



**The evaluation of the effectiveness of job placement administration
practice: A case study of the Human Resources Business Unit
(HRBU) at Msunduzi Municipality**

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By

I

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DECLARATION

I, Phumelela Talent Vezi, hereby assert that this research report and its findings are solely based on my own work, save where stated otherwise. This means that the current report has not been submitted in part or in full of other qualifications elsewhere.

Student Signature

Date

2020-01-28

ABSTRACT

Msunduzi Municipality is located in KwaZulu-Natal, in its second largest city called Pietermaritzburg. The city is the legislative and administrative centre of the province (Statistics South Africa, 2018). Msunduzi Local Municipality was placed under administration in March 2010.

The major organisational restructuring processes and placement of employees began in 2004 in the Msunduzi Municipality. The reason was that former employees of the municipality worked for many years without any career development. The placement had more problems such as misappropriation on placement of employees, high workloads, low staff morale and lack of job satisfaction.

Through the restructuring and placement process, Msunduzi Municipality intended to recognise the need for satisfying and rewarding careers for employees. Therefore, it became imperative to investigate the effectiveness of administration on job placement in the Human Resources Business Unit of Msunduzi Municipality in order to find and recommend ways of satisfying employees and at the same time enhancing their social and economic advancement.

A sample size of 26 participants, 11 females and 15 males out of 350 total employees was chosen for the study as participants. This is because qualitative research employs a small sample size since it involves in-depth interviews of participants which requires more time. This study was based in Pietermaritzburg, specifically on Human Resources Business Unit (HRBU) of Msunduzi Municipality. The found that the employees at Msunduzi Municipality had different ideas about what job placement is all about and the policies that entails it. It emerged very strongly in the findings that most of the employees perceived the job placement process to be poor and consequently affecting the growth and survival of the organisation.

Keywords: Job placement, effective administration.

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DEDICATION

This dissertation is dedicated to my mother with all sincerity who has always believed in me from the beginning until now. Mother you have spent all that you had just to ensure that I acquire the education I now have. I will do all the best I can for you as long as I live.

I dedicate this thesis to my mother

Ms Qedi Vezi

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ABBREVIATIONS AND ACRONYMS

CoGTA	Cooperative Government and Traditional Affairs
DPSA	Department of Public Service and Administrations
EPWP	Expanded Public Works Programme
HRBU	Human Resources Business Unit
IDP	Integrated Development Plan
JEU	The job evaluation unit
JES	Job Evaluation System
NQF	National Qualification Framework
PAC	Provincial Audit Committee
TASK	Timed Assessment of Skills and Knowledge
SALGA	South African Local Government Association
SETA	Sector Education and Training Authority
US	United States

CHAPTER ONE

INTRODUCTION

1.1 Introduction and background to the study

Msunduzi Municipality is in Pietermaritzburg in KwaZulu-Natal. The municipality is known to have several corporate companies which serve the interests of the local people who work in the companies and the country at large. Municipality is located in KwaZulu-Natal, in its second largest city called Pietermaritzburg. The city is the legislative and administrative centre of the province (Statistics South Africa 2018). Msunduzi Local Municipality was placed under administration in March 2010.

The major organisational restructuring processes and placement of employees began in 2004 in the Msunduzi Municipality. The reason was that former employees of the municipality worked for many years without any career development. According to Zungu (2007:1), lack of guidelines or policies for such career mobility led to professional workers leaving for better opportunities elsewhere. The placement had more problems such as misappropriation on placement of employees, high workloads, low staff morale, lack of job satisfaction (Zungu 2007:1). Koma and Kuye (2014: 95) confirm that poor career prospects in most local governments in South Africa remain a challenge due to poor integration of related skills.

The relationship between employers and their employees has been described as sour (Anzi 2010:356). This is because employers are faced with the challenges of the growing economy, at the same time readjusting to manage the business life dynamics. Human resources officials, therefore, have to think of new strategies they can employ as they recruit and retain best skilled personnel for their organisations. For instance, employees are likely to be attracted by compensation benefits and higher salaries. Nevertheless, an organisation's physical work environment has a possibility to strongly affect its effort of recruiting and retaining talented personnel. Issues of health, dearth of safety, comfort issue like ventilation and improper lightening, emergency excess and excessive noise all negatively affect productivity quality of the working conditions. Employees working under these inconvenient conditions have lower performance and face occupational health hazards which increase employees' absenteeism and

turnover. The organisation's working environment is a chief cause of employees' choice to engage or disengage. Another study indicates absenteeism and complaining are reduced by improving the working environment while increasing productivity. Job satisfaction (Wells 2011:56) has been linked with workplace satisfaction. Currently, the ease of employees on the job has been said to be liable to the conditions of the workplace. Therefore, it is the aim of this study to evaluate the effectiveness of job placement practice within the Human Resources Business Unit (HRBU) at Msunduzi Municipality.

1.2 Significance of the study

Research has it, together with local legislation (Local Government Municipal Systems Act 32 of 2000) that most municipal councillors and functionaries fail to deliver efficient and effective services to the public. This is in part owing to absence of dedication by as well as deficiency of skills of metropolitan councillors and functionaries. Dearth of skills has been reported to be as a result of misplacement of employees in most posts. Mafunisa (2009:15) highlights that this makes the municipality workers not to be too concerned about service delivery as they fail to understand the importance of adhering to their public tasks due to misplacement in the workplace.

One major cause for concern with reference to inappropriate work placement administration in municipalities is that it results in the reduction of public trust as well as assurance in the reliability and objectivity of both municipal officials and designated agents. Consequently, the existence of misplaced workers in the local government can be extremely detrimental. Kernaghan and Langford (2010:140) note that the public anticipates proficiency from local government workers in the execution of their duties to have increased service delivery as well as form good governance. This means that the obligation of local government organisations is to serve the public at large. Kernaghan and Langford (2010:1410) further highlight that inappropriate job placement administration has the possibility to result in poor governance, unsatisfactory service delivery and ineffective administration.

Regardless of having employment creation, a review of the South African reality indicates that unemployment is still on the rise, with growth rate less as compared to other years. Nevertheless, it is complex to review the degree to which institutional mechanisms, policies and programmes put in place for the creation of employment, in

reality, offer support that is effective in a challenging international environment. The majority of these policies are still emerging and their impact is likely not yet witnessed. As such, municipalities are not spared from this challenge and the processes of job placement as people are employed have been found to have an impact of the effective administration of municipalities. Therefore, the study will go a long way in supporting appropriate work placement administration as well as good governance in the South African local government, that is, municipalities.

1.3 Aim of the Study

The aim of the study was evaluate the effective of job placement practice of the Human Resources Business Unit (HRBU) at Msunduzi Municipality.

1.4 Objectives

The objectives of the research ought to be exact and must point to outcomes that are recognisable (Saunders, Lewis and Thornhill 2003:30). The researcher must ensure that he or she does state research objectives generally, making the objectives slightly more than accounts of intent.

Subsequently, the study's objectives are as given below:

- To investigate the process of job placement administration of employees at Human Resources Business Unit (HRBU) of Msunduzi Municipality.
- To assess how employees' placement leads to the survival and growth of the Municipality.
- To identify the challenges and opportunities in promoting effective job placement administration and career development in the Msunduzi Human Resources Business Unit (HRBU) for both potential employees and working employees.
- To recommend interventions to improve efficiency and effectiveness in job placement administration services in the Human Resources Business Unit (HRBU) of Msunduzi Municipality.

1.5 Research questions

According to Hussey and Hussey (1997:126) by “*research questions, we do not mean the detailed questions you might use in questionnaires or interviews, but which identify the nature of the research problem or the issue you wish to focus on. If you do not ask appropriate questions, you will not be able to collect suitable data and arrive at sensible conclusions.*” This demonstrates the significance of research questions and as such the study’s research questions are as follows:

- What are the processes of job placement at the HRBU of Msunduzi Municipality?
- How does employees’ placement lead to the survival and growth of the Municipality?
- What measures are being put in place to promote effective job placement administration to attract new employees and retain working employees at Msunduzi Municipality?
- What interventions can improve placement administration of employees in the Msunduzi Municipality?

1.6 Problem statement

The Human Resources Business Unit (HRBU) of Msunduzi Municipality is a huge business unit which employs large number of employees. In the municipality there have been inappropriate placement of employees, high workloads, low staff morale and lack of job satisfaction among the employees. More so, increased absenteeism and lower job performance of the employees as a result of lack of career opportunities being developed in the municipality. The job description of most employees is not comparable to the amount of salaries they earn. Therefore, when employees are under paid, high absenteeism and low performance are prevalent in the organisation, so it is imperative to investigate the perceptions of employees regarding effective administration of job placement in this municipality.

1.7 Limitations of the study

Marshall and Rossman (2007:42) are of the view that every research is liable to limitations. For the current study, it was limited to Msunduzi Municipality due to human resources constraints and no other municipalities were involved. This means that the findings of this study cannot be generalised.

1.8 Format of the study

This part of the chapter shows how this research will be conducted and provides a chapter overview.

Chapter 1: Introduction

This is an introductory chapter that highlights the background to the study, outlining the statement of the problem, the study's aim and objectives together with the research questions. The limitation and delimitations of the study are also given, ending with a presentation of how the study will be structured.

Chapter 2: Literature Review

This chapter presents review of literature taken from published secondary data on the subject of employees' satisfaction, on the placement administration and types of policies in municipalities around South Africa, Msunduzi Municipality and various other business units. The interpretation, effectiveness, and lastly, negative effects of employees in the placement or staff allocation are also deliberated.

Chapter 3: Research Methodology

The chapter outlines the research strategy employed by the study. The study's target population and the sampling technique are also provided. Further to that, instruments for data collection and data analysis are discussed together with issues of validity and reliability.

Chapter 4: Findings, analysis and interpretation

This chapter will present the statistical data collected from the administration employees of Msunduzi Municipality. The data will be in the form of bar graphs and frequency tables, illustrating the study's findings.

Chapter 5: Conclusion and Recommendations

This chapter will discuss the conclusion and recommendations and areas of future research.

1.9 Summary of the Chapter

The chapter was an outline of the study's background and problem statement. The study's objectives, research questions as well as the significance of the study were

identified. The study's findings will be presented to the Msunduzi Municipality strategic Management committee and full council as the first study to assess the effective administration of job placement/staff allocation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The review of literature focuses on the data from published secondary data on employee's satisfaction, on the placement administration and types of policies used in the Msunduzi Municipality and various other government departments. The chapter reflects on related studies, not only limited to Msunduzi or other government departments. The interpretation, effectiveness, and lastly, negative effects of employees in the placement or staff allocation are also discussed.

The present chapter strives to obtain a comprehensive understanding of employees' perceptions with reference to administration of placement/staff allocation, as given by different authors of the secondary data utilised. In a brief manner, the recruitment process in government entity 'in the sake of understanding Msunduzi Municipality's perceptions of effective administration' is discussed. Further to that, the adverse effects of staff allocation/placement as well as the benefits are argued, especially in the context of employers choosing them as their employees.

2.2 Conceptual framework

The abstract background for this particular study is presented as a synopsis of the literature and is linked to the set purposes:

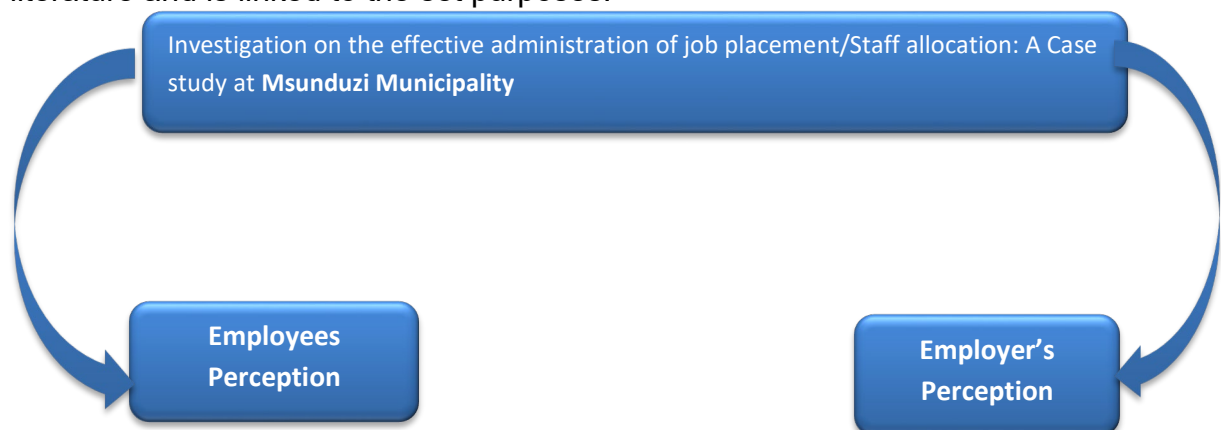


Figure 2.1 Abstract Frameworks (Review Framework) as proposed by the researcher

Source: Government Recruitment and Selection Policy.

2.3 Government policy guiding employment process

The current section examines the Government Recruitment and Selection Policy that is guiding employment/recruitment and selection process from the Labour Relations Act amendment Act 66 of 2015 and The Constitution of the republic of South Africa. The Labour Amendment Act 66 of 2015 states that recruitment of employees from widest pool of talents that have specialised, professional and general competencies reflect the South African community at large. This entails guaranteeing services delivery that is excellent in spearheading better life.

In 2012, the Department of Public Service and Administrations (DPSA) (2012) continuum of deliberate priorities broadened into enterprises of reciprocal professional teamwork across and between departments; secondments; partnership placements and/or development projects of support, both regionally and globally. The need for scarce and critical as well as specific skills is huge. With this scenario, that necessitates maintaining the dynamic vibrancy, there is need to strategically manage the human capital readily obtainable to the DPSA to permit responses to change and exchange involvements. Instituting the staff will then be mainly be organise and managed by personnel with a permanent capacity. Nevertheless, the department's rising precedencies may need employees to be contracted on a fixed term.

The Recruitment and Selection Policy is to provide processes and measures, to employee and choose the human capital crucial to attain government mandate and the following directive;

- To maintain existing human capacity so as to guarantee outstanding organisational performance and sustained services provision.
- For an accommodating unifying approach to fund the necessary human resource investment.
- To safeguard consistent implementation of policy by all role players and ensure pliable employment process.

There are four principles that need to be followed by the Government entities:

- **Equity:** Every entrant ought to be measured against unchanged objective standards with bearing in mind the need for representativeness and diversity.

- **Fairness:** This entails that government entities ought not to discriminate on the basis of gender, race, social origin or ethnicity, sex, marital status, pregnancy, color, age, religion, disability, culture, birth, sexual orientation, language, belief and conscience. **Transparency:** Subsequent written records must be readily available on the standards used on selection for the post, individual assessment scores as well as the criteria employed by the panel in making the decisions for the applicants.

2.4 Implementation of policy (Processes and Procedures)

- . There is necessity for the department's human resource capacity to be reviewed per annum. This has to be before or after the November or March strategic planning session. This is to guarantee existence of a staff structure that is functional, being fully established in its mandated service delivery. The yearly review of the Human Resource Plan and Employment Equity Plan will consequently be informed by the outcomes from the Human Resources Planning.
- The Section: Human Resources Department is obligated that before creating a post or establishing funded posts to obtain approval through submission of the plans.
- All newly created posts on the fixed establishment must be subjected to job evaluation to confirm the level of posts prior to filling the posts Before filling of any post, every newly created post on a fixed establishment is obligated to go for job evaluation in order to approve the level of the post.

2.5 Shortlisting process for interviews

- Every applicant who fails to comply with the minimum requirements of the advertised post have to be removed in the course of shortlisting giving reasons, ensuing in preliminary selection pool. As applicants will be screened, the reasons have to be written hand in hand with the advertisement requirements and as applicants are eliminated, it should be done in a way that is justifiable.

- Every application and qualification certificates must be cautiously examined in the phase of shortlisting. In the case of information from other sources, such information has to be discounted as it can disadvantage or benefit others unfairly in the section process.

2.6 Municipal Systems Act 44 of 2003 as amended.

- The Systems Act, S 66(1) stipulates that: A manager for the municipality, operating guided by a policy framework governed by the municipal council and liable to any relevant law, has to – Approve a staff creation for the municipality;
- The Municipality is dedicated in its effort to safeguard that employment is continual and as such ensure that there is no redundancy or retrenchment. However, this is liable to the employees' willingness to accept the offered alternative positions.. In this instance, each endeavour will be made to guarantee that such alternatives are sensible and justifiable in Msunduzi.
- In the event of having more than one candidate that can be close tallied to a post and having more candidates compared to the posts, employment equity shall have preference over length of service. The employees who are close matched may also be called to an interview without advertising the post. (Msunduzi placement Policy Manual 2013/14) Municipality (135 of 201 placements Manual 2013/14).
- The South African Local Government Association (SALGA) sphere, according to Zybrands (2009:133), seen as the government domain familiar with its citizens, is in charge of offering extensive services to the public. However, efficient service delivery is necessitated by the by the organisational stability of municipalities.
- Nonetheless, South Africa has civic placement administration, and with every municipal staff placement emanates the likelihood of a municipality facing an administration change. A municipality's administration can be influenced by the transitional timeframe from the ideology of one regime to those of the other. Though there may be no change in the political regime, new political appointments can ensue with reference to the municipality's council. This as well has a likelihood to impact a municipality's administration.
- Owing to this, usually there is an interim drop in performance noticed in municipalities in the transition phase, either after or even during staff placement administration.

