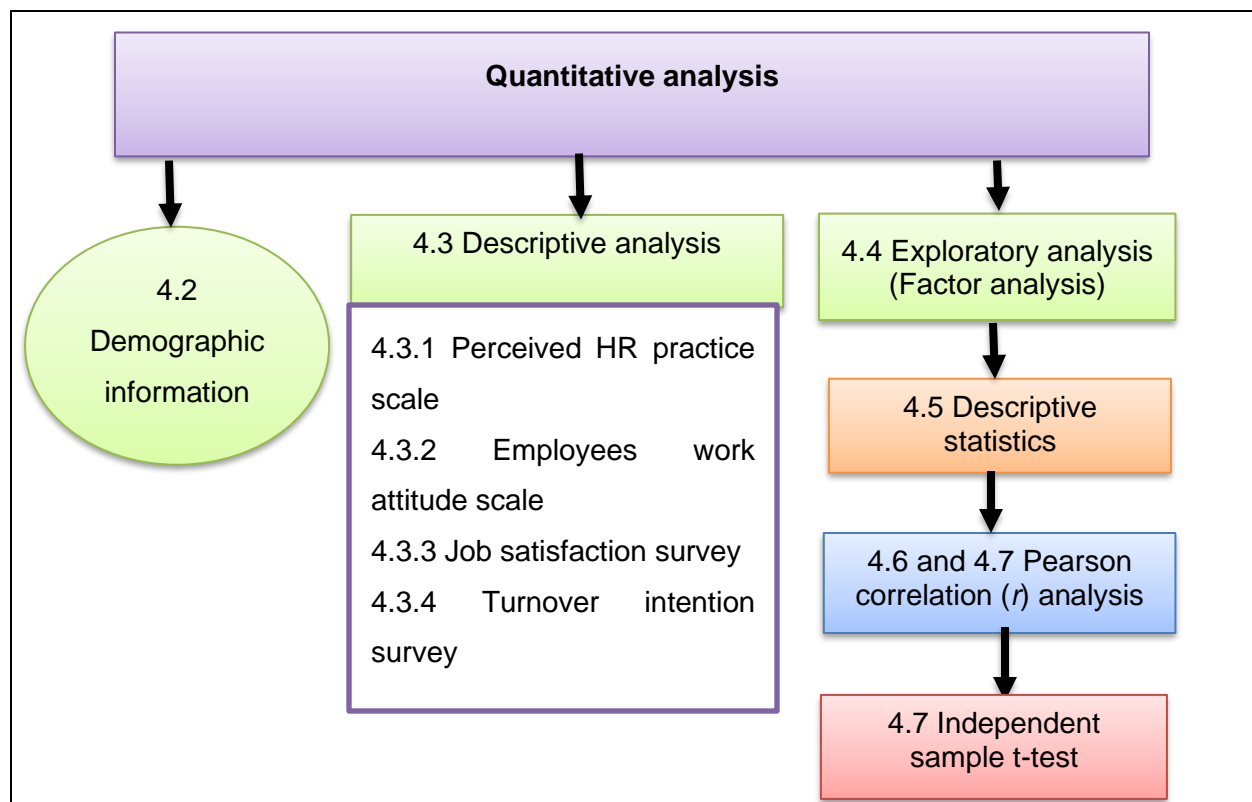
CHAPTER 4

RESEARCH FINDINGS

4.1 INTRODUCTION

The previous chapter outlined the methodology adopted to answer this study's research questions. This chapter focuses on the empirical presentation, analysis, and discussion of findings for data collected from a survey of selected local government municipalities in South Africa. The chapter begins with the presentation of data related to the participant's demographic information. Next, a descriptive analysis of variables relating to the perceived HR practice scale, the employee work attitude scale, the job satisfaction survey, and the turnover intention survey were conducted. An exploratory factor analysis was conducted, followed by a correlation analysis of the factors identified and concluded with results from an independent sample t-test. Figure 4.1 presents a flow diagram of the procedures adopted to analyse the quantitative data.

The sample targeted for the survey was 280 employees from selected local government municipalities in South Africa. A total of 134 respondents from selected local government municipalities in South Africa, representing a response rate of 47.86%, completed the questionnaire. The response rate was considered acceptable as the aim of the study was not to generalise the conclusion reached to the entire population of local government municipalities in South Africa. SPSS software was used to analyse the data with the aid of a statistical analyst.



Source: Author's own construction

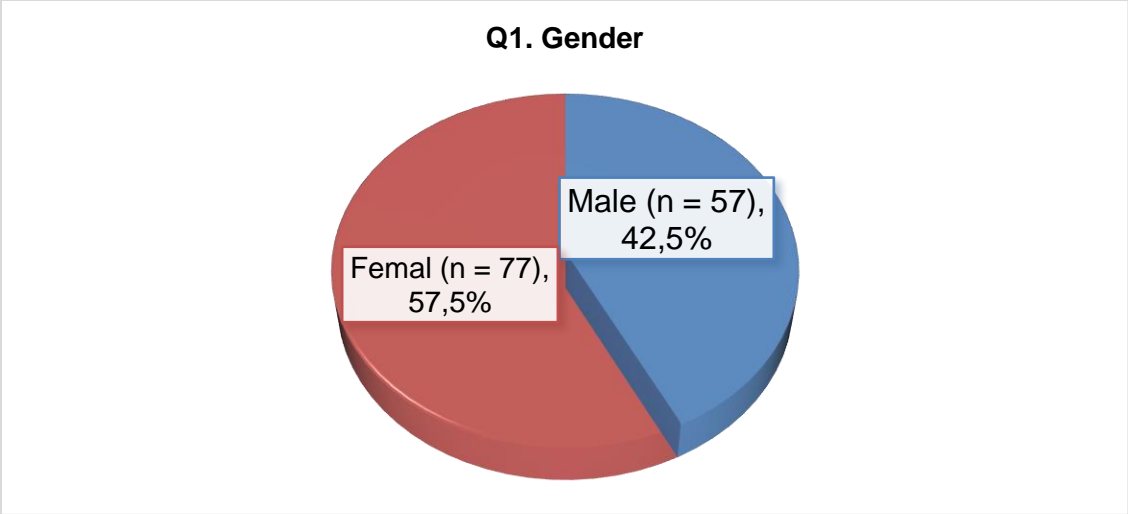
Figure 4.1: Chapter layout

4.2 DEMOGRAPHIC INFORMATION

The first section of the questionnaire deals with demographic information about respondents who participated in the survey. The demographic information considered for the purpose of this study includes gender, age group, and educational level.

4.2.1 Gender

The results of the distribution of respondents by gender are presented in Figure 4.1. The findings reveal that most respondents (57.5%) were female, while 42.5% were male. In this study, it can be inferred that more women work in local government municipalities in South Africa than their male counterparts.



Source: Author's own construction

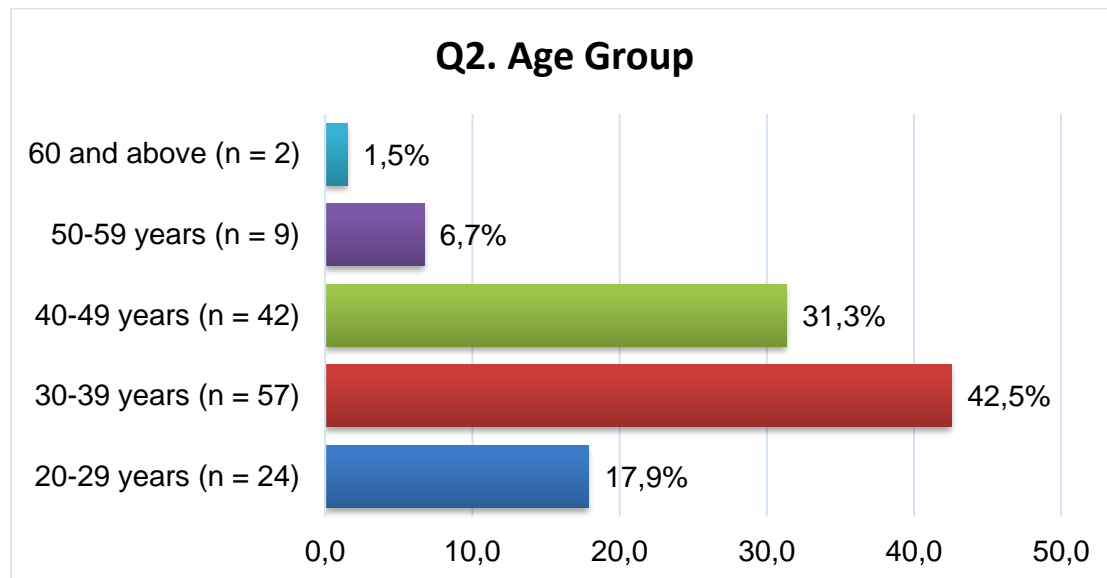
Figure 4.2: Gender summary

4.2.2 Age group

The results of the distribution of the respondents by age group are presented in Figure 4.2. The findings reveal that 42.5% of the respondents were between the ages of 30 and 39. Almost a third (31.3%) of the respondents were between the ages of 40-49 years, while 17.9% were between the ages of 20-29 years. The minority age range was 50-59 (6.7%) and 60 years and older (1.5%). The findings of this study imply that local government municipalities in South Africa employ youth between the ages of 30 and 49 years of age. These findings align with a study by Machera (2020), whose results suggest that it is easy for local government municipalities in South Africa to attract youth to work for their municipalities, as they would be desperately looking for employment and willing to accept a minimum wage.

The age group of 50 and above are considered well-experienced and qualified. Yet, it represents the minority of respondents working in selected local government municipalities in South Africa. In this study, it may be inferred that well-experienced and qualified employees can easily leave their employment if HRM practices such as performance appraisal, compensation, promotion, training, and development are unfavourable or if they are unsatisfied with their jobs. This finding aligns with a study by

Fahim (2019), whose findings reveal that employee duration and experience have a significant positive relationship with employee retention in public organisations.

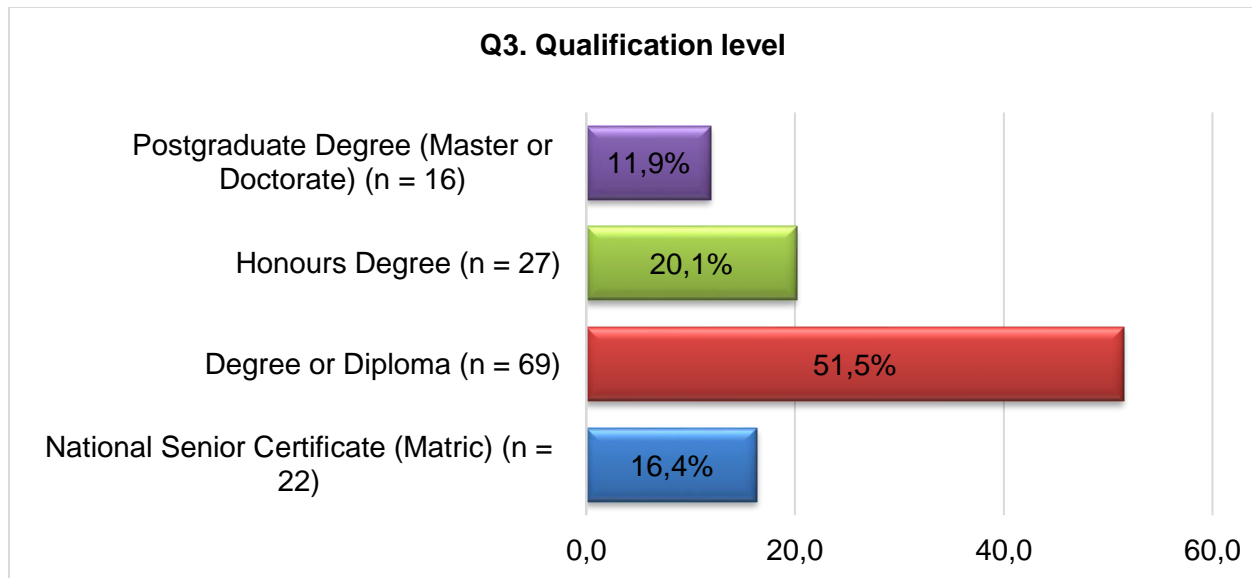


Source: Author's own construction

Figure 4.3: Summary of age groups

4.2.3 Educational level

The results of the distribution of respondents by qualification level are shown in Figure 4.3. The findings reveal that more than one-half (51.5%) of the respondents had a degree or diploma qualification, followed by those with an honour's degree (20.1%). The minority had National Senior Certificates (16.4%) and postgraduate degrees (11.9%). The findings of this study imply that local government municipalities in South Africa mainly employ individuals with tertiary education qualifications. The findings also reflect that it is difficult for local government municipalities in South Africa to attract potential employees who hold a postgraduate degree, such as a master's or doctoral degree. These findings confirm those of a study by Machera (2020), whose results indicate that large corporations in the private sector mostly attract prospective employees with postgraduate qualifications.



