

The influence of human resource practices on employee attitude

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Abstract

With the many service delivery protests taking place all over the country and sometimes becoming violent, the researcher is interested in determining the influence of the human resource practices on employees' attitudes and hence the performance of the organization.

The study aims to determine the influence that human resource management practices have on employee attitudes. The study will focus on commitment, job satisfaction, motivation and intention to stay as outcomes of the change in employees' attitudes. The study was conducted via a quantitative questionnaire survey at a metropolitan municipality. A total of 91 employees responded. Exploratory factor analysis was used to reduce the number of variables to consider taking into consideration latent factors.

The analysis of the data was done in two parts a descriptive statistics part and correlational statistics. The results of the study the employees are not motivated and they intend leaving the organization. Correlational analysis indicated very low correlation in the variables that were considered. Therefore, confirming the outcome from the descriptive statistics that the employees are not satisfied.

More research will have to be conducted to determine the cause of the dissatisfaction. That could be done via a qualitative or mixed (quantitative and qualitative) research.

Keywords: Human resource management practices, job satisfaction, motivation, intention to stay, metropolitan municipality.

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ABBREVIATIONS

Abbreviation	Full name
ANOVA	Analysis of variance
AOC	Affective organisational commitment
EA	Employee attitudes
EFA	Exploratory factor analysis
ERG	Existence relatedness growth
HC-HRM	High commitment human resource management
HPWS	High performance work systems
HR	Human resources
HRM	Human resource management
HRMP	Human resource management practices
ITS	Intentions to stay
IGO	Inter-governmental organisations
JS	Job satisfaction
KMO	Kaiser-Meyer-Olkin
NWU	North-West University
OB	Organisational behaviour
OCB	Organisational citizenship behaviour
SPSS	Statistical Package for Social Sciences

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CHAPTER 1: NATURE AND SCOPE OF THE STUDY

1.1 Introduction

Employees are the most important resource that give organisations a competitive edge. Several studies have been conducted to determine exactly what it is that makes employees perform well compared to employees from other companies. The human resource practices were found by several researchers, for example Alusa and Kariuki (2015:72), El-Ghalayini (2017:66), Jouda *et al.* (2016:1080), Hameed and Mohamed (2016:34), to have a positive relationship with organisational outcomes.

This research is interested in determining the influence of the human resource management practices (HRMP) on employee attitudes (organisational commitment, motivation, job satisfaction and intention to stay) of a metropolitan municipality. Researchers argue that changing the attitudes of employees will have positive effects on the overall performance.

In most of the research cases, they focused on the human resource practices and the performance; not much research has been conducted to indicate the change in the attitudes of employees due to human resource management practices. Furthermore, most of the studies were undertaken at private enterprises rather than public organisations.

Most of the studies assume that, by conducting the studies at private enterprises, the outcomes and the methods used can be extrapolated to public organisations. Even though there are a number of research studies that have been conducted at public organisations, few were conducted within a metropolitan municipality in South Africa. This research is going to be conducted at a public organisation and aims to determine the influence that the human resources practices have on employee attitudes.

1.2 Problem statement

The problem statement is: “***What is the influence of the human resource practices on employee attitudes of a Metropolitan municipality?***” The research is interested in determining the extent to which the employees of the municipality understand the human resource practices of the organisation, which will impact directly on their attitudes and therefore improve their performance and consequently the performance of the municipality. If the employees’ attitudes are improved, then it will lead to improved performance of the municipality. A great deal of research has been conducted to determine the impact of human resource practices on the organisational performance; the results indicate that there is a correlation between the human resource practices and the performance of the organisation.

The research will focus on four human resource practices, namely the role of commitment, job satisfaction, motivation and intention to stay. These practices will be examined within the context of a metropolitan municipality. These human resources practices have an influence on the attitude of employees.

There is a need to conduct this research within a public organisation in South Africa where the impact of changed attitudes can be witnessed in better service delivery.

The lack of enough research within a local government organisation in a South African will be addressed with this research.

1.3 Research objectives

1.3.1 Primary objective

To determine the influence of human resource practices on employee attitudes.

1.3.2 Secondary objectives

- To describe the role of human resource management practices on commitment, job satisfaction, motivation and intention to stay as employee attitudes.

- To evaluate how human resource practices influence employee attitudes (commitment, job satisfaction, motivation and intention to stay) in a metropolitan municipality.
- To provide recommendations to the management of the metropolitan municipality department in terms of influencing employee attitudes positively.

1.4 Research questions

The primary research question this research seeks to address is:

“What is the influence of human resource management practices on the employees’ attitudes in a metropolitan municipality?”

The sub-questions of this research are:

1. Describe the role of commitment, job satisfaction, motivation and intention to stay as human resource practices.
2. How do human resource management practices influence employee attitudes, commitment, job satisfaction, motivation and intention to stay in a metropolitan municipality?
3. What recommendations can be made to the management of a metropolitan municipality department regarding human resource practices to change employee attitudes?

1.5 Scope of the study

The research will be undertaken at the Johannesburg Metropolitan Municipality, herein referred to as the City of Joburg. It will be focused on the employees of the Joburg City Council. The City of Joburg is one of the largest metropolitan municipalities in the Gauteng province. The research will only focus on the current employees in the Development Planning department of the municipality.

1.6 Research methodology

1.6.1 Literature/theoretical study

A literature review is a comprehensive summary of previous studies that have been undertaken on the topic at hand. It surveys scholarly articles, books, theses and reliable websites on the research topic.

1.6.2 Empirical study

1.6.2.1 Research design

The research will follow the positivist philosophy. The reason for this is based on the fact that this paradigm postulates that natural science can be used to research and understand social reality (Bryman, 2014:12). In this study, the researcher will be studying human behaviour (employee attitudes) given a set of human resource practices that the organisation has for the employees. This philosophy follows the deductive method, where the researcher starts with the theory and then conducts the research.

The research type of the study is going to be quantitative. In quantitative research, one uses measurable data to formulate the facts and uncover patterns in that research. Because this research will be seeking to determine the relationships among variables, the quantitative methods are best suited to analyse such data. The researcher will be using regression analysis and correlation to determine the relationship(s) between variables. By using the quantitative technique, the researcher detaches him-/herself from the subjects; as such, it is objective compared to the qualitative approach.

This research is going to follow the cross-sectional method to examine the influence of human resource practices on employee attitudes. In the cross-sectional approach, the researcher is able to determine the existing issue or phenomenon at a point in time, by researching part of the population (Kumar, 2014:106). It provides a snapshot of the situation at a certain time. This kind of design is concerned about finding the relationship between variables at a certain time. The advantage of following this approach is that it is inexpensive, because a survey will be conducted.

1.6.2.2 Research participants

A population is the whole set of subjects who can possibly be included in one's research. It is stated that one can determine the population from the research topic, and therefore from this research topic the population will be the employees of a metropolitan municipality.

The target population will be all the current employees in the Development Planning department of the City of Joburg municipality based at the Metro Centre.

From these employees, a convenience sample will be used to send the questionnaires to the employees via email and follow-up with emails for those who might not have completed their questionnaires; these will form the study's target population. In other words, only employees with access to email will participate in the research. This will include most of the employees in this department.

From the population, you might need to get the sampling frame, which is a subset of the population and it is from the sampling frame that one is going to get the sample. A sampling frame, for example, could be the employees from one or two of the metropolitan municipalities, depending on the research.

From the sampling frame, the researcher can then select the sample. For this research, convenience and purposive sampling will be undertaken, both of which are non-probability sampling.

It is going to be convenient to access the respondents and only the respondents who have emails will be sampled. The questionnaires will be sent to employees within the municipality who have access to email. The reason for using these two sampling strategies is to save time as compared to using probability sampling.

The population will be all the current employees in the Developmental Planning department of the City of Joburg municipality based at the Metro Centre.

There are currently 320 full-time employees at the Development Planning department. From these employees, a convenience sampling will be used to send the questionnaires to the employees via email and follow-up with emails for those who might not have completed their questionnaires.

To determine the representative sample size, one needs to have the population size, the margin of error and the confidence level. For this population (320), if the error margin of 5% and the confidence of 95% are required, a sample of 170 respondents will have to be achieved for the sample to be representative.

1.6.2.3 Constructing the research instrument

Data will be collected via an instrument that has already been developed. When one is conducting business and management research, there is a set of criteria that can be used to evaluate the research. As stated in Bryman *et al.* (2014:36), the criteria that are used to evaluate the research are reliability and validity.

The main instrument that was used is the Human Resources Management Policies and Practices Scale (HRMPPS): Exploratory and Confirmatory Factor Analysis questionnaire (Demo *et al.*, 2012:404).

The following articles and dissertations were also used in the compilation of the instrument. A study on factors affecting the turnover intention of hotel employees (Chun-Chang, 2012:870); the research was conducted in Taiwan.

Job satisfaction and intention to leave the current job among expatriate teachers in three private schools of Dubai (Khan, 2016:69). The research was conducted in Dubai.

The questions in the current questionnaire were reduced in order to reduce the size of the questionnaire. The questionnaires from which this one was constructed were tested for validity and reliability.

The study will be to determine the influence of human resource practices on the attitudes of the employees. It will be looking at four human resource practices, namely employee commitment, job satisfaction, motivation and intention to stay.

The researcher used the services of the Statistics Consultation Services of the North-West University with the development of the questionnaire and with the planning of the research.

1.6.2.4 Data collection

Questionnaires will be sent to employees within the municipality via email.

The questionnaire will be designed via Google Forms and a link will be created and will be added to the body of the email that will be sent to all respondents. When the respondents open the email, the purpose of the study will be indicated and the consent of the respondent will be sought and they will have to indicate their willingness to continue with the survey.

The respondents will then be asked to complete the survey by clicking on the link. When they click on the link, the electronic version of the questionnaire will be opened. They will then complete the questionnaire by clicking on the box next to the answer they wish to select. Once the questionnaire is completed, they will be asked to click on the submit button to send the completed questionnaire back.

1.6.2.5 Data analysis

For the data analysis, the software that will be used to analyse the data is the SPSS. The responses from the questionnaires will be grouped and captured either directly in SPSS or using MS Excel.

Once the coded data has been captured, the data will be analysed using descriptive, correlation and regression analyses.

The research will be utilising the correlation coefficient and regression analysis to analyse and interpret the data. In a correlational analysis, one is trying to determine whether there is a relationship or association or interdependence between two or more aspects of a situation (Kumar, 2014:30).

With the correlation coefficient, the researcher will be determining the strength of the relationship between several variables. The researcher will be seeking to determine the relationship between the independent variables and the dependent variable.

The correlation coefficient is a value between -1 and 1. If the value is 1, the relationship is positive and strong. If the value is -1, it means the relationship is strong, but is of an inverse relationship, meaning that as one variable increases, the other variable

decreases. A value of 0 means there is no relationship between the variables. Furthermore, the level of significance will indicate the certainty that we have in the results.

Regression analysis will be used to indicate the impact of the unit of change in the dependent variables on the basis of the change in the in the dependent variable. Regression analysis is defined by Foley (2018:2) as techniques used to determine the relationship between two or more variables. By performing a regression analysis on some data, one can determine whether one variable (the dependent variable) is impacted by one or several variables (the independent variables) and to what extent.

The research will be determining whether human resource practices have an impact on the dependent variable (employee attitudes). The reason why these techniques were chosen is because the researcher wants to determine relationships among several variables and these techniques are good in determining that.

The researcher will also be utilising Cohen's effects to determine the strength of the relationship between variables.

The research will be determining whether human resource practices have an impact on the dependent variable (employee attitudes). The reason why these techniques were chosen is because the researcher wants to determine relationships among several variables, and these techniques are good in determining that.

1.7 Limitations and assumptions of the study

Because the study is a cross-sectional study, it will be the collection of the data at that point in time and no other follow-up studies will be undertaken.

The research will be undertaken at the Johannesburg Metropolitan Municipality, herein referred to as the City of Joburg, and therefore will be limited to the current employees of the organisation.

The research will only focus on the current employees in the Development Planning department.

1.8 The layout of the study

Chapter 1: Introduction and background to the study

Chapter 1 will give an outline of the research. It will include the background, elements, the problem statement, research objectives, the importance and benefits of the research, key terms and abbreviations, and the overview of the structure of the rest of the research.

Chapter 2: Literature review

Chapter 2 will start off by giving the definitions and abbreviations used in the research. It will then cover the literature studied and provide the key findings of the literature.

Chapter 3: Research design and methodology

Chapter 3 will give the methodology followed in the research. It will include the population and sampling; the instrument used for the survey, the data collection processes, as well as the data analysis methods employed.

Chapter 4: Results and findings

This chapter will discuss the findings of the research. The chapter will also confirm or refute existing knowledge. The results of the research will also be included in this chapter.

Chapter 5: Conclusion and recommendations

This chapter will discuss the findings of the research and make recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This section provides the framework of the study delving into the theoretical and empirical work that has been undertaken previously. It will also highlight the different approaches to the topic of human resource management practices and employee attitudes.

2.2 Human resource management

Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission (Mulcahy, 2019:1).