- A decrease in a municipality's performance is not usually a desirable thing since municipalities' key function is service delivery to the public. This means that any change brought about by any change in regime has to be effectively handled so as to have the least disruptions in the municipality's performance.
- Sekar (2011: 58-61) contends that the link that is between the workplace, the tools of work and the work itself makes place of work to turn into being a fundamental element of work itself. The administration that dictates exactly how to maximise employee productivity evolves around two chief areas of attention: the work environment's infrastructure and personal motivation. A number of factors that have an influence on the performance of the employees have been identified with different literature. Factors that have been documented to have the most impact are the office environment's behavioral components and the behavioural office environment. It was established that in every work pattern, one factor observed to have the most impact of productivity was interaction whereas the most adverse effect was caused by distraction. This means that the management of people in any organisation makes a difference in that organisation's performance is based on people, since people are the most valuable resource of an organisation.
- Over the decades a number of organisations have been attempting contemporary methods and designs to in constructing offices so as to intensify productivity, as well as appeal to more personnel. The physical layout of the workplace has been reported by a number of authors, together with management processes that are efficient, to be imperative in enhancing employees' productivity and subsequently having enhanced organizational performance (Bernard, 2016; Gennard and Judge, 2015; Taylor, 2016). One autonomous research organisation undertook a study on United States (US) workplace setting. A sample of 2013 participants was chosen for a survey done in March 2006. The focus of the study was on work satisfaction, workplace design and productivity. In the findings, workplace design was rated by 89% of the respondents from being important to being especially important. In relation to workplace being significant in increasing employees' productivity, 90% of the senior officials supported this. From the survey's findings it was proposed that organisations' productivity can be enhanced by having work designs that are well improved.

2.7 Ensuring human capital development in local government

- Any organisation's success is not dependable on the availability of resources but it depends on how those resources are used and the placement of employees on the approved structure by stakeholders. Any resources available to an organisation have to be positioned, governed and regulated. This entails having business processes in running the business as well as having competent employees in the human resources management. Placement or/ staff allocation is used by an organisation to achieve its Integrated Development Plan (IDP) of making use of human capital to the maximum.
- It has to be kept in mind that placement or staff allocation is a migration process function. Employees always need to know what is expected from the management when they embark on the migration process. The formal appraisal must still take place, nonetheless, constant feedback is of paramount importance.

2.8 Role and responsibilities of the municipal manager

It is the responsibility of the municipal manager to ensure the execution of the TASK job evaluation system in every municipality. It is also the municipal manager's responsibility to make sure that the selected Job Evaluation (JE) Practitioner is fully responsible for directing and supporting the job evaluation application. In addition, the Municipal Manager must guarantee that enough workforce and means have been assigned to support the evaluation process. In line with section 66 of the Local Government: Municipality Systems Act, 2000 (Act No 32 of 2000 as amended), the municipal manager has an obligation to safeguard the job description/or profile of each post on the staff establishment of the municipality. It is also the manager's duty to safeguard that keeping custody of job description copies for all posts is done by the municipality. Moreover, this entails incorporating the duty of compiling job descriptions in the performance contracts of each employee and letter shall account for his/her line function related jobs (Municipality to determine). Further to that, the manager must guarantee that every staff member is well-versed with the objective of the TASK JE system as obligatory in terms of Section 67 of the Local Government: Municipality Systems Act, 2000 (Act No 32 of 2000 amended). Finally, the manager shall bring together every municipality with a responsibility of job evaluation at district level;

appointing suitable individuals to operate in the Job Evaluation Unit as well as safeguarding that this unit is functional.

2.9 Roles and responsibilities of job evaluation in a placement process

- The job evaluation unit (JEU) shall under its jurisdiction, undertake job evaluations of all the municipalities that are its responsibility and take the evaluation results for auditing by the Provincial Audit Committee (PAC).
- The Job evaluation unit (JEU) is a managerial arrangement prioritising quality control, grading programs, getting inspection and filling job description and classifying of jobs before giving it to the PAC.
- For purpose of classifying, a minimum number will at least be 50% plus one, member of JE Unit.
- The JE unit has the ability to invite both the job's incumbent and his or her manager and the Head of Department's contribution to ascertain whether all the job's specifics were taken into consideration.

2.10 Roles and responsibilities of Provincial Audit Committee (PAC) in the municipality.

- A provincial Audit Committee responsible for auditing the outcomes of JE results from the JE Unit(s) shall be established by the provincial structures of SALGA.
- Four members, experienced and trained, in the TASK Job Evaluation System (JES), shall make up the PAC.
- The PAC member shall be operative on the panel for a period of a year and these may function as observers in the TASK Job Evaluation Auditing Process. For the one year they serve, they shall be Trade Union representatives from the available recognised Trade Unions.
- There is necessity for every nominated individuals for membership to go for further training on the way to do TASK Job Evaluation Auditing Process.
- The PAC shall convene on an ad hoc basis depending on the outcomes to be audited.

2.11 Municipalities job evaluation process

Having said that the staff allocation is part of the Job Evaluation Unit, if the job has considerably changed for good, an application can be taken by an incumbent or his or her manager, via the departmental head so as to have the job re-evaluated. However, this works if such operations were done for a period of more than six months. The JE unit has have the responsibility to continuously do the TASK Job Evaluation Process for as long as new posts are added to the staff establishment of the municipality in line with Section 66 of Local Government Municipality Systems Act, 2000 (Act No 32 of 2000 as amended).

In the evaluation of a post, if needed, the JE Unit shall collected required information needed from both the job's incumbent and the applicable manager as well as the Head od Department of the concerned job. A proper job analysis should be done prior to the compilation of a job description. Before the JE Unit grade the job on the TASK Job Evaluation Systems (TJES), the applicable manager and the incumbent together with the Head of the Department will be obligated to sign off the job description.

In addition, the subsequent legislation guides the above framework together with the Bargaining Council agreement:

- Labour relations Amendment Act, No. 6 of 2014
- Basic condition of employment Act of 1997
- Treasury Regulation, 2001
- Public Service Regulations, 2001 (responsible for bringing the public service act into effect)
- Skills Development Act of
- Constitution of Republic of South Africa
- Municipal Systems Act

2.12 The staff allocation progression.

According to the Manual policy (Manual Policy 213/2014), staff allocation process progression goes through a systematic process and it is not all about job allocation of staff, it also includes grading of post and also incorporates preparation, regulating as

well as incentivising employees. This ought not to be viewed from a staff allocation standpoint solely where staff is allocated but has to be viewed in part of other related issues, together with every element of employees in the Council/Municipality. The Manual policy is a management tool and ought to encompass crucial elements, including employee development plans.

2.13 Employee accreditation of training.

The skills development handbook, (2013/2014) produced by Msunduzi Municipality, states that it is within the National Qualification Framework (NQF) that accreditation will take place.

Table 2.1 Sub-Frameworks and Qualification Types (SAQA)

QUALIFICATIONS	LEVELS	SPECIFICATION
Doctoral Degree Doctoral Degree (Professional)	10	*Not yet determined
Master's Degree Master's Degree (Professional)	9	*Not yet determined
Bachelor Honours Degree Postgraduate Diploma Bachelor's Degree	8	Occupational Certificate (Level 8)
Bachelor's Degree Advance Diploma	7	Occupational Certificate (Level 7)
Diploma Advance Certificate	6	Occupational Certificate Level (6)
Higher Certificate	5	Occupational Certificate (Level 5)
National Certificate	4	Occupational Certificate (Level 4)
Intermediate Certificate	3	Occupational Certificate (Level 3)
Elementary Certificate	2	Occupational Certificate (Level 2)
General Certificate	1	Occupational Certificate (Level 1)

The SETA accountable for trainings that are conducted in the local government sector has a significant part to play with reference to quality assurance, standards of setting, registration and accreditation of training programmes and providers that are under the

NQT. The focus of SETA is only training that cuts across sectors of the local government, for instance, financial management, human resources management, administration and provisioning. The Training Committee is mandated to work closely and collaboratively with the NQF structure in ensuring municipal representation in the SETA institution as well as other applicable institutions.

2.14 Local government priorities

The employee accreditation of employees is formerly followed by local government main concerns in terms of objectives and aims. At this point allocation of staff has to be brought into line with qualification achieved by employees as the cooperative of entities in the organisation. Strategic plans, budget allocations, departmental goals as well IDP for different business units are part of the local government priorities. Staff allocation operate in a methodical progression and must support Municipality objectives and goals in a way that is collective and sustainable. Figure 2.2 below illustrates this relationship.

LOCAL GOVERNMENT PRIORITIES

(Key Municipal objectives)



BUDGET ALLOCATIONS

(Given precedence to in line with government objectives)



MUNICIPAL OBJECTIVES

(What organisation needs to attain for staff allocation)



STRATEGIC AND ANNUAL PLAN OF ACTION

(How objectives will be realised)



MUNICIPALITY ACTION PLAN

(How specific units will operationalise)



INDIVIDUAL WORKPLAN MAIN RESPONSIBILITIES

(How everyone will work concerning objectives?)

Figure 2.2 Local Government priorities

Adapted from the Municipality Systems Amendment Act 44 of 2003.

2.15 Allocation committee

- The allocation of staff shall be considered by an Allocation Committee comprised of the Municipal Manager and the Deputy Municipal Managers.

- The Allocation Committee shall have the following terms of reference:
- *“To consider and reach consensus regarding the allocation of existing employees into posts in the approved structures”*. Where consensus cannot be reached, the Municipal Manager shall have the final say.
- The Trade Unions, two (2) representatives from SAMWU and one (1) from IMATU shall have observer status in the Allocation Committee. Should the Trade Unions opt not to send observers, the process will continue in their absence.

2.16 Allocation criteria

The following criteria shall apply:

- The Municipality is dedicateddedicated in its effort to safeguard that employment is continual and as such ensure that there is no redundancy or retrenchment. However, this is liable to the employees’ willingness to accept the offered alternative positions. In this instance, each endeavour will be made to guarantee that such alternatives are sensible and justifiable with reference to the competencies, skills and qualifications of the affected employees. If offers are not accepted, Section 189 of the Labour Relations Act which addresses discharges on the basis of operational obligations shall in an automatic manner be used. Where offers are accepted and are at a lower level, the allocation will be done on Personal to Holder until the post is filled by a new incumbent.
- The allocation of the employees shall be done by matching the job content/requirement of the post per the structure with the skills/competencies, qualifications and experience of the employees. The employee whose skills, competencies, qualifications, experience; including existing job content and performance therein, is the closest match to the post requirements/job profile content description of the post on the approved structure being migrated to, shall be allocated to the post.
- An employee may not be allocated into a higher-level post without the post having been duly advertised. The only exception is if the post is an unchanged

or minor changed post; and is presently held by the employee being migrated to the said post.

- Where the numbers of employees that can be close matched to singular post/posts exceed the number of posts, employment equity shall have precedence in the allocation of employees. Employees who are close matched shall also be called to an interview without advertisement; and such interviews shall duly be conducted as per Council's employment policy.
- The Allocation Committee shall ensure that all existing employees are allocated to posts in accordance with the purpose of this policy (Msunduzi Municipality Placement policy handbook; 2015/16).

2.17 Placement process for municipality

The allocation of staff shall take place as follows:

➤ Classification of Posts

The Allocation Committee shall ratify the classification of posts in the structure into the following five categories. Allocation of staff shall proceed in accordance with the fulfilment and alignment to the said categories:

➤ Unchanged Posts

These are posts that have had no change of title and job content. The Municipality shall be obligated to merely make a list of these posts with the names and pay numbers of the existing incumbents and submit them to the Allocation Committee for confirmation. In the absence of a comprehensive performance management assessment, the current incumbent's skills/competencies, experience and qualifications shall be deemed to meet the requirements of the post, but not negating explicit developmental gaps.

➤ Minor Changed Posts

These posts involve little alterations to job content, which does not materially affect the degree of one's responsibility. This may include a few alterations that do not change the job content.

The Municipality will be obligated to merely make a list of these posts with the names and pay numbers of the existing incumbents and submit them to the Allocation Committee for confirmation. In the absence of a comprehensive performance management assessment, the current incumbent's skills/competencies, experience and qualifications shall be deemed to meet the requirements of the post, but not negating explicit developmental gaps.

➤ **Major Changed Posts**

These posts would have gone through huge and noticeable alterations to the job content and this has material effects on the job evaluation outcome. These posts shall be advertised internally first.

➤ **New Posts**

These posts have responsibilities and duties not present in any manner in the existing structure. These posts shall be advertised as per Employment Policy.

➤ **Notification of Allocations**

A letter shall be sent to each employee informing him or her of their allocation. A copy of the relevant portion of the organisational structure showing their allocated post will be attached to the letter. All allocations shall be finalised within three (3) months of commencement of the allocation process. The list of all the posts and the names of the employees allocated to posts shall be displayed on the main notice boards.

2.18 Principles underpinning Staff Allocation

- i. The organisational imperatives of placing staff in a manner that supports and augments the organisational vision, mission and the achievement of operational plans in an efficient and effective manner must be upheld.
- ii. At a micro-level the unique operational considerations and needs of the respective Business Units that constitute the Macro-organisation must be

balanced against the broader organisational vision, mission and the achievement of operational plans.

- iii. The role players in Staff Allocation must exercise the highest ethical standards and as far as possible the Staff Allocation Process must be a collective decision, at Business Unit level and at organisational level.
- iv. Under no circumstances, irrespective of rank or position may a singular role player, in any given Business Unit, undertake Staff Allocation outside the collective designated to facilitate the process.

2.19 Role Players in Staff Allocation

2.19.1 Allocation Committee Members:

- Municipal Manager: Chair of the Allocation Committee
- Deputy Municipal Managers: Technical Input
- DMM: Corporate Services: Technical Advisor
- Trade Union Representatives: Observers
- Secretariat: Recording Proceedings

2.20 Approval of Staff Allocation

- The Heads of Business Units, as Chairpersons of the Allocation Sub-Committees will be responsible for presenting the recommendations emanating from the respective Business Unit's Allocation Sub-Committees to the Allocation Committee chaired by the Municipal Manager.
- All documented Business Unit Post Classification processes via the amended Post Classification Schedules will be signed-off by the respective DMM's and submitted to the DMM: Corporate Services for safe-keeping, together with recordings of the deliberations, pending commencement of the Organisational Staff Allocation Process by the Allocation Committee.
- The DMM: Corporate Services, in consultation with the Municipal Manager will be responsible for setting up the Staff Allocation Committee and providing logistical and secretariat support for the Committee.
- The terms of reference of the Allocation Committee will be to reflect and reach consensus on the allocation of posts on the approved 2013 Structure.

- Where consensus cannot be reached, the Municipal Manager shall have the final say; and the full details of deliberations at the Allocation Committee will be recorded and kept on record for further referral.

The modus operandi of the Allocation Committees will be guided by the Migration Process Flow diagram attached.

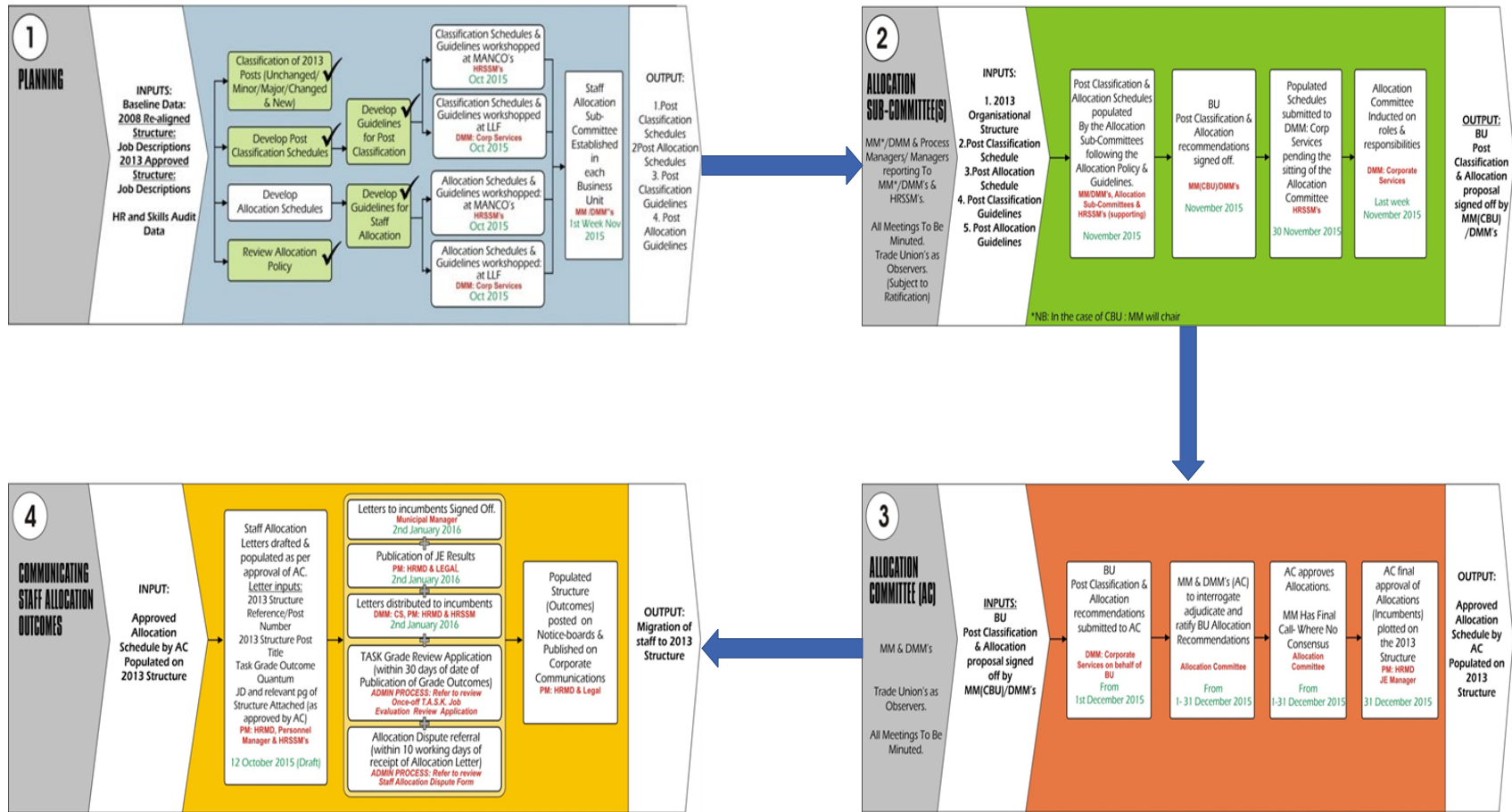


Figure 2.3 Migration Process Flow

Adapted from Public Service Regulations, 2001, as amended.