Source: Author's own construction

Figure 4.4: Summary of the educational level

4.3 DESCRIPTIVE ANALYSIS OF VARIABLES

This section provides a descriptive analysis of quantitative data relating to the perceived HR practice scale, the employee work attitude scale, the job satisfaction survey, and the turnover intention survey in order to investigate the relationship between employees' perceptions of HRM practices and work attitudes in selected local government municipalities in South Africa.

4.3.1 Objective 1: To investigate employees' perceptions of HRM practices in a selected local government municipality in South Africa

The first objective of this study was to investigate employees' perceptions of HRM practices in a selected local government municipality in South Africa. Respondents were requested to rate their perceptions using a five-point Likert scale ranging from 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree. The results of the data collected in this regard are presented in Table 4.1.

Table 4.1: Perceived HR practice scale and items (n = 134)

Items	Mean	SD	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly disagree (%)
4. The municipality offers me comprehensive and diverse work	3.45	1.073	6.7	11.2	26.1	42.5	13.4
5. The municipality offers me challenging work	3.36	1.058	6.0	14.9	27.6	40.3	11.2
6. The municipality offers me the opportunity to take responsibility for my own tasks	3.75	1.086	5.2	11.2	9.0	52.2	22.4
7. The municipality offers me the critical selection of new employees	2.72	1.148	14.2	33.6	26.1	18.7	7.5
8. The municipality offers me selective recruitment of new colleagues	2.70	1.164	16.4	32.8	19.4	26.9	4.5
9. The municipality offers me the opportunity to follow training, courses and workshops	3.67	1.213	7.5	11.2	16.4	36.6	28.4
10. The municipality offers me the opportunity to develop new skills and knowledge for my current job or possible jobs in the future	3.75	1.108	3.0	14.2	16.4	38.1	28.4
11. The municipality offers me coaching that supports my development	3.37	1.060	5.2	14.9	30.6	35.8	13.4
12. The municipality offers me support in planning my future development	3.31	1.139	6.7	19.4	24.6	35.1	14.2
13. The municipality offers me the opportunity to work for another department	2.96	1.162	12.7	25.4	21.6	34.3	6.0
14. The municipality offers me the opportunity to do another job within this municipality	2.97	1.117	8.2	31.3	23.1	29.9	7.5
15. The municipality offers me good career prospects	3.38	1.156	8.2	14.2	24.6	37.3	15.7
16. The municipality offers me an increase in job responsibilities if I perform well at my current tasks	3.01	1.205	13.4	21.6	25.4	29.9	9.7
17. The municipality offers me the possibility to occupy a higher position within the municipality	2.96	1.179	13.4	24.6	20.1	35.8	6.0
18. The municipality offers me the certainty of keeping my job	3.35	1.145	10.4	10.4	24.6	42.5	11.9
19. The municipality offers me an employment contract offering job security	3.10	1.209	15.7	14.2	20.9	42.5	6.7
20. The municipality offers me periodic evaluations of my performance	3.06	1.261	14.9	20.9	17.9	35.8	10.4
21. The municipality offers me a fair appraisal of my performance	2.87	1.160	14.9	24.6	23.1	32.8	4.5
22. The municipality offers me performance-related pay	2.68	1.324	24.6	26.1	14.2	26.9	8.2
23. The municipality offers me a competitive salary	2.83	1.223	17.2	23.9	26.9	23.1	9.0
24. The municipality offers me a fair compensation system	3.06	1.109	11.2	17.2	33.6	30.6	7.5
25. The municipality offers me an attractive benefits package	3.04	1.241	11.9	25.4	23.1	26.1	13.4
26. The municipality offers me flexible working hours	3.22	1.230	13.4	16.4	14.2	46.3	9.7

Source: Author's own construction

The results of Table 4.1 reveal that, on average, the respondents agree that the municipality offers them comprehensive and diverse work (42.5%, $M = 3.45$, $SD = 1.073$), challenging work (40.3%, $M = 3.36$, $SD = 1.058$), and the opportunity to take responsibility for their own tasks (52.2%, $M = 3.75$, $SD = 1.086$). On the contrary, a third of the respondents neither agree nor disagree that the municipality offers them a critical selection of new employees (33.6%, $M = 2.72$, $SD = 1.148$) and selective recruitment of new colleagues (32.8%, $M = 2.70$, $SD = 1.164$). More than a third of the respondents agree that the municipality offers them the opportunity to follow training, courses and workshops (36.6%, $M = 3.67$, $SD = 1.213$), the opportunity to develop new skills and knowledge for my current job or possible jobs in the future (38.1%, $M = 3.75$, $SD = 1.108$), coaching that supports their development (35.8%, $M = 3.37$, $SD = 1.060$), support in planning their future development (35.1%, $M = 3.31$, $SD = 1.139$), and the opportunity to work for another department (34.3%, $M = 2.96$, $SD = 1.162$).

These results imply that HRM practices in local municipalities offer training and development opportunities and allow employees to switch work within different departments in the same municipality. These findings contradict a study by Makapela and Mtshelwane (2021), whose results indicate that employees have negative perceptions of the HRM practices regarding performance management policies within the municipalities.

Almost a third (31.3%) of the respondents disagree that the municipality offers them the opportunity to do another job within this municipality ($M = 2.97$, $SD = 1.117$). In comparison, 37.3% agree that the municipality offers them good career prospects ($M = 3.38$, $SD = 1.156$). Another 29.9% of the respondents agree that the municipality offers them increased job responsibilities if they perform well on their current tasks ($M = 3.01$, $SD = 1.205$). More than a third (35.8%) of the participants agree the municipality offers them the possibility to occupy a higher position within the municipality ($M = 2.96$, $SD = 1.179$), and a further 42.5% agree that the municipality offers them the certainty of keeping their job ($M = 3.35$, $SD = 1.145$). More than two-fifths (42.5%) of the respondents agree that the municipality offers them an employment contract offering job security ($M = 3.10$, $SD = 1.209$), and another 35.8% agree that the municipality offers them a periodic evaluation of their performance ($M = 3.06$, $SD = 1.261$).

These results imply that local municipalities do not offer employees the opportunity to gain experience from other departments within the municipality. In this regard, employees will be unable to experience career growth and occupy a higher position within the municipality. This finding contradicts a similar study by Setyawati *et al.* (2022), which revealed that public sector organisations in Asia offer their employees opportunities for career development, motivation, and promotion.

While 32.8% of the respondents agree that the municipality offers them a fair performance appraisal ($M = 2.87$, $SD = 1.160$), 26.9% agree that the municipality offers them performance-related pay ($M = 2.68$, $SD = 1.324$). More than a quarter (26.9%) of the respondents neither agree nor disagree that the municipality offers them a competitive salary ($M = 2.83$, $SD = 1.223$), and a further 33.6% neither agree nor disagree that the municipality offers them a fair compensation system ($M = 3.06$, $SD = 1.109$). More than a quarter (26.1%) of the respondents agree that the municipality offers them an attractive benefits package ($M = 3.04$, $SD = 1.241$) and 46.3% agree that the municipality offers them flexible working hours ($M = 3.22$, $SD = 1.230$).

These results indicate that the municipality conducts regular performance evaluations on their employees and offers them promotional opportunities and job security. A similar study by Nasution *et al.*, (2017) reveals that promotional opportunities, effective performance appraisal systems, and better earning potentials will positively influence employees to be committed to the organisation. Effective HRM practices can significantly influence employees' work attitudes regarding job satisfaction and turnover intention (Hassanpour *et al.*, 2021:1).

4.3.2 Objective 2: To investigate employee perceptions of work attitudes (job satisfaction and turnover intention) in a selected local government municipality in South Africa

Section C of the questionnaire obtained data on how employees perceive work attitudes in selected local government municipalities in South Africa. Respondents were requested to rate their perceptions using a five-point Likert scale ranging from 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree. The results of the data collected in this regard are presented in Table 4.2.

Table 4.2: Employee work attitude scale and items (n = 134)

Items	Mean	SD	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly disagree (%)
27. I have all the tools that I need to do my job successfully	3.25	1.173	9.0	22.4	13.4	45.5	9.7
28. I have asked for training to do my job better	3.75	1.000	2.2	11.2	17.9	46.3	22.4
29. I always know when changes that affect my job are conducted	3.31	1.035	5.2	19.4	22.4	45.5	7.5
30. I think my municipality cares about me as an employee	3.13	1.107	11.2	13.4	35.1	32.1	8.2
31. I always get constructive feedback about my work	3.03	1.244	11.9	26.1	22.4	26.1	13.4
32. I could be better at my work if I had some/more training or professional development	4.04	1.007	3.7	6.7	6.0	49.3	34.3
33. I can expect my employer to treat me in a consistent and predictable fashion	3.39	1.207	10.4	11.9	23.1	37.3	17.2
34. Staff promotion and recruitment procedures are not clear in this municipality	3.40	1.399	15.7	11.2	17.2	29.1	26.9
35. The pay is adequate, and other benefits are fair to the volume of work I do	2.69	1.234	22.4	21.6	26.9	22.4	6.7

Source: Author's own construction

The results from Table 4.2 reveal that 45.5% of the respondents agree that they have all the tools they need to do their job successfully (M= 3.25, SD = 1,173), and 46.3% agree that they have requested training in order to do their job better (M= 3.75, SD = 1,000). More than two-fifths (45.5%) of the respondents agree that they always know when

changes that affect their job are conducted (M= 3.31, SD = 1,035), while 32.1% do not disagree nor agree that the municipality cares about them as an employee (M= 3.13, SD = 1.107). An equal percentage (26.1%) of the respondents disagree and agree that they always get constructive feedback about their work (M= 3.03, SD = 1.244). In comparison, almost half (49.3%) agree they could be better at their work if they had more training or professional development (M= 4.04, SD = 1.007). Almost two-fourths (37.3%) of the respondents agree that they can expect their employer to treat them consistently and in a predictable manner (M= 3.39, SD = 1.207), and 29.1% agree that the promotion and recruitment procedures of staff are not clear in this municipality (M= 3.40, SD = 1.399). More than a quarter (26.9%) of the respondents neither disagree nor agree that the pay is adequate and other benefits are fair to their work volume (M= 2.69, SD = 1.234).

These results indicate that employees have a positive work attitude because the selected local municipalities provide them with a conducive working environment, training, and professional development. This aligns with a study by Kim and Cho (2020), whose findings indicate that a co-operative working environment and payroll system significantly impact work attitude. Overall, work attitude affects both job satisfaction and turnover intention. However, other employees argue that the HRM policies are not clearly communicated.

4.3.3 Objective 3: To examine the impact of HRM practices (training and development, compensation, and performance appraisal) on employees' job satisfaction

Section D of the questionnaire obtained data on employee job satisfaction in selected local government municipalities in South Africa. Respondents were requested to rate their perceptions using a five-point Likert scale ranging from 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree. The results of the data collected in this regard are presented in Table 4.3.