With the quote above, it is evident that employees play a major role in an organisation; without them the company is heading for failure. There is extensive evidence that the way organisations manage their employees has a profound influence on the performance of the organisations. Human resource management is defined as the management of the human capital and the work they perform in order to gain a competitive advantage (Sanders & Lin, 2016:33). As stated by Jibrin-Bida (2017:40), HRM can be viewed as a combination of people-oriented management practices that view employees as assets to an organisation and their main aim is to create and maintain a workforce that is skilful and committed to enhancing the performance of the organisation.

The problem that is faced by many human resource practitioners is pinpointing exactly what it is that these organisations are doing regarding the performance of their employees. According to Boxall and Purcell (2003:112), it is easy to pinpoint the reason when things are going wrong as compared to when things are going well. In their study, Boxall and Purcell (2003:113) state that it is easy to copy the physical, tangible resources of a firm, but it is difficult to copy the culture, skill and competency, motivation and the interactions between the people. It is the combination of the processes and the human capital that gives firms a competitive edge. Therefore, the human resource management aspect of the organisation gives the firms the edge that is needed to outperform their competitors. Organisations can use a set of selected human resource practices in order to improve or influence their performances positively. Performance

management systems and other incentives can be used to aid underperforming organisations to improve their performances.

2.3 Human resource management practices

Given the above assertion that the employees bring that added uniqueness of the organisation, the question to be answered is, what is it that the employees bring? In the book by Sanders and Lin (2016:33), it is stated that to gain more insight into the contributions made by employees, researchers argue that the development and implementation of human resource management are paramount. Human resource management involves HR practices that relate directly to the employees' well-being, which, in turn, will help in changing the employees' attitudes, which will ultimately influence the organisation's performance positively.

Steyn *et al.* (2017:1) state that HRM practices are organisational undertakings that are geared towards the managing of the human resource capital and ensuring that these resources are directed towards the achievement of the organisation's objectives. According to Boselie (2005:67), HRM practices are formed by a combination of carefully selected practices to change the attitudes of the employees and thereby improve the effectiveness of the organisation and its improved performance. These practices can be viewed as a collection of different activities without having to describe a link between them, or they can be viewed as a grouping of practices in a systematic way (Boselie, 2005:75; Domínguez-Falcón 2016:494; Bowen & Ostroff, 2004:206), which will form a group of inter-related practices or a 'bundle' of practices.

Several scholars have undertaken research on the relationship between the HRMP and organisational performance or employee and considered different practices, for example, Krishnaveni and Monica (2018:450) considered the following practices: employee empowerment, skills development, incentives and recognition, and work engagement as practices that will influence the performance of the employees. Recruitment and selection, training and development, compensation and benefits, as well as performance appraisal were the practices considered by Alusa and Kariuki (2015:72), El-Ghalayini (2017:66), Jouda *et al.* (2016:1080), as well as Hameed and Mohamed (2016:35) in their studies. It is evident from the above that different researchers consider different practices in their studies.

In the late 1990s, researchers in the HRM field have started considering the HRM practices as a system by considering a group or aggregation of the HRM practices instead of the individual practices. The researchers have identified some practices, grouped them into some groupings, and called them high performance work systems (HPWS) and high-commitment human resource practices (HC-HRM).

High-performance work systems (HPWS) are defined by Bowen and Ostroff (2004:203) as “bundles of HR practices that facilitate employee involvement, skill enhancement and motivation.” Muduli (2015:243) defined HPWS as a combination of the human resource management practices that will impact the employees’ attitudes positively and therefore the positive performance outcomes of the organisation.

Jyoti and Rani (2019:166), and Bui (2016:1005) contend that HPWS comprises a bundle of HR practices that will enhance the employees’ abilities, increase their motivation and enhance their opportunities. In other words, HPWSs are bundles of HRMP that are aimed at ensuring that employees are better skilled, have motivation, and have ample opportunities to excel when these high-performance HR practices are aligned and integrated. The HPWS is closely aligned to the AMO (abilities, motivation and opportunity) theory. The AMO theory states that for employees to perform well in their jobs, the system has to attend to the employee’s ability, motivation and opportunity (Armstrong, 2014:41). Well-trained and skilled employees will perform better in their duties; they also need to be motivated to go the extra mile and there should also be opportunities for them to excel (Marin-Garcia & Tomas, 2016:1040).

The main objective of the HC-HRM is to increase organisational effectiveness by inducing employee commitment (Rubel *et al.*, 2018:316; Nam & Lee, 2018:674; Domínguez-Falcón *et al.*, 2016:494). By practising high commitment HRM practices, organisations will be able to allow employees to identify more with the organisation and make employees more willing to put an extra effort into the achievement of the organisation’s goals (Rubel *et al.*, 2018:316). The same authors also indicated that the employees’ perceptions of HC-HRM will be reflected through the change in their attitudes. Domínguez-Falcón *et al.* (2016:505) also indicate that organisations promote HC-HRM practices to imply that they care for their staff by fostering commitment over a long time and retaining the services of these employees.

As indicated above, the high commitment practices are there solely to try to make the employees happy and to try and retain the skilled and experienced employees.

Guest (2017:22), Kowalski and Loreto (2017:2229), as well as Cooper *et al.* (2018:85) feel that the HRMP bundles are more concerned with the performance of the organisation rather than the employee wellbeing. In fact, they view these practices as contributing to the stress and burnout of employees. Guest (2017:23) suggests practices that are oriented towards the wellbeing of employees.

The bundling of the human resource practices has no boundary, but according to Sanders and Lin (2016:33), they should include employment security, selective recruitment, training and development, involvement, performance management incentives and teamwork. El-Ghalayini (2017:66) defines human resource practices as organisational activities involving recruitment and selection; training and development; compensation and benefits; and performance appraisal. Koç *et al.* (2014:178) also considered recruitment and selection; training and development; compensation and benefits; and performance appraisal in their study to determine the relationship between HRMP and employee attitudes. Job satisfaction and commitment were the two attitudes that they investigated in their study. Liggans *et al.* (2019:414) considered selection, performance appraisal, compensation, and training and development in their study to examine the relationship between organisational inclusions, human resource practices, trust in leadership, and organisational commitment among military veterans and nonveterans in federal agencies. They found that human resource practices had a greater influence than organisational inclusion on organisational commitment.

From the literature that was considered, the most common human practices considered are recruitment and selection; training and development; compensation; performance appraisal; and performance rewards. A brief exploration of each follows below.

2.3.1 Recruitment and selection

This process starts by examining the staffing plan and is followed by the identification of the positions to be filled (Jibrin-Bida *et al.*, 2017:43). Then, the advertising for the position will follow, after which the suitable candidate will be identified and appointed. Recruitment and selection are about matching people to a job within an organisation. According to Koç *et al.* (2014:178), recruitment and selection are about bringing

employees to the organisation with the required skills for the job at hand. This process involves all the steps such as advertising, selecting the possible candidates, interviewing the shortlisted candidates and then selecting the candidate to fill the post.

2.3.2 Training and development

Training is defined as the methodical attainment and development of the knowledge, skills, abilities and other characteristics (KSAOs) required by employees to effectively perform an assigned job and thereby increasing organisational performance (Hong *et al.*, 2012:65; Jibrin-Bida *et al.*, 2017:43). This includes the induction of newly recruited employees, on the job skills, leadership skills, and professional training. The skills acquired during this stage will equip the employee to perform better in his/her current position and equip them with the skills and expertise for future growth (Mayhew, 2018:1). Mentoring can also be utilised to provide an employee with an impartial source of support and learning (Woods & West, 2014:294). Career coaching can also be effective when it comes to career development and advancement. Its main objective is to support employees in making informed decisions about their career development and direction that they want to take, as well as offer various tools that they can use to achieve them (Tartakovsky, 2018:1).

2.3.3 Compensation

Compensation is defined as the process of providing cash and non-cash payments to employees for the work they have performed (Hassan, 2016:16). Compensation may include normal pay, other payments, bonuses, allowances, shares in the company, and fringe benefits. Jibrin-Bida *et al.* (2017:44) define compensation as the HRM practice that deals with all types of payments that are paid to employees in exchange for work that they have performed at the organisation.

Some organisations use high compensation and benefits to recruit and retain skilled employees (Hassan, 2016:16). Compensation and benefits are not the only things employees consider to stay with the organisation, as indicated in the employees' commitment studies that will be discussed later in the report.

2.3.4 Performance appraisal

The process of measuring or evaluating someone's performance at work on the tasks that were assigned to the person is referred to as performance appraisal (Woods & West, 2014:243). Performance appraisal enhances professional growth as it pinpoints the areas that the employee must improve (Hassan, 2016:17). There are several ways in which an employee can be appraised, for example sending a questionnaire to the employee's colleagues. The problem with this kind of appraisal is that it is very subjective; some colleagues might not like the employee and evaluate them negatively. Results-based appraisal is where the employee has to meet pre-set objectives and goals. With this method of appraisal, the employee and the manager have to agree beforehand on the goals to be achieved, after which it is up to the employee to perform.

2.3.5 Performance rewards

This is the reward the employee receives over and above the rewards that they get for work; these are the rewards linked to the employee's performance. You get the award if your performance is satisfactory and above expectations. Employee rewards are there for the sole purpose of attracting and retaining skilled employees for the organisations to attain or maintain a competitive advantage over their competitors (Edirisooriya, 2014:311). In the study by Edirisooriya (2014:311), it was found that performance pay and recognition were the most important and influential for employees. The rewards can either be intrinsic or extrinsic. Extrinsic rewards are tangible and external to the employee's job, they are determined by the organisation and they could be the remuneration, promotion, bonus or other benefits. Intrinsic rewards, on the other hand, are intangible and personally satisfying outcomes and they include feelings of achievement or feelings of pride.

2.4 Employee attitudes

Employee attitudes refer to the behaviour of individuals in their work environment or towards their jobs. Managers always want to know if their employees are happy and satisfied and to determine whether employees are also productive. Therefore, the attitudes of the employees at their workplace can contribute significantly to the organisation; the impact could either be negative or positive depending on several

factors of which some will be discussed here. According to Woods and West (2015:92), two significant work-related attitudes are job satisfaction and commitment. In this study, the researcher will be assessing the influence of the human resource practices on employee attitudes, which, in turn, will have an influence on the performance of the organisation.

Several studies have been conducted to determine the relationship between HRMP and employee attitudes. Domínguez-Falcón *et al.* (2016:494) and Koç *et al.* (2014:178) conducted their study to determine the influence of the HC-HRM practices on commitment and job satisfaction. The results of their studies confirmed that the development of high-commitment HR practices in their respective study areas has a positive and significant effect on the employees' attitudes; in this instance, organisational commitment and job satisfaction.

In Steyn *et al.* (2017:1), it is indicated that the HRMP has a dual purpose in organisations – the first one is to improve the performance of the organisation and its efficiency and the second one is to improve the employees' behaviour and attitudes. Their study was to determine the effects of HRMP on the employees' affective commitment in private and public as well as the state-owned entities. Their study indicated that there is a positive link between HRMP and OC. They further indicate the way for the HRMP to be more effective; they must be more transformational instead of being more transactional (Steyn *et al.*, 2017:7).

Job satisfaction, organisational commitment, motivation and intention to stay are the attitudes that will be considered.

2.4.1 Organisational commitment

Organisational commitment is the connection that employees experience with their organisation and want to be associated with the organisation. Therefore, employees who are committed to the organisation have a feeling of being connected to the organisation and feel that the organisation's objectives and goals are similar to theirs. Recently, researchers have started to take the person-centred approach to assess how affective, normative and continuance commitment mind-sets relate with the three-component model of the organisational commitment (Meyer *et al.*, 2018:1204). According to this approach, it is argued that each employee can experience each of the

three basic commitment mind-sets to varying degrees. Consequently, the need to classify the respondents/employee according to each employee's commitment arises; thereafter, the commitments to the organisation can be determined. Meyer and Allen (1991:61) identified three components of commitment:

2.4.1.1 A desire (Affective commitment)

Affective commitment has to do with how deep employees are emotionally attached to an organisation, which includes accepting the values of the organisation and the willingness to remain in the employ of the organisation (Woods & West, 2015:93). It also indicates the extent to which employees want to remain at the employ of the organisation. Employees will normally be aligned with the organisational values and goals, and they feel that they fit into the organisation and are content working at the organisation. Affective committed employees feel that they are valued, act as representatives for the organisation, and are a great resource to the organisation (van der Werf, 2018:1). According to Andrew (2017:2), "affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability".

2.4.1.2 A need (continuance commitment)

Continuance commitment has to do with how much employees feel that they need to stay with their current organisation. Continuance committed employees feel that by moving from the organisation they might not get employed elsewhere and the cost of leaving might be too high (Woods & West, 2015:93). The other reasons why employees are continuance committed to the organisation could be fear of losing salaries and benefits and their standing within the community and their families. Such employees stay with the company because they are tied in (van der Werf, 2018:1). Furthermore, employees develop a commitment to the organisation solely because of the social exchange theory, whereby they give a service to the organisation in the form of labour and they expect some payment and benefits in return (Andrew, 2017:2).