2.21 Confidentiality for staff Placement

All role players, inclusive of General Manager's, Senior Managers, all other Managers and Union Representatives must uphold absolute confidentiality of the process and must sign confidentiality declarations. The said confidentiality declarations will form part of the record of deliberations.

2.22 Employment Equity

According to Gerber *et al.* (2010:156) Employment equity centres on the eradication of unfair discrimination of any kind in hiring, promoting, training, pay benefits and retrenchment in line with constitutional requirements". Durban University of Technology is required to prepare and put into action an equity strategy that complies with the new procedures issued by the Department of Labour in 1999. In doing this companies will be undertaking administrative revolutions to remove unjustified obstacles to employment for every South African citizen and to accelerate training and advancement for individuals from traditionally deprived groups.

In order to realise employment equity, each selected employer ought to bring into practice affirmative action strategies for individuals from elected groups. Companies must implement the following actions:

2.22.1 Creating sensible accommodation for women, Blacks and individuals living with disabilities.

According to the Labour Relations Act, No. 66 of 1995, a company should have a compiled profile of its workforce with reference to permanent, non-permanent employees, designated groups, non-designated groups, occupational levels and occupational categories; compiled organisation's equity plan; compiled report on the employees' skills development; analyse the organisation's employment practices, policies, working environment and procedures; and the benchmark itself against other similar organisations. An organisation needs to take into consideration the five steps of employment equity.

2.22.2 Five Steps to employment equity

- Confer with workers,

- Undertake an analysis,

- Formulate an employment equity plan,
- Put the plan into action, and
- Give an account to the Director-General of the Department of Labour on development made (Nel *et al.* 2004:172).

2.23 Staff capacities

Infrastructure and resources are of significance in the local government organisations, nevertheless unquestionably it is the human resource, that is, employees, who, through their daily work and management, ensure a satisfactory public service. The SALGA (2011) offered a human resource development strategy for growing municipalities. Developmental local government has There are four interconnected components of the developmental local government, that is, incorporating and harmonising; capitalising on economic growth and social development; democratising development; and steering and learning. As such staff ability must focus on the last element with special reference to the professional or career development of municipality workers.

It is the Constitution of the Republic of South Africa Act 108 of 1996 (Republic of South Africa 1996) that offers the high standard delivery of quality service by municipalities in the country. Intrinsicly, every municipality must make quality service delivery an imperative plan in its operational duties. It is the duty of the local government domain, that is, municipalities (within the South African framework) to handle water and the disposal of refuse among other things. Nevertheless, a scrutiny of existing intensities of service delivery complaints, it is sensible to agree with Portfolio (2008) as far as members of the community are apprehensive, municipalities are not providing services as anticipated. Mashala (2012:38) reports that meager service delivery by municipalities has resulted in several demonstrations across the state. This is argued to have resulted in problems, for instance, fatalities and destruction of property, and demotivation for municipality workers dealing with the protests as they will have to devote their time to address the demonstrations. Such magnitudes have steered the South Africa government to esteem the function of operational human resource management in quality service delivery as a priority. The

White Paper on Human Resource Management in the Public Service (Republic of South Africa 1997), expresses this commitment which accentuates that public service human resource management effects in proficient as well as well-managed workers; human resource management in the Public Service ought to be a model of excellence, in which service to the members of the society sprouts from personal dedication rather than coercion. This points out that management of workers in the South African municipalities is crucial, particularly for the individuals accountable for it, and as such must done professionally.

Nonetheless, with the intensities service delivery demonstrations in the country, human resource management practices, with specific reference to job placement administration of municipalities, municipalities have turned out to be a topic of everyday criticism. Taylor (2016:72) states that within the dominion of such criticisms, paradoxically there exist limited evidence that shows the relationship between human resource management practices of municipalities and the workers' motivation to provide quality service as supported by the central government of South Africa. Furthermore, Jawad *et al.* (2012: 42) states that literature from current studies on views of organisational fairness and personnel job placements have been conducted in universities and Williamson and Williams (2011: 63) note the studies to also have been conducted in the corporate world in various settings, leaving room for the examination alike variables in a diverse organisational settings within South Africa.

2.24 The concept of human resource administration in municipalities.

The human resource component is among the numerous of administrative resources reflected upon as crucial to organisational performance and eventually the survival of the organisation. Nel *et al.* (2016:234) support this notion by arguing that no organisation can function void of people. As such, Grobler *et al.* (2015:331) are of the idea that the ability of local governments to sustain themselves rests in their prospective to engage the right personnel, utilise them and manage them appropriately. Gennard and Judge (2015: 98) cement this notion by stating that good human resource administration undertakes people as crucial and prized assets for attaining anticipated organisational goals. A number of scholars Marchington and Wilkinson (2017); Taylor (2016); Berman *et al.* (2010); Grobler *et al.* (2015) have

defined human resource administration in a different way, nevertheless, one common idea in their definition is that it is a proactive and strategic management of workers in a way that safeguards optimal fit between workers, their work and the organisation so that workers can realise anticipated points of satisfaction, at the same time allowing the organisation to attain its anticipated goals. This definition infers that South African municipalities ought to apply foresight in the administration of their human resources, that is, the workers to provide quality service to the member of the community. This is of importance as developing literature on the damaging attitudes about human resources administration in municipalities appears to depict a bleak picture on quality service delivery. An ideal illustration is that of Paradza, Mokwena and Richards (2010: 25) who did a research on 12 municipalities in the Northern Cape, Western Cape, KwaZulu-Natal, and Free State. The results of the study show that several residents, view municipalities as a ground for discrimination, corruption and nepotism in municipal placements.

2.25 Political context of job placement in municipalities in South Africa.

Senyucel (2009: 22) is of the view that effective job placement administration depends on the circumstances within a certain organisational setting. For that reason, the seeming political polarisation of municipalities in the country has the possibility of adversely disturbing the human resource administration backgrounds that can be seen as a antecedent to improper job placement administration processes, stimulating the manifestation of the 'cadre deployment' strategy and behaviors such as nepotism (Mashala 2012:65). Mashala (2012: 65) defines the cadre deployment inside South Africa's political domains as the placement of certain individuals affiliated to a particular political party (most of the times the ruling party), in government sections, irrespective of credentials or knowledge. Parties such Democratic Alliance (DA) in South Africa which are opposition parties are of the view that most of municipalities are occupied with personnel whose understanding of local government matters is doubtful as a result of being placed on 'cadre' grounds (Republic of South Africa, DA 2012). Remarking on the cadre deployment issue, Kanyane (2012: 62) complains about how it is without merit and encourages allegiance, the latter viewed as not consistent with the delivery of quality public service. In the same manner, Areff (2012:226) agrees with this notion by stating that placement of incompetent individuals

in municipalities in South Africa on the basis of political polarisation of municipalities does not promise well with the directives of organisational proficiency in providing services competently and effectually.

Several research reports cement the above notion. For instance, the Department of Cooperative Government and Traditional Affairs (CoGTA) (Republic of South Africa, 2009) offered proof of posts being occupied in the Free State Province municipalities in the South Africa on political basis. In the same manner, Paradza *et al.* (2010:25) told of political corollary among three municipalities in the Free State Province and in other provinces in the state, whereas Dzansi and Dzansi (2010:996) established that the placement of unqualified individuals on the basis of political party membership required the consideration by government as it seemed to have been extensive in government sections in the Free State Province. The South African Local Government Association (SALGA), (2011) highlights that inside the government itself, there is prevalent credit that the notion of human resource administration as a remedy for service delivery has not been recognised. This disclosure by SALGA permits one to argue that the quality of human resources administration or placement processes in municipalities, is compromised by some political intrusion.

Effective personnel placement in municipalities has become critical and vital to the realisation of organisational as well as individual objectives and goals (Kabene *et al.* 2016: 14), and as such municipalities in South Africa are dared to produce work place situations, that is, programmes and policies that encourage impartial management of each worker irrespective of political attachment. Certainly, a workplace where workers are all impartially treated has implications for sustainable service delivery in municipalities in South Africa.

2.26 Towards fair job placement administration within South African municipalities.

Equally individual employees and organisations goals must be realised and neither ought to be attained at the cost of the other. As given by Strydom (2015:451), performing job placement administration well can result in organisational success. This implies that cautious job placement administration is the way by which personnel goals can be realised without compromising accomplishment of organisational goals. This

therefore proves that proper management of individuals in the municipalities is of extreme significance. Swanepoel, Erasmus and Schenk (2015: 156) and Nel *et al.* (2016: 236) cement this highlighting that when an individual joins a municipality, one gets into a social exchange affiliation with the municipality, and as such they anticipate to equally gratify their inherent as well as extrinsic needs.

Gould-Williams and Davies (2015:17) are of the view that any organisation or any municipality that looks for lasting exchange relationship with workers ought to listen and attend to the views of their employees because positive employee attitudes lies on their views of how devoted the employing municipality is to them. Jawad *et al.* (2012:42), in one study reported that observed fairness in procedural, interactional, and distributive justice results in high levels of commitment to the organisation. Consequently, optimistic attitudes were perceived as very operative towards organisational dedication. Similarly, it can be argued that organisations concerned about their workers' welfare and acknowledge their inputs, are probable to have grown optimistic attitudes from them, for instance, driven, committed and satisfied workers, who are likely to participate commendably and industriously to the general realisation of the organisation's goal line. Hence, this entails that appropriate job placement administration can end in workers being stirred to points necessary for productive good service delivery in municipalities.

2.27 An outline of some global municipal job placement matters.

Gould-Williams and Mohamed (2010:654) are of the view that reference to work placement issues offers a platform for sharing experiences as well as learning). One research done by Gould-Williams and Mohamed (2010:666) demonstrated that Malaysian municipalities acknowledge the strategic prominence of the job placement administration purpose for the performance of the organisation. As given by these scholars, placement administration in Malaysian municipalities in overall has progressed from a concentration on personnel well-being only to one that equally accentuates both optimal productivity and human development. Williams and Mohamed (2010:668) reported that central Islamic values that stress the necessity for self-control, honesty, inspiration, consensus and teamwork are now implanted in placement administration processes in Malaysian municipalities.

Mgonja and Tundui (2012:208) state that the Local Government Reform Program (LGRP) in Tanzania was presented to enhance among other matters, quality of service offered by the state's municipalities. Conversely, Pallangyo and Rees (2014:730) conducted a study in Tanzania and found deficits in nearly all local government associations (LGAs). The dearth that was found by the study were of human capacity, with specific reference to absence of skills and competencies and educational credentials; disappointment by the LGAs' capability to appeal to and keep proficient workforces; and the needed numbers of workers. Moreover, Khaleghian and Das Gupta (2015: 1088) reported that just as in a number of nations, LGAs in Tanzania lack rudimentary administrative capability to perform their duties resulting in meagre service delivery. From the examples given, the basic common line within the states discussed is their aspiration for improvement of service delivery by means of self-controlled, motivated and competent staff. Such illustrations, although not comprehensive offer typical matters encountered by the human resource administrators of municipalities in most countries, South Africa counted in.

2.28 Employee motivation

According to Makanyeza, Kwandayi and Ikobe (2013) rigorous human resource policies such as employee motivation are some of the main approaches that can be taken up to enhance service delivery within municipalities. In addition, Muogbo (2013:6) also confirms that member of staff motivation impacts the performance of workforces to a considerable extent. Therefore, meaning that organizational management of the work environment influences employee's performance, making motivation very crucial for organisational success. Hence proving great need for municipalities to employ motivational strategies if they are to thrive in offering quality service. A number of scholars have defined motivation (Bagraim *et al.* 2017:410; Mills, Bratton and Forshaw 2016:212; Qammer 2010:169; Kachornkittiya, Trichan and Lerkiatbundit 2012:80; Van Wyk 2011:75). For instance, Qammer (2010: 169) defines motivation as an internal process that makes a person move toward a goal. For Kachornkittiya *et al.* (2012:80) motivation is an innate drive beyond naturally doing an endeavor without being compelled. In line with the different scholarly definitions, Malik (2010:144) adds that motivating workforces is an essential step to be reckoned if an organisation seeks to accomplish their overall goal. Zeroing down to municipalities in South Africa, it means that motivating the workforce is crucial to improve the quality of

service currently being provided. For this study's purpose, motivation is: the unforced readiness and zeal of workforces to execute work to the fullest of their capacity so that the organisation realises its objectives and aims. The working meaning means that driven municipal workers will freely and eagerly go an extra mile for their municipalities to offer quality service to the public, as well as, the zeal for productivity on municipal managers to stimulate workers' concern in doing 'good' to the residents. Therefore, calling for the need for proactiveness within municipalities in South Africa to engage the correct approaches that are likely going to preserve workers to be self-driven. Nevertheless, the question still rests: are the workers of the South African Municipalities driven enough to permit their organisations fulfill the constitution's pledges to the public?

2.28.1 Motivation to offer quality service in South Africa's municipalities.

As alluded by Makanyeza *et al.* (2013: 9), rigorous human resource policies that strictly demonstrate plans for worker motivation are a prerequisite for improved service delivery in municipalities. Within the municipality settings (public service), there is possibility for enhancing public services through a human resource with the correct form of motivation. The correct form of motivation can be provided in the form of conducive working conditions that are likely to inspire engagement and persistence (Manna 2016: 3). In addition, Manna (2016: 3) states that those workforces that are not driven are likely to portray attitudes which are usually reproduced in their job performance. Workers' attitudes in South African municipalities and elsewhere can be mirrored in the services they offer to the citizens. Ahmad, Wasay and Malik (2012:532), agrees that quality service provision is the center of client gratification while inspired workforces are necessary for enhancing the quality of service and, subsequently, keeping the organisation's clientele.

Burke, Noblet and Cooper (2015: 346) highlights that there is indication of interfering in job placement administration practices among governmental bureaucrats in South Africa, particularly in the local government domain. An example would be drawn from the promotions and influential positions appointments in the municipalities also known as cadre deployment – meaning jobs for pals (Kanyane 2012: 65). Nakate (2011:241) alludes that research on organisational fairness have also established that worker motivation is connected to practices and procedures observed to be just. The notion of worker motivation in municipalities is of significant importance for service delivery

since workforces that are driven come to be involved and contribute significantly in realising organisational goals. Nevertheless, the organisation runs a risk of a demotivated human resource, if the working environment fail to consider the workers' needs and requirements Brooks (2016:301) as well as respect of equality in job placement and allocation processes.

A research by Strydom (2015) to govern how workers' views of impartiality in municipal job placement processes are connected to their work motivation revealed that the respondents were not pleased with job placement process. These findings interlink with the CoGTA's (2009) contention that partiality in job placement process such as enrolment of the workers in municipalities of South Africa which are highly influenced by political meddling, has resulted in unlike perceptions of how job placement processes are conducted which was aggravated by exposed benefits and salary inequalities of municipal workers of alike positions in South Africa. Such inequalities have the possibility to raise worker disapproval with job placement processes and compensation. Therefore, the improvement and reform of labor policy is likely to generate a dispute free labor atmosphere that encourages amicable employee relationships (Ferreira 2012). The findings highlighting municipal workers' ratings of job placement process point out that disputes still portray the South Africa's municipal situation.