Table 4.3: Job satisfaction survey and items (n = 134)

Items	Mean	SD	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly disagree (%)
36. Overall, I am very pleased with the types of activities that I do in my job	3.34	1.130	10.4	9.7	26.9	41.8	11.2
37. I would rather have other duties in my work (reverse-scored)	3.25	1.108	6.0	20.9	27.6	32.8	12.7
38. Overall, I am very pleased with the way my manager supervises me	3.35	1.071	7.5	12.7	27.6	41.8	10.4
39. I would be more satisfied with my job if my manager did not work here	2.67	1.237	17.2	35.8	20.1	16.4	10.4
40. Overall, I am very pleased to work with my co-workers	3.86	0.777	1.5	3.0	20.1	59.0	16.4
41. I would be more content with my job if my co-workers did not work here	2.31	1.042	20.1	47.0	20.1	7.5	5.2
42. Overall, I am very pleased with how much money I earn	2.51	1.249	28.4	20.9	29.1	14.2	7.5
43. I would be more content with my job if my pay were not so low	3.73	1.098	4.5	7.5	27.6	31.3	29.1
44. Overall, I am very pleased with my opportunities for promotion	3.06	1.194	11.9	21.6	25.4	30.6	10.4
45. I would be more content with my job if my promotion opportunities were not so poor	3.82	1.096	3.7	8.2	23.1	32.1	32.8

Source: Author's own construction

The results of Table 4.3 reveal that 41.8% of the respondents agree that they are very happy with the type of activities they do in their job ($M = 3.34$, $SD = 1.130$), and 32.8% agree that they would rather do duties in their work ($M = 3.25$, $SD = 1.108$). More than two-fifths (41.8%) of the respondents agree that they are very happy with the way their manager supervises them ($M = 3.35$, $SD = 1.071$), while 35.8% disagree that they would be more satisfied with their job if their manager did not work here ($M = 2.67$, $SD = 1.237$). Almost three-fifths (59.0%) of the respondents agree that they are very pleased to work with their co-workers ($M = 3.86$, $SD = 0.777$), whereas 47.0% disagree that they would be more content with their job if their co-workers did not work here ($M = 2.31$, $SD = 1.042$). A further 28.4% strongly disagree that they are very happy with the money they earn ($M = 2.51$, $SD = 1.249$). Almost a third of the respondents agree that they would be more

content with their job if the pay were not so low (31.3%, $M = 3.73$, $SD = 1.098$), they are very pleased with the opportunities for promotion (30.6%, $M = 3.06$, $SD = 1.194$), and they would be more content with their job if the promotion opportunities were not so poor (32.1%, $M = 3.82$, $SD = 1.096$).

The above findings imply that employees in local municipalities are unsatisfied with their jobs because they would rather have some other kind of duty than their current job. Furthermore, employees are unsatisfied with HRM practices regarding compensation and pay. However, they are satisfied with the HRM practice relating to promotion, as well as the co-workers and management, which aligns with a study by Najam (2020), whose finding reveals a positive association between job satisfaction and HRM practice.

4.3.4 Objective 4: To examine the impact of HRM practices (training and development, compensation, and performance appraisal) on employees' turnover intention

Section D of the questionnaire obtained data on employee-perceived work attitudes in selected local government municipalities in South Africa. Respondents were requested to rate their perceptions using a five-point Likert scale ranging from 1 = never; 2 = rarely; 3 = sometimes; 4 = very often; and 5 = always. The results of the data collected in this regard are presented in Table 4.4.

Table 4.4: Turnover intention survey and items (n = 134)

Items	Mean	SD	Never (%)	Rarely (%)	Sometimes (%)	Very often (%)	Always (%)
46. How often have you considered leaving your job?	3.17	1.318	12.7	19.4	27.6	18.7	21.6
47. How satisfying is your job in fulfilling your personal needs?	3.09	1.044	4.5	24.6	40.3	18.7	11.9
48. How often are you frustrated when not given the opportunity to achieve your personal work-related goals at work?	3.40	1.049	2.2	20.9	26.1	35.8	14.9
49. How often do you dream about getting another job that suits your needs better?	3.74	1.214	4.5	11.9	26.9	18.7	38.1
50. How likely are you to accept another job at the same compensation level should it be offered to you?	3.04	1.306	14.2	22.4	26.9	18.7	17.9
51. How often do you look forward to another day at work?	3.30	1.245	7.5	20.9	29.1	19.4	23.1

Source: Author's own construction

The results in Table 4.4 reveal that 27.6% of the respondents indicate that sometimes they consider leaving their jobs ($M = 3.17$, $SD = 1.318$), and 40.3% indicate that they are sometimes satisfied with their jobs in fulfilling their personal needs ($M = 3.09$, $SD = 1.044$). More than a third (35.8%) of the respondents indicated that they are frustrated very often when they are not given the opportunity at work to achieve their personal goals related to work ($M = 3.40$, $SD = 1.049$), and 38.1 % indicated that they always dream of getting another job that will better suit their personal needs ($M = 3.74$, $SD = 1.214$). More than one-fifth (26.9%) of the respondents indicate that they are at times likely to accept another job at the same compensation level should it be offered to them ($M = 3.04$, $SD = 1.306$), and 29.1% also indicate that they sometimes they look forward to another day at work ($M = 3.30$, $SD = 1.245$).

These results imply that employees intend to quit their jobs because they are not given the opportunities to achieve their personal goals. Employees are willing to accept another similar job with the same salary in a different organisation. Gašić and Berber (2023)

found that employees offered flexible work arrangement decrease their turnover intentions when they are more engaged at work.

4.4 EXPLORATORY FACTOR ANALYSIS: CONSTRUCTS VALIDITY AND RELIABILITY

An exploratory factor analysis was computed to determine the construct validity and reliability of the measuring scales for this study, namely, the perceived HR practice scale, the employee work attitude scale, the job satisfaction survey, and the turnover intention survey. A Principal Component Analysis technique was used as an extraction method to determine the underlying factor structure. In contrast, Oblimin with Kaiser Normalization was used as a rotation method for this data set (Yong & Pearce, 2013:87). The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was used to measure the sampling for each of the four constructs analysed in this study. KMO values of up to 0.60 and above are recommended. Factor loading of 0.300 or greater is considered to be significant. The Bartlett test of sphericity was used to test the suitability of the data set for this study for factor analysis. Eight factors were identified from the data set. They were labelled as training and development, compensation, performance appraisal, positive work attitude, negative work attitude, fair compensation, co-workers and supervision, and turnover intention survey.

After factor identification, the Cronbach alpha coefficient was calculated to evaluate the reliability (internal consistency) between the items associated with the identified factors. Cronbach's alpha coefficient with a value of 0.70 and above is generally considered an acceptable threshold. A value of 0.60 and above is acceptable in the instance of an exploratory study (Yong & Pearce, 2013:90). Field (2014:912) observes that Cronbach's alpha coefficient value of 0.50 can be acceptable at the initial stage of the research, but interpretation should be made with caution. A summary of the exploratory factor analysis according to the various constructs and factors identified is presented in Table 4.5.

Table 4.5: Exploratory factor analysis: Validity and reliability of constructs

Construct and items	KMO (Sig of Bartlett's test)	% variance explained	Factor loadings			Cronbach's alpha
			1	2	3	
Perceived HRM practice	0.851 (p<0.001)	61.7%				
Training and development						0.905
12. The municipality offers me support in planning my future development			0.765			
13. The municipality offers me the opportunity to work for another department			0.748			
18. The municipality offers me the certainty of keeping my job			0.741			
8. The municipality offers me selective recruitment of new colleagues			0.725			
15. The municipality offers me good career prospects			0.711			
14. The municipality offers me the opportunity to do another job within this municipality			0.692			
19. The municipality offers me an employment contract offering job security			0.691			
11. The municipality offers me coaching that supports my development			0.664			
7. The municipality offers me the critical selection of new employees			0.649			
17. The municipality offers me the possibility to occupy a higher position within the municipality			0.641			
10. The municipality offers me the opportunity to develop new skills and knowledge for my current job or possible jobs in the future			0.519			
Compensation						0.872
23. The municipality offers me a competitive salary				0.909		
24. The municipality offers me a fair compensation system				0.889		
25. The municipality offers me an attractive benefits package				0.836		

Construct and items	KMO (Sig of Bartlett's test)	% variance explained	Factor loadings			Cronbach's alpha
			1	2	3	
22. The municipality offers me performance-related pay				0.763		
21. The municipality offers me a fair appraisal of my performance				0.351		
Performance evaluation						0.757
5. The municipality offers me challenging work					0.779	
6. The municipality offers me the opportunity to take responsibility for my own tasks					0.748	
4. The municipality offers me comprehensive and diverse work					0.631	
20. The municipality offers me periodic evaluations of my performance					0.460	
9. The municipality offers me the opportunity to follow training, courses and workshops					0.498	
26. The municipality offers me flexible working hours					0.344	
16. The municipality offers me an increase in job responsibilities if I perform well at my current tasks					0.303	
Employees work attitude	0.716 (p<0.001)	52.6%	1	2		
Positive work attitude						0.792
30. I think my municipality cares about me as an employee			0.871			
31. I always get constructive feedback about my work			0.791			
29. I always know when changes that affect my job are conducted			0.756			
27. I have all the tools that I need to do my job successfully			0.671			
35. The pay is adequate, and other benefits are fair to the volume of work I do			0.622			
33. I can expect my employer to treat me in a consistent and predictable fashion			0.423			
Negative work attitude						0.473
32. I could be better at my work if I had some/more training or professional development				0.767		

Construct and items	KMO (Sig of Bartlett's test)	% variance explained	Factor loadings			Cronbach's alpha
			1	2	3	
34. Staff promotion and recruitment procedure is not clear in this municipality				0.695		
28. I have requested training so that I can do my job better				0.605		
Job satisfaction	0.660 (p<0.001)	48.8%				
Promotional opportunities						0.793
44. Overall, I am very pleased with the opportunities for promotion			0.825			
38. Overall, I am very pleased with the way my manager supervises me			0.779			
42. Overall, I am very pleased with how much money I earn			0.766			
36. Overall, I am very pleased with the types of activities that I do in my job			0.725			
Co-workers and supervision						0.637
39. I would be more satisfied with my job if my manager did not work here				0.827		
41. I would be more content with my job if my co-workers did not work here				0.754		
37. I would rather have other duties in my work (reverse-scored)				0.597		
43. I would be more content with my job if my pay were not so low				0.530		
45. I would be more content with my job if my promotion opportunities were not so poor				0.408		
Turnover intention	0.758 (p<001)	52.0%				0.813
46. How often have you considered leaving your job?			0.828			
49. How often do you dream about getting another job that suits your needs better?			0.790			
51. How often do you look forward to another day at work?			0.718			
50. How likely are you to accept another job at the same compensation level should it be offered to you?			0.669			
48. How often are you frustrated when not given the opportunity to			0.655			

Construct and items	KMO (Sig of Bartlett's test)	% variance explained	Factor loadings			Cronbach's alpha
			1	2	3	
achieve your personal work-related goals at work?						
47. How satisfying is your job in fulfilling your personal needs?			0.646			

Source: Author's own construction

Table 4.5 shows the results of the exploratory factor analysis with a factor loading ranging from 0.303 (item 16) to 0.909 (item 23). The KMO measure of sampling adequacy for all four contracts was above the recommended threshold of 0.6, and the Bartlett test of sphericity was statistically significant ($p < 0.001$). This implies that factor analysis was appropriate and suitable for each of the constructs and factors identified. The total Eigenvalues for all the items were above 1. Item 40 was removed because it did not meet the minimum criteria of a primary factor above 0.300.