2.4.1.3 An obligation (normative commitment)

Normative committed employees feel obligated to remain in the employ of the organisation despite feeling dissatisfied with their job or not happy with the direction the organisation is taking (Woods & West, 2015:93). Employees who are normatively committed generally feel that they should stay with their current employer because by them leaving, it will be disastrous for the organisation.

The most effective commitment for organisations is affective commitment (Amah & Oyetunde, 2019:4); as such, affective commitment will be the one considered in this study. Organisations should aim to encourage affective commitment from their employees because such employees become an asset for competitive advantage.

In the study by Purcell (2014:23), they conducted a study analysing factors that were associated with organisational commitment and they found that most of the factors were more geared towards engagement. The following are the strongest factors, in descending order, that were identified:

1. Trust in management by employees
2. Job satisfaction
3. Employees involvement in decision making
4. Working relationships between supervisors and staff
5. Remuneration
6. Job involvement
7. Sense of achievement from work.

From the above factors, it is evident that the employees are more concerned with affective commitment.

2.4.2 Job satisfaction

Woods and West (2015:92) define job satisfaction as “an evaluative state that determines contentment with and positive feelings about one’s job.” Bastida *et al.* (2017:325) define job satisfaction as the overall assessment of a person’s job and is indicative of the quality of one’s experience with one’s job. According to AlZalabani and Modi (2014:2), a satisfied employee can increase the productivity of an organisation by

having fewer distractions, which can be caused by absenteeism, or turnover. In their study, the researchers linked job satisfaction to absenteeism and turnover, while some researchers link job satisfaction to motivation and commitment.

Omar *et al.* (2017:95) and Sobaih *et al.* (2019:1) explain the HRMP and job satisfaction relationship in terms of the social exchange theory. Their assertion is that, by organisations having favourable HRMP, it would be indicative to the employee that the organisation cares and is committed to their wellbeing. This will, in turn, result in the development of positive attitudes, such as organisational commitment, motivation and job satisfaction from the employees. The authors further indicated that organisations having HRMP concentrated on employees indicate the organisation's investment in the growth and professional development of its employees.

Woods and West (2015:92) indicated that there are three factors that contribute to job satisfaction. The three factors are personality and dispositions – appraisal of the actual job positively or negatively; job characteristics – these are other aspects related to being employed at that organisation, for example the company offers flexible working hours; and distributive justice – people feel that they are treated fairly compared to the others in the organisation (See Figure 1 below).

Sobaih *et al.* (2019:1) investigated the positive role of the psychological contract fulfilment as the mediating component between the high performance HRMP and job satisfaction, organisational citizenship behaviour and job performance. Their study indicated that there is a positive relationship between the HRMP and job outcomes, which, in this case, are job satisfaction and organisational citizen behaviour.

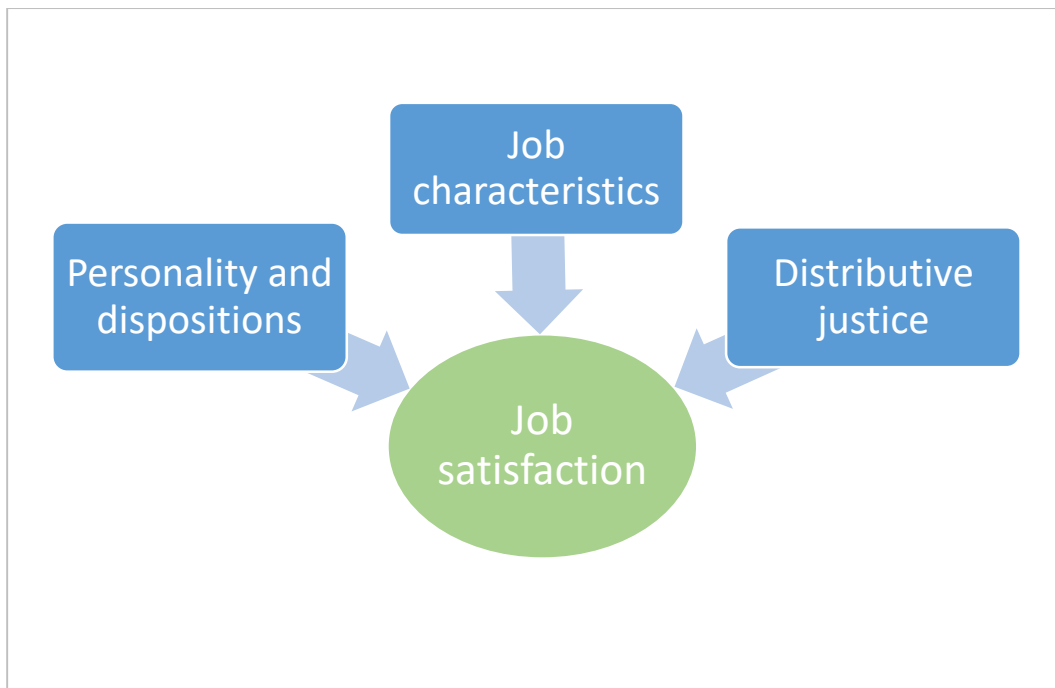


Figure 2-1: Factors contributing to job satisfaction

2.4.3 Motivation

Motivation is defined as the process that accounts for an individual to initiate work-related behaviour and to determine its form, intensity, direction and persistence of effort in completing the process (Woods & West, 2015:121).

Motivation can be classified into two primary categories, which are intrinsic and extrinsic motivation.

Extrinsic motivation can be viewed as external and tangible factors, which can be determined in monetary terms, such as salary, benefits, promotions and other incentives. Intrinsic motivation is said to be a natural human tendency, in that people will actively strive towards doing things that are interesting or fulfilling. Intrinsic motivation, on the other hand, is intangible and leads to internal factors such as job satisfaction and organisational commitment. Both internal and external motivation cannot be viewed separately as both contribute to the motivation of individuals (Armstrong, 2014:240).

“HR practices such as job security, performance-related pay, career development, and fairness or equality of treatment are considered extrinsic motivators. The HR practices categorised as intrinsic motivators were job enrichment, participating in decision-making, individual appraisal, and professional development” (Byremo, 2015:19).

There are several theories that have been advanced by scholars in determining why people are motivated (Woods & West, 2015:36). Some of the well-documented theories are Maslow's hierarchy of needs, Alderfer's ERG theory, Herzberg's two-factor theory, and McClelland's theory.

2.4.3.1 Maslow's hierarchy of needs

Maslow (1954:2) stated that "Scientists are motivated, like all other members of the human species, by species-wide needs for food, etc.; by needs for safety, protection, and care; by needs for gregariousness and for affection-and-love relations; by needs for respect, standing, and status, with consequent self-respect; and by a need for self-actualization or self-fulfilment of the idiosyncratic and species-wide potentialities of the individual person., states that people are motivated to fulfil their needs."

From the quote above, Maslow's hierarchy of needs was developed, which includes physiological, safety, social, esteem and self-actualisation. These needs are ordered in a hierarchical form, meaning the lower ranked needs (physiological) have to be satisfied first before the higher needs (self-actualisation) can be satisfied. See Figure 2 below (Khan, 2016:36; Woods & West, 2015:122).

Level 1: Physiological needs

Physiological needs are the basic physiological needs that one must meet for one's daily survival. These needs include food to eat, water to drink, and air to breathe.

GENERAL REWARDS	NEEDS LEVELS	ORGANISATIONAL FACTORS
Growth Advancement Creativity	self actualisation	Challenging job Achievement Advancement
Self-esteem Self-respect Prestige	Esteem	Job title Prestige Social recognition
Love Affection Belongingness	Social	Working relations Professional associations Compassionate supervision
Safety Security Stability Protection	Safety	Occupational safety Job security Pension Union
Food Water Shelter Sleep	Physiological	Pay Good working conditions Benefits

Figure 2-2: Maslow's hierarchy of needs

Source: adapted from Khan (2016:36)

Level 2: Safety needs

Once the physiological needs have been met, you move to the next level, which is the need for safety. This will include freedom from physical and psychological harm, wars, natural catastrophes, and violence.

In the workplace, it includes job security, a safe working environment, and having a provident or a pension fund to rely on in old age.

Level 3: Social needs

The next level of needs will be to satisfy one's social needs. These will be the need to belong to either a family or friends, and to be in a relationship. In the workplace, you will need to affiliate with workgroups and professional groups.

Level 4: Esteem needs

Once the lower three levels of the hierarchy have been met, your self-esteem becomes more important in influencing and shaping your behaviour. Esteem needs are needs

associated with status and self-importance. At this level, one is motivated by achieving higher standing in society, getting recognition, being respected and feeling good about one's achievements and recognition.

Level 5: Self-actualisation needs

Self-actualisation is the desire to realise one's capabilities and talents; and becoming the best that one can become. It is about mastering what you might be doing to the best of your abilities. This is the unique drive that motivates us to be the best.

2.4.3.2 Alderfer's ERG theory

Alderfer's theory of needs is similar to Maslow's hierarchy of needs. Instead of having five levels, it only has three levels (Wood & West, 2015:123). Unlike Maslow's hierarchy of needs, Alderfer is not ordered in any way because he believes people are motivated by all three at the same time.

- **Existence needs**, which include aspects similar to Maslow's physiological and safety needs.
- **Relatedness needs**; this one is similar to the social needs of Maslow's hierarchy. It also includes prestige and reputation, as well as esteem from others.
- **Growth needs** refer to self-esteem and self-actualisation from Maslow's hierarchy.

2.4.3.3 Herzberg's two-factor theory

Herzberg's theory is based on determining the sources of satisfaction and dissatisfaction at work (Armstrong, 2014:172; Wood & West, 2015:124). The theory consists of the motivation-hygiene theory, where hygiene is factors causing dissatisfaction at work, and motivators are those that promote satisfaction.

The hygiene factors are extrinsic things such as salary, work conditions, organisational policies and procedures. Motivators are intrinsic things such as a sense of achievement, advancement and promotion, recognition and many other factors. Hygiene factors, compared to motivation factors are seen to be less important to job satisfaction than motivation factors. Hygiene factors are there for the sole purpose of negating unpleasantness.

Herzberg's Two Factors

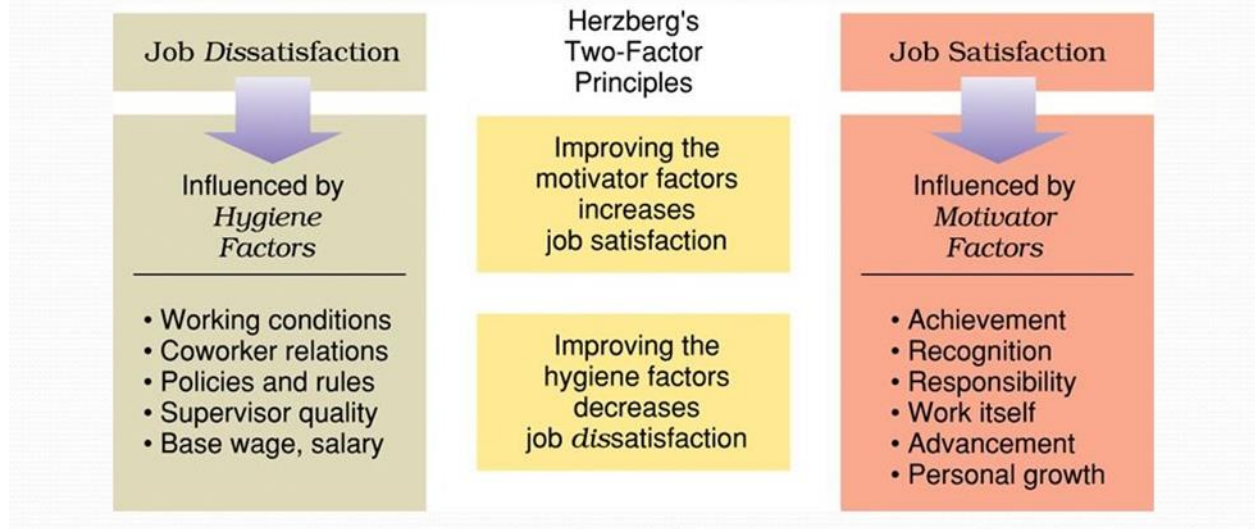


Figure 2-3: Herzberg's two-factor theory

Source: ZiqingZhou (2017:3)

2.4.3.4 McClelland's theory

The previous three needs theories adopt a uniform view of what motivates people. They suggest that all people are motivated to fulfil similar needs. This is where McClelland's differs from the other three (Woods & West, 2015:124). He suggests that motivation stems from traits such as inner needs for achievement, affiliation and power.

- **Need for achievement** – need for a drive to excel and achieve success
- **Need for affiliation** – need to develop interpersonal relationships and power
- **Need for power** – need to control or influence the other's behaviour

2.4.4 Intentions to stay

Organisations spend a great deal of money and time when skilled and experienced employees voluntarily resign, because the employee was trained and assisted to acquire the skills required. When an employee resigns, a replacement employee will

have to be hired and trained; the vacancy will have to be advertised. Most organisations strive to keep their most skilled employees at their organisations.