Studies on municipal appointments conducted in other countries like Zimbabwe have showed that job placement processes such as promotion should be achieved on merit (Williamson and Williams 2011:65). Unfortunately, this was not the case in Strydom (2016)'s study findings, and this portrays negative organisational impartiality in municipalities in South Africa. According to Dzansi and Dzansi (2010:1002)every day, municipalities in the whole of South Africa are guilty of illegal selfish and nepotism practices in every facets of job placement administration. With such malpractices, it is very unfortunate that the municipalities do not deliver services of the projected level of quality. Given this scenario, it is sensible to settle that job placement administration processes have consequences for workers' fairness views of their municipalities, and that employees' justness perceptions job placement processes may cause a demotivated workforce.

2.29 The concept of training and development

There are three kinds of resources in organisations and these are financial resources, physical resources, and human resources (Gilley 2014: 35). According to Thorne and Mackey (2013:2-3) physical resources are continually updated to keep up with the advancements in technology as well as making sure the organisation stays competitive while human resources, being the people that are employed by an organisation and are not upgraded like physical resources but require an update on skills, knowledge and abilities, and this is done through activities of training and development to help them perform optimally.

2.29.1 Training

According to Meyer and Fourie (2014:7), the concept of training refers to a process whereby people and or employees are provided the requisite attitudes, knowledge and skills for performing a job efficiently.

Kavanagh and Thite (2013:310), defines training as the planned acquisition of skills, competencies and knowledge that is going to be used to execute specific jobs in a work situation. In addition, Kavanagh and Thite (2013:310) allude that training is a systematic process used by organisations to modify skills, behaviours and knowledge of their employees to enable organisations to achieve their overall goals. Warnich *et al.* (2015:342) concurs by defining training as a procedure through which employees gain requisite capabilities used to achieve organisational objectives. Furthermore, Warnich *et al.* (2015:342) categorises training into two, which is, specific training and general training, where:

- General training consists of training interventions that concentrate on skills that can be widely applied in various workplaces, for instance learning how to enhance reading and writing and how to effectively communicate; and
- Specific training is whereby the employees obtain skills and information customized to their own workplace, for instance training aimed at giving employees an understanding of the organisational budgets recruitment processes.

2.29.2 Development

Warnich *et al.* (2015:342), defines development as the systematic efforts for future role, jobs as well as for personal growth. Therefore, development is an integral function

of management to enhance and preserve their employee job competences. It is therefore necessary that managers must keep up to date with new developments, personnel management, and other human resource practices.

Saks and Haccoon (2011:4) argue that training and development are part of human resource development which consists of planned and organized undertakings that are planned by an organisation to give their workers opportunities to obtain skills and knowledge that meet contemporary and imminent work requirements. Noe (2013:8), further differentiate training and development by suggesting that training is short term focused while development is long term and considers future job demands. Nevertheless, the two concepts are intertwined since people who are being trained for a specific purpose will also be undergoing development during the process (Erasmus *et al.* 2010:2).

2.30 Components of human resource development

According to Gilley (2014:26), human resource development has three components that vary from organisation to organisation depending on the organization's commitment to improving its human resources. The components are personal development, career development and organisational development, respectively. All the components have the same focus that is; the improvement of individual performance. Individual development targets performance improvement on a short-term basis and has a low level of organisational enhancement as compared to career development which is long term and multifaceted and has a much large effect on the efficiency of the organisation. Organisational development increases efficiency and requires the greatest skills and the most commitment to human resource development.

2.30.1 Individual development

Individual development is the process of developing new behaviours, skills and knowledge among workers with the intention to improve performance regarding the current job training (Gilley 2014:26). The function of individual development is to develop the skills, competences and knowledge of individual workers whilst addressing the needs of the organisation and those of the individual employees.

2.30.2 Career development

Gilley (2014:48) argues that most of the performance challenges are related to careers, when the worker feels overloaded and trapped in their current jobs resulting in increased levels of stress and decreased performance which affects the achievement of organisational expectations. Career development consists of planned, organised and structured activities that result in a mutual plotting between the organisation and individual employees and focuses on the analysis that leads to the competencies required for the development of skills for future jobs (Werner and DeSimone 2011:12). Career development includes career planning and career management whereby the organisation handles career management while the employee is responsible for career planning. As rightly suggested by Kavanagh and Thite (2013:310) career planning is the process by which workers set up career objectives and come up with activities that assist realise them. On the other hand, career management is the specific human resource activities such as training and development, performance appraisals and job placement. These two processes combined make up the organisational career development process.

2.30.3 Organisational development

According to Werner and DeSimone (2011:11), organisational development is the process of improving organisational efficiency as well as improving effectiveness of employees through planned interventions. It is a process of developing and creating ways to solve the organisation's performance problems through ensuring a link between the structure of the organisation, its culture and human resource processes (Gilley 2014:76). Therefore, organisational development serves to ensure that the organisation has the ability to self-renew. That is the ability to introspect and reveal the problems, shortcomings and weaknesses directing necessary resources to solve the problems (Gilley 2014:76). Hence creating room to confront new and ever-changing challenges and circumstances that arise.

Conclusively, one can deduce that human resource development should be a planned and ongoing process which leads to enhanced capabilities for the achievement of set objectives. In addition, human resource development should coordinate all the activities that are employed in the development of certain capabilities required to deliver current organisational objectives as well as to make the organisation competitive in the long run.

2.31 Summary of the Chapter

The chapter initially presented legislation related to the placement of employees in local government organisations, such as municipalities. From the literature review, it has been shown how inappropriate placement of employees in municipalities affects the delivery of public service. Studies conducted in various parts of the world were presented to support the arguments presented in the review of literature. The next chapter outlines the methodology that the study used.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter is a presentation of the research methodology adopted by the study as it offers an account of the research viewpoint, the research method and strategy, the target population, sampling method, instrument of data collection and data analysis technique. Research methodology considers and explains the logic behind the study's used methods. In this case the study employed a qualitative methodology for the study. The research methodology was selected since it allowed a better understanding of the research problem (Creswell and Plano 2008).

Research is governed by two main research philosophies which are positivism and phenomenological. The two are discussed in detail as follows:

Qualitative research, as stated by Van der Merwe (2013:89) is a research line of approach designed for understanding and the progression of theories. Denzin and Lincoln (2015:76) explain qualitative investigation as a placed action which discovers the viewer in a domain. It includes a naturalistic, informative means to the world, that is, qualitative investigators search for occurrences in their regular contexts, trying to understand, or deducing experiencing or circumstances in relation to the significances societies convey to them. Qualitative inquiry infers an importance on the features of things and on procedures and connotations that are not empirically measured or tested (Denzin & Lincoln, 2015:45).

According to Van der Merwe (2013:103), qualitative research is research intended at demonstrating relationships among variables, testing theories, defining realities and envisaging end results. On the other hand, quantitative inquiry as given by Weinreich (2009: 37) makes use of techniques from the natural sciences that are aimed to confirm reliability, objectivity and generalizability.

A qualitative inquiry approach entails the utility of qualitative instruments such as focus groups, interviews and open-ended questionnaires in conducting the research. According to Creswell (2003) qualitative research approach utilises various methods

and techniques that are flexible, simple and easier to understand when conducting an exploratory or investigative study that seeks to understand life experiences in a certain context. Creswell (2014) further emphasises that qualitative research methodology happens in a natural setting to capture the real experiences of people and outline the key issues affecting them. This means qualitative research allows for better understanding of people's experiences in a particular setting. For this study, qualitative method provided an in-depth understanding of the perceptions of employees on the effectiveness of administration of Msunduzi Municipality. Though the methodology is largely qualitative, some statistical measurements were used for the demographic information of the participants as well as presentation of some open-ended questionnaire questions.

3.2 Research Design

As given by Babbie and Mouton (2009:74), a research design is a strategy or outline to which a researcher intending to undertake a study usually uses, especially the data gathering part of it. For this study a case study design was used to implement the qualitative approaches. According to Baxter and Jack (2008:557), *a case study research enables the researcher to gather data from a variety of sources and to converge data to illuminate the case*. The case study was relevant for the research because it allowed generation of theories during the data collection process. As offered by Yin (2003:547) a case study design is appropriate when the study intends to respond to 'how' and 'why' inquires and when the investigator has no ability to influence the conduct of the individuals involved in the investigation and to add potency to what is already acknowledged through earlier research. For that reason, this research study utilised a case study research design to investigate on the effective administration of job placement by the Human Resources Business Unit (HRBU) of Msunduzi Municipality.

3.3 Instruments

Literary knowledge on the subject was derived from secondary data sources such as journal articles, dissertations, books and internet sources. This secondary information was enriched by utilising primary data that was acquired from the Human Resources

Business Unit (HRBU) of Msunduzi Municipality. Interviews were conducted with participants to acquire primary data on employees' perspectives through direct discussions between the researcher and the participants. In an effort to retain the precision of the findings of the study and elements, self-administered forms were distributed to the respondents together with a consent letter which solicited them to complete the questionnaires. According to Bless and Higson-Smith (2014: 118), open-ended inquiries give room for participants to completely articulate their responses freely as they desire, as thorough and intricate, as extensive or as little as they think it is proper

3.4 Research Strategy

Surveys are a technique of gathering of data from a sample of elements and are a common method of gathering primary data. The wide-ranging area of survey research integrates any measurement processes that entail questioning of respondents. Surveys are a pliable tool, which can deliver both quantitative and qualitative information dependent on how they are designed and analysed (Everitt, 2010:303). This study focused on the quantitative use of surveys.

.A survey research strategy was chosen for the study. In this strategy data is collected by the researcher by means of administered questionnaires in face to face interviews, on a sample or through telephone interviews. Saunders, Lewis and Thornhill (2009:144) state that a survey research strategy is mostly linked with the statistical approach and is usually utilised in quantitative research.

Saunders *et al.* (2009:144) state that surveys permit the researcher to examine attitudes, opinions and characteristics of a large population with no need to reach all of them but just a limited to a sample of respondents, hence becoming convenient and economical. The open-ended questionnaires enabled the researcher to get the perceptions of the Msunduzi Municipality employees in relation to employees' placement administration. Moreover, though the study was a case study, the survey strategy allowed the researcher to collect some statistical information about the target population. Consequently, this explains the reason for choosing this research strategy.

3.5 Target population

According to Jha (2014: 183), a study population is a collection of anticipated elements or individuals with particular features in which the study will be interested in. The target population was the employees of the Msunduzi Municipality who are 67 in total. The specific characteristic that made this population was the placement administration of the employees which was common to them all. This study was based in Pietermaritzburg specifically on Human Resources Business Unit (HRBU) of Msunduzi Municipality.

3.6 Sampling Framework

According to Lemmer (2011: 13) sampling is defined as a selected group of individuals from a population for a specific purpose. There are two types of sampling framework used in research, that is, probability and non-probability sampling. In this study a non-probability sampling technique called purposive sampling was implemented.

3.6.1 Probability sampling

Probability sampling is sampling that guarantees that every population element is encompassed in the sampling frame and as such has an equal chance of selection (Cooper and Schindler, 2000:123). The aforementioned authors highlight that probability sampling is affiliated with the quantitative research approach and this consequently permits a researcher to be able to generalise the study's findings to the wider population. As given by De Vos *et al.* (2005:198), methods of probability sampling are systematic, random, cluster and stratified sampling.

3.6.2 Non-Probability sampling

On the other hand, Babbie (2005:188) is of the notion that in cases of large-scale surveys, whereby elements of the population are unknown, non-probability sampling applies. When using non-probability sampling, there is no assurance for representation of different population elements. Nevertheless, the investigator can make use of additional sampling principles discounting unpredictability (Cooper and Schindler, 2000:123). This however, entails other elements of the study population being missed. According to Babbie (2005: 196), there are four types of non-probability sampling methods which are snowball, convenience, purposive and maximum variation sampling.

3.7 Sampling Strategy

The study made use of purposive sampling in obtaining participants for the study sample. As given by Dane (2011:57), purposive sampling is making use of procedures focused on directly getting a particular type of elements. For Cole (2016:120), purposive sampling entails a researcher using his/her considered opinion that the sample represents the population and owing to this the sample serves the purpose of the intended inquiry among the population. Thus the current study made use of purposive sampling to have the particular individuals of interest, who were 26 employees from the Human Resources Business Unit (HRBU) of the Msunduzi Municipality. This sampling method was preferred since it permitted the researcher to cautiously choose participants with the particular features of interest to the current study, that is, workers in the HRBU of the Msunduzi Municipality. The approach was to purposively isolate and choose known employees from the HRBU of the Msunduzi Municipality.

3.7.1 Sample Size

A sample size of 26 participants, 11 females and 15 males out of 350 total employees was chosen to participate in the study. This is because qualitative research employs a small sample size since it involves in-depth interviews of participants which requires more time (Creswell 2014). This study was based in Pietermaritzburg specifically on the Human Resources Business Unit (HRBU) of Msunduzi Municipality.

3.8 Data Collection methods

There are various means of gathering data in any research study. The methods differ conditional on the approach that is being used in conducting the research. This study utilised qualitative data collection techniques. Semi-structured interviews together with open ended-questionnaires were used to collect data in this research. One of the advantages of semi-structured interviews is that they permit flexibility by allowing the interviewer to modify the order of how issues are tackled (Kumar 2011: 243). This author further suggests that probing is tactical to successful detailed interviewing.

It took respondents an average of 10 minutes to complete the questionnaire. Allison (1996:74) argue that filling of questionnaires in a time period exceeding ten minutes may discourage respondents. As for the semi-structured interviews, it approximately

took 30 minutes for each interview. All 26 participants were interviewed and they all received the questionnaires as well. Though the study was largely qualitative, quantitative components came in through the use of questionnaires to collect some descriptive and demographic information about the participants.

The researcher summarised the data from the questionnaires in a Microsoft word format into a coded excel spreadsheet and was stored on a computer for analysis through the Statistical Package for Social Science (SPSS) software.

3.9 Data collection instruments

Interview guides were administered to participants through an interview schedule. Participants were required to fill in the consent forms before conducting the interviews. The interview schedule allowed the understanding of attitudes and perceptions of employees on the effectiveness of their administration on job placement. Face-to-face interviews create room for the interviewer to draw a deductive and comparative analysis among the different perceptions of participants (Maphalla and Malan 2014: 16).

3.9.1 Pilot Testing

Before conducting a research study, it is important to test the appropriateness of the data collection tool through a pilot testing. A pilot testing or pre-testing of interview was conducted with 3 respondents within Human Resources Business Unit (HRBU) of Msunduzi Municipality. O'Leary (2014: 206) mentions that, pilot testing is essential because respondents are given a set of questionnaires before the actual sampling resume. This enabled the interviewer to elucidate questions that the interviewees or respondents did not comprehend. The questionnaire can be reviewed if the pilot study reveals that some questions require to be written differently.

3.10 Data Analysis

Data analysis can refer to the reduction of large amounts of information from either primary or secondary data (Bryman 2012). Primary data collected from respective participants was coded and analysed through thematic analysis. This means the key themes identified during the interviews and in the literature were reflected to reflect on the experiences of the respondents.

Braun and Clarke (2006:58) define thematic analysis as analysis of data gathered qualitatively for the purpose of identifying, analysing and coming up with patterns.

Further to that, the above-mentioned authors states that thematic analysis not merely describes or arrange data in an orderly manner, as well interprets a variety of facets of the research Braun and Clarke (2006:62) proposed a six steps procedure to conduct a thematic analysis. These have presented as guiding principle and as such are not prescriptive, linear, and fixed rubrics when analysing data in any study. With reference to this, the researcher embraced the subsequent six steps that is, acquainting oneself with the data; creating first codes; looking for themes; revising themes; outlining and naming themes and as a final point making the report.

The analysis of data is so critical such that caution should be taken in the design of the study as the main reason behind analysis of data is the transformation of information. This precautionary step guarantees that the study design is orderly, logical and consistent with other methodological issues such as the data collection tools and the paradigm chosen (Blanche and Durkheim 2006:103). It was imperative to make sure that the nature of data analysis used tallies with the research paradigm selected, as well as respond to the critical study research questions.

Despite the analysis being thematic, the SPSS software was used to analyse some information from the open-ended questionnaires as well as analysing the demographic information of the participants.

3.11 Reliability and Validity

The data collected from the study need to have a valid and reliable knowledge. Reliability and validity are separate concepts, yet they are closely connected (Kawulich and Holland 2012:80). According to Punch (2005: 95), reliability is the central concept in measurement. In this study, reliability is attained through triangulation where convergence of information among multiple and diverse sources form themes in a study (Creswell and Miller 2000).

Validity concerns the accuracy of the questions asked, the data collected, and the explanations offered (Denscombe 2010: 143). The pilot or pre-test questionnaires were sent to the selected employees within Human Resources Business Unit (HRBU) Msunduzi Municipality. This was done with the aim of ensuring that the study findings are reliable for future researchers.

3.12 Ethical Consideration

According to May (2011: 61) ethics attempt to establish codes and principles of the researcher's moral behaviour. Respondents were informed of all the terms and conditions related to the interviews or interview questions and the questionnaires. The researcher declares that this research results is his independent work, except where stated. Sources are acknowledged by giving explicit references. The information and consent letter clearly elude that individual respondents' output/ perspectives will remain unknown.