For the perceived HR practice construct, the factor analysis identified three factors based on the initial Eigenvalues criteria of Eigenvalues greater than 1. The three factors identified explained 61.7% of the variance. Factor 1 (items 12, 13, 18, 8, 15, 14, 19, 11, 7, 17 and 10) was termed 'training and development'. The reliability of the 11 items was 0.905. Factor 2 (items 23, 24, 25, 22 and 21) was termed 'compensation'. The reliability of the five items was 0.872. Factor 3 (items 5, 6, 4, 20, 9, 26 and 16) was labelled 'performance appraisal'. The reliability of the 11 items was 0.757. As the reported Cronbach alpha for the three factors was above the recommended threshold of 0.7, the internal consistency of the items in each identified factor was considered satisfactory and acceptable.

For the employee work attitude construct, the factor analysis identified two factors based on the initial Eigenvalues criteria of Eigenvalues greater than 1. The two factors identified explained 52.6% of the variance. Factor 1 (items 30, 31, 33, 29, 27 and 35) was termed 'positive work attitude'. The reliability of the six items was 0.792. As the reported Cronbach's alpha for factor 1 was above the recommended threshold of 0.7, the internal consistency of the items in the factors was considered satisfactory and acceptable. Factor

2 (items 32, 34 and 28) was labelled 'negative work attitude'. The reliability of the three items was 0.473. As the reported Cronbach's alpha for factor 2 was below the recommended thresholds of 0.7, 0.6 and 0.5, the internal consistency of the items in the factor was considered unsatisfactory and unacceptable for further analysis.

For the job satisfaction construct, the factor analysis identified two factors based on the initial Eigenvalues criteria of Eigenvalues greater than 1. The two identified factors explained 48.8% of the variance. Factor 1 (items 44, 38, 42 and 36) was labelled 'promotional opportunities'. The reliability of the four items was 0.793. Factor 2 (items 39, 41, 37, 43 and 45) was labelled 'co-workers and supervision'. The reliability of the five items was 0.637. As the reported Cronbach's alpha for the two factors was above the recommended threshold of 0.7 and 0.6, the internal consistency of the items in each factor identified was considered satisfactory and acceptable.

For the turnover intention construct, the factor analysis identified one factor based on the initial Eigenvalues criteria of Eigenvalues greater than 1. The factor (items 46, 69, 51, 50, 48 and 47) was labelled 'turnover intention' and explained 52.0% of the variance. The reliability of the six items was 0.813, which is above the recommended threshold of 0.7. Therefore, the internal consistency of the elements in this factor was considered satisfactory and acceptable.

4.5 DESCRIPTIVE STATISTICS FOR THE FACTORS IDENTIFIED

Descriptive analysis was computed to determine the mean score and standard deviation of the factors identified. The N values only include variables with no missing data. The minimum and maximum were within the appropriate range for each factor. A summary of the descriptive statistics is presented in Table 4.6.

Table 4.6: Descriptive statistics

Factors identify	N (valid)	Minimum	Maximum	Mean	Standard deviation
Training and development	134	1.00	4.73	3.14	0.819
Compensation	134	1.00	5.00	2.90	0.987
Performance evaluation	134	1.43	4.86	3.36	0.742
Positive work attitude	134	1.00	5.00	3.13	0.819
Promotional opportunities	134	1.00	5.00	3.07	0.913
Co-workers and supervision	134	1.60	5.00	3.16	0.714
Turnover intention	134	1.33	4.83	3.16	0.864

Source: Author's own construction

The mean score for factor training and development ($M = 3.14$, $SD = 0.819$) suggests that, on average, respondents selected neutral for items within this factor. This implies that the HRM practices in selected local government municipalities in South Africa sometimes provide training and development.

The mean score for the compensation factor ($M = 2.90$, $SD = 0.987$) suggests that, on average, respondents selected disagree for items within this factor. This implies that HRM practices in selected local government municipalities in South Africa do not provide competitive, fair compensation, attractive benefits, or performance-related pay.

The mean score for the performance evaluation factor ($M = 3.36$, $SD = 0.742$) suggests that, on average, respondents leaned towards agree on the items within this factor. This indicates that HRM practices in selected local government municipalities in South Africa conduct regular employee performance evaluations.

The mean score for the positive work attitude ($M = 31.3$, $SD = 0.819$) suggests that, on average, respondents selected neither disagree nor agree for items within this factor. This suggests that employee attitudes towards selected local government municipalities in South Africa are sometimes positive.

The mean score for the promotional opportunities ($M = 3.07$, $SD = 0.913$) suggests that, on average, respondents selected neither disagree nor agree for items within this factor. This indicates that employees are unsatisfied with their jobs because the selected local government municipalities in South Africa do not always provide promotional opportunities.

The mean scores for Co-workers and supervision ($M = 31.6$, $SD = 0.714$) and turnover intention ($M = 3.16$, $SD = 0.864$) suggest that, on average, respondents selected neither disagree nor agree for items within these two factors. This indicates that employees in the selected local government municipalities in South Africa are sometimes unsatisfied with their co-workers and supervision and do not have any intention to leave their jobs.

4.6 CORRELATION ANALYSIS BETWEEN FACTORS IDENTIFIED

Pearson correlation (r) was computed to assess the strength and direction of the linear relationship between the seven factors, namely, training and development, compensation, performance evaluation, positive work attitude, promotional opportunities, co-workers and supervision, and turnover intention. The r and significant values (sig or p) are presented in Table 4.7.

Table 4.7: Pearson correlation (r) between the seven factors

		Training and development	Compensation	Performance evaluation	Positive work attitude	Promotional opportunities	Co-workers and supervision	Turnover intention
Training and development	<i>r</i>	1						
	Sig. (2-tailed)							
Compensation	<i>r</i>	.448**	1					
	Sig. (2-tailed)	0.001						
Performance evaluation	<i>r</i>	.616**	.605**	1				
	Sig. (2-tailed)	0.001	0.001					
Positive work attitude	<i>r</i>	.635**	.723**	.680**	1			
	Sig. (2-tailed)	0.001	0.001	0.001				
Promotional opportunities	<i>r</i>	.456**	.544**	.448**	.692**	1		
	Sig. (2-tailed)	0.001	0.001	0.001	0.001			
Co-workers and supervision	<i>r</i>	0.030	-0.090	-0.150	-0.169	-0.006	1	
	Sig. (2-tailed)	0.729	0.303	0.084	0.051	0.945		
Turnover intention	<i>r</i>	-.326**	-.508**	-.380**	-.600**	-.621**	.273**	1
	Sig. (2-tailed)	0.001	0.001	0.001	0.001	0.001	0.001	

** : Correlation is significant at the 0.01 level (2-tailed).

* : Correlation is significant at the 0.05 level (2-tailed).

Source: Author's own construction

The results reveal that all the variables correlate except co-workers and supervision. There were strong, positive correlations between training and development with performance evaluation ($r = .616, p < 0.001$) and positive work attitude ($r = .635, p < 0.001$). This indicates that the more the local municipality provides training and development to employees, the more their performance will be evaluated, and they will likely have positive work attitudes.

There were strong, positive correlations between compensation with performance evaluation ($r = .605, p < 0.001$) and positive work attitude ($r = .733, p < 0.001$). This implies that a municipality with an attractive compensation will evaluate employees' performance regularly. In this regard, employees will develop positive attitudes towards their organisations. The study further reveals a strong, positive correlation between positive work attitude with performance evaluation ($r = .680, p < 0.001$) and promotional opportunities ($r = .692, p < 0.001$). This indicates that employees will develop a positive work attitude when the organisation have a good performance evaluation system and promotional opportunities. Previous studies by González (2021) and Zayed *et al.*, (2022) have also revealed a positive correlation between compensation systems with employees, performance, attitudes, motivation, and job satisfaction.

There were weak, negative correlations between co-workers and supervision with compensation ($r = -0.090, p < 0.001$), performance evaluation ($r = -0.150, p < 0.001$), positive work attitude ($r = -0.169, p < 0.001$), and promotional opportunities ($r = -0.006, p < 0.001$). This indicates that employees are more satisfied with their co-workers and supervision than with compensation, performance evaluation systems, work attitudes, and promotional opportunities. There were negative correlations between turnover intention with training and development ($r = -.326, p < 0.001$), compensation ($r = -.508, p < 0.001$), performance evaluation ($r = -.380, p < 0.001$), positive work attitude ($r = -.600, p < 0.001$), and promotional opportunities ($r = -.621, p < 0.001$). This indicates that employees are likely to leave the organisation if there are no training and development opportunities, poor compensation and performance evaluation system, negative work attitude, and no promotional opportunities. This result is in line with a study by Hassanpour *et al.* (2021), whose findings reveal a negative correlation between turnover

intention with the dimension of HRM practices (recruitment and selection, performance appraisal and evaluation, compensation and pay, training and development opportunities, and job security). KanchanaL (2023) found that co-workers and job satisfaction negatively impact employee turnover.

4.7 CORRELATION ANALYSIS BETWEEN AGE GROUP AND EDUCATIONAL LEVEL

Pearson correlation (r) was computed to assess the strength and direction of the linear relationship between the seven factors identified and respondents' demographic information. The r and significant values (sig or p) are presented in Table 4.8.

Table 4.8: Pearson correlation (r) age group and educational level

		Age group	Educational level
Training and development	R	-0,139	-0,126
	Sig. (2-tailed)	0,110	0,146
Compensation	R	-0,066	-0,154
	Sig. (2-tailed)	0,446	0,076
Performance evaluation	R	-0,126	-0,061
	Sig. (2-tailed)	0,147	0,480
Positive work attitude	R	-0,147	-.190*
	Sig. (2-tailed)	0,090	0,028
Promotional opportunities	R	-.248**	-0,130
	Sig. (2-tailed)	0,004	0,133
Co-workers and supervision	R	0,000	-0,146
	Sig. (2-tailed)	0,998	0,092
Turnover intention	R	.176*	0,151
	Sig. (2-tailed)	0,042	0,082

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

Source: Author's own construction

The results reveal a negative correlation between positive work attitude and educational level ($r = -.190$, $p < 0.005$). This implies that an employee's educational qualification does not determine their work attitude. This result contradicts a study by Fahim (2019), whose findings reveal that employee experience has a significant positive relationship with employee work attitude and retention in public organisations. The results reveal a negative correlation between promotional opportunities and age group ($r = -.248$, $p < 0.001$). This indicates that an employee's age group does not determine their promotional opportunities. There was a weak, positive correlation between turnover intention and age group ($r = .176$, $p < 0.005$), suggesting that employees' age group will slightly determine their turnover intention. These results align with a study by von Bonsdorff *et al.* (2018), whose findings reveal that employee average age was negatively related to promotional opportunities, but positively related to organisational performance.

4.8 TESTING FOR DIFFERENCES IN MEAN SCORES BETWEEN THE GENDER GROUP

The independent sample t-test was to test for differences in mean scores between the gender group regarding training and development, compensation, performance evaluation, positive work attitude, promotional opportunities, co-workers and supervision, and turnover intention. The results of the independent sample t-test is presented in Table 4.9. The P-values shown in the table are complete, but not interpreted because a convenience sample rather than a random sample was utilised. The effect size was interpreted using Cohen's (1988) guideline values:

- 0.2 means a small effect, with no practical significant difference
- 0.5 medium effect, with a practical visible difference
- 0.8 large effect, with a practical significant difference

Table 4.9: Independent sample t-test

Factors	Gender	N	Mean	Std. deviation	t-test p-value	Cohen's d effect size
Training and development	Male	57	3.06	0.924	0.320	-0.18
	Female	77	3.21	0.733		
Compensation	Male	57	3.00	1.067	0.304	0.18
	Female	77	2.82	0.922		
Performance evaluation	Male	57	3.33	0.846	0.680	-0.74
	Female	77	3.38	0.658		
Positive work attitude	Male	57	3.07	0.921	0.450	-0.14
	Female	77	3.18	0.737		
Promotional opportunities	Male	57	3.11	1.008	0.640	0.08
	Female	77	3.03	0.841		
Co-workers and supervision	Male	57	3.29	0.795	0.070	0.33
	Female	77	3.06	0.636		
Turnover intention	Male	57	3.01	0.903	0.079	-0.31
	Female	77	3.27	0.820		

Source: Author's own construction

Based on the effect size, no practical significant difference exists between the males and females regarding training and development ($d = -0.18$), compensation ($d = 0.18$), positive work attitude ($d = -0.14$), and promotional opportunities ($d = 0.08$). This implies that both male and female employees' perceptions of the HRM practices regarding training and development and compensation did not differ. Furthermore, both male and female employees do not have positive work attitudes towards their work and are unsatisfied with the promotional opportunities in their respective local municipalities. A similar study by Babic and Hansez (2021) revealed contradicting results indicating a partially significant

difference between females' and males' perceptions regarding job satisfaction and intention to quit.