Employee turnover hinders the organisation's effort in achieving its goals, as well as the performance of the organisation, and damages the organisation as a whole (Shahid, 2018:59). In their work, Alfes *et al.* (2013:5) considered employee engagement as a mediating variable between perceived HRMP to OCB and intentions to stay. They argue that engagement alone might not be enough for employees to act in such ways to benefit the organisation; there might be some other contextual factors in the work environment that are likely to influence the employee to enact the OCB and stay with the organisation. They concluded that OCB acted as a mediating variable between perceived HRMP and OCB and turnover intentions.

Hong *et al.* (2012:61) state that to explain factors contributing to employees' intention to stay, it is important to consider motivational factors because he believes motivated employees tend to stay with the organisation. In their study, they considered employee empowerment, training and development, appraisal systems and compensation as motivators for employees' intentions to stay. They concluded that all the factors they considered were positively related to employees' intention to stay.

In another study, Emiroğlu *et al.* (2015:385) took a different route by considering demographic data (age, gender, marital status, and education) and other factors such as tenure, salary and position in determining the intentions to stay, or conversely, employee turnover intentions. They found that the demographic data and the other factors stated above are determinants of employees' intention to quit.

The reasons why employees quit their jobs can generally be divided into three categories; work-related factors (e.g. job satisfaction, organisational commitment, salary), individual factors (e.g. age, gender, marital status, education), and external factors (e.g. trust, unemployment rates, equity and perceptions of employment) (Emiroğlu *et al.*, 2015:386).

As indicated earlier, the success of organisations lies in the quality and capabilities of their employees; therefore, organisations must strive to retain this valuable resource.

2.5 Human resource practices and employee attitudes

Many researchers have been preoccupied with determining the relationship between HRM practices and organisational performance (Alusa & Kariuki, 2015:72; Muduli, 2015:239; Hassan, 2016:15; Bastida *et al.*, 2017:324; El-Ghalayini, 2017:65). They were only interested in determining whether there is a positive relationship between the two, but not the cause of that relationship. Some researchers believe that the cause of the positive outcomes was due to the change in the attitudes and behaviour of the employees.

As a precursor to the change in behaviour (Coelho, 2015:1070; Kehoe & Wright, 2013:366; Khalid & Ilyas, 2014:71; Amah & Oyetunde, 2019:4), it has been suggested that the perception of the employees on the human resource practices is the major contributor. They argued that the practices could be there, but if the employees do not see their value and benefits, they will remain there on paper. Furthermore, they indicate that once the employees' perceptions about the HRM practices have changed, then positive attitudes and behaviours will emanate from them. Bowen and Ostroff (2004:204) are of the view that HRM systems are there to influence employee attitudes and behaviours. They go on to indicate that what is required is a strong HRM system that will be sending unambiguous messages to employees and consequently change their attitudes.

In the book by Armstrong (2014:91), it is indicated that the explanation of the impact of HRM practices is based on three propositions:

- 1) That HR practices can make a direct impact on employee traits such as employee engagement, commitment, motivation, job satisfaction and intention to stay;
- 2) If employees have these characteristics, the chances are high that the organisational performance in terms of productivity, quality and the delivery of service will improve;
- 3) If the aspects listed in 2 above improve, then the financial results achieved by the organisation will also improve.

In the current study, the researcher will be investigating the influence of the human resource practices on employee attitudes of a metropolitan municipality. The EA that will

be considered is motivation, job satisfaction, organisational commitment and intention to stay. As will be evident from prior studies that have been undertaken, different researchers investigated different employee attitudes.

El-Ghalayini (2017:65) conducted a survey and follow-up interviews on one of the largest inter-governmental organisations (IGO). The researcher argues that HRM practices have an indirect contribution to the performance of the organisation. Instead, the change of the employee's attitude does have an impact on the performance. Therefore, the researcher's study considered motivation, job satisfaction, commitment and intention to quit as the dependent variables. The study found that even though there is a positive relationship between practices and worker attitude, there are some other factors contributing negatively or positively in addition to practices.

Similar to the study carried by El-Ghalayini above, Domínguez-Falcón *et al.* (2016:505) conducted a study to determine the performance in relation to commitment and satisfaction between managers and supervisors in the hotel industry in Spain. It was found that the high-commitment HR practices have a positive relation with the commitment and satisfaction of both groups. Furthermore, the supervisors were found to be more committed than the managers because they usually deal directly with the customers. In this study, two different questionnaires were distributed to 68 managers and 296 supervisors. The questionnaires used the Likert scale to measure high commitment HR practices, which were listed as recruitment and selection, training and development, performance appraisal, compensation, communication, and empowerment.

Steyn *et al.* (2017:1) followed the same route, where they investigated human resource practices and organisational commitment. The study was carried out on three different sectors, viz. public, private and state-owned entities in South Africa. The HRM practices that were considered were: training and development, remuneration, performance management, supervisor support, staffing, diversity management and communication, and information sharing. The ANOVA and regression were used to analyse the data. In this study, it was found that there is a positive relationship between HRM practices and organisational commitment, but it was sector specific. Cafferkey and Dundon (2015:666) took a different route wherein they investigated the HRMP and the

organisational climate to determine the outcome. The findings indicated that organisational climate plays a crucial role as a mediating factor and is often neglected as a causal factor. Correlation and regression were used to analyse the data. The findings do confirm that organisational climate is indeed a mediating factor between employees and performance. This also confirms that rather than looking at the practices and outcomes, we need to focus on improving employee attitudes.

According to Nassar (2018:2), “Organisational commitment is a good indicator of whether the HRM practices in an organisation can foster psychological links between organisational and employee goals.” In the quest to determine the effect of the HRM practices on organisational commitment, Nassar (2018:1) conducted a survey with 254 employees in nine four-star and five-star hotels from Cairo and Alexandria. The following practices were considered: hiring, training and development, remuneration, performance appraisal and communication. They were all positively and significantly linked to their commitment. The method of partial least squares-structural equation modelling was used to analyse the data.

Khasawneh and Madanat (2018:1) conducted a study at banks in Jordan. The purpose of the study was to establish whether the HRM practices influence employee job satisfaction. Five hundred and forty (540) questionnaires were distributed, 406 were returned. Recruitment, training and development, performance management and remuneration were the practices that were considered. It was found that all the practises contributed positively to employee satisfaction. The data were analysed using descriptive statistics; ANOVA and SPSS were used for the regression. In the study by Coelho *et al.* (2015:1070), the researchers were interested in finding the impact of the HRM practices on the organisational performance, but indirectly with organisational climate as a mediating factor. They also wanted to develop and validate a questionnaire to measure it. They felt that rather than looking at the individual practices, they considered organisational climate, which they believe will impact positively on the performance of the organisation. They argue that a strong HRM system will enhance employee attitudes and behavioural patterns, such as motivation and commitment, and thereby improve the performance of the organisation. They developed a questionnaire that can be used to measure the strength of the HRM system.

In the studies by Boselie *et al.* (2005:68), O’riordan (2017:17) and Vermeeren *et al.* (2014:2), the authors agree on three perspectives on the HRMP and organisational outcomes. They indicate that HRMP outcomes can be measured from financial, organisational and employee (HR) outcomes.

- **Financial performance** will include profit, sales, market value and market share.
- **Business/organisational outcomes** will include productivity, quality, efficiency and customer satisfaction.
- **HR outcomes** will include traits such as engagement, commitment, motivation, skills and job satisfaction.

Figure 2.4 below gives the outline of the HRMP and organisational outcomes as highlighted above.



Figure 2-4: Impact of HRM on organisation performance

2.6 Conclusion

For organisations to thrive in their daily operations and to remain competitive or have a competitive advantage over their competitors, they need to have a skilled and committed workforce. To achieve this, over and above the knowledge and skills that the employees must have, the employees must be satisfied with their jobs, committed to their jobs and the organisation, motivated to perform the given task and not intend to leave the employ of the organisation.

As indicated in the literature above, effective human resource practices are required to send unambiguous messages to the employees that the organisation has their interests at heart and the employees will perform as required.

CHAPTER 3 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter gives the methodology that was followed in the study. It will include the population and sampling techniques utilised to determine the sample. The construction of the instrument used for the data collection will also be explained.

The data collection process will be indicated, including the ethical aspects related to the data collection and the statistical data analysis methods to be applied will also be highlighted in this chapter. The demographic data that was collected will be summarised and explained.

3.2 Research paradigm

The research will follow the positivist philosophy. The reason for this is based on the fact that this paradigm postulates that natural science can be used to research and understand social reality (Bryman, 2014:12). In this study, the researcher will be studying human behaviour (employee performance) given a set of human resource practices that the organisation has for the employees. This philosophy follows the deductive method, where the researcher starts with the theory and then gets to the research.

3.3 Research method

The research type for this study is quantitative. In quantitative research, one uses measurable data to formulate the facts and uncover patterns in that research. As stated by Creswell (2012:10), in quantitative data collection, one uses an instrument to measure the variables in a study. An instrument is a tool for measuring, observing or documenting quantitative data. Because this research sets to determine the relationships among variables, the quantitative method is best suited to analyse such data.

The researcher used regression analysis and correlation to determine the relationship(s) between variables (Kumar, 2014:30). The researcher also utilised

descriptive data such as means and standard deviations to further analyse the data and provide more meaning to the collected data. By using the quantitative technique, the researcher detaches him-/herself from the subjects; as such, it is objective as compared to the qualitative approach.

3.4 Research design

The cross-sectional method was used to collect the data. With the cross-sectional approach, the researcher is able to determine the existing issue or phenomenon at a point in time, by researching part of the population (Kumar, 2014:106). The researcher managed to obtain a snapshot of the situation at a point in time. The data that was obtained has been analysed and the relationship between the variables at that point in time will be revealed. The advantage of following this approach is that it is inexpensive because a survey was conducted at that time. In a cross-sectional study, the researcher was able to gather data from different groups at the same time. In this method of study, the researcher did not have to make follow-up observations or measurements (Bryman *et al.*, 2014:106).

3.5 Research processes

3.5.1 Population

A population is defined as the universe of units from which a sample can be drawn (Bryman *et al.*, 2014:381). Therefore, a population is the whole set of subjects who can possibly be included in one's research. It is stated that one can determine the population from the research topic; for this study, the population is the employees of a metropolitan municipality.

The population is all the current employees the City of Joburg Municipality.

3.5.2 Sampling method and sample size

From the population, you might need to get the sampling frame, which is a subset of the population and it is from the sampling frame that one is going to get the sample. A

sampling frame in this instance could be the employees from one or two departments from the Johannesburg Metropolitan Municipality, depending on the research.

From the sampling frame, the researcher can then select the sample. For this research, convenience and purposive sampling was followed, both of which are non-probability sampling methods. It was deemed convenient to access the respondents, and only the respondents who have emails were targeted.

The questionnaires were sent to employees in the Development Planning department who have access to email. The reason for using these two sampling strategies is to save time as compared to using probability sampling. There are currently 360 full-time employees at the Development Planning department. From these employees, convenience sampling was used to send the questionnaires to the employees via email, and this was followed up with emails for those who might not have completed their questionnaires.

From the emails that were sent, 91 questionnaires that were considered usable were received back.

3.5.3 Data collection instrument

Data was collected via an instrument that has already been developed. When one is conducting quantitative business research, there are criteria for evaluating the research. As stated in Bryman *et al.* (2014:36), the criteria that are used to evaluate the quantitative research are reliability, replicability and validity.

The main instrument that was used is the Human Resources Management Policies and Practices Scale (HRMPPS): Exploratory and Confirmatory Factor Analysis questionnaire (Demo *et al.*, 2012:404).

The following articles and dissertations were also used in the compilation of the instrument. A study on factors affecting the turnover intention of hotel employees (Chun-Chang, 2012:870); the research was conducted in Taiwan.

Job satisfaction and intention to leave the current job among expatriate teachers in three private schools of Dubai (Khan, 2016:69). The research was conducted in Dubai.

The questions in the current questionnaire were reduced in order to reduce the size of the questionnaire in order to try and increase responses. See Addendum A for the instrument.

3.5.4 Data collection

Questionnaires were sent via email to employees within the Development Planning department of the City of Joburg.

With assistance from the staff at the NWU Statistical Consulting Services unit, a Google Forms version of the questionnaire was created and was added as a link in the body requesting the respondents to complete the survey.

When the respondents open the email, the purpose of the study was highlighted and the consent of the respondent was sought and they had to consent to indicate their willingness to continue with the survey. See Annexure D.

They then complete the questionnaire by clicking on the box next to the answer they wish to select.

Once the questionnaire is completed, they will then click on the submit button to send the completed questionnaire back.

3.5.5 Data analysis

For the data analysis, the assistance of the NWU Statistical Consultation Services was sought. The SPSS software package was used to analyse the data.

Once that has been done, the data will be processed; the output of the data was then summarised and reported into two main categories, namely univariate analysis and multivariate analysis (Bryman *et al.*, 2014:312).