All respondents of the study were treated with respect and respondents were protected from discrimination. The researcher applied for an ethical clearance through the research office. The study did not harm animals neither did it affect participants. The interviews took at least 15 minutes for each participant to fully respond to all the questions. The information the participants gave was only used for researcher purposes only. The responses were protected, and the responses will remain anonymous and treated with the highest confidentiality.

3.12.1 Confidentiality

The concept of confidentiality is closely connected with anonymity, in that anonymity is one way which confidentiality is operationalised. Confidentiality also means not disclosing any information gained from an interviewee deliberately or accidentally, in ways that might identify an individual (Wiles *et al.* 2008: 417).

It is the responsibility of the researchers collecting data to ensure that steps have been taken to prevent the accidental disclosure of data, and accordingly, researchers are obligated to make assurances to respondents that adequate security measures have been taken (Henderson 2004).

3.12.2 Privacy

In this study privacy was also maintained by not attaching participants' names to the information that would identify them (Christen and Johnson, 2004: 142). As such in writing about the participants, the researcher randomly identified them as P1 to P26 representing Participant 1 to Participant 26. Participants were also made of their rights to withdraw from study at any time they felt like so doing.

3.13 Research Procedure

The researcher obtained written permission from the Msunduzi Municipality prior to conducting the study, which is supported by (Sizwe and Molapo 2016: 18) as a requirement.

3.14 Summary of the Chapter

This study used a quantitative research design. Questionnaires were administered to Msunduzi Municipality HRBU staff, after permission was obtained from the City Manager to conduct the study. This chapter covered the research methodology, including the population, sample, data collection instrument, as well as strategies used to ensure the ethical standards, reliability and validity of the study.

CHAPTER 4

FINDINGS, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents data obtained through a questionnaire administered to employees at the Human Resources Business Unit (HRBU), Msunduzi Municipality, South Africa. The data collected from the responses was analysed with the Statistical Package for Social Sciences (SPSS) software, (version 24[®]) in relation to the aim outlined in Chapter 1, which is: to evaluate on the effectiveness of job placement services in attracting and retaining employees at HRBU, Msunduzi Municipality. The chapter first presents the statistical data followed by the qualitative accounts given by the participants. These accounts were analysed by the use of thematic analysis.

4.2 Employees Descriptive Statistics as elicited from the questionnaire

In this section of the data presentation, the biographical data of the HRBU employee participants is presented.

4.2.1 Gender and age distribution

The gender distribution per age group of the employees is described in Table 4.1. The Fisher exact tests showed that there was statistical significant differences in the gender with respect to age distribution of the participants ($P < 0.01$). As seen in the Table 4.1, the females (42.3%) were slightly lower than the male (57.7%) participants. More so, and in respect to age distribution, the proportion of males (46.2%) within the age distribution of 20-29 years old was higher than the females (3.8%). In contrast, females (34.6%) dominated the male (7.7%) counterparts within the age distribution of 30-39 years. However, the male (3.8%) and the females (3.8%) had the same representative within the age distribution of 40-49 years. Overall, more (50.0%) of the participants are within the age distribution of 20-29 years, followed by those within 30-39 years (42.3%) with the lowest representative within the age distribution of 40-49 years (19.6%).

Drawing from the above results, it is enough to assume that the workforce at HRBU are largely skewed towards the young population.

Table 4.1 Gender by age distribution

			Age			Total
			20-29	30-39	40-49	
Gender	Female	Count	1	9	1	11
		% of Total	3.8%	34.6%	3.8%	42.3%
	Male	Count	12	2	1	15
		% of Total	46.2%	7.7%	3.8%	57.7%
Total		Count	13	11	2	26
		% of Total	50.0%	42.3%	7.7%	100.0%

Fisher Exact test= 0.000

4.2.2 Race

The race distribution of the participants is given in Figure 4.1. Overwhelming number of the participants were African (96.2%) with only 3.8% White representative.

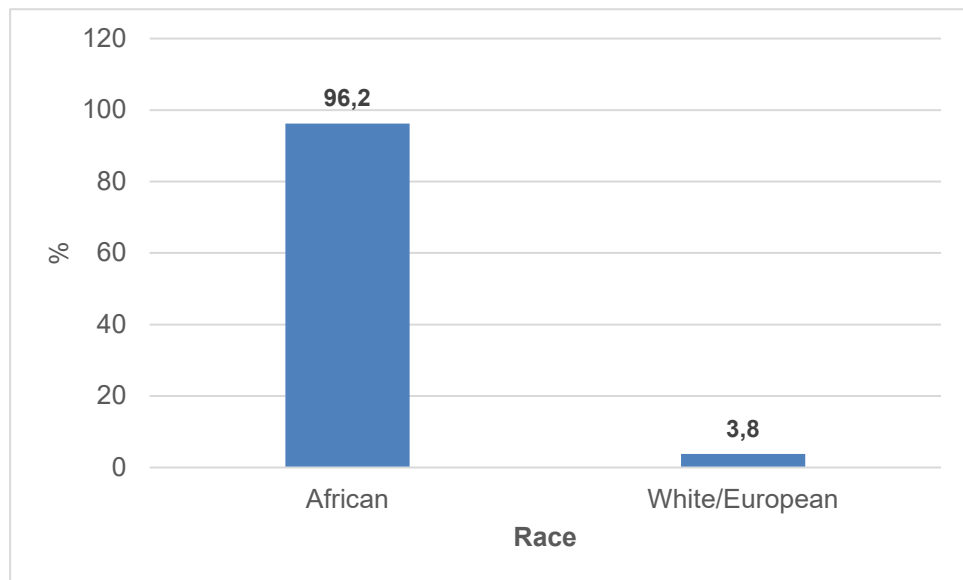


Figure 4.1 Race distribution of the participants

4.2.3 Level of education

The level of education of the participants is given in Figure 4.2. It was observed that more of the participants had at least a degree as the highest educational achievement (61.5%), followed by those who had honours (26.9%). It can also be seen that some few were holders of national diplomas (7.7%) and Masters (3.8%).

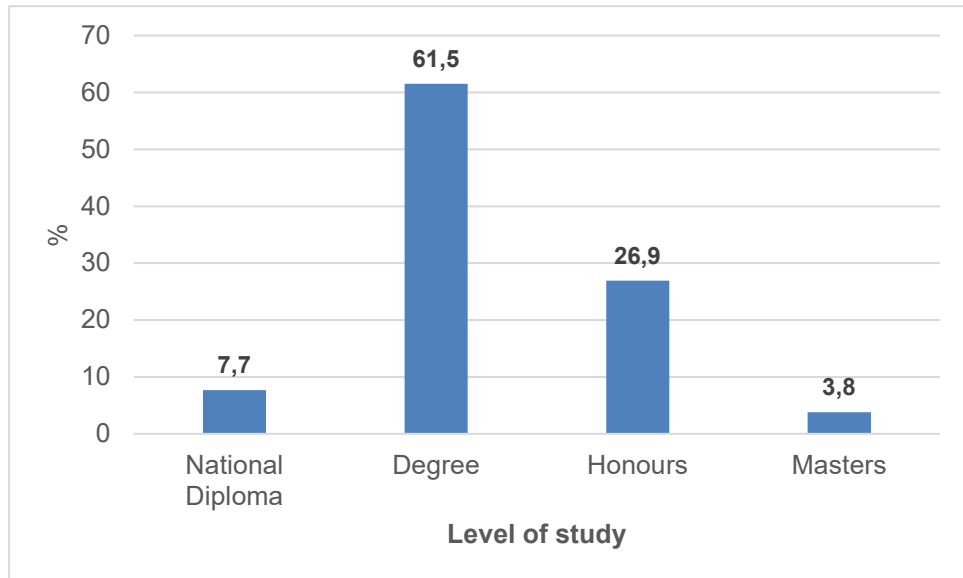


Figure 4.2 Participants level of education qualification

4.2.4 Number of years employed in Msunduzi Municipality

Table 4.2 describes the number of years the participants have been employed in the Msunduzi Municipality. It appeared that more than half of the participants have been employed between 0-3 years (57.7%). This is followed by those who have been employed between 4-7 years (23.1%) and 11-18 years (19.2%).

Table 4.2 Years employed in Msunduzi

		<i>Frequency</i>	<i>Percent</i>
<i>years</i>	0-3	15	57.7
	4-7	6	23.1
	11-18	5	19.2
	Totals	26	100.0

4.3 Data presentation and discussion

The analysis of the data gathered from the semi-structured interviews resulted in the identification themes and sub-theme. These are presented in the Table 4.3 and described in more detail below.

Table 4.3 Identification of themes and sub-themes

Theme	Sub-theme
-------	-----------

1. Knowledge and awareness of job placement process.	<ul style="list-style-type: none"> • Type of job placement process • Satisfaction of job placement process • Fairness of job placement process
2. Challenges and Opportunities of job placement.	<ul style="list-style-type: none"> • In appropriate placement • Condition of services
3. Consequences of poor job placement	<ul style="list-style-type: none"> • Consequence to organisation growth • Consequence to career growth • Influence of qualification to career growth
4. Measures of attracting employees.	<ul style="list-style-type: none"> • Effectiveness of the measure • Measures to retain employees
5. Recommended interventions for job placement	

Themes were identified in line with providing answers to the research questions that is:

- What is the impact of placement administration on employees?
- What pressure and opportunities are facing employees in the Municipality after placement administration?
- How can placement administration of employees that will have growth to Municipality be assessed?
- What interventions can be recommended which can improve placement administration of employees in the Municipality?

In addition, and in supporting the discussion on themes, relevant quotes from the data generated from the interviews were used. Data from semi-structured interviews was transcribed using verbatim and used as such during discussion. The respondents are represented as P1 to P26.

4.3.1 Theme 1: Knowledge and Awareness of job placement process

As stated in Chapter Two, the primary mandate of most municipalities in South Africa is to achieve social and economic advancement through delivering basic services and

creation of employment opportunities. Such mandate would nonetheless require the correct and adequate placement of skilled and experienced workers in the right position in order to effectively and efficiently carry out these functions. Despite these sensitive roles the municipalities must play in the communities in terms of service delivery, it is reported by the participants that internal problems on job placement still exist within the municipalities; thus, negating the essence of service delivery to the communities.

Much of these internal squabbles may be attributed to poor understanding from either the part of the employees or the administrators on process of job placement. To help substantiate the aforesaid assertion, the participants were asked to explain their knowledge of job places administration at the municipality. It emerged that although most of the participants are aware of job placement within the Msunduzi Municipalities, their understanding of what it entails appeared to differ. The participants' position is presented in the following sub-themes:

4.3.1.1 Sub theme 1: Type of job placement process.

According to one of the participants, job placement is the allocating of employees into new station:

“Job placement is the purpose of allocating employees appropriately in the new station.”

[P6 and P 23]

In support of the above participants, others added that:

“Job placement comes after 10 years. The purpose of the placement is to allocate employees appropriately to the new organisation structure. The purpose is not to promote any employee.”

[P2, P7, P4, P15, and P24]

Whilst the above participants consider job placement as allocating employees appropriately to the new organisation structure, it does not necessary implies promotion of the said employees.

On the contrary, another of their colleagues however, consider job placement within the organisation as a form of promotion. In the participants own words:

“Job placement at the municipality is a process of allocation of employees in upper positions and must be qualified to meet the minimum requirements of the post. It is done after 10-year period.”

[P8 and P9]

Drawing from participant P 8 and 9 understanding of job placement, it can be argued that promotion is the ultimate goal of job placement within the organisation. Hence, it can be derived from the given responses that competence, skills and experience would be ideal requirements for an employee to allocating in an upper position. This is strongly reflected in the statements below.

“Placing employees in positions in which their skills, competences, experiences and qualifications match.”

[P5, P16 and P18]

“A process whereby people are placed based on their skills and what they have studied.”

[P12]

“I guess people must be placed at posts relevant to their qualifications and experience.”

[P20]

“Moving from one post to another.”

[P13]

Arguably, the discrepancies found in the knowledge of job placement may be attributed to the recruitment of new or moving of existing employees to other positions. As noted by another participant, job placement could occur internally or externally. In the participant's own words:

“There are two kinds of job adverts: (1) Internal and (2) external posts.”

[P19]

Elaborating further:

“Internal is for staff already working for the council to apply if they cannot find relevant the person for a job, then, the post advertised is externally and all persons are allowed to apply.”

[P19]

Despite some perceived differences in the views expressed on whether job placement constitutes employee promotion or not, the participants’ understanding of job placement was consistent with Zungu (2007) that job placement is known as a service for finding a suitable employee, especially a temporary job for a student or unemployed person. One could conclusively say that job placement is all about finding suitable or appropriate person into position in the municipality.

To achieve job placement, organisations have policies and guidelines that help facilitate the placing of the appropriate person into a rightful post. Hence it was critical to know whether the participants are aware of the Msunduzi job placement policy/legislation. The majority of the participants were aware of the municipality’s policies on job placement as compared to those who were not.

Given the number of participants (30.8%) who claimed not to be aware of the municipality’s job placement policies, it was reasonable to know if the level of awareness of the Msunduzi job placement policy has any relationship with the number of years workers are employed in the municipality. The cross-tabulation shown in Table 4.4 suggests that no relationship exists between those who answered “yes” or “no” about the awareness of the municipality job placement policies and the number of years employed in the municipality ($P>0.05$). This notwithstanding, it can be gleaned from Table 4.4 that the employees who have worked between 4-18 years were more aware of the municipality’s job placement policies when compared to those who claim to be aware. This strongly suggests that the older employees are aware of the job placement policies than the younger employees.

Table 4.4 Relationship between awareness of job placement policy and number of years employed in the Msunduzi municipality

Years employed in Msunduzi			
0-3 years	4-7 years	11-18 years	Total

		Count	9	5	4	18
Awareness of Msunduzi Municipality job placement policy	Yes	% within Years employed in Msunduzi	60.0%	83.3%	80.0%	69.2%
		Count	6	1	1	8
	No	% within Years employed in Msunduzi	40.0%	16.7%	20.0%	30.8%
		Count	15	6	5	26
Total		% within Years employed in Msunduzi	100.0%	100.0%	100.0%	100.0%

Fisher Exact test= 0.609

From the forgoing, it is enough to conclude that a good number of the participants are aware of the job placement policies available at the Msunduzi municipality. Consequently, the participants were asked to explain the current type of job placement process/services at the Human Resources Business Unit (HRBU) in the municipality. It was found that job placement at the HRBU are guided by the municipality job placement policy. More so, it was revealed that one of the policies guiding job placement is the Timed Assessment of Skills and Knowledge (TASK) system. It was noted that TASK grade the posts, titles as well as determining the core functions to be carried out. The participant's words are summarised below.

We have a staff allocation policy which guide and give direction to implement the process.

[P2, P7, P4, P15, P24, and P23]

In support of the above statement, one of the participants noted that:

“There is a staff allocation policy which guides and gives direction on implementing the process.”

[P6]

Elaborating on the policies and its cardinal function to job placement, it was noted that:

“Our current job placement process is done by following Timed Assessment of Skills and Knowledge (TASK) system. The system determines grading of posts and post titles are mainly determined by the core functions of the position”.

[P8 and P9]

Expanding on how the job placement policies, it was revealed that:

“Posts are advertised from various departments, whether internal or external. They are applied for, then selection of candidates occurs. Then interviews are conducted, and appropriate candidates are hired.”

[P21]

Seemingly, it was noted that the job placement is carried out by:

“Close match of employees’ qualifications, skills and experience to the jobs.”

[P5, P16 and P18]

From the above statement, it can be surmised that job placement policies at the Msunduzi municipality HRBU entail matching the employee’s qualifications, skills and experience to the particular post the applicant is interested in. Hence the advertisement of these positions technically would reflect the requirement for the position. Nevertheless, and according to the perception of one of the participants, the job placement policies could be considered ineffective in the municipality. In the participant’s own words:

“I guess it is not effective because you find people without experience and relevant qualifications being placed in positions.”

[P20]

Further to this, and given some credence to the above statement, some of the participants claimed not to be aware of any type of job placement process. This may be due to the perceived ineffectiveness of the policy currently implemented in the municipality.

“We unaware of the job placement process, nothing has been communicated to the staff”.

[P1, P10, P11 and P25]

“I do not know of any.”

[12]

Although job placement processes in the municipality are guided by the policy known as TASK, the effectiveness of this process remains questionable given the number of the participants who feign ignorant of the job placement process. Hence it is sensible to know if the employees in the Msunduzi municipality are satisfied with the job placement practiced thereof.

4.3.1.2 Sub theme 2: Satisfaction of job placement process.

It has been established that job satisfaction correlates positively with employees’ retention and subsequently the quality of service delivery of an organisation. The early report of Zungu (2007) revealed that inappropriate job placement could contribute to employees’ job dissatisfaction. Owing to this intricate relationship, the participants were asked whether they are satisfied with the job placement administration. As given in Figure 4.3, it emerged that a large number (80.8%) of the participants appear to be dissatisfied with the job placement administration at the municipality.