The reported effect size between males and females regarding performance evaluation ($d = -0.74$) was large or practically significant. On average, the males ($M = 3.33$, $SD = 0.846$) lean towards agree, whereas the females ($M = 3.38$, $SD = 0.658$) lean towards strongly agree. This indicates that the female respondents have positive perceptions of the HRM practice regarding performance evaluation compared to their male counterparts. This result opposes that of Hopkins *et al.* (2021), which indicates that females have negative perceptions while males have positive perceptions regarding HRM practices and leadership behaviours.

The reported effect size between males and females regarding co-workers and supervision ($d = 0.33$) leans towards medium or practical visibility. On average, the males ($M = 3.29$, $SD = 0.795$) lean towards agree, while the females ($M = 3.06$, $SD = 0.636$) are neutral. This indicates that male employees are satisfied with their co-workers and supervision compared to their female counterparts. The reported effect size between males and females regarding turnover intention ($d = -0.31$) leans towards being medium or practical visible. On average, the males ($M = 3.01$, $SD = 0.903$) are neutral, whereas the females ($M = 3.27$, $SD = 0.820$) lean towards agree. This indicates that female employees do not intend to leave their jobs compared to their male counterparts. Previous studies by Babic and Hansez (2021), Gyurák Babel'ová *et al.*, (2020) and Rubel *et al.*, (2023) revealed contradicting results indicating that both female and male employees in the public sector are unsatisfied with their jobs and intend to quit.

4.9 SUMMARY

The primary purpose of this study was to investigate the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa. This chapter focused on the empirical presentation, analysis, and discussion of findings for data collected from a survey of selected local government municipalities in South Africa. The Pearson correlation results revealed strong and positive correlations between training and development with performance evaluation and

positive work attitude. Negative correlations were found between turnover intention, training and development, compensation, performance evaluation, positive work attitude, and promotional opportunities. The next chapter provides a summary of the main finding of the study and recommendations.

CHAPTER 5

SUMMARY AND CONCLUSION

5.1 INTRODUCTION

The primary purpose of this study was to investigate the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa. This chapter concludes the dissertation with a summary of the research findings, conclusions, recommendations, implications, limitations, and suggestions for future research. Section 5.2 summarises the main findings and conclusions drawn in response to the research questions for this study, which are presented in Section 5.3. The study's recommendations are discussed in Section 5.4, while managerial and practical implications are discussed in Section 5.5. Section 5.6 presents the study's limitations, and Section 5.7 puts forward recommendations for future research. The concluding remarks are provided in Section 5.8.

5.2 SUMMARY OF KEY FINDINGS AND CONCLUSIONS

In line with the primary objective of this study, the overall findings of the quantitative survey reveal a significant correlation between employees' perceptions of HRM practices (training and development, compensation, and performance appraisal) and employees' work attitudes (job satisfaction and turnover intention). These findings justify the importance of identifying job satisfaction and turnover intention factors to retain talented employees in the local municipalities in South Africa. Hence, the primary objective of this study was validated.

5.2.1 Objective 1: To investigate employees' perceptions of HRM practices in a selected local government municipality in South Africa

Firstly, the findings suggest that employees' perceptions of the HRM practice in the local municipalities in South Africa explain the work attitude regarding job satisfaction and turnover intention. The findings reveal that the HRM practices in local municipalities offer training and development opportunities, conduct regular performance evaluations on their

employees, and offer them promotional opportunities and job security. Ghani *et al.*, (2022:2) posit that effective HRM is not only to ensure desired skills and abilities, but also to improve employee performance, job security and work attitudes, including job satisfaction and reducing turnover. Extant literature encourages effective HRM practices, as the most successful organisations in the world depend on their HR (Makapela & Mtshelwane, 2021).

Secondly, it was also found that female employees in local municipalities in South Africa have positive perceptions of the HRM practice in terms of performance evaluation compared to their male counterparts.

- **5.2.2 Objective 2: To investigate employee perceptions of work attitudes (job satisfaction and turnover intention) in a selected local government municipality in South Africa**

The findings suggest that there is a positive correlation between training and development opportunities and performance evaluation, and promotional opportunities with a positive work attitude. The municipality allows employees to switch work within different departments in the same municipality. The study further reveals that employees in local municipalities in South Africa are satisfied with their jobs, especially concerning their co-workers and supervisors.

Secondly, negative work attitudes are related to poor HRM practices regarding performance management policies within the municipalities. It was found that employees in local municipalities in South Africa are unsatisfied with their jobs, especially concerning compensation and pay. The study reveals that employees intend to quit their jobs because they are not given the opportunities to achieve their personal goals. Employees offered flexible work arrangements decrease their turnover intentions when they are more engaged at work (Gašić & Berber, 2023).

5.2.3 Objectives 3 and 4: To examine the impact of HRM practices (training and development, compensation, and performance appraisal) on employees' job satisfaction and turnover intention

The study reveals that compensation has the most significant direct influence on employees' work attitudes regarding job satisfaction. This implies that a local municipality with an HRM practice that offers an attractive compensation and pay will create an environment where employees will develop positive attitudes and reduce turnover intention towards their organisations.

The study further reveals that performance evaluation and promotional opportunities positively impact employees' work attitudes. This indicates that employees will develop a positive work attitude when the organisation has a sound performance evaluation system and promotional opportunities.

The study further reveals that training and development, compensation performance evaluation, positive work attitude, and promotional opportunities negatively impact turnover intention. This indicates that employees are likely to leave the organisation if there are no training and development opportunities, poor compensation and performance evaluation system, negative work attitude, and no promotional opportunities. This implies that many employees are unhappy with the training and development opportunities, poor compensation and performance evaluation system, negative work attitude, and no promotional opportunities, leading to high turnover.

5.3 RECOMMENDATIONS

Based on this study's findings, it is recommended that local municipalities in South Africa should conduct regular training and performance evaluations on employees to create positive work attitudes, increase job satisfaction, and reduce turnover intention.

Participants in this study have high job satisfaction and low turnover intention. The study discovers a significant negative relationship between turnover intention and job satisfaction and HRM practices, emphasising the need for municipalities to develop

effective HRM practices, high levels of organisational commitment, and job satisfaction as a retention strategy to maintain the best employees.

Developing conducive work environments in which employees learn and are satisfied with their jobs necessitates the attention and input of the municipality. The findings suggest that local municipalities should be able to meet the demands of their employees and provide frequent training and development, providing opportunities for promotion and professional growth.

5.4 IMPLICATIONS FOR THIS STUDY

The results of this study provide policy implications to the public sector on which HRM practices should be considered to improve employees' work attitude and job satisfaction and reduce turnover intention. The results also provide managerial implications on how HRM managers should realise the importance of regular training and performance evaluation of employees. The findings of this study can offer insights for HRM practitioners in the public sector to develop a work environment where employees learn and are satisfied with their jobs and career, thus wishing to remain in the organisation.

5.5 LIMITATIONS

This study experienced some limitations, affecting the generalisability of the findings to all municipalities in South Africa. Firstly, the study was limited in the methodology as only a quantitative research approach was adopted, and data were collected using a survey questionnaire as a research instrument. Furthermore, the study was limited to a particular geographical area, the North West Province in South Africa. Regarding the total number of employees in local municipalities in the North West Province of South Africa, the sample size (n=134) was relatively small. Finally, only two dimensions of employees' work attitudes, job satisfaction and turnover intentions, were investigated in this study.

5.6 RECOMMENDATIONS FOR FUTURE RESEARCH

Future studies can be extended to include a larger sampling population from all municipalities in the nine provinces in South Africa. Following up the current study with a qualitative or mixed method research approach, such studies will allow for generalisations on the relationship between employees' perceptions of HRM practices and work attitudes in selected local government municipalities in South Africa.

5.7 SUMMARY

The primary purpose of this study was to investigate the relationship between employees' perceptions of HRM practices and work attitudes in a selected local government municipality in South Africa. The overall findings of the quantitative survey reveal a significant correlation between employees' perceptions of HRM practices on employees' work attitudes. The result also reveals strong positive correlations between training and development, compensation, performance evaluation, and promotional opportunities with a positive work attitude within different departments in the same municipality. Furthermore, the study reveals that compensation has the most significant direct influence on employees' work attitudes regarding job satisfaction. This implies that a local municipality with an HRM practice that offers an attractive compensation and pay will create an environment where employees will develop positive attitudes, reducing turnover intention. The study recommended that local municipalities in South Africa should conduct regular training and performance evaluations on employees to create positive work attitudes, increase job satisfaction, and reduce turnover intention.

REFERENCE LIST

- Abuhamda, E.A.A., Ismail, I.A. & Bsharat, T.R.K. 2021. Understanding quantitative and qualitative research methods: A theoretical perspective for young researchers. *International Journal of Research*, 8(2), 71–87.
- Aburumman, O., Salleh, M., Omar, K. & Abadi, M. 2019. The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10, 641–652.
- Adom, D., Hussein, E.K. & Agyem, J.A. 2018. Theoretical and conceptual framework: Mandatory ingredients of a quality research. *International Journal of Scientific Research*, 7, 438–441.
- Agarwal, P. & Sajid, S. 2017. A study of job satisfaction, organisational commitment and turnover intention among public and private sector employees. *Journal of Management Research*, 17(3), 123–136.
- Ajzen, I. & Fishbein, M. 1980. *Understanding attitudes and predicting social behaviour*. Englewood Cliffs, NJ: Prentice Hall.
- Ajzen, I. 1991. The theory of planned behaviour. *Organizational Behaviour and Human Decision Processes*, 50, 179–211.
- Albrecht, S.L., Bakker, A.B., Gruman, J.A., Macey, W.H. & Saks, A.M. 2015. Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 1, 7–35.
- Alharahsheh, H.H. & Pius, A. 2020. A review of key paradigms: Positivism vs interpretivism. *Global Academic Journal of Humanities and Social Sciences*, 2(3), 39–43.
- Armstrong, M. 2016. *Armstrong's handbook of strategic human resource management*. Kogan Page: London.
- Atang, T. & Shareef, R. 2018. The influence of ethical leadership on academic employees' organisational citizenship behaviour and turnover intention: Mediating role of intrinsic motivation. *Management Decision*, 57(3), 583–605.

Babbie, E. 2010. *The practical of social research*. Belmont, Calif.: Wadsworth Cengage Learning.

Babic, A. & Hansez, I. (2021). The glass ceiling for women managers: Antecedents and consequences for work-family interface and well-being at work. *Frontiers in Psychology*, 12, 1–17.

Baloyi, K. 2020. *The influence of human resource practices on employee attitude*. Potchefstroom: North-West University.

Belete, A.K. 2018. Turnover intention influencing factors of employees: An empirical work review. *J Entrepreneurship & Organize Management*, 7, 253. doi: 10.4172/2169-026X.1000253

Blom, R., Kruyen, P.M., Van der Heijden, B.I. & Van Thiel, S. 2018. One HRM fits all? A meta-analysis of the effects of HRM practices in the public, semipublic, and private sector. *Review of Public Personnel Administration*, 1–33.

Boon, C., Den Hartog, D.N., Boselie, P. & Paauwe, J. 2011. The relationship between perceptions of HR practices and employee outcomes: Examining the role of person-organisation and person-job fit. *The International Journal of Human Resource Management*, 22(1), 138–162.