For the univariate analysis, the following methods were utilised:

- Frequency tables
- Diagrams (pie charts and bar graphs)
- Measures of the central tendency (means or average)
- Measures of dispersion (standard deviation)

For the multivariate analysis, the exploratory factor analysis (EFA) will be utilised. Exploratory factor analysis is used to determine the factor structure of a measure and to determine its internal reliability (Yong & Pearce, 2013:80). This technique is used to group variables under consideration in order to reduce the number of variables to consider. This procedure views the variable to be patterned and related, and because there are latent constructs that are not included, the analysis seeks to include those latent constructs. According to Yong and Pearce (2013:88), to use the exploratory factor analysis, the following has to be determined first:

- The correlation of the data must be determined – the relationship between two or more variables ($-1 \leq r \leq 1$)
- Bartlett's test of sphericity – to confirm that the data has patterned relationships (significant level of $p < 0.05$).
- The Kaiser-Meyer-Olkin (KMO) used to measure whether the sample is adequate (cut-off above 0.50) and the diagonal element of the anti-correlation matrix that has the 'a' superscript cut-off of above 0.50.
- The eigenvalues and scree test (i.e. scree plot) are used to determine how many factors to retain.

Once all of the above have been determined, the factors were then grouped, named and interpreted.

Finally, Pearson's coefficient of correlation was calculated on the factors generated for the data.

The reason why these techniques were chosen is because the researcher wants to determine relationships among several variables and there are latent constructs that are not included and this modelling technique determines those latent constructs and includes them in the analysis, giving your results the much needed weight of reliability.

3.5.6 Ethical considerations

In this research, the following ethical issues were adhered to:

- The researcher was granted permission from the organisation to conduct the research on condition that the respondents remain anonymous. See Addendum B for the permission letter.
- The request to conduct the research was granted by the University and the ethical clearance number was provided (NWU-01332-19-A4). See Addendum C.
- The purpose of the research was indicated to the respondents and the respondents were requested to consent to participation by clicking a Yes on the consent question. See Addendum D and Addendum E.
- No information regarding the respondents was supplied as the questionnaire survey was conducted via Google Forms and only the responses were received.
- The privacy of the data will be ensured and maintained by keeping it within a secured server.
- No raw data will be supplied or handed to the organisation; only the completed report will be made available.

3.6 Limitations of the research

The research will be focusing on the current employees of the departments within the metropolitan municipality. The target population will be the Development Planning department of the City of Johannesburg Municipality.

The research can only be generalised to the employees of the core administration of the municipality. It will not be including employees from all of the municipality's entities. The research will also be focusing on the objectives and the practices listed above.

The researcher assumes that a high percentage of the respondents will be truthful in completing the questionnaire and a significant number of respondents will respond to the research to be valid and generalisable.

CHAPTER 4: RESULTS AND FINDINGS

4.1 Introduction

This chapter deals with the analysis and interpretation of the survey data. The data was analysed and results were provided by the North-West University's Statistical Consultation Services and the data were analysed using IBM's SPSS software package.

The data was divided into two sections. The first section dealt with the demographic data and the second section dealt with employee attitudes; specifically, it dealt with commitment, job satisfaction, motivation and intention to stay. The results will be analysed for the two sections first.

Lastly, the relationship between the human resource practice and employee attitudes will be determined using factor analysis and correlation.

4.2 Demographic data

When the researcher was busy with the initial preparations of the survey, it was envisaged that the number of employees to be targeted was approximately 300. Out of this total, a response rate of at least 40% was expected, which would have been 120 responses. After the questionnaires were sent via email and several reminders were sent, a total of 91 responses were received, which represents a 30% response rate. According to Bryman *et al.* (2014:194), if a survey was based on a convenience sample, the low response rates could be less significant.

Nassar (2018:7) states that employees' commitment can be influenced by the individual's personal characteristics, such as age, gender and tenure.

Table 4-1 below gives an outline of the demographic data. Thereafter, each category is described in much detail later on.

Table 4-1: Summary of demographic data

Demographics	Sub-groups	Frequency	Percentage
Gender	Female	54	59.3
	Male	37	40.7
	Total	91	100.0
Age group	21-25	5	5.5
	26-35	45	49.5
	36-45	28	30.8
	46-55	10	11.0
	56 and older	3	3.3
	Total	91	100.0
Tenure	0-3 years	32	35.2
	4-10 years	31	34.1
	11-15 years	13	14.3
	16-20 years	3	3.3
	21 or more years	10	11.0
	Total	89	97.8
Highest Qualification	Degree	13	14.3
	Diploma	37	40.7
	Honours	23	25.3
	Less than matric	1	1.1
	Masters	9	9.9
	Matric	8	8.8
	Total	91	100.0

4.2.1 Gender distribution

Figure 4-1 below illustrates the age distribution of the respondents. From the figure, it is evident that the percentages of female respondents were higher than their male counterparts. If this is a true reflection of the entire workforce within the department and the municipality as a whole, then the municipality is on the path to achieving the 50/50 gender ratios as indicated by the national government. The Integrated Annual Report (2016:127) puts the ratio to be 49.9/50.1 female /male ratio of skilled employees in the city.

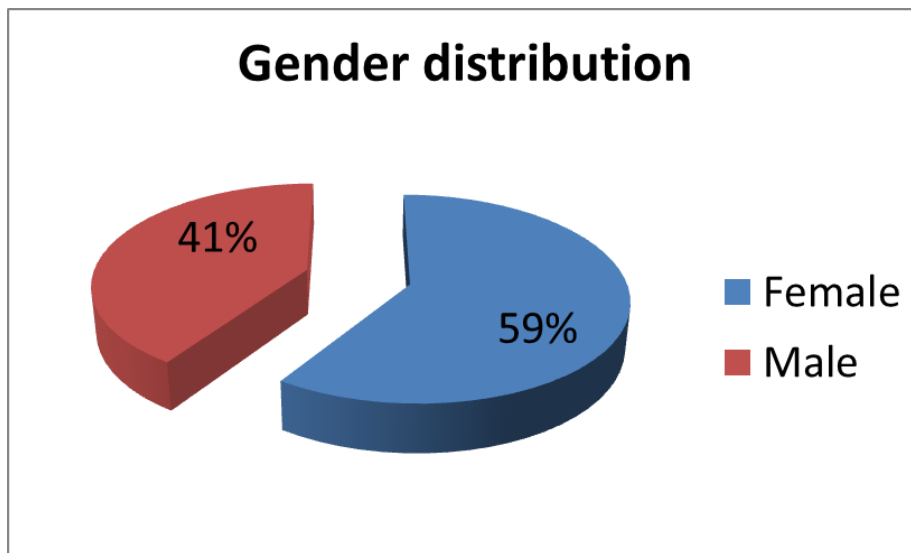


Figure 4-1: Gender distribution

4.2.2 Age distribution

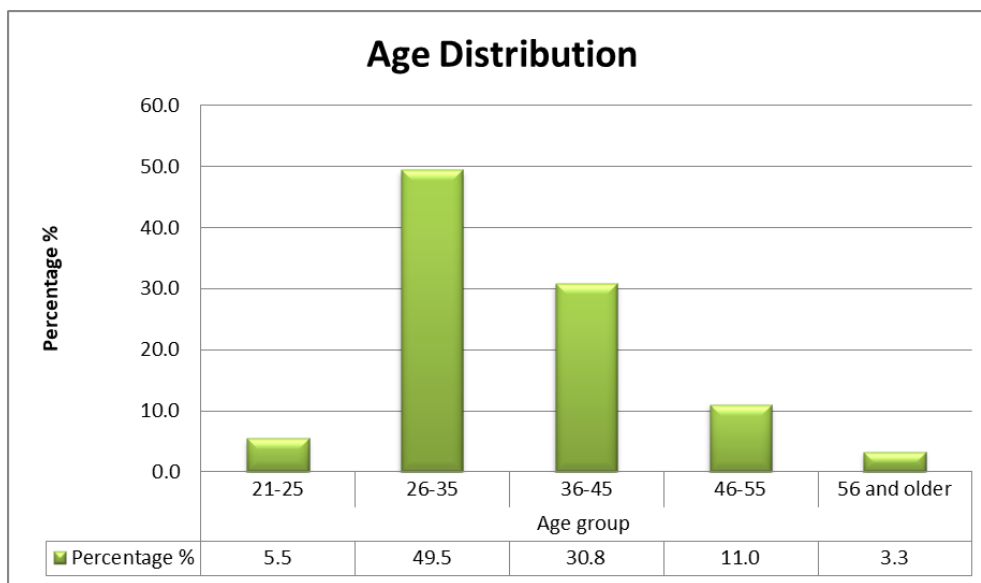


Figure 4-2: Age distribution

From Figure 4-2 above, one can tell that the majority of employees are young adults (55%) and middle-aged (30.8%). It is an indication the organisation has a fairly young workforce, which will be more productive and willing to learn new skills. According to Blomé (2018:3), individuals' productivity levels increase until they reach about 50 to 55 years of age and thereafter it will start to decline steadily due to factors such as health and work environment injuries. The organisation has a very small percentage of people

who are left with a few years to go on pension. The organisation has to ensure that there is skills transfer to the younger employees.

4.2.3 Employment tenure

Tenure represents one of the objectives of this study, which is to determine whether HRMP has an influence on the employees' intention to quit or stay. Figure 4-3 below gives us the employment tenure of the department. 69.3% of the employees have been with the department for 10 or fewer years, 14.3% for 11 to 15 years and 14.4 % have 16 or more years' experience.

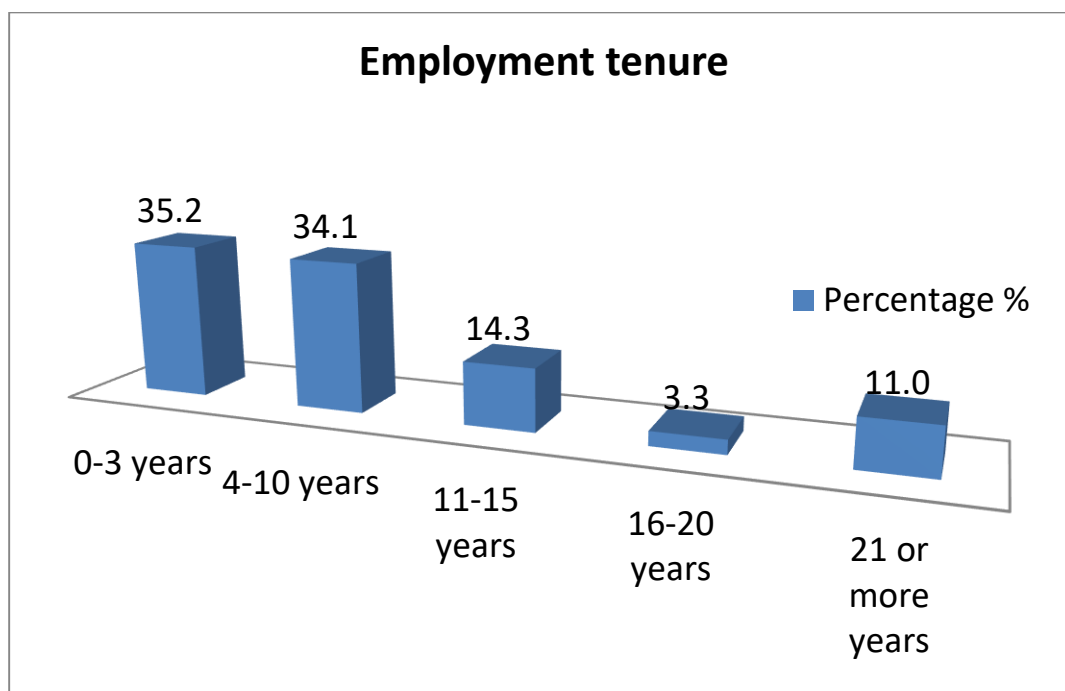


Figure 4-3: Employment tenure

The 35.2% three years or fewer are the group that is hopefully younger and with higher qualifications. This is the group that has to be monitored in terms of HRM policies and practices. They are young and feel that they deserve to be treated better. They are the Millennials and come with a different mind-set when it comes to working and work environments.