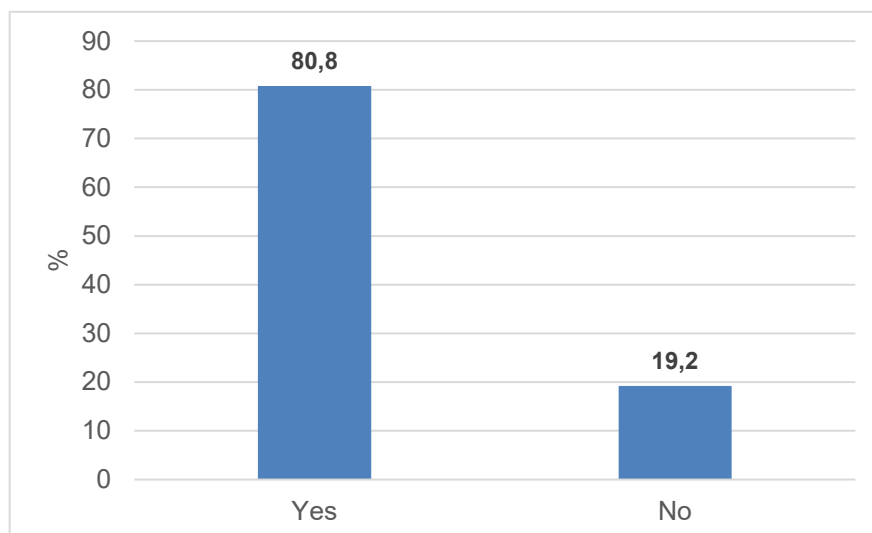


Figure 4.3 Satisfaction with job placement administration at the municipality

Among the dissatisfied participants, it was found that wrong placement and an inappropriate structure were the bane of their dissatisfaction with the job placement administration. These are captured below.

“No, I believe that our structure and job descriptions were not appropriately structured and that leads to job placement inconsistency.”

[P2, P7, P4, P15, and P24]

“No! Not appropriately structured.”

[P6]

With regards to the placement in a wrongful position, some of the participants stated that their placement was not in accordance with their qualifications.

“No, my placement was not according to my qualifications.”

[P12]

Echoing same sentiments, participant P 13 exclaimed that:

“No! I was not placed in the proper post”.

[P13]

In support of the above participant, P7 hinted that:

“No I have noted some discrepancies and inefficiencies.”

The above dissatisfaction as viewed by some is a dire consequence that could demoralised the employees. According to them:

“No, because the process was demoralising and the outcome of the placement created a lot of chaos among the staff.”

[P1, P10, P11, and P25]

Presumably, the above stated dissatisfaction could be associated with the lack of recognition by the municipality for a new position for employees that have been there for long. This is reflected in the statement below.

“No some people with experience ends up teaching new people that are hired.”

[20]

Additionally, it was also noted that hiring or reposting of employees into new situation takes longer time than necessary; thus contributing to employees' dissatisfaction.

“No, at times even after interviews are conducted and candidates are selected, they are not hired or the selection process itself takes a long time.”

[P21]

In support of P 21, participant P19 also stressed on the long-time employees had to wait for placement.

“I am not really sure about the whole process, but what I have noticed is that the process takes too long and sometimes is repeated and that is not fair on workers (negatively impacts on workers hoping for the new placement)”.

[P19]

Despite the perceived dissatisfaction by most of the participants on the job placement administration, some of the participants, however, were satisfied with the process.

“Yes, policy is a guide.”

[P5, P16, and P18]

“Yes. I am satisfied.”

[P8, and P9]

Expatriating further, participant noted that:

“Yes the job placement administration places employees according to their qualifications and experience.”

[P23]

Apparently, it could be assumed that the individuals who are satisfied with the job placement administration were placed in a position that may be related to their

qualifications. This is so as the policy guide was mentioned as a guide that influences the placement process. Hence, the next sub-theme assesses from the perspective of the participants whether the job placement process was fair in the municipality.

4.3.1.3 Sub theme 3: Fairness of job placement process.

The previous sub-theme had looked closely at the satisfaction of employees at the Msunduzi municipality in respect to job placement administration. It was found that most of the participants were dissatisfied with the process. This sub-theme seeks to illuminate from the perspective of the participants whether the municipality exhibits fairness in their job placement process. Post-apartheid South African Constitution explicitly emphasise the importance of fairness in dealings with other South Africans in respective of their race, gender, religion, and beliefs.

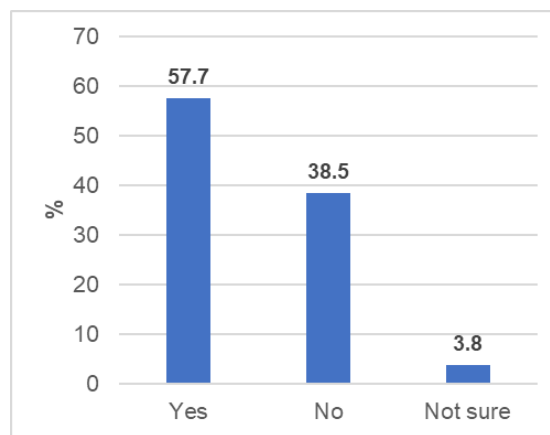


Figure 4.4 Participants perceptions on the fairness of job placement process

It became imperative to know to what extent the job placement processes are fair to the employees in the Msunduzi municipality. Therefore it was necessary to ask the participants if they think the current process of job placement are fair. A mixed reaction was noted among the participants interviewed. For instance, while nearly half (57.7%) of them felt that the job placement process was fair, 38.5% assume it was not in any way fair.

Regarding the participants who viewed the job placement as being fair to all, it was found that adhering to the policy ensured fairness in the process. These are reflected in the following statements.

“I believe it is fair and it is according to the current policy objectives.”

[P2, P7, P4, P15, P6, and P24]

“Yes, policy is a guide.”

[P5, P16, and P18]

“Yes because there is a policy which governs the job placement process.”

[P23]

Expanding on the above summation, others pointed out that:

“The most recent placement we had was done in 2016 under the auspices of the union’s representative. Therefore, the process was done fairly and transparently.”

[P8 and P9]

Nevertheless, for those who disagreed on the fairness of the job placement process, transparency of the selection process was hinted as the cause or lack of fairness in the process.

“No, there is no transparency in the placement.”

[P1, P10, P11, P12, and P25]

“No, there were biases.”

[P13]

In clarifying what participant P13 referred to as “there were biases”, participant P 17 noted that:

“No, individual interests and not organisational interests at times influence the process.”

[P17]

On the contrary, it was found that absence of preference to long working employees in placement interview was considered by some of the participants as lack of fairness.

“Not fair as selection is mostly based on how well you talk. Some employees have worked for the council for more than a decade and they know work in/out

but they are not given preference during interviews/selection. It depends on how good your interviews were during presentation.”

[P19]

A similar view was also expressed by participant P20:

“It is not fair on a person who has worked 15 years on a post. When a permanent post is advertised, they hire an external inexperienced person.”

[P20]

From the forgoing, it is apparent that the participant misplaced in essence of fairness. This could be interpreted as not given recognition or preferences of their colleagues in the placement process and this is considered to be unfair.

Added to the above, the absence of communication to the interviewed candidates was seen as being unfair in the job placement process.

“No, I do not think so. At times candidates who have been interviewed are not notified if they are unsuccessful or if there are issues with posts.”

[P21]

Despite the very few that did not see the job placement as being fair, it can be argued from the above theme that most of the workers consider the process fair. This is agreement with Administration Publication (2014: 11) that extensive and regulatory framework has been developed by the South Africa Public service in order to establish fair labour practises.

4.3.2 Theme 2: Challenges and opportunities of job placement process

According to the early report by Zungu (2007), job placement has a number of more problems such as in appropriate placement of employees, high workloads, low staff morale and lack of job satisfaction. The previous theme revealed that some of the participants in the Msunduzi municipality are dissatisfied with the job placement process. Part of their reasons for the placement dissatisfaction was the long waiting period for the placement, and the personal interests of some of the administrator, among others. Keeping this in mind, it was expedient to know the challenges that affect

job placement administration at the municipality. The participants' positions are presented in the following sub-themes:

4.3.2.1 Sub theme 1: In appropriate placement.

It is generally recognised that placing square peg in round holes breeds inefficiency and chaos in any organisation. In the context of the Msunduzi municipality, placing employees in a post that they are not qualified for was noted to reduce productivity.

“Incorrect skilled people are being placed in some positions that they never worked in before. This cause reduction of productivity.”

[P1, P10, P11, and P25]

In support of the above statement, participant P6 attributed the reduced productivity to:

“Incorrect placement of employees in the structure with the lack of knowledge of what is required to be done.”

[P6]

Furthermore, it was accentuated that the cause of inappropriate placement was premised on nepotism in the municipality. Some of the participants revealed that people are being placed based on familiarity and having their relations occupying a position they are never qualified for in the organisation. This is reflected in the following statements made by the participants.

“People are placing people in jobs based on their relations. Familiarity threats exists.”

[P12]

“Nepotism”

[P13]

“Nepotism, motives among workers to move up the organisational hierarchy not strictly adhering to a posts/positions requirement when appointed.”

[P17]

“I guess it is favouritism. Also, people hire their family members. Also, if you are not politically affiliated you are not able to move forward.”

[P20]

Although the South African labour law frown against nepotism or any form of discrimination in the workplace, it was found that this act was accelerated by employees that are showing desperation for promotion and some top managers refusing to adhere to the municipality policy. This is reflected in the statement below.

“...Some employees expecting upward movement and some managers not wanting to adhere to policy.”

[P5, P16, and P18]

Drawing from the above summation, it can be deduced that not only nepotism but having link with the political structure could accelerate employees' growth in the municipality in respective of their qualifications and or experiences. This could strongly undermine the workplace fairness that is enshrined in the South Africa labour law. Hence, some of the participants called for the restructuring of the organisational structure in the municipality. According to them:

“The organisational structure and job description have to be adequately structured. Effective communication can improve. Uniformity has to be adopted.”

[P2, P7, P4, P15, and P24]

“The Msunduzi municipality structure has to be adequately.”

[P23]

The call for restructuring could be associated with the slow process in recruiting qualified workers to vacant position. As noted by participant P19:

“I think it is budget approval of the internal process that is so very slow. In some cases, nepotism has been reported, however, it is not a big issue for this council”.

[P19]

“Delays in shortlisting and placing.”

[P22]

However, the above-mentioned slow process may be due to dearth of qualified employees for the required position. This is reinforced by participants P8 and P9 in their asserted views.

“On the 2016 placement we had a challenge in that some of the posts as they appeared on the approved organisation structures 2013 remain not filled. We had no people meeting minimum requirements and those posts had to be advertised.”

[P8, and P9]

While echoing similar sentiments as the above, P 21 added that:

“Turnaround times for recruitment are longer because it is manual. Shortage of capacity within human resource planning. Occupation specification where some posts are at low entry level as they require higher skills. Finalisation process of filling post is/or can be prolonged due to long route of requiring signatures/ or budget for approval. Turnaround times are slow, sometimes going for years to fill a vacancy.”

[P21]

In summary, it emerged from the above sub theme that inappropriate placement of employees was linked to nepotism in the organisation. The dire consequence from this was reported to be reduced productivity. As a result, a call for restructuring of the organisation was echoed loudly by the participants. While these are most probably, it emerged that there is limited qualified employees in the municipality which has delayed the job placement process.

4.3.2.2 Sub theme 2: Condition of services.

Adequate working environment is noted to reduce employees' complaints and absenteeism while at the same time increase productivity. It has been revealed in the previous theme that inappropriate employee placement due to nepotism contributed

to reduced productivity. Notably, some of the participants put the blame on the failures of the managers to adhere to the job placement policies. Given these dynamics, it was highly prudent to gauge the opinions of the participants whether the conditions of services in the Msunduzi municipality are comfortable for them to work in. The majority of the participants (85%) was highly affirmative that the conditions were comfortable for them. This is despite of the shortcomings and dissatisfactions expressed above. The contradictions from the respondents can be argued to be related to the need to remain employed as they reported some shortcomings in the municipality and yet report to be comfortable with the conditions at the municipality.

With reference to the participants that feel the conditions of service in Msunduzi were comfortable for them to work in, it was found that the municipality accommodates their needs and also provides them with the needed tools to deliver their services. Some of the excerpt from the interview is captured below.

“Yes, the Msunduzi municipality is one of the bigger local municipality and I believe that it accommodates my needs, so that I can effectively deliver service delivery.”

[P2, P7, P4, P15, and P24]

In terms of providing the necessary tools, it was noted that:

“Yes! Necessary tools are provided to all staff to deliver services delivery to the public.”

[P6]

“Yes because we ensure service delivery and customer service.”

[P23, and P20]

“Yes, I have not noted any issues to make me think otherwise.”

[P13, and P17]

While acknowledging the fairness of the work conditions in the municipality, others added that:

“The condition of services is fair; however, some staff members have bigger responsibilities and earning lower salaries.”

[P1, P10, P11, and P25]

As such, others voiced that:

“They can be improved with more programs to assist employees with career growth, bonuses and assisted programs.”

[P5, P16, and P18]

In expanding on the above, P8 and P9 revealed some of the core roles of the human resource unit is ensuring that employees are most comfortable in their work place.

“As a HR practitioner, it is our role to ensure that the conditions of services at Msunduzi municipality are implemented and exercised in fair procedures. We are also are guided by the collective agreement and not forgetting the constitution of South Africa.”

[P8, and P9]

From the above statements, it is enough to assume that employees’ job condition enhances their productivity. Despite that fact most of the participants voiced their satisfaction with the condition of work at the municipality, it was pointed out by others that there is excessive workloads and insecurity in the organisation. These are reflected below.

“No, at times even at low level entry jobs, there is a lot of work, hours and commitment required from people as such work is not rewarded because of budget constraints.”

[P21]

With regards to the security of the workplace, it was noted that:

“Not really. Security in our offices is an issue. Community meeting sometimes not safe.”

[P19]

Apart from security and apparent workloads, it emerged that there is limited employees’ growth in the organisation. This was noted to be due link with the workplace politics.

“No! Too much politics and growth is not guaranteed.”

[P12]

Given that some of them were apparently dissatisfied in the condition of work, particularly with the workload and poor remuneration to equate the work performed, the participants were asked whether they prefer to be placed in another unit/department. As shown in Figure 4.5, majority (80.8) of the participants preferred to remain where they are presently assigned. This response however contradicts the respondents’ “complaints” on unfair replacements.

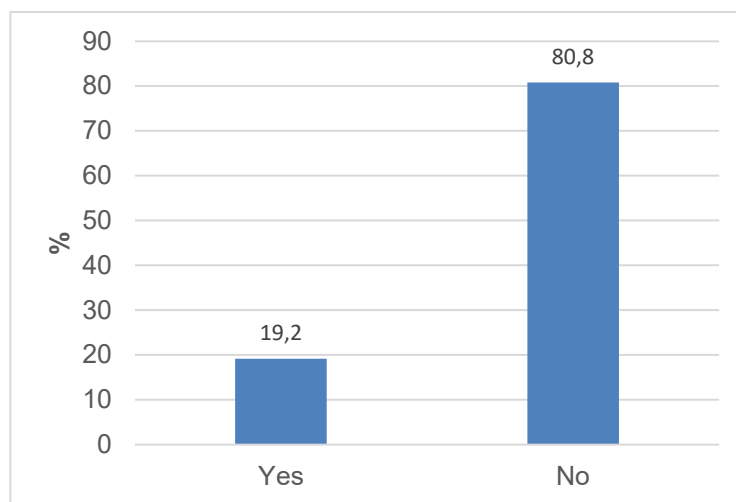


Figure 4.5 Participants preference to be placed in another unit/department

Despite the perceived concerns of workload and poor remuneration, some of the participants were emphatic against the change of unit and or departments. According to them:

“No, I have been placed right in the rightful business unit.”

[P6]

“No. I am more comfortable at where I am at present.”

[P8, P9, and P22]

Noting the above participants were comfortable in their unit, it could be assumed that being placed in the right position contributed to their perceived satisfaction with the unit. This view is further reinforced in the statement below.

“No, according to the staff allocation policy, I believe that, I was placed in a rightful position and department.”

[P2, P 7, P4, P15, P 23, and P24]

“I am a social researcher and am employed as a senior project officer and I work with people doing a lot of social facilitation, so I am happy with my job.”

[P19]

“I am happy where I am because I am putting into practice the theory I obtained from tertiary institution.”

[P20]

Although it could be gathered that staffs are allocated in the right department based on the policy, some of the participants, however, hinted on the desire for a change in work status.

“No, but I would appreciate my job status to be corrected according to the work I perform.”

[P1, P10, P11, and P25]

While not showing any desire to be allocated to a new unit, Participant P21 revealed that the system applies to all the unit in respect of their departments.

“At the moment no because it seems to be the norm in most government departments or municipalities.”

[P21]

According to the reason given for the lack of enthusiasm in moving to a new department, P21 stressed on the time required to promote employees in the municipality. As such, and from P21 point of view, a different job would be most desirable than moving from one unit to another in the same municipality.

“However, a better paying job is preferable even if it takes time for someone to be promoted.”

[P21]

In support of the above statement, another participant added that:

“No, perhaps eThekwinini municipality. That municipality has a good record of clean administration and good governance.”

[P12]

Notwithstanding the above desire to remain in the same unit, some of the participants indicated their preference to be allocated to a different unit. According to the reason given, a change of career and a desire to contribute better in the organisation was behind their motives to change unit.

“Yes, for change of career”.