Bowerman. B.L. & O'Connell, R. 2007. *Business statistics in practice*. New York: McGraw Hill/ Irwin New York United States of America.

Boxall, P. & Purcell, J. 2016. *Strategy and human resource management*. London: Palgrave Macmillan.

Bratton, J. & Gold, J. 2012. *Human resource management: Theory and practice*. Mahwah, NJ: Lawrence Erlbaum Associates.

Bryman, A., Bell, E., Hirschsohn, P., dos Santos, A., Du Toit, J., Masenge A., Van Aardt, I. & Wagner, C. 2014. *Research methodology business and management contexts*. Cape Town: Oxford University Press.

- Burney, S.M.A. & Saleem, H. 2008. *Inductive & deductive research approach. Lecture delivered on 06-03-2008 at Auditorium of Faculty of Arts and Science, University of Karachi, Karachi, Pakistan.*
- Busari, A.H., Mughal, Y.H., Khan, S.N., Rasool, S. & Kiyani, A.A. 2017. Analytical cognitive style moderation on promotion and turnover intention. *Journal of Management Development*, 36(3), 438–464.
- Carrell, M.R., Elbert, N.F., Hatfield, R.D., Glober, P.A., Marx, M. & Van Der Schyf, S. 1996. *Human resources management in South Africa*. Prentice Hall, South Africa.
- Cesário, F.S. 2015. Employees perceptions of the importance of human resources management practices. *Research Journal of Business Management*, 9(3), 470–479.
- Chen, S., Xu, K. & Yao, X. 2022. Empirical study of employee loyalty and satisfaction in the mining industry using structural equation modelling. *Sci Rep*, 12, 1158.
- Chenail, R.J. 2011. Interviewing the investigator: Strategies for addressing instrumentation and researcher bias concerns in qualitative research. *Qualitative Report*, 16(1), 255–262.
- Choudhury, E.H. 2007. *Workforce planning in small local governments. Review of Public Personnel Administration*, 27(3), 264–280.
- Churchill, G.A., Brown, T.J. & Suter, T.A. 2010. *Basic marketing research*. (7th edition). Southern-Western, Mason.
- Cohen, A. & Golan, R. 2007. Predicting absenteeism and turnover intention by past absenteeism and work attitudes: An empirical examination of female employees in long-term nursing care facilities. *Career Development International*, 12, 416–432.
- Collins Advanced English Dictionary. 2011. Employee. Available from: *COBUILD Advanced English Dictionary* <https://www.collinsdictionary.com/dictionary/english/employee> (Accessed 24 May 2022).
- Collins, C.J. 2020. Expanding the resource-based view model of strategic human resource management. *The International Journal of Human Resource Management*, 32(21), 331–358.

Collins, J. & Hussey, R. 2009. *Business research: A practical guide for undergraduate and postgraduate students*. Hampshire: Palgrave Macmillan.

Cooperative Governance and Traditional Authority. 2014. Back to basics: Serving our communities better. *Presentation at the Presidential Local Government Summit, September 18, 2014, Pretoria*.

Copper, D.R. & Schindler, P.S. 2011. *Business research methods*. (11th edition). Mcgraw Hill, New York.

Crawford, L.M. 2020. *Conceptual and theoretical frameworks in research*. Thousand Oaks: Sage.

Creswell, J.W. & Plano Clark, V.L. 2007. *Designing and conducting mixed methods research*. Thousand Oaks, CA: Sage Publications.

Creswell, J.W. 2014. *Research design*. Los Angeles, Calif: SAGE Publication, Inc.

Dasilveira, I.K., Yang, J.Z., Mensah, I.A. & Quarcoo, A. 2020. Human resource management practices and employee turnover intentions nexus: Does the mediating role of job satisfaction matter? *Open Journal of Business and Management*, 8, 1–29.

Dawadi, S., Shrestha, S. & Giri, R.A. 2021. Mixed-methods research: A discussion on its types, challenges, and criticisms. *Journal of Practical Studies in Education*, 2(2), 25–36.

Democratic Alliance. 2012. South Africa. *Democratic Alliance*. Available at: <http://www.da.org.za/archive/cadre-deployment-denialism-is-to-the-disadvantage-of-south-africans/> (Accessed 17 March 2022).

Denvir, A. & McMahon, F. 1992. Labour turnover in London hotels and the cost-effectiveness of preventative measures. *Int. J. Hosp. Manage*, 11(2), 143–154.

Dr Kenneth Kaunda District Municipality. 2020. *Annual report. 2019-2020*. Available from: Dr Kenneth Kaunda District Municipality <https://www.kaundadistrict.gov.za/documents/201920%20DrKKDM%20Annual%20Report.pdf> (Accessed 15 October 2021).

Dr Kenneth Kaunda District Municipality. 2021. *Draft one plan: District development model*. Available from: Dr Kenneth Kaunda District Municipality

<https://www.kaundadistrict.gov.za/documents/Dr%20Kenneth%20Kaunda%20DM-DDM%20DRFT%20ONE%20PLAN-July%2021.pdf> (Accessed 15 October 2021).

Dzans, L.W., Chipunza, C. & Mabokang. M.M. 2016. Municipal employees' perceptions of political interference in human resource management practices: Evidence from the free state province in South Africa. *International Business & Economics Research Journal*, 15(1), 9572.

Dzansi, D.Y. & Dzansi, L.W. 2011. Understanding the impact of human resource management practices on municipal service delivery in South Africa: An organizational justice approach. *Global Journal of Business Management*, 5(12), 1–11.

Dzansi, L.W., Chipunza, C. & Dzansi, D.Y. 2016. Impact of municipal employees' perceptions of fairness in human resources management practices on motivation: Evidence from a South African Province. *Problems and Perspectives in Management*, 14(1-1), 138–149.

Ehlers, L. 2011. *Strategic human resource management course guide and readings*. Mafikeng: North-West University.

El-Ghalayini, Y. 2017. Human resource management practices and organizational performance in public sector organization. *Journal of Business Studies Quarterly*, 8(3), 65–80.

Etikan, I., Musa, S.U. & Alkassim, R.S. 2016. Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1–4.

Fahim, M.G.A. 2019. Strategic human resource management and public employee retention. *Review of Economics and Political Science*, 3(2), 20–39.

Field, A. 2014. *Discovering statistics using SPSS*. (4th edition). London: Sage Publications.

Fihla, S. & Chinyamurindi, W.T. 2018. Human resources management practices on employee commitment: The case of a local municipality in South Africa. *Journal of Public Administration*, 53(6).

- Fourie, D. & Poggenpoel, W. 2017. Public sector inefficiencies: Are we addressing the root causes? *South African Journal of Accounting Research*, 31(3), 169–180.
- Frazer, L. & Lawley, M. 2000. *Questionnaire design and administration*. Brisbane: John Wiley and Sons.
- Freese, C. & Schalk, R. 2008. How to measure the psychological contract? A critical criteria-based review of measures. *South African Journal of Psychology*, 38(2), 269–286.
- Gadi, P.D. & Kee, D.H.M. 2018. Human resource management practices and turnover intention: The mediating role of perceived organizational support in tertiary institutions in Nigeria. *International Journal of Engineering and Technology*, 7, 715–722.
- Gall, M.D., Gall, J.P. & Borg, W.R. 2003. *Educational research: An introduction*. (7th edition). Boston, MA: Pearson.
- Gašić, D. & Berber, N. 2023. The mediating role of employee engagement in the relationship between flexible work arrangements and turnover intentions among highly educated employees in the Republic of Serbia. *Behavioural Sciences*, 13(131), 1–17.
- Ghani, B., Zada, M., Memon, K.R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A. & Araya-Castillo, L. 2022. Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(2885), 1–26.
- Ghuri, P. & Gronhaug, K. 2005. *Research methods in business studies*. Harlow, FT/Prentice Hall.
- Glover, T. & Leonard, D.W. 2003. *Your firm's employee turnover: How to calculate it and how it compares*. Available from: <http://doe.state.wy.us/LMI/1203/a/.html> (Accessed 01 October 2021).
- Gomathy, C.K. 2022. Effects of employee's attitude to work on productivity. *International Journal of Scientific Research in Engineering and Management (IJSREM)*, 6(2), 582–3930
- González, F., Selva, C. & Sunyer, A. 2021. The influence of total compensation on job satisfaction. *Universitas Psychologica*, 20, 1–15.

- Gopinath, R. 2020. Role of employees' attitude in the workplace. *Gedrag & Organisasie Review*, 33(2), 1461–1475.
- Grobler, A., Grobler, S. & Mathafena, R. 2019. Measurement of the perceptions of human resource practices in a seemingly collectivistic culture. *South African Journal of Human Resource Management*, 17, 1–12.
- Gunnigle, P., Heraty, N. & Morley, M. 1997. *Personnel and human resources management: Theory and practice in Ireland*. Gill and Macmillan Limited.
- Gyurák Babel'ová, Z., Stareček, A., Koltnerová, K. & Cagáňová, D. 2020. Perceived organizational performance in recruiting and retaining employees with respect to different generational groups of employees and sustainable human resource management. *Sustainability*, 12(574), 1–23.
- Hackman, J.R. & Oldham, G.R. 1980. *Development of the job diagnostic survey*. *J. Appl. Psychol.*, 60, 159–170.
- Hamed, M. Tanzania, G. 2015. *Cross-sectional studies*. Gevena.
- Hassanpour, M.K., Chong, C.W. & Chong, S.C. 2021. *HR practices and turnover intention; the mediating role of organizational commitment in Tehran: A cross-sectional study*. <https://doi.org/10.12688/f1000research.73351.1>
- Hee, O.C., Cheng, T.Y., Yaw, C.C., Gee, W.V., Kamaludin, S.M. & Prabhakaran, J.R. 2016. The influence of human resource management practices on career satisfaction: Evidence from Malaysia. *International Review of Management and Marketing*, 6(3), 517–521.
- Hewett, R., Shantz, A., Mundy, J. & Alfes, K. 2018. Attribution theories in human resource management review research: A review and research agenda. *The International Journal of Human Resource Management*, 29(1), 87–126.
- Hoeyi, P.K. & Makgari, K.R. 2021. The impact and challenges of a public policy implemented in the South African Police Service, Northern Cape. *Africa's Public Service Delivery and Performance Review*, 9(1), 1-22.

- Hopkins, M.M., O'Neil, D.A, Bilimoria, D. & Broadfoot, A. 2021. Buried treasure: Contradictions in the perception and reality of women's leadership. *Frontier in Psychology*, 12(684705), 1–12.
- Hwang, K. 2019. Positivism versus realism: Two approaches of indigenous psychologies. *Journal of Theoretical and Philosophical Psychology*, 39(2), 127–129.
- Jiang, K., Hu, J., Liu, S. & Lepak, D.P. 2017. Understanding employees' perceptions of human resource practices: Effects of demographic dissimilarity to managers and coworkers. *Human Resource Management*, 56(1), 69–91.
- Jimmieson, N.L., Peach, M. & White, K.M. 2008. Utilizing the theory of planned behaviour to inform change management: An investigation of employee intentions to support organizational change. *Journal of Applied Behavioural Science*, 44(2), 237–262.
- John, S. 2000. *Job-to-job turnover and job-to-non employment movement*. *Personnel Rev.*, 31(6), 710–721.
- Kabir, S.M.S. 2016. *Basic guidelines for research: An introductory approach for all disciplines*. Book Zone Publication, Bangladesh.
- KanchanaL, J.R. 2023. Factors impacting employee turnover intentions among professionals in Sri Lankan startups. *PLoS ONE*, 18(2), 1–20.
- Kim, Y.S. & Cho, Y. 2020. Investigating factors that affect job satisfaction and performance in the public sector. *Journal of Industrial Distribution & Business*, 11(10), 27–38.
- Kuhn, T.S. 1962. *The structure of scientific revolutions*. Chicago, IL: University of Chicago Press.
- Langton, N. & Robbins, S. 2006. *Organizational behavior*. Toronto: Pearson Prentice Canada.
- Li, N., Zhang, L., Xiao, G., Chen, J. & Lu, Q. 2019. The relationship between workplace violence, job satisfaction and turnover intention in emergency nurses. *International Emergency Nursing*, 45, 50–55.