4.2.4 Highest qualifications

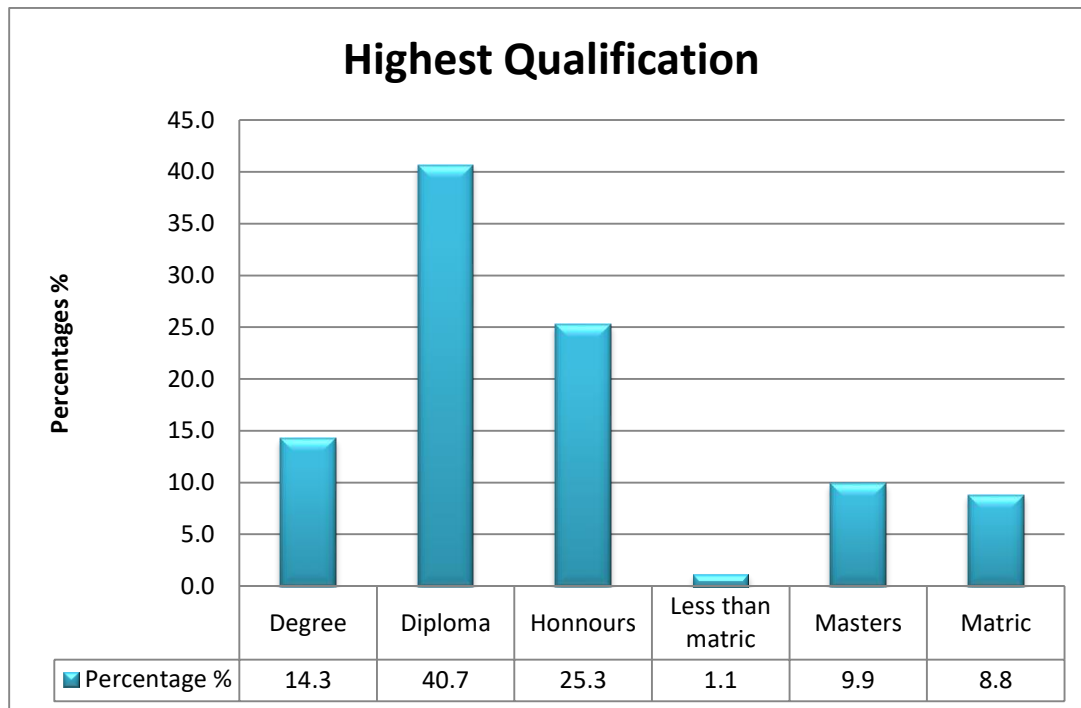


Figure 4-4: Educational levels

Figure 4-4 above shows the levels of education of the respondents. It can be seen from the graph that most of the employees have post-matric qualifications, which are 90.1% and those who have matric and less are 9.9%. This should not be surprising as the department is staffed by mainly skilled employees who either must have a diploma or a degree at the minimum.

The department has to try and up-skill the 9.9% who have matric or less than matric.

4.3 Descriptive statistics

Descriptive statistics are the analysis of the data and help to describe the patterns in the data and show the data in a summarised form. Descriptive statistics that are going to be considered here are the mean and standard deviation. The data will be presented for the four employee attitudes that were considered in the study.

4.3.1 Commitment

Table 4-2 Commitment

Possible Answers		FREQUENCY						
		Disagree (1)	Partially disagree (2)	Partially agree (3)	Agree (4)			
ITEM	QUESTIONS	PERCENTAGE				Missing	Mean	Std. Deviation
2.1	I am willing to put in a great deal of effort, beyond that is normally expected, in order to help this organization be successful.	2.2	0.0	23.1	74.7	0.0	3.70	0.587
2.2	I would accept almost any type of job assignment in order to keep working for this organization.	20.9	13.2	37.4	28.6	0.0	2.74	1.094
2.3	I find that my values and the organization's values are very similar.	5.5	9.9	47.3	37.4	0.0	3.16	0.820
2.4	I feel that I am emotionally attached to my organization.	26.7	17.8	27.8	27.8	1.0	2.57	1.162
2.5	I really feel as if the organization's problems were my own.	20.0	28.9	35.6	15.6	1.0	2.47	0.985
2.6	I feel a strong sense of belonging to this organization.	19.8	13.2	34.1	33.0	0.0	2.80	1.108
2.7	Even if it were to my advantage, I would not feel entitled to leave my organization now.	44.4	13.3	18.9	23.3	1.0	2.21	1.241
2.8	I would feel guilty if I were to leave my organization now.	48.4	13.2	15.4	23.1	0.0	2.13	1.249
2.9	It would be very difficult for me to leave this organization at the moment, even if I wanted to.	39.6	17.6	14.3	28.6	0.0	2.32	1.264
2.10	One of the major reasons I continue to work in this organization is that, I believe loyalty is important and therefore feel a sense of moral obligation to	35.6	20.0	18.9	25.6	1.0	2.34	1.210

The table above indicates the items, questions, frequencies, means and standard deviations for commitment. Because the Likert scale with four items was used, the mean is 2.5. From the table, for example, item 2.1 has a mean value of 3.7, meaning most of the respondents were agreeing with that item, since 3.7 is very close to 4. Still, on item 2.1, 23.1% said they partially agreed and 74.75% agreed and only 2.2% disagreed. Item 2.3 has a mean of 3.16, which is much closer to 3 (partially agree) and the percentage for the response was 47.3%.

From the table above, it is apparent that most of the employees are committed to the organisation. The lowest value of the mean was for item 2.8, with a mean value of 2.13,

which shows that many employees are borderline cases when it comes to leaving this particular organisation. Maybe management needs to engage more with the employees to ensure their continued stay at the organisation.

4.3.2 Job satisfaction

Table 4-3: Job satisfaction

Possible Answers		FREQUENCY						
		Disagree (1)	Partially disagree (2)	Partially agree (3)	Agree (4)			
ITEM	QUESTIONS	PERCENTAGE				Missing	Mean	Std. Deviation
2.11	My organization offers adequate opportunities for promotions.	46.2	15.4	18.7	19.8	0.0	2.12	1.200
2.12	My organization offers adequate opportunities for career development.	23.1	13.2	23.1	40.7	0.0	2.81	1.201
2.13	I feel that my organization values my contributions.	27.5	18.7	33.0	20.9	0.0	2.47	1.109
2.14	I feel my job responsibilities are clearly defined.	13.3	15.6	41.1	30.0	1.0	2.88	0.992
2.15	I feel my job utilizes my skills and abilities as much as it could.	20.9	18.7	33.0	27.5	0.0	2.67	1.096
2.16	I feel connected to my coworkers.	6.7	12.2	37.8	43.3	1.0	3.18	0.894
2.17	My working conditions (working hours, place of work, working methods, etc.) enable me to balance my private and professional life.	5.5	13.2	27.5	53.8	0.0	3.30	0.901
2.18	My organization cares about my professional development.	27.5	12.1	33.0	27.5	0.0	2.60	1.163
2.19	Promotions are decided on an equitable basis within my organization.	47.8	13.3	20.0	18.9	1.0	2.10	1.200
2.20	In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses etc.	39	17	24	20	1.0	2.26	1.176
2.21	In my organization, the employees rewarded are those who deserve to be.	45.1	27.5	18.7	8.8	0.0	1.91	0.996
2.22	The organization I work for offers me a salary that is compatible with my skills, training, and education.	41.8	12.1	29.7	16.5	0.0	2.21	1.160

Table 4-3 above depicts the descriptive statistics for the job satisfaction part of the questionnaire. The lowest values are on items 2.21 and 2.10; with the first one being the employees being rewarded fairly and the second one was on equitable promotions. It

shows from the means that employees are not happy with how the two items are handled. The two items that are somewhat high are based on the working conditions (3.30) and connectedness to co-workers (3.18).

4.3.3 Motivation

Table 4-4: Motivation

Possible Answers		FREQUENCY						
		Disagree (1)	Partially disagree (2)	Partially agree (3)	Agree (4)			
ITEM	QUESTIONS	PERCENTAGE				Missing	Mean	Std. Deviation
2.23	The organization has an effective performance reward system that motivate employees to work harder.	56.0	13.2	19.8	11.0	0.0	1.86	1.091
2.24	The organization has performance appraisal activities that are helpful to get motivated.	48.3	25.8	19.1	6.7	2.0	1.84	0.964
2.25	The organizational policies motivate you to achieve its aims and objectives.	35.6	16.7	31.1	16.7	1.0	2.29	1.124
2.26	I am motivated by the financial incentives provided by the organization to work harder.	62.6	13.2	17.6	6.6	0.0	1.68	0.987
2.27	I feel the organization provides effective promotional opportunities system.	52.7	17.6	22.0	7.7	0.0	1.85	1.021

Table 4-4 above shows the levels of motivation of the employees. All the mean values are very low, indicating that the employees are not motivated at all. When it comes to motivating the employees, the organisation needs to do more because one can see from the results that they are not motivated.

4.3.4 Intention to stay

Table 4-5: Intention to stay

Possible Answers		FREQUENCY						
		Disagree (1)	Partially disagree (2)	Partially agree (3)	Agree (4)			
ITEM	QUESTIONS	PERCENTAGE				Missing	Mean	Std. Deviation
2.28	I am very committed to my organization that I don't intend to leave my job.	36.3	13.2	30.8	19.8	0.0	2.34	1.166
2.29	I am actively looking for a job.	28.9	12.2	24.4	34.4	1.0	2.64	1.230
2.30	I am intending to leave my job anytime soon.	33.0	15.4	24.2	27.5	0.0	2.46	1.214
2.31	In my organization, all employees know exactly when and what to do to be rewarded.	38.5	22.0	28.6	11.0	0.0	2.12	1.052
2.32	The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.	46.2	14.3	27.5	12.1	0.0	2.05	1.109
2.33	In my organization there are ample opportunities for promotions.	52.7	19.8	20.9	6.6	0.0	1.81	0.988
2.34	Interpersonal relationships are encouraging in this organization.	28.1	21.3	38.2	12.4	2.0	2.35	1.024

Table 4-5 above shows the results for the employees' intention to continue working for the organisation. The highest mean scores are for item 2.29 – “I am actively looking for a job” and 2.30 – “I am intending leaving my job soon” with mean scores of 2.64 and 2.46, respectively. The lowest being item 2.33 – “In my organisation, there are ample opportunities for promotions” with a mean score of 1.81, which shows that many employees are not happy with their prospects for promotion.

4.4 Exploratory factor analysis (EFA)

The exploratory factor analysis was used to determine how the variables are related and to try to reduce the number of variables. Before the procedure can be applied, one has to run some tests to ascertain the suitability of the respondents' data for factor analysis (Williams *et al.*, 2010:5).

Firstly, the Kaiser-Meyer-Olkin (KMO) test is used to measure whether the sample is adequate, or in other words, it indicates that we have sufficient items for each factor. The KMO test has values ranging between 0 and 1, with a cut-off of values < 0.5 . The Bartlett's test of sphericity is $p < 0.05$, which confirms that our data has patterned relationships (Yong & Pearce, 2013:88).

After the data loading, factors associated with the variables are created, which are ranked from the highest to the lowest. The different factors must be named and interpreted by the researcher.

4.4.1 Commitment

The results for the extraction of the data related to the commitment outcome are given below in Tables 4-5 and 4-6.

Table 4-6: KMO and Bartlett's test for commitment

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.812
Bartlett's Test of Sphericity	Approx. Chi-Square	470.513
	df	66
	Sig.	0.000

The KMO value is 0.812 and Bartlett's test of sphericity is less than 0.05. The data was extracted and the results are given in Table 4-6 below. The two popular methods of determining the number of factors are the scree plot and the cumulative percentage of variance and eigenvalue > 1 rule method. The SPSS system has determined the number of factors to be included to reduce the number of variables

Table 4-7: Pattern matrix^a for commitment

	COMMITMENT		
Statement	Factor 1	Factor 2	Communalities
	Normative Commitment	Affective Commitment	
V12	0.942		0.459
V11	0.938		0.330
V13	0.870		0.568
V14	0.706		0.582
V8	0.649		0.509
V6	0.587		0.613
V10	0.572		0.789
V7		0.725	0.807
V5		0.710	0.735
V9		0.476	0.703
Cronbach's Alpha	0.9	0.5	

The variables were reduced to two factors, i.e. factor 1 and factor 2. The factor loadings indicate the relationship between each variable and the underlying latent variable (Rahn, 2019:1). In this case, we have variable V12 having the strongest association with factor 1 with a loading factor of 0.942. This could be viewed as variable V12 having a correlation of 0.942 with factor 1.

We have to evaluate all the associations and the strength of the association to determine the name of the factor; in this case, the variables associated with factor 1 (V12, V11, V13, V14, V8, V6, V10) were deemed to be attributes of the normative commitment, and consequently the factor was set to normative commitment. The variables (V7, V5, V9) that are associated with factor 2 were seen to be representing affective commitment and therefore the name for factor 2.

The Cronbach's alpha for the two factors is 0.9 for factor 1, which is excellent, and 0.5 for factor 2, which is poor. Cronbach's alpha is a measure of internal consistency; that is, how closely related a set of items are as a group. They indicate the reliability of the factors. We can say that the variables under factor 1 are related as a group with a

Cronbach's alpha of 0.9 as compared to the variables under factor 2 with a Cronbach's alpha of 0.5.

The communalities column represents the relation between the current variable and all the other variables or items. If many or all the communalities are less than 0.3, a small sample is likely to distort the results. In this case, all the communalities are greater than 0.3.

4.4.2 Job satisfaction

The table below shows the KMO and Bartlett's test and the factor extraction for job satisfaction. The KMO is 0.812, which is greater than 0.5, and Bartlett's test is 0.000, which is less than 0.05, indicating that the correlation matrix is sufficiently different from an identity matrix to confirm that the data is suitable for the extraction.