[P5, P16, and P18]

“Yes, I can contribute more effectively to the organisation as a whole and my skills would be more fitting.”

[P17]

Simply enthused, P13 noted to be:

“More than happy!”

[P13]

In summary, it can be surmised from the forgoing that although some of the participants appeared to be dissatisfied with their unit, nevertheless, they seem unwilling to be allocated to a different unit. It emerged that the same challenges affect all the units within the municipality. This agrees with Koma and Kuye (2014) that poor career prospects in most local governments in South Africa remain a challenge due to poor integration of related skills.

4.3.3 Theme 3: Consequence of poor job placement

The early report by Zungu (2007) noted that job placement had more problems such as misappropriation on placement of employees, high workloads, low staff morale and lack of job satisfaction. In the previous theme, it was highlighted that poor job placement exists to some extent in the Msunduzi municipality. Considering this, it was prudent to know from the perspectives of the participants whether poor placement administration affects the growth/progress at the municipality. The participants' views are reflected in the sub themes below.

4.3.3.1 Sub theme 1: Consequence to organisation growth.

As given in Figure 4.6, 50% of the participants believe that the job placement at Msunduzi affects the growth and progress in the municipality. On the contrary, 11.5% disagreed with the notion that job placement affects the growth progress while 38.5% were unsure.

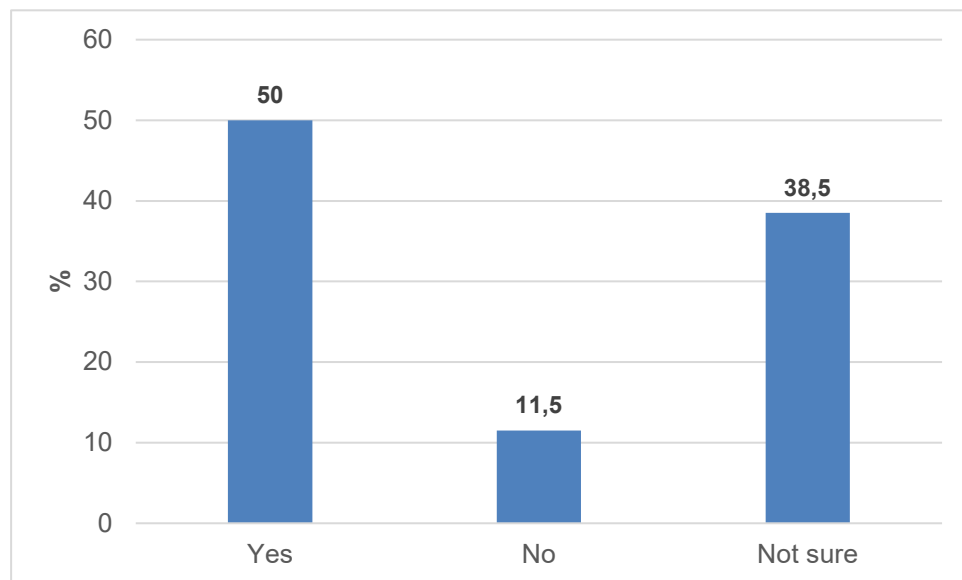


Figure 4.6 Poor job placement administration on growth/progress

Among the participants who think that poor job placement administration affects the growth/progress at Msunduzi municipality, it emerged that the morality of wrongly placed employees would negatively affect the quality of service delivery.

“Yes, because morality of the affected staff will impact on service delivery and effective productivity.”

[P1, P10, P11, and P25]

The similar above sentiment was also echoed by others:

“If employees are placed in wrong post, service delivery will be affected.”

[P5, P16, and P18]

“Yes, the municipality does not fully function to its capacity if there are no proper placements performed.”

[P12]

Further to the above, it was also noted that poor job placement could result to internal disputes and affect overall performance in the municipality.

“Yes, it does to a greater extent. For example, placing of staff in the sections or positions which they are not qualified for. That could ruin the whole process and could open room for disputes”.

[P8, and P9]

“Yes, it does, it decreases the staff morale. If an external person is hired and you teach him/her work to be your supervisor, it does not sit well with you.”

[P20]

“Yes, as effectiveness of every institutions lies with good employment administration, placements gaps affect the effectiveness and growth of the council.”

[P19]

Added to the above, it was assumed that wrongful employee placement could limit their personal growth.

Theoretically, it is difficult to grow if you are misplaced. You would not have the required relevant skills to grow.

[P17]

This is further re-echoed by another participant who noted that:

“Yes, it does, most departments are under constraints and employees are under stress. This creates a lack of service delivery and does not give room for growth.”

[P21]

A critical point that emerged among those who voiced that poor job placement has no negative consequence in the growth and progress of the municipality was that poor job placement does not affect an employee’s salary. In the participant’s own words:

“No they do not change your salary and demotion of post.”

[P13]

Moreover, it was stressed that the placement process was fair. Hence, could or may not be considered poor placement.

“The placement process is always fair for every employee.”

[P23]

In terms of those who were uncertain regarding the consequence of poor job placement, they noted that:

“I can only comment on the fact that as the Msunduzi municipality we need to have stability or consistency in these processes.”

[P2, P7, P4, P15, and P24]

4.3.3.2 Sub theme 2: Consequence to career growth.

Given that more of the participants had indicated that poor job placement has a negative consequence in the municipality in terms of service delivery, it was sensible to know if poor placement administration hinders career development for employees at Msunduzi municipality. Figure 4.7 indicates that 73.1% of the participants are of the view that poor job placement in the municipality hinders career development for employees Msunduzi municipality while 26.9% indicated to be unsure.

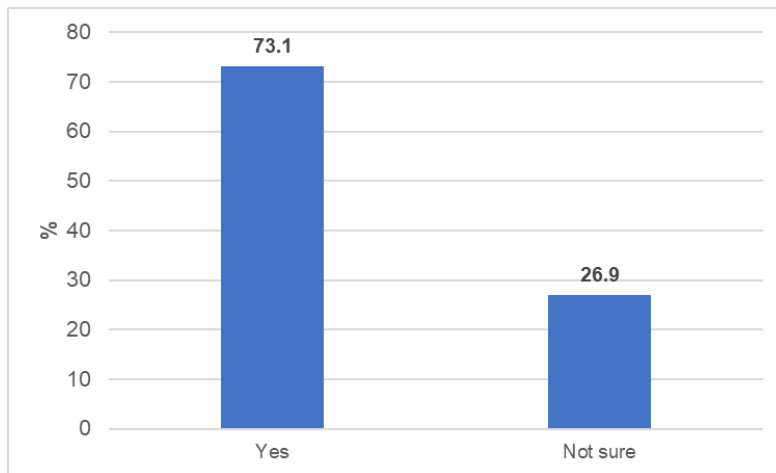


Figure 4.7 Poor job placement hindrance to career development for employees

Drawing from above, it is reasonable to infer that poor job placement hinders career development for employees in the municipality. This is concerning as it is being noted that employee’s attrition and job satisfaction correlate with the prospect of career growth and development. Resonating further, the excerpt from the participants own words are reflected below.

“Yes indeed, if there are no proper placement employees can never grow and at the same time, they get discouraged of career development, as you are not in what you want or interested in.”

[P19]

While expatiating on the negative consequence of poor job placement on employees’ career development, participant P8 and 9 accentuates that:

“Yes, it does for example, placing or allocating a person who has accounting/finance background and place him/her in the environmental science section. That would cause a negative effect.”

[P8 and P9]

In support of the above participant, P17 noted that:

“Yes, one would be unsure as to which career path to follow. The one where they are placed or the one which they are skilled in it causes a state of flux.”

[P17]

Corroborating further, P21 added that wrong placement hinders an employee's promotion. The participants attributed this to being placed in a department that the employee did not study for.

"Yes. Most employees are employed in departments/ vacancies which they have not studied for. This does not give growth in respective fields and also if people are under temporary employment, it is hard for them to be promoted."

[P21]

Added to the above, P 19 stressed that:

"Yes indeed, if there are no proper placement employees can never grow and at the same time, they get discouraged of career development, as you are not in what you want or interested in."

[P19]

Part of the consequences of poor job placement highlighted by the participants includes lack of promotion and limitation in career growth. Owing to this, it was assumed that wrongly placed employees learn nothing that could improve their career prospects and growth.

"Yes. They will not learn anything in their line of work."

[P5, P16, and P18]

"Yes giving people who are less qualified for jobs."

[P22]

In terms of the negative effect of wrong job placement on academic development, the above views were expounded upon by other participants that:

"Yes, people were turned away from betterment studying further due to being unplaced."

[P1, P10, P11, and P25]

With regards to the relationship between poor job placement and employee's attrition at work place, it was noted that:

"Yes, people end up applying at other government department."

[P20]

While it can be surmised that poor job placement has a relationship with career growth and promotion in the municipality, some of the participants however cautioned that job placement should not be seen as promotion.

“If we have problems about the placement or allocation policy, we constantly follow the policy, I believe we would not have a poor placement or allocation. I believe that placement should not be viewed as promotion”.

[P2, P7, P4, P15, and P24]

4.3.3.3 Sub theme 3: Influence of qualification on career growth.

Drawing from the above statement, one could say that job placement does not necessarily translate to job promotion. As such, it was critical to know whether an employee’s qualifications are appreciated and considered for career promotion and or development at the municipality. The responses from the participants are given in Figure 4.8. It emerged that 57.7% believe (yes) that an employee’s qualifications are appreciated and considered for career promotion and development while 26.9% think (no) it is not considered for career promotion and development, and the remaining 15.5% were unsure.

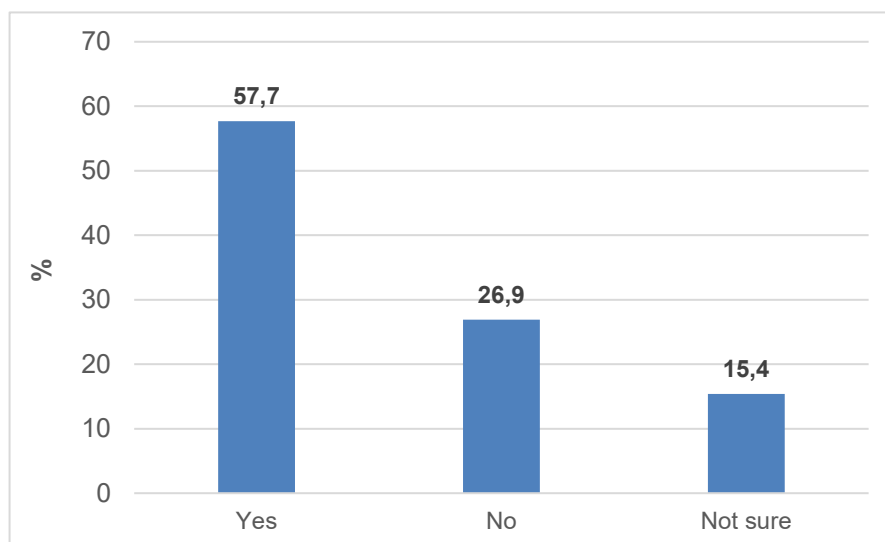


Figure 4.8 Employee qualification appreciated and considered for career promotion/ development

Among the participants who answered “yes” that an employee’s qualifications are appreciated and considered for career promotion/ development at the municipality, it emerged that employees with the required qualifications are given a chance to be interviewed when position are advertised. These are reflected in the participant’s words below.

“Yes, posts are advertised. Qualifying employees can apply and appointed in positions.”

[P5, P16, and P18]

Echoing same views, P 8 and 9 added that:

“Yes, it does. An employee is placed in a position that appears in a structure, that means all positions must have a job description which has specifications as per the position. Therefore, the minimum requirements of the post must be considered.”

[P8 and P9]

“Yes. If an employee has necessary qualifications and applies for a job he/she is given a chance to be interviewed.”

[P23]

In support of the above statements, other participants noted that:

“Yes, if an employee has necessary qualifications and applies for a job he/she is given a chance to be interviewed.”

[P2, P7, P4, P15, and P24]

Despite the above views, employees were, however, advice that:

“I believe that having a PhD does and should not automatically endorse any employee to think he/she can be the head of any department or unit.”

[P2, P7, P4, P15, and P24]

Regardless of the above advised, it emerged that employees are encouraged to pursue higher degree qualifications.

“I think yes. Employees are encouraged to study, in some cases they are being encouraged for promotion jobs where they meet the selection criteria.”

[P19 and P26]

While it be may be assumed that the municipality to some extent support their employees to pursue higher education for better placement in work, it was also reinforced that employees are still wrongly placed in the municipality.

“Yes, it is, but you hardly find people in posts which they have studied for or qualified for. However, the municipality is trying to change some of these situations.”

[P21]

In terms of the participants who answered “no” that an employee’s qualifications are appreciated and considered for career promotion and or development at the municipality, the prominent aspect that emerged was that:

“Not really, you can get a qualification and not be hired within the municipality.”

[P20]

The above view reinforced the assertion earlier noted that having a PhD does not necessarily promote the employees to head the municipality. Hence, it was prudent to know what measures the municipality has in attracting employees.

4.3.4 Theme 4: Measures of attracting employees

Haider *et al.* (2015); Kossivi, Xu and Kalgora (2016) documented that the present global economy has prompted most organisations to find ways to attract the best and brightest employees to gain as well as sustain competitive advantage in the international market. Given that Msunduzi municipality has a mandate to deliver quality services to the people, it is highly imperative for the municipality to attract the best brains and minds for the task. Consequently, this theme hopes to unravel from the perspective of the participants the measures put in place to attract new employees by

the municipality. As given in Figure 4.9, mixed responses to the question: “Are there any measures put in place to attract new employees?” were found among the participants. It emerged that half (50%) of the participants answered “yes”, while 30.8% answered “no”, and 19.2% were unsure if measures are put in place to attract new employees.

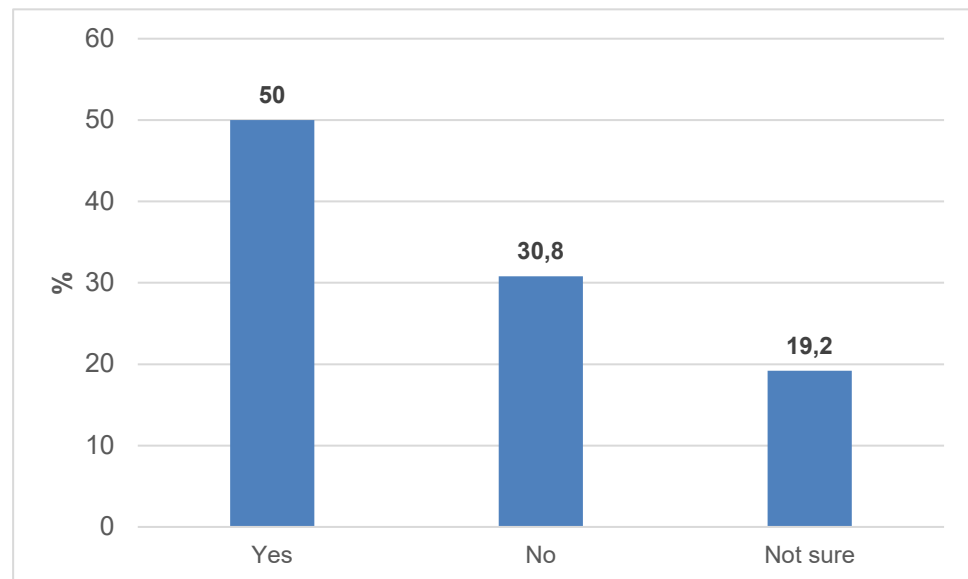


Figure 4.9 Measures put in place to attract new employees

Regarding the participants that answered yes, it was found that advertising both internally and externally for qualified candidates are the current measures in place to attract employees. This is reflected below.

“We advertise our position internally and externally. If need be, we headhunt suitable candidates. The organisation has the employment database facilitated or controlled by Human resources (Recruitment section).”

[P2, P7, P4, P15, and P24]

“Yes. Job descriptions are written and approved to draft attractive adverts. Salaries are market related.”

[P5, P16, and P18]

“Yes, they do advertise.”

[P20]

“Yes we are currently advertising posts internally and externally.”

[P23]

While supporting the above views, participants P 8 and 9 illuminated further that:

“It is a fundamental role for any established municipality like ours to create opportunities for our people, especially attracting good talent in scarce skills divisions like engineering. We are there to serve through creation of jobs and opportunities.”

[P8 and P9]

Equally important, P19 while not too certain on the measures put in place to attract employees at the municipality, however, pointed out on several activities put in place by the municipality that capture the eye of the community.

“Not sure but the municipality does a lot of events and activities that are good and attract public the eye.”

[P19]

On the other hand, in respect to the participants that answered no regarding the measures put in place, it was suggested that unemployment was the factor driving the need for employment.

“At the moment, no, what is driving the need for employment is the rate of unemployment in our municipality”.

[P21]

Added to the above, P 12 voiced that:

“No. No job summits, no campus tours, no online job advertisement, and recruitment policies are not reviewed on a regular basis.”

[P12]

In summary, and drawing from the above theme, it is apparent that advertisement of job placement was the only measure in place to attract new employees. Given the

competitive nature of the global economy for the best employees in the market, it was sensible to find out whether the measures in place are effective in attracting the new employees in the municipality. The responses from the participants have been summarised in the sub themes below.