- Li, S., Rees, C.J. & Branine, M. 2019. Employees' perceptions of human resource management practices and employee outcomes: Empirical evidence from small and medium-sized enterprises in China. *Employee Relations*, 41(6), 1419–1433.
- Long, C.S., Thean, L.Y., Ismail, W.K.W. & Jusoh, A. 2012. Leadership styles and employees' turnover intention: Exploratory study of academic staff in a Malaysian College. *World Appl Scie J.*, 19. 575–581.
- Lunenburg, F.C. 2012. *Human resource planning: Forecasting demand and supply. International Journal of Management, Business, and Administration*, 15(1).
- Luthans, F. 2005. *Organizational behaviour*. (10th edition). McGraw-Hill.
- Machera, R.P. 2020. *A framework for enterprise risk management and sustainability in micro-lending companies in Botswana*. PhD thesis. North-West University.
- Makapela, L. & Mtshelwane, N.D.P. 2021. Exploring the use and influence of human resource policies within South African municipalities. *South African Journal of Human Resource Management*, 19, 1–14.
- Maree, K. 2014. *First step in research*. Pretoria: Van Schaik.
- Mashamaite, K. & Lethoko, M. 2018. Role of the South African local government in local economic development. *International Journal of eBusiness and e-Government studies*, 10(1), 114–128.
- Mbeki, T. 2006. *President of RSA, State of the Nation Address*. Available from: <http://www.gcis.gov.za> (Accessed 30 July 2021).
- Meaghan, S. & Nick. B. 2002. *Voluntary turnover: Knowledge management-friend or foe? Journal of Intellectual Capital*, 39(3), 303–322.
- Melnikovas, A. 2018. Towards ad explicit research methodology: Adapting research onion models for future studies. *Journal of Future Studies*, 23(2), 29–44.
- Mmako, E.T. 2018. *Evaluating the impact of management practices on employee turnover in the Gauteng Department of Education*. Masters dissertation. North-West University, Potchefstroom.

Monyaki, L., Chipunza, C. & Mashavira, N. (2022). A South African study on antecedents of intention to quit amongst employees in bed and breakfast establishments in the Free State province. *The Southern African Journal of Entrepreneurship and Small Business Management*, 14(1), 1–16.

Municipalities of South Africa. 2019. Available from: Municipalities of South Africa <http://www.municipalities.co.za> (Accessed 15 October 2021).

Najam, U., Ishaque, S., Irshad, S., Salik, Q., Khakwani, M.S. & Liaquat, M. 2020. A link between human resource management practices and customer satisfaction: A moderated mediation model. *SAGE Open*, 10(4), 1 –16.

Nasution, B., Siregar, O.M. & Eriza, F. 2017. Analysis of employees performance appraisal, promotion and mutation in organizational performance at Bank Sumut Medan, North Sumatra Province. *Advances in Social Science, Education and Humanities Research*, 136, 673–680.

Ndevu, Z.J. & Muller, K. 2018. Operationalising performance management in local government: The use of the balanced scorecard. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 16, 977.

Ngamkroekjoti, C., Ounprechavanit, P. & Kijboonchoo, T. 2012. Determinant factors of turnover intention: A case study of air conditioning company in Bangkok, Thailand. *Tourism and Management*, 21–22.

O'Neill, D. 2006. *A retrospective long-term financial assessment of sustainability at Cape Agulhas Municipality*, PhD thesis. The University of the Western Cape.

Oh, J. 2020. *Employee perceptions of human resource management practices and their turnover intentions: Evidence from South Korea*, University of Guelph. *Canada*, 8(2), 145–160.

Okello, L.M., Adongo, B.A. & Ayoro, J.O. 2022. Employees' work attitudes as a psychological contract on organizational commitment: Case of a public university in Kenya. *International Journal of Novel Research in Education and Learning*, 9(2), 19–32.

Onyango, E.A. 2016. *Strategies used by the Kenya Broadcasting Corporation for employee retention*. Masters dissertation. Nairobi: University of Nairobi.

Ostroff, C. & Bowen, D.E. 2016. Reflections on the 2014 decade award: Is there strength in the construct of HR system strength? *Academy of Management Review*, 41(2), 196–214.

Pandey, M.M. & Pandey, P. 2015. *Research methodology: Tools and techniques*. Romania, Bridge Centre.

Panimalar, M. & Kannan, K. 2013. A study on employee perception towards effectiveness and impact of environment management system at Tamil Nadu Cooperative Textile Processing Mill Ltd., Erode. *Journal of Business Management & Social Sciences Research*, 2(1), 18–23.

Patric, P. 2019. Core functions of human resource management and its effectiveness on organization: A study. *International Journal of Social Economics*.

Perez, M. 2008. *Turnover intent*. Diploma thesis. The University of Zurich.

Price, J. 2001. Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22, 600–624.

Reddy, P.S. 2010. Democratic decentralisation and local democracy in South Africa re-examined: Quo Vadis? *Politeia: South African Journal for Political Science*.

Rees, G. & Smith, P.E. 2017. *Strategic human resource management*. Los Angeles, CA: Sage.

Rehman, A.A., Alharthi, K., 2016. *An introduction to research paradigms*. *International Journal of Educational Investigations*, 3(8), 51–59.

Republic of South Africa. 1994. *Public Service Act of 1994*. Pretoria: Government Printers.

Republic of South Africa. 1996. *Constitution of the Republic of South Africa. Act No. 108 of 1996*. Pretoria: Government Printers.

Republic of South Africa. 1998. Local Government Municipal Structures Act No. 117, 1998. *Government Gazette No. 19614(402)*. Cape Town.

Republic of South Africa. 1998. *White paper on Local Government*. Pretoria: Government Printers.

Republic of South Africa. 2022. *South African Government. Let's grow South Africa together*. Available from: <https://www.gov.za/about-government/government-system/local-government> (Accessed 24 May 2022).

Roodt, G. & Fouche, C. 2004. *Guidelines for writing a research proposal*. Johannesburg: University of Johannesburg.

Roodt, L. 2018. *Turnover and retention of employees in the finance industry in the North West Province*. MBA dissertation. Potchefstroom: North-West University.

Rubel, M.R.B., Kee, D.M.H., Yusliza, M.Y. & Rimi, N.N. 2023. Socially responsible HRM and hotel employees' environmental performance: The mediating roles of green knowledge sharing and environmental commitment. *International Journal of Contemporary Hospitality Management*.

Ryan, G. 2018. Introduction to positivism, interpretivism and critical theory. *Nurse Researcher*, 25(4), 41–49.

Safi, F. 2021. *The influence of human resource management practices on organisational and national turnover intentions: A study of Pakistani university academics*. Doctoral thesis. CQ University.

Saks, A.M. 1996. The relationship between the amount of helpfulness of entry training and work outcomes. *Human Relationship*, 49, 429–445.

Santhanam, N.T.J.K., Dyaram, L. & Ziegler, H. 2017. Impact of human resource management practices on employee turnover intentions: Moderating role of psychological contract breach. *Journal of Indian Business Research*, 9(3), 212–228.

Saridakis, G., Lai, Y. & Cooper, C.L. 2016. Exploring the relationship between HRM and firm performance: A meta-analysis of longitudinal studies. *Human Resource Management Review*.

Saunders, M.L.P., Lewis, P. & Thornhill, A. 2012. *Research methods for business students*. (6th edition). New York. Pearson Education.

Sekaran, U. & Bougie, R. 2016. *Research methods for business: A skill-building approach*. (7th edition). Haddington: John Wiley & Sons.

Setyawati, N.W, Woelandari, P.G.D.S. & Rianto, M.R. 2022. Career development, motivation and promotion on employee performance. *East Asian Journal of Multidisciplinary Research*, 1(9), 1957–1970.

Sheeba, M.J. & Christopher, P.B. 2020. Exploring the role of training and development in creating innovative work behaviours and accomplishing non-routine cognitive jobs for organisations effectiveness. *Journal of Critical Reviews*.

Sileyew, K.J. 2019. Research design and methodology. In E. Abu-Taieh, A.E. Mouatasim, and I.H.A. Hadid (eds.). *Cyberspace (pp. 1–13)*. London: IntechOpen.

Sixpence, S., De Braine, R., Bussin, M. & Mthombeni, M. 2021. Anchoring human resource management to sustain employee performance at Johannesburg Metropolitan Municipality. *South Africa Journal of Human Resource Management*, 19(a1611):1-16.

Straatmann, T., Kohnke, O., Hatstrup, K. & Mueller, K. 2016. Assessing employees reactions to organizational change: An integrative framework of change specific and psychological factors. *Journal of Applied Behavioural Science*, 52(3), 265–295.

Straatmann, T., Rothenhofer, L.M., Meier, A. & Mueller, K. 2018. A configurational perspective on the theory of planned behaviour to understand employee's change-supportive intentions. *Applied Psychology: An International Review*, 67(1), 91–135.

Sun, S., Liu, Z.G., Law, R. & Zhong, S.E. 2017. Exploring human resource challenges in China's tourism industry. *Tourism Recreation Research*, 42(1), 72–83.

Taherdoost, H. 2016a. Sampling method in research methodology: How to choose a sampling technique for research. *International Journal of Academic Research in Management*, 5(2), 18–27.

Taherdoost, H. 2016b. Validity and reliability of the research instrument: How to test the validation of a questionnaire/survey in a research. *International Journal of Academic Research in Management*, 5(3), 28–36.

Tessema, M., Winrow, B.P., Embaye, A. & Abraham, K. 2012. Human resource management practices challenges: Evidence from Africa. *Current Politics and Economics in Africa*, 4(3), 467–489.

Thornhill, C. & Cloete, J.J.N. 2014. *South African municipal government and administration*. Pretoria: Van Schaik.

Tinti, J.A., Venelli-Costa, L. & Cappelloza, A. 2017. The impact of human resources policies and practices on organisational citizenship behaviours. *Brazilian Business Review*, 14(6), 636–653. <https://doi.org/10.15728/bbr.2017.14.6.6>

Tshishonga, N. 2021. Prospects and challenges of transforming local government into a learning organisation. *African Journal of Public Affairs*, 12(1), 28–45.

von Bonsdorff, M.E., Zhou, L., Wang, M., Vanhala, S., von Bonsdorff, M.B. & Rantanen, T. 2018. Employee age and company performance: An integrated model of aging and human resource management practices. *Journal of Management*, 44(8), 3124–3150.

Wang, Y., Kim, S., Rafferty, A. & Sanders, K. 2020. Employee perceptions of HR practices: A critical review and future directions. *The International Journal of Human Resource Management*, 31(1), 128–173.

Xiayan, P., Yusoff, Y. M. & Bohari, A. M. 2021. How do human resource management practices matter in young employees' intention to stay in Chinese state-owned enterprises? *Global Business Review*.

Yang, Y., Choi, J.N. & Lee, K. 2018. Theory of planned behaviour and different forms of organizational change behaviour. *Social Behaviour and Personality*, 46(10), 1657–1672.

Yin, R.K. 2003. *Case study research: Design and methods*. (3rd edition). Thousand Oaks, California: Sage Publications.

Zayed, N.M., Rashid, Md. M., Darwish, S., Faisal-E-Alam, Md., Nitsenko, V. & K Islam, K.M.A. 2022. The power of compensation system (CS) on employee satisfaction (ES): The mediating role of employee motivation (EM). *Economies*, 10(290), 1–16.

Zikmund, M. 2002. *Business research methods*. Dryden: Thomson Learning.