Table 4-8: KMO and Bartlett's test for job satisfaction

KMO and Bartlett's Test - Job Satisfaction		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.812
Bartlett's Test of Sphericity	Approx. Chi-Square	470.513
	df	66
	Sig.	0.000

Table 4-8 below shows us the results of the extraction of factors for job satisfaction. The variables were reduced to two factors, factor 1 and factor 2. V25 has the strongest loading factor for factor 1, which is 0.861, indicating that variable V25 is more correlated with factor 1. Variable V20, with a loading factor of 0.772, is the variable with the strongest association with factor 2.

Following the inspections of the variables associated with factor 1 (V25, V23, V24, V15, V19, V16, V22, V17, V18, V26), they indicated that factor 1 should be intrinsic satisfaction. The same was done for factor (V20, V21), and the factor was named extrinsic satisfaction.

Table 4-9: Pattern matrix^a for job satisfaction

Statement	JOB SATISFACTION		
	Factor 1	Factor 2	Communalities
	Extrinsic Satisfaction	Intrinsic Satisfaction	
V25	0.861		0.640
V23	0.832		0.662
V24	0.775		0.549
V15	0.678		0.784
V19	0.556		0.708
V16	0.521		0.582
V22	0.452		0.427
V17	0.438		0.714
V18	0.423		0.691
V26	0.343		0.554
V20		0.772	0.705
V21		0.678	0.609
Cronbach's Alpha	0.883	0.472	

The Cronbach's alpha for the two factors is 0.883 (good) and 0.472 (poor). For the factors to be more reliable, the factor must normally have three or more variables associated with it. The determinant = 0.005, which must > 0.0001. If it is close to zero, then the collinearity is too high, and if it is zero, no solution is possible.

The communalities are all greater than 0.3, showing that the variables have strong associations among them and the results will be plausible.

4.4.3 Motivation

The tables for the motivation are as indicated below. All the variables under motivation loaded onto one factor.

Table 4-10: KMO and Bartlett's test for motivation

KMO and Bartlett's Test - Motivation		
Kaiser-Meyer-Olkin Measure of Sampling		0.846
Bartlett's Test of Sphericity	Approx. Chi-Square	272.713
	df	10
	Sig.	0.000

The KMO is 0.846, indicating that there are sufficient items for each factor for the extraction, and Bartlett's test for this one is 0.000, and is less than 0.05, indicating that the correlation matrix is significantly different from an identity matrix. The extraction can be performed for the motivation set of variables.

Table 4-11: Pattern matrix^a for motivation

Statement	MOTIVATION	
	Factor 1	Communalities
	Motivation	
V28	0.895	0.786
V27	0.886	0.800
V31	0.862	0.648
V29	0.805	0.600
V30	0.775	0.742
Cronbach's Alpha	0.897	

All the variables loaded onto one factor. The variables (V28, V27, V31, V29, V30) could only be added to one heading, which is the Cronbach's alpha is 0.897, indicating that the variables are reliable and have internal consistency. The communalities are all greater than 0.3, indicating that the results will be acceptable.

4.4.4 Intention to stay

Table 4-11 below depicts the KMO and Bartlett's test for the intention to stay attribute.

Table 4-12: KMO and Bartlett's test for intention to stay

KMO and Bartlett's Test - Intention to stay		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.729
Bartlett's Test of Sphericity	Approx. Chi-Square	230.723
	df	21
	Sig.	0.000

The KMO is 0.729, indicating that there are sufficient items for each factor, and Bartlett's test for motivation is 0.00, indicating that the correlation matrix is significantly different from an identity matrix.

Table 4-13: Pattern matrix^a for intention to stay

Statement	INTENTION TO STAY		
	Factor 1	Factor 2	Communalities
	Satisfaction	Intention to leave	
V37	0.821		0.639
V38	0.764		0.814
V36	0.705		0.881
V35	0.686		0.457
V34		0.960	0.478
V33		0.913	0.702
V32		-0.748	0.624
Cronbach's Alpha	0.897	0.852	

The variables loaded onto two factors, i.e. factor 1 (V37, V38, V36, V35) and the strongest association is between variable V37 and factor 1, with a value of 0.821, and factor 2 (V34, V33, V32) with the strongest association of 0.960 with variable V34.

The Cronbach's alpha is 0.897 and .852 for factor 1 and factor 2 respectively. Variable V32 has a strong negative loading meaning that the association is in the opposite direction. By looking at the variables the headings for the factors were deemed to represent job satisfactions and intention to quit. All the commonalities are greater than 0.3 and the results will be acceptable.

4.5 Correlations

With the correlational analysis, the researcher will be determining the relationship between the factors as determined with the EFA. As stated by (Kumar, 2014:30), correlation is used to determine if there is a relationship or association or interdependence between two or more aspects of a situation.

The correlation coefficient is a value between -1 and 1. If the value is 1, the relationship is positive and strong. If the value is -1, it means the relationship is strong but is of an inverse relationship, meaning that as one variable increases the other variable decreases. The table below indicates the meaning and interpretation of the correlation coefficient values.

Table 4-14

Correlation value(r)	Strength of the relationship
± 0.00-0.19	Very weak
± 0.20-0.39	Weak
± 0.40-0.59	Moderate
± 0.60-0.79	Strong
± 0.80-1.00	Very strong

Source: Adapted from Akoglu (2018:1)

The factors as extracted with the EFA are given in the table below.

Table 4-15: Factors after the EFA

FACTORS AFTER THE EXPLORATORY FACTOR ANALYSIS		
FACTOR	DESCRIPTION	CRONBACH'S ALPHA
Factor 1	Normative commitment	0.9
Factor2	Affective commitment	0.5
Factor 3	Extrinsic satisfaction	0.883
Factor 4	Intrinsic satisfaction	0.472
Factor 5	Motivation	0.897
Factor 6	Overall satisfaction	0.897
Factor 7	Intention to quit	0.852

From the factors listed in Table 4-15, the Pearson's rank correlation was performed and the results are as indicated in Table 4-16 below. Factor 7 was not included in the correlations because 89 respondents and not the 91 answered questions on the variable associated with that factor.

Table 4-16: Factor correlations

Correlations						
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
Factor 1	1	0.586 ^{**}	0.575 ^{**}	0.273 ^{**}	0.512 ^{**}	-0.699 ^{**}
Factor 2	0.586 ^{**}	1	0.549 ^{**}	0.293 ^{**}	0.490 ^{**}	-0.371 ^{**}
Factor 3	0.575 ^{**}	0.549 ^{**}	1	0.375 ^{**}	0.834 ^{**}	-0.629 ^{**}
Factor 4	0.273 ^{**}	0.293 ^{**}	0.375 ^{**}	1	0.250 [*]	-0.171
Factor 5	0.512 ^{**}	0.490 ^{**}	0.834 ^{**}	0.250 [*]	1	-0.539 ^{**}
Factor 6	-0.699 ^{**}	-0.371 ^{**}	-0.629 ^{**}	-0.171	-0.539 ^{**}	1

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

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

The correlations between the factors indicate the following:

The correlation between Factor 1 and Factor 2 is .586, which is a positive correlation, but not very strong. It indicates that the correlation in affective and normative commitment is positive, but not a very strong one.

The highest correlation is between Factor 3 and Factor 5. It is positive and high. It indicates that extrinsic satisfaction and motivation are high, meaning that the employees are motivated more by things such as money and benefits.

The correlation between Factor 1 and Factor 6 is -0.699, which is high, but negative, indicating that many of the respondents are normatively committed and yet they are not satisfied in their work.

By looking at Factor 4 and its correlations with the other factors, it is the lowest, indicative of the fact that the employees are not intrinsically satisfied with their jobs. That is why they are not getting inner satisfaction.

The correlation between Factor 4 and Factor 6 is the lowest (-0.171), indicating that the employees are not intrinsically satisfied and this affects their overall satisfaction.

From the correlations, it can be concluded that the factors are weakly to somewhat strongly related by looking at the correlations in conjunction with Table 4.14.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings of the study, seeking to determine whether the objectives of the research were attained. Thereafter, the limitations of the study, recommendations and future research will be highlighted.

The main objective of the study was to determine what influence human resource practices have on the attitudes of employees.

The secondary objectives of the study were:

- To describe the role of human resource management practices on commitment, job satisfaction, motivation and intention to stay as employee attitudes.
- To evaluate how human resource practices influence employee attitudes (commitment, job satisfaction, motivation and intention to stay) in a metropolitan municipality.
- To provide recommendations to the management of the metropolitan municipality in terms of influencing employee attitudes positively.

5.2 Summary of findings and conclusion

5.2.1 Main objective: The influence of the HRMP on employee attitudes

As highlighted in Chapter 2 above, a great deal of research has been conducted to determine the impact or the influence of HRMP on employee attitudes. The majority of the literature that was reviewed does confirm that there is a positive relationship between HRMP and employee attitudes.

The studies reviewed differed in the HRMPs that were studied, but all came to the same conclusions – that HRMP has a positive influence on employees' attitudes.

Some researchers then identified some HRMPs and grouped them and called them high performance work systems (HPWS) or high-commitment human resource practices (HC-HRM) and high-performance work systems (HPWS).

Some studies were more concerned about what it is in the HRMP that influences the employee attitudes, and coined the theory of the black box – trying to determine what actually happens that changes the employees' attitudes. Their conclusion was that the change of the employees' perceptions about the HRMP means that the three-way communication of the actual HRMP, what management intentions are and how the employees perceive them, are in par.

Some researchers also indicated that, because the HRMP and employee attitude relationship occurs over a long time period, it will be better to conduct a longitudinal study instead of a cross-sectional study.

Some literature also suggested having HRMPs that will promote employee well-being, and the attitudes will also change if employees see that the employer has their well-being at heart.

Conclusion

From the literature study, it is evident that the human resource management practices do influence employee attitudes positively. For organisations to influence employees' attitudes and consequently improve the organisation's performance, organisations should develop and implement HRMPs to enhance their employees' attitudes and thereby improve their performance.

5.2.2 Secondary objectives

5.2.2.1 Role of the HRMP on commitment, job satisfaction, motivation and intention to stay

From the literature, it was determined that HRMPs have a positive influence on commitment, job satisfaction, motivation and intention to stay.

From the literature, three categories were highlighted, viz. affective commitment, normative and continuance commitment. Employees will be inclined to identify more with a certain category because of their attitudes and circumstances. They will be affectively committed if they are emotionally attached to the organisation and its goals, or they will be continuance committed if they are aware of the benefits and losses associated with them staying or leaving the organisation, and they will be normative committed if they see their being with the company as a duty.

The literature also highlighted the fact that intention to stay is the outcome of the employees' attitudes towards their jobs and it is not an attitude. A satisfied and motivated employee will lead the employee to be committed to their jobs and therefore intent on staying with the organisation. Over and above the HRMPs, there are factors that influence employees' attitudes, such as demographic information.

Conclusion

The review of the literature indicated that HRMPs have a positive relationship with the attitudes of the employees, meaning that if the employees are happy with the human resource practices, they will be committed, satisfied, motivated and will not voluntarily quit their employment.

5.2.2.2 Evaluation of the HRMPs on commitment, job satisfaction, motivation and intention to stay at a metropolitan municipality

Commitment

From the descriptive statistics, it is evident that the employees are more normatively committed to the organisation than affectively committed to the organisation. They tend to see their employment as a duty or obligation to pay back what the organisation has provided. This is also confirmed by the factor analysis. The normative commitment has the highest values as compared to the affective commitment (see Table 4-7 above).

Job satisfaction

From the descriptive statistics, the employees are more satisfied with the working conditions (working hours, place of work etc.) and the relationships with co-workers. They are not satisfied with the remuneration policies and the career progression or

promotions. They tend to feel that promotions are not handled fairly. With the factor analysis, the data seems to also confirm the findings from the descriptive statistics. The data shows that the employees will be more satisfied with extrinsic factors than intrinsic factors.

Motivation

The descriptive statistics indicate that the employees are not motivated at all. All the means of the variables associated with motivation are less than 2.5, indicative of the fact that the employees are not motivated.

Intention to stay

From the descriptive statistics, employees are not happy with their remuneration and benefits and they are also not happy with the promotion policies. The highest mean for the variables is the “I am actively looking for a job”, 58.8% (34.4 agree and 24.4 partially agree). For the variable, “In my organisation there are ample opportunities for promotions”, 72.5% disagree (52.7% disagree and 19.8% partially disagree).

Conclusion

From the empirical studies that were conducted at the organisation, it can be concluded that the employees are neither satisfied nor motivated nor committed to their organisation. Due to the employees not being committed, nor satisfied nor motivated, a large portion of the employees indicated that they are actively looking for alternative employment elsewhere.

From the empirical study, the conclusion is that the employees are not satisfied and not motivated at all. Somehow, they are happy with the benefits other than their pay; maybe no one has ever been satisfied entirely with their pay.

Some of the researchers also indicated the intention to stay is not an attitude, but a result of the employees' attitude (job satisfaction, commitment and motivation) and other work-related factors. Consequently, they viewed employee attitudes as mediating variables to retention.