4.3.4.1 Sub theme 1: Effectiveness of the measures to attract employees.

As shown in Figure 4.10, it was observed that half (50%) of the participants believe that the measures in place to attract employees are effective while 26.9% think it is not and 23.1% were unsure regarding the effectiveness of the measures.

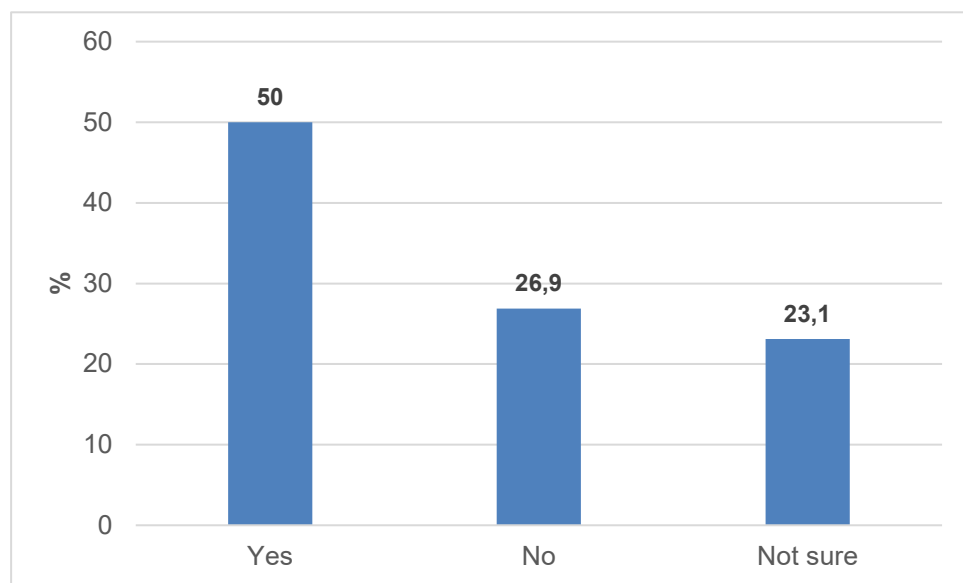


Figure 4.10 Effectiveness of the measures to attract new employees

In terms of those who responded “yes” on the effectiveness of the measures to attract new employees, the filling of every post was pointed as evidence for their views. These are reflected in the quotes below.

“Yes, vacant positions are being filled possibly every month. We have positive feedback from the applicants applying for positions. The organisation filled contract positions using our employment database. Positions (permanent and contract) have been filled using headhunt processes.”

[P2, P7, P4, P15, and P24]

Echoing similar sentiments, P 23 pointed out to the fact that:

“Vacant posts are being filled up. Contract employees are being absorbed yearly.”

[P23]

While adding to the above views, P8 and 9 noted that:

“In terms of filling up vacant posts, all that has been done through abiding with the LRA, EEA and the collective agreement.”

[P8 and P9]

Going further, it was revealed that:

“Yes, when adverts are placed in newspapers a lot of interested candidates apply for positions.”

[P5, P16, and P18]

Consequently, it was noted that:

“Yes, it has become a dream to most of graduates/people to work for the municipality.”

[P19]

Notwithstanding the above, a salient point that emerged among those who disagreed on the effectiveness of measures in place to attract employees hinted on the delays in recruiting and shortlisting qualified candidates. This is reflected in the following words below.

“No. These are not effective.”

[P12]

Expatiating on the lack of effectiveness, P 20 added that:

“Not really because most of the time, the process of shortlisting and interviews takes a long time. Sometimes you are called to an interview and you do not even have the advert.”

[P20]

Throwing weight behind the above views, P 21 revealed that:

“No, new employees are not kept because most are given temporary contracts which are sometimes not renewed.”

[P21]

From the foregoing, part of the concern raised for the lack of effectiveness in attracting new employees was poor retention of employees in the municipality. This was attributed to the offering of temporary position to most newly recruited employees. Hence the next sub theme examines the measures put in place to retain employees at the municipality.

4.3.4.2 Sub theme 2: Measures in place to retain employees

Given the amount of money, time and effort organisations put in recruiting and training employee, it has become imperative for this organisation to be paying more attention to determining the cause of employees' turnover (Erasmus, Gobler and van Niekerk 2015; Haider *et al.* 2015). Considering the aforesaid views, it became highly important to know from the perspective of the participants the measures in place to retain employees at the municipality. As reflected in Figure 4.11, it was found that 30.8% of the participants responded “yes” to the question: “Are there any measures in place to retain employees at the municipality?” In contrast, an equal percentage (34.6%) of participants responded “no’ and not “sure” to the said question.

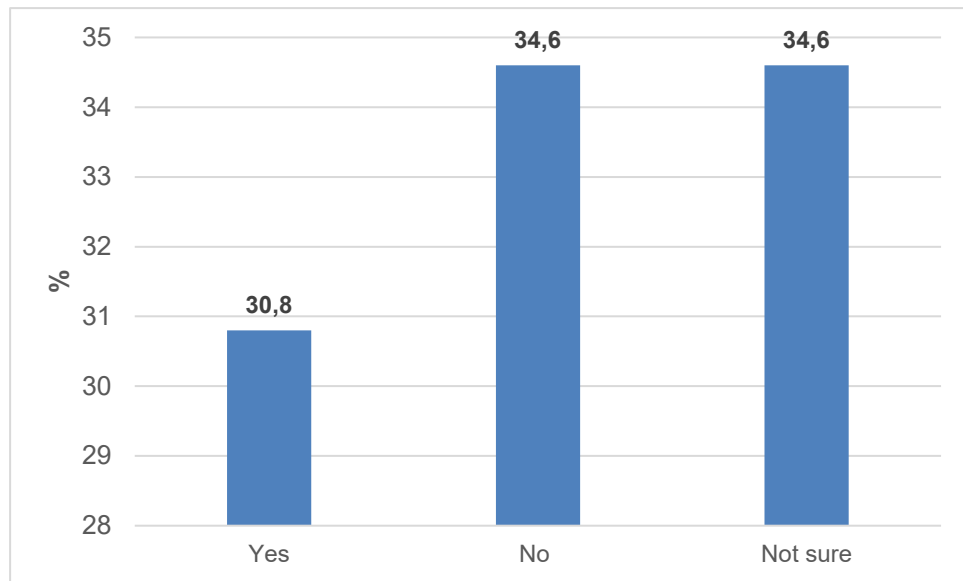


Figure 4.11 Measures in place to retain employees at the municipality.

With reference to the participants who were unsure whether the municipality has in place measures to retain employees, it emerged that although most of the participants were not aware of any retaining policy, some of them did agree that there is a retaining policy used by the municipality.

“I am not aware of any measures to retain employees in our municipality. However, I believe there is a policy.”

[P2, P7, P4, P15, and P24]

In terms of the participants that responded “no” in respect to the employee retaining measures at the municipality, it was found that most of the young employees are interns and end up applying for vacancies elsewhere. This may be attributed to lack of incentives in the municipality to retain such employees.

“No when employees resign there are no incentives to retain these employees.”

P5, P16, P18 and 26]

“No, most young employees become interns. They end up applying at other government departments and leave the municipality.”

[P20]

Regarding the participants who assume a retaining strategy in the municipality, it was found that the municipality offers to employees paid bonuses for long services and other attractive packages as a measure to keep them in the municipality.

“Yes, they are paid bonuses for a long service (employee).”

[P19]

Echoing same sentiments, P8 and 9 elaborated further that:

“Msunduzi municipality prides itself in providing decent working environment, remuneration, employee assistance programs, training and development of staff. This has been done not only for retention purpose but for creation of decent working conditions.”

[P8 and P9]

While also agreeing that the municipality has measures in place to retain employees, P 21, however, listed measures for internship, contracts, EPWP and the SETA.

“Yes, the only measures that I am familiar with are internships, contracts, EPWP and SETA Employment.”

[P21]

From the above-mentioned measures, this study could, however, not establish if the listed measures are inclusive in the Msunduzi policy in retaining employees. In probing more, the participants were asked whether the employees retaining measure have been effective. As given in Figure 4.12, 26.9% answered “no” while 19.2% were ‘not sure’. More so, 15.4% answered “yes” that the retaining measures was effective while 38.5% declined responding to the said question.

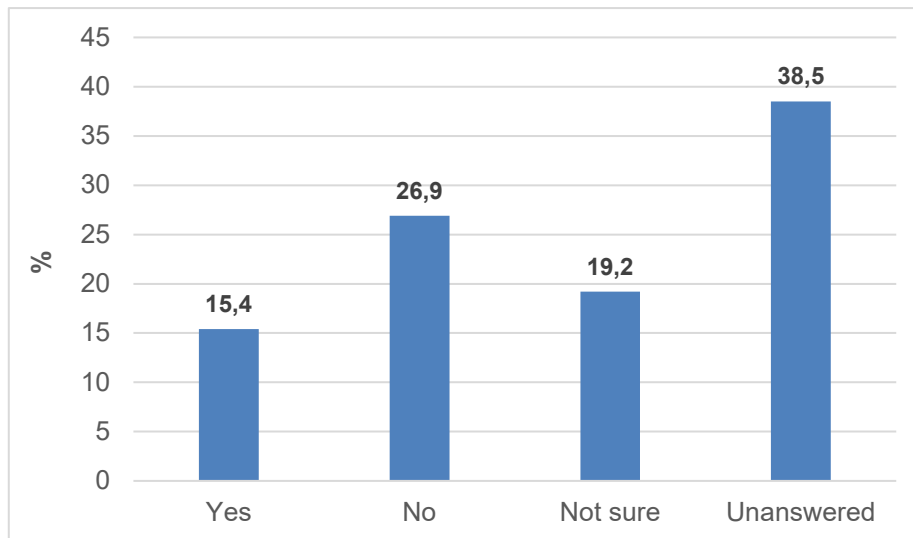


Figure 4.12 Effectiveness of employees retaining measures at the municipality.

Regarding the perceptions of the participants who agreed that the employees' retaining measures were effective, the quotes below summarises their views.

“Yes, the above measures have been attractive enough and we also do have room for improvement but as the municipality we are doing enough in this regard.”

[P8 and P9]

Adding to the above views, P 19 noted that:

“Yes, for older employees but for the youth it is different, and they are still young and looking for better and different experiences, skills in different sectors/environments/even in private sector (in different provinces).”

[P19]

From the above summation, it could be gathered that the retaining policy to some extent favours older employees as other participants earlier indicated that some employees who had worked for more than a decade were not given preferences during interviews. This however, makes one to question the municipality's fairness in its job placement processes As such, the youth may only be considered for temporary posts. This assertion is further elaborated by P21.

“In terms of filling priority posts with minimum budgets in skills needed departments, they have helped. They have posted temporary employment.”

However, this is temporary, and some can spend years in temporary employment.”

[P21]

4.3.5 Theme 5: Recommended interventions for job placement.

The previous themes have exhaustively showed that there is poor job placement in the Msunduzi municipality. The consequences of these was noted to impact on both career growth and the municipality growth in terms of delivery quality services to the communities. With these in mind, the participants were asked what they think needs to be done to improve or enhance job placement administration for employees at the municipality. The recommendation suggested by the participants is captured below.

According to P1, P 10, P11, P12 and 26,

“The whole process needs to be redone with proper level of consultation with all level of staff and it has be done by professional institutes that deal with organisation and staff placement together with job description and job evolution”.

[P1, P 10, P11, and P12]

Adding to the above suggestion, P2, P4, P7, P15, and P24 suggested that the municipality should:

“Develop practical organisational structures, have practical job descriptions, be consistent (stick to policy), effective communication (get employee involved).”

[P2, P4, P7, P15, and P24]

Going further, participants P5, P16 and P18 recommended that:

“Municipality should consider/ come up with a policy that allows upward movement to accommodate employees that have acquired more qualifications.”

[P5, P16 and P18]

Participants P8 and 9 in their own suggestion, recommended academic development.

“It is our core role to encourage employees to further their studies and in doing that, employees would be setting/putting themselves to an advantageous position by meeting the minimum requirements of the desired future positions.”

[P8 and 9]

For P 12, policy development and implementation were suggested.

“Policy developed, implementation and monitoring.”

[P12]

While echoing similar sentiments as P12, participants P13 noted that:

“Redo the policy of placement.”

[P13]

In support of P13, participant P21 suggested further on the need to change the placement policy.

“Change in administration of job placements. Maybe streamlining it to allow for less time in administration and more time in job placement. Less paperwork can assist in even speeding up the filling of vacancies.”

[P21]

Further to the above, P19 suggested that:

“A strategic plan that mainly focuses on HR and the alignment of policies and processes involved with job placement. More HR staff and training, more involvement of the finance office and relevant units/departments to avoid delays with job placement.”

[P19]

More so, it was strongly recommended that the municipality should endeavour to select or place employees in the relevant position based on their skills.

“More emphasis should be put on appointing people with relevant skills to the correct positions. Skills development as a collective measure in the event that individuals are misplaced and perhaps cannot be moved around. Strictly adhering to post/position requirements.”

[P17]

Resonating and corroborating further, P22 recommended that the municipality should hire qualified employees for the job.

“Hire people that are qualified for jobs.”

[P22]

Other notable suggestions and recommendations include:

“Start by uplifting people internally”.

[P20]

“Effective communication. Performance appraisal”.

[P23]

4.4 Summary of the Chapter

In summary, this chapter has thematically analysed the perceptions of Msunduzi municipality regarding the effectiveness of job placement administration practices. It was found that although the municipality followed the placement policies, some employees are still placed in wrong positions that they did not have the necessary qualifications and skills for. More so, it also emerged that wrong job placement could contribute to poor growth in the municipality and career development for the affected employees. Despite these, it emerged that some of the participants decline being reposted to any other unit.

Furthermore, it was found that despite the measures such as advertisement put in place to attract and retain employees, the effectiveness of these measures still remain a cause for concern. Hence, a restructuring and change in the placement policies was

sounded by as part of the recommendation interventions in improving the quality of job placement at the municipality.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented and discussed the data that emerged from the analysis of semi-structures interviews. This is a final chapter and it presents the findings which are derived from the data presented in the preceding chapter. Before presentation of the findings, a summary of the study is provided. The summary of the research findings is in line with the study's objectives. The objectives were to investigate the process of job placement administration of employees at Human Resources Business Unit (HRBU) of Msunduzi Municipality; to assess how employees' placement leads to the survival and growth of the Municipality; to identify the challenges and opportunities in promoting effective job placement administration and career development in the Msunduzi Human Resources Business Unit (HRBU) for both potential employees and working employees; and to recommend interventions to improve efficiency and effectiveness in job placement administration services in the Human Resources Business Unit (HRBU) of Msunduzi Municipality.

5.2 Summary of the study

The study utilised semi-structured interviews in its objectives. From the first objective, which was to investigate the process of job placement administration of employees at Human Resources Business Unit (HRBU) of Msunduzi Municipality, the following was found. Internal problems on job placement still exist within the Msunduzi Municipality, thus negating the essence of service delivery to the communities. Much of these internal problems were attributed to poor understanding from either the part of the employees or the administrators on process of job placement. This was supported by the fact that although the majority of the participants are aware of job placement within the Msunduzi Municipalities, their understanding of what it entails differed.

In terms of the second objective, it was found that a mixed reaction was found among the participants interviewed. Some participants felt that the job placement process was fair while others felt that it was not in any way fair. Regarding the participants who

viewed the job placement as being fair to all, it was found that adhering to the policy ensured fairness in the process. For those who disagreed on the fairness of the job placement process, transparency of the selection process was hinted as the cause or lack of fairness in the process. In terms of whether job placement affects growth in the municipality, the majority of the participants reported that poor job placement administration affects the growth/progress at Msunduzi municipality. It emerged that the morality of wrongly placed employees would negatively affect the quality of service delivery. Furthermore, it came from the study that poor job placement could result to internal disputes and affect overall performance in the municipality. Also, it came out that wrongful employee placement could limit the employees' personal growth.

In relation to the third objective, it was found that advertising both internally and externally for qualified candidates was the current measures in place to attract employees. It also came out that unemployment was the factor driving the need for employment. It was therefore apparent that advertisement of job placement the only measure in place to attract new employees

5.3 Summary of findings by research questions.

The findings are based on the discussions the researcher had with the participants who were from the Human Resources Business Unit (HRBU) of Msunduzi Municipality. These participants were 26 members from the HRBU with an equal distribution of sex, that is, 11 females and 15 males. The researcher is using the four research questions of the study to organise the presentation of findings, and these are restated as follows:

- What are the processes of job placement at the HRBU of Msunduzi Municipality?
- To what extent can poor job placement administration and career development affect the growth of Msunduzi Municipality?
- What measures are being put in place to promote effective job placement administration to attract new employees and retain working employees at Msunduzi Municipality?
- What recommendation interventions can improve placement administration of employees in the Msunduzi Municipality?

5.3.1 What are the processes of job placement at the HRBU of Msunduzi Municipality?

To begin with, mandate of municipalities in South Africa to offer quality public service requires the correct and adequate placement of skilled and experienced