APPENDIX A: COVERING LETTER

RE: INVESTIGATING THE RELATIONSHIP BETWEEN EMPLOYEES' PERCEPTIONS OF HUMAN RESOURCE MANAGEMENT PRACTICES AND WORK ATTITUDES IN A SELECTED LOCAL GOVERNMENT MUNICIPALITY IN SOUTH AFRICA

Dear Participant,

Your name has been randomly selected to participate in a research study by Elizabeth Nontsisi Moloto on the topic: *Investigating the Relationship between Employees' Perceptions of Human Resource Management Practices and Work Attitudes in a Selected Local Government Municipality in South Africa*. This research is for my mini-dissertation for a Master of Business Administration (MBA) degree under the supervision of Mrs Ntseliseng Khumalo at the North-West University Business School. Your participation in the study will be highly appreciated to ensure the success of the project.

All employees from levels one (1) to twelve (12) are requested to participate in this study. The questionnaire is straightforward and quick to complete. It will only require approximately 20 minutes to complete. Your participation is voluntary and anonymous.

The researcher will not be collecting or retaining any information about your identity.

Please complete the questions as accurately and honestly as possible.

Thank you for your participation.

Yours sincerely,

.....

EN Moloto (Researcher)

Contact Number: 062 983 8920

E-mail: nontsizimoloto825@gmail.com

APPENDIX B: LETTER OF CONSENT

Consent Form for Participation in a Research Study North-West University

The Business School, Faculty of Economic and Management Sciences, North-West University.

RESEARCH TOPIC

Investigating the relationship between employees' perceptions of human resource management practices and work attitudes in a selected local government municipality in South Africa.

Description of the research

You are invited to participate in a research study by Elizabeth Nontsisi Moloto under the supervision of Mrs Ntseliseng Khumalo of the Business School, Faculty of Economic and Management Sciences, North-West University. The purpose of the study is to investigate the relationship between employees' perceptions of human resource management practices and work attitudes in a selected local government municipality in South Africa. The researcher has randomly selected your name as one of the representative samples of employees in your institution selected to complete a questionnaire.

Protection of confidentiality and voluntary participation

I wish to assure you that all information I receive will remain confidential and that your participation will remain anonymous. Your contribution to this study is significant to ensure the success of the project. Your participation in this research study is, however, voluntary.

Therefore, you may choose not to participate or withdraw your consent to participate at any time. You will not be penalised in any way should you decide to withdraw from this study. Demographic information is needed for the comparison and identification of problem areas.

Participation

The questionnaire has been structured in such a way that it facilitates quick and easy completion. In trial runs completed, it was determined that it would take 20 minutes to complete the questionnaire. Your task is to work through the questionnaire as quickly as

possible and answer the questions as accurately and honestly as possible. Full details are provided on how to complete the questionnaire. Please place your completed questionnaires in the sealed box. The researcher will collect questionnaires.

Potential benefits

Once the data have been analysed, summary findings will be presented to your organisation, and I will co-operate with them on how to respond to the results. In this way, your contribution to the research should benefit you and your institution in the future. The value and outcome of the research depend on your willingness to participate in this project.

Contact information

If you have any questions or concerns about this study or if any problems arise, please contact:

- Mrs Ntseliseng Khumalo at e-mail: 27491528@nwu.ac.za.
- Elizabeth Nontsisi Moloto; Contact Number: 062 983 8920; e-mail: nontsizimoloto825@gmail.com.

Consent

I have read this consent form and have been allowed to ask questions. By completing the questionnaire, I give my consent to participate in this study.

Participant

APPENDIX C: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

Answer each question (for statistics purposes only). Please mark an 'X' in the box on the number that best characterises your response. Your honest responses and complete participation are important to the ultimate success of this study. Thank you in advance for your participation.

1. Please indicate your gender

Male	Female
1	2

2. Please indicate your age group category

20–29	1
30–39	2
40–49	3
50–59	4
60 and older	5

3. Indicate your education level

National Senior Certificate (Matric)	1
Degree or Diploma	2
Honours Degree	3
Postgraduate Degree (Masters or Doctorate)	4

SECTION B: PERCEIVED HR PRACTICE SCALE

Please circle the number that closely reflects your opinion using the following items ranging from 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree.

Scales and items	1	2	3	4	5
The municipality offers me					
1. Comprehensive and diverse work	1	2	3	4	5
2. Challenging work	1	2	3	4	5
3. The opportunity to take responsibility for my own tasks	1	2	3	4	5
4. Critical selection of new employees	1	2	3	4	5
5. Selective recruitment of new colleagues	1	2	3	4	5
6. The opportunity to follow training, courses and workshops	1	2	3	4	5
7. The opportunity to develop new skills and knowledge for my current job or possible future jobs	1	2	3	4	5
8. Coaching that supports my development	1	2	3	4	5
9. Support in planning my future development	1	2	3	4	5
10. The opportunity to work for another department	1	2	3	4	5
11. The opportunity to do another job within this organisation	1	2	3	4	5
12. Good career prospects	1	2	3	4	5
13. An increase in job responsibilities if I perform well at my current tasks	1	2	3	4	5
14. The possibility of occupying a higher position within the organisation	1	2	3	4	5
15. Certainty of keeping my job	1	2	3	4	5
16. An employment contract offering job security	1	2	3	4	5
17. Periodic evaluation of my performance	1	2	3	4	5
18. Fair appraisal of my performance	1	2	3	4	5
19. Performance-related pay	1	2	3	4	5
20. A competitive salary	1	2	3	4	5
21. A fair compensation system	1	2	3	4	5
22. An attractive benefits package	1	2	3	4	5
23. Flexible working hours	1	2	3	4	5

SECTION C: EMPLOYEE'S WORK ATTITUDE SCALE

Please circle the number that closely reflects your opinion using the following items ranging from 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree.

Scales and items	1	2	3	4	5
1. I have all the tools that I need to do my job successfully	1	2	3	4	5
2. I have asked for training to do my job better	1	2	3	4	5
3. I always know when changes that affect my job are conducted	1	2	3	4	5
4. I think the municipality cares about me as an employee	1	2	3	4	5
5. I always get constructive feedback about my work	1	2	3	4	5
6. I could be better at my work if I had some/more training or professional development	1	2	3	4	5
7. I can expect my employer to treat me in a consistent and predictable fashion	1	2	3	4	5
8. Staff promotion and recruitment procedures are not clear in this organisation	1	2	3	4	5
9. My pay is adequate, and other benefits are fair to the volume of work I do	1	2	3	4	5

SECTION D: JOB SATISFACTION SURVEY

Please circle the number that closely reflects your opinion using the following items ranging from 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree.

Items	1	2	3	4	5
1. Overall, I am very pleased with the type of activities that I do in my job	1	2	3	4	5
2. I would rather have other duties in my work (reverse-scored)	1	2	3	4	5
3. Overall, I am very pleased with the way my manager supervises me	1	2	3	4	5
4. I would be more satisfied with my job if my manager did not work	1	2	3	4	5
5. Overall, I am very pleased to work with my co-workers	1	2	3	4	5
6. I would be more content with my job if my co-workers did not work here	1	2	3	4	5
7. Overall, I am very pleased with how much money I earn	1	2	3	4	5
8. I would be more content with my job if my pay were not so low	1	2	3	4	5
9. Overall, I am very pleased with my opportunities for promotion	1	2	3	4	5
10. I would be more content with my job if my promotion opportunities were not so poor	1	2	3	4	5

SECTION E: TURNOVER INTENTION SURVEY

Please read each question and indicate your response using the scale provided for each question. Kindly circle the number that closely reflects your opinion using the following items ranging from 1 = never; 2 = rarely; 3 = sometimes; 4 = very often; and 5 = always.

DURING THE PAST 9 MONTHS

		1	2	3	4	5
1.	How often have you considered leaving your job?					
2.	How satisfying is your job in fulfilling your personal needs?					
3.	How often are you frustrated when not given the opportunity to achieve your personal work-related goals at work?					
4.	How often do you dream about getting another job that suits your needs better?					
5.	How likely are you to accept another job at the same compensation level should it be offered to you?					
6.	How often do you look forward to another day at work?					

Thank you for your co-operation!

APPENDIX D: ETHICAL CLEARANCE



Private Bag X1290, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Fax: 018 299-4910
Web: <http://www.nwu.ac.za>

Senate Committee for Research Ethics
Tel: 018 299-484
Fezile.Mseleni@nwu.ac.za

5 December 2022

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the Economic and Management Sciences Research Ethics Committee (EMS-REC) on 28/11/2022, Round Robin, the Economic and Management Sciences Research Ethics Committee hereby approves your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-REC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: Investigating employees' perceptions of human resource management practices and work attitudes in the selected local government municipalities in South Africa
Study Leader/Supervisor (Principal Investigator)/Researcher): Mrs N Khumalo - MBA
Student: Moloto, N (29774454)

N W U - 0 1 8 8 9 - 2 2 - A 4

Institution Study Number Year Status
Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Application Type:

Commencement date: 05/12/2022

Expiry date: 05/12/2023

Risk: **Low**

Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.

Special in process conditions of the research for approval (if applicable):

•

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:

- The study leader/supervisor (principal investigator)/researcher must report in the prescribed format to the EMS-REC:
 - annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and
 - without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.
- The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the EMS-REC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.
- Annually a number of studies may be randomly selected for an external audit.

- *The date of approval indicates the first date that the study may be started. In the interest of ethical responsibility, the NWU-SCRE and EMS-REC reserves the right to:*
 - *request access to any information or data at any time during the course or after completion of the study;*
 - *to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;*
 - *withdraw or postpone approval if:*
 - *any unethical principles or practices of the study are revealed or suspected;*
 - *it becomes apparent that any relevant information was withheld from the EMS-REC or that information has been false or misrepresented;*
 - *submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or*
 - *new institutional rules, national legislation or international conventions deem it necessary.*

The EMS-REC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the EMS-REC or the NWU-SCRE for any further enquiries or requests for assistance.

Yours sincerely,

**Mark
Rathbone**

Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North
West University, ou=Business
management,
email=mark.rathbone@nwu.ac.za,
c=ZA
Date: 2022.12.05 11:47:45 +02'00'

Prof Mark Rathbone
Chairperson: NWU Economic and Management Sciences Research Ethics Committee

APPENDIX E: LANGUAGE EDITING CERTIFICATE

NIM Editorial
Midrand, Gauteng, 1685
Cell: +27 82 587 4499
Email: info@nimeditorial.co.za
www.nimeditorial.co.za

Reg. No. 2016/488856/07



24 June 2023

Editorial Certificate

To Whom It May Concern,

This certificate confirms that the mini-dissertation entitled; **INVESTIGATING THE RELATIONSHIP BETWEEN EMPLOYEES' PERCEPTIONS OF HUMAN RESOURCE MANAGEMENT PRACTICES AND WORK ATTITUDES IN SELECTED LOCAL GOVERNMENT MUNICIPALITIES IN SOUTH AFRICA** by **ELIZABETH NONTSISI MOLOTO** was edited by an expert English editor with a PhD. The following issues were corrected: grammar, spelling, punctuation, sentence structure, phrasing, and formatting.

Signed on behalf of NIM Editorial by:

A handwritten signature in black ink, appearing to be 'N.I. Mabidi', written over a horizontal line.

.....
Dr N.I. Mabidi
Founder & Chief Editor

APPENDIX F: TURNITIN REPORT

29774454:29774454_E_N_Moloto_MINI DISSERTATION_27_J...
_edited-1.docx

ORIGINALITY REPORT

19%

SIMILARITY INDEX

19%

INTERNET SOURCES

10%

PUBLICATIONS

8%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to North West University Student Paper	3%
2	uir.unisa.ac.za Internet Source	2%
3	repository.nwu.ac.za Internet Source	2%
4	vital.seals.ac.za:8080 Internet Source	2%
5	orca.cf.ac.uk Internet Source	1%
6	hdl.handle.net Internet Source	1%
7	researchspace.ukzn.ac.za Internet Source	1%
8	sajhrm.co.za Internet Source	1%
9	clutejournals.com Internet Source	1%