5.2.2.3 Recommendations to the management of a Metropolitan Municipality

The results of the study revealed that the employees are not satisfied or committed or motivated and they intend to leave the employ of the organisation. The employees are more motivated by extrinsic than intrinsic motivators. They are also more normatively committed than affective committed. The results revealed that the employees were not satisfied with the remuneration, career advancement and the performance management system.

The following recommendations are made:

- Compensation and benefits: The organisation should conduct some market research with similar organisations so as to be able to benchmark and see how far off the compensation at this organisation is compared to similar organisations. Such information should be made available to the employees in order to be transparent.
- Career advancement: Management can assist employees with career advancement by providing mentoring, networking and assisting employees with job applications and handling interviews and workshops. By creating succession plans for key positions and assisting employees to acquire the skills in preparation for advancing their careers, this will help motivate the employees.
- Performance management systems: Management must streamline the performance management system by requiring that all departments and sections follow the same guidelines when it comes to performance management. It must not be left to each department to decide and come up with their own rules.
- The human resource department must be proactive when it comes to overhauling and reviewing the HRM practices to be in line with the changing times and the employees entering the job market, particularly dealing with Millennials.

5.3 Limitations of the study

The major limitation of the study was getting sufficient respondents to respond to the questionnaire. Due to the sample size not being big enough, the results might not be a true reflection of the employees of the organisation under consideration.

Another limitation might be because the study was cross-sectional and one cannot really determine the reasons behind the dissatisfaction.

5.4 Future research

In future, research such as this needs to be either a longitudinal study or the research should be qualitative in order to get the causal relationships and maybe to see if there are changes in the attitudes of the employees.

In the future, studies can include as many variables as they possibly can and use the EFA to reduce the number of factors; in that way, one will be satisfied with the questions in the questionnaires.

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ADDENDUM A: HUMAN RESOURCE PRACTICES QUESTIONNAIRE

SECTION 1								
1.1	Indicate your gender	Male	1	Female	2			
1.2	Your age category	16 - 20 1	21 - 25 2	26-35 3	36-45 4	46-55 5	56 and + 6	
1.3	How many years have you worked for this specific company?	0-3 yrs. 1	4-10 yrs 2	11-15 yrs 3	16-20yrs 4	21 yrs + 5		
1.4	Highest qualifications	Less than Matric 1	Matric 2	Diploma 3	Degree 4	Honours 5	Masters 6	PhD 7
SECTION 2								
	COMMITMENT	I disagree	I partially disagree	I partially agree	I agree			
2.1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful	☐	☐	☐	☐			
2.2	I would accept almost any type of job assignment in order to keep working for this organisation	☐	☐	☐	☐			
2.3	I find that my values and the organisation's values are very similar.	☐	☐	☐	☐			
2.4	I feel that I am emotionally attached to my organisation	☐	☐	☐	☐			
2.5	I really feel as if the organisation's problems were my own	☐	☐	☐	☐			
2.6	I feel a strong sense of belonging to this organisation	☐	☐	☐	☐			
2.7	Even if it were to my advantage, I would not feel entitled to leave my organisation now	☐	☐	☐	☐			
2.8	I would feel guilty if I were to leave my organisation now.	☐	☐	☐	☐			
2.9	It would be very difficult for me to leave this organisation at the moment, even if I wanted to	☐	☐	☐	☐			
2.10	One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	☐	☐	☐	☐			
	JOB SATISFACTION	I Disagree	I Partially Disagree	I Partially Agree	I Agree			
2.11	My organisation offer adequate opportunities for promotions	☐	☐	☐	☐			
2.12	My organisation offer adequate opportunities for career development	☐	☐	☐	☐			
2.13	I feel that my organisation values my contributions	☐	☐	☐	☐			
2.14	I feel that my job responsibilities clearly defined	☐	☐	☐	☐			
2.15	I feel my job utilises my skills and abilities as much as it could	☐	☐	☐	☐			
2.16	i feel connected to my co-workers?	☐	☐	☐	☐			
2.17	My working conditions (working hours, place of work, working methods, etc.) enable me to balance my private and professional life	☐	☐	☐	☐			
2.18	My organisation cares about my professional development	☐	☐	☐	☐			
2.19	Promotions are decided on an equitable basis within my organisation	☐	☐	☐	☐			

2.20	In the organisation where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.	☐	☐	☐	☐
2.21	In my organisation, the employees rewarded are those who deserve to be	☐	☐	☐	☐
2.22	The organisation I work for offers me a salary that is compatible with my skills, training, and education.	☐	☐	☐	☐
	MOTIVATION	I Disagree	I Partially Disagree	I Partially Agree	I Agree
2.23	The organisation has an effective performance reward system that motivate employees to work harder	☐	☐	☐	☐
2.24	The organisation has performance appraisal activities that are helpful to get motivated	☐	☐	☐	☐
2.25	The organisational policies motivate you to achieve its aims and objectives	☐	☐	☐	☐
2.26	I am motivated by the financial incentives provided by the organisation to work harder	☐	☐	☐	☐
2.27	I feel the organisation provides effective promotional opportunities system	☐	☐	☐	☐
	RETENTION	I Disagree	I Partially Disagree	I Partially Agree	I Agree
2.28	I am very committed to my organisation that I don't intend to leave my job.	☐	☐	☐	☐
2.29	I am actively looking for a job.	☐	☐	☐	☐
2.30	I am intending to leave my job any time soon	☐	☐	☐	☐
2.31	In my organisation, all employees know exactly when and what to do to be rewarded	☐	☐	☐	☐
2.32	The organisation I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.	☐	☐	☐	☐
2.33	In my organisation, there are ample opportunities for promotions	☐	☐	☐	☐
2.34	Interpersonal relationships are encouraging in this organisation.	☐	☐	☐	☐

ADDENDUM B - PERMISSION LETTER



City of Johannesburg
Department of Corporate & Shared Services
Office of the Group Head: Group Human Capital Management

6th Floor, B Block
Metropolitan Centre
158 Civic Boulevard
Braamfontein

P.O. Box 1049
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Fax +27(0) 11 339 1878
www.joburg.org.za

Memorandum

TO : Kenny Baloyi
North West University
MBA Degree

FROM : Enoch Mafuyeka
Deputy Director: Employee Relations and Development

DATE : 27 March 2019

SUBJECT : **RESPONSE ON THE REQUEST TO CONDUCT A RESEARCH ON
TOPIC "THE IMPACT OF THE HUMAN RESOURCE MANAGEMENT
PRACTICES ON THE PERFORMANCE OF THE EMPLOYEES OF A
METROPOLITAN MUNICIPALITY."**

The above matter refers to the letter received on the 26 March 2019 in which a request was made to conduct a research in the City of Johannesburg.

I, Enoch Mafuyeka, as delegated authority of the City of Johannesburg Municipality (the City), here by give permission to the primary researcher, Kenny Baloyi, who is a student at the North West University the following:

- To collect and publish information about the City is publically not available, for the research project titled: The impact of the human resource management practices on the performance of the employees of a metropolitan municipality;
- This authorization is based on mutual understanding that the City's name can be revealed in her/his project;
- The information provided by the employees or any other means (such as company's archived documents or reports) of the City is purely for academic purposes and cannot be used for any other purpose.

Please note that on completion of the study, a copy of the research report should be submitted to the City of Johannesburg in honour of your commitment.

The City of Johannesburg wishes you the best during the period of research.

Please do not hesitate to contact us if we can be of further assistance.

Kind Regards


Enoch Mafuyeka
Deputy Director: Employee Relations and Development
Tel: (011) 407-7250
Email: Enochm@joburg.org.za

27/03/2019

ADDENDUM C - ETHICAL CLEARANCE



Private Bag X6001, Potchefstroom
South Africa 2520

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

Economic and Management Sciences Research
Ethics Committee (EMS-REC)
Tel: 018 299-1427
Email: Bennie.Linde@nwu.ac.za

30 August 2019

Dr Jos Viljoen
Per e-mail
Dear Dr Viljoen,

EMS-REC FEEDBACK: 30082019
K Baloyi (12893781)(NWU-01332-19-A4)
MBA – Dr Jos Viljoen

Your ethics application on, *The influence of human resource management practices on employee attitudes*, that served on the EMS-REC meeting of 30 August 2019, refers.

Outcome:

Approved as a minimal risk study. A number **NWU-01332-19-A4** is given for three years of ethics clearance.

Kind regards,

A handwritten signature in black ink, appearing to read 'B. Linde', enclosed in a circular flourish.

Prof Bennie Linde
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)
Potchefstroom Campus

ADDENDUM - D INFORMED CONSENT FORM

The influence of human resource practices on employee attitudes

You are being invited to take part in a research study that forms part of my Master's degree in Business Administration. Please take some time to read the information presented here, which will explain the details of this study.

The study will be conducted at the City of Johannesburg and will be focusing on the employees of the City of Johannesburg Metropolitan Municipality.

The aim of the research study is to how the human resource practices influences the performance of the employees within a metropolitan municipality. You were identified by the researcher as a possible respondent due to your experience working for the Municipality.

The survey consists of thirty-four (34) questions and will not take longer than 10 minutes to complete.

The survey is completed anonymously. Your identity will not be requested, and will not be used in the research report. The findings of the study that will be made public will not contain any raw data that could incriminate certain individuals.

Is there anything else that you should know or do?

- You can contact the researcher, Kenny Baloyi at 0823042855 or kennyb@joburg.org.za
- if you have any further questions or have any problems you can contact the study leader, Dr. Jos Viljoen at 0825732705 or Jos@vodamail.co.za.
- You can also contact the chairman of the ethics committee, Prof Leon de Beer at 018 285 2437 or Leon.debeer@nwu.ac.za if you have any concerns that were not answered about the research or if you have complaints about the research.

This study has been approved by the Faculty of Economic and Management Sciences Research Ethics Committee (**NWU-01332-19-A4**) and will be conducted according to the ethical guidelines and principles of the North West University and other international ethics guidelines applicable to this study.

By submitting a completed questionnaire, you give permission for the data "(in coded/anonymized form) to be used in this research, as well as for further research that might arise from the research.

ADDENDUM E - GOOGLE FORMS LANDING PAGE

Human resource practices questionnaire

You are being invited to take part in a research study that forms part of my Master's degree in Business Administration. Please take some time to read the information presented here, which will explain the details of this study.

The study will be conducted at the City of Johannesburg and will be focusing on the employees of the City of Johannesburg Metropolitan Municipality.

The aim of the research study is to how the human resource practices influences the performance of the employees within a metropolitan municipality. You were identified by the researcher as a possible respondent due to your experience working for the Municipality.

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Is there anything else that you should know or do?

- You can contact the researcher, Kenny Baloyi at 0823042855 or kennyb@joburg.org.za
- if you have any further questions or have any problems you can contact the study leader, Dr. Jos Viljoen at 0825732705 or Jos@vodamail.co.za.
- You can also contact the chairman of the ethics committee, Prof Leon de Beer at 018 285 2437

or Leon.debeer@nwu.ac.za if you have any concerns that were not answered about the research or if you have complaints about the research.

This study has been approved by the Faculty of Economic and Management Sciences Research Ethics Committee (NWU-01332-19-A4) and will be conducted according to the ethical guidelines and principles of the North West University and other international ethics guidelines applicable to this study.

* Required

By completing and submitting the survey, you give consent for gathered data to be used as part of the researcher's study. *

☐ I agree

☐ I do not agree

NEXT

Page 1 of 6

ADDENDUM F – LETTER FROM THE STATISTICAL CONSULTANTS



Private Bag X6001, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
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Statistical Consultation Services
Tel: +27 18 299 2552
Fax: +27 0 87 231 5294
Email: marke.cockeran@nwu.ac.za

26 November 2019

Re: Dissertation, Mr K Baloyi, student number: 12893781

We hereby confirm that the Statistical Consultation Services of the North-West University analysed the data of the above-mentioned student and assisted with the interpretation of the results. However, any opinion, findings or recommendations contained in this document are those of the author, and the Statistical Consultation Services of the NWU (Potchefstroom Campus) do not accept responsibility for the statistical correctness of the data reported.

Kind regards

A handwritten signature in black ink, which appears to read 'M. Cockeran', is written over a horizontal line.

Mrs M Cockeran
Statistical Consultation Services

ADDENDUM G – LANGUAGE EDITING CONFIRMATION

Cecile van Zyl
Language editing and translation
Cell: 072 389 3450
Email: Cecile.vanZyl@nwu.ac.za

5 February 2020

Dear Mr / Ms

To whom it may concern

Re: Language editing of mini-dissertation (The influence of human resource practices on employee attitude)

I hereby declare that I language edited the above-mentioned mini-dissertation by Mr Kenny Baloyi (student number: 12893781).

Please feel free to contact me should you have any enquiries.

Kind regards

A handwritten signature in black ink, appearing to read 'Cecile van Zyl', with a large loop at the end.

Cecile van Zyl
Language practitioner
BA (PU for CHE); BA honours (NWU); MA (NWU)
SATI number: 1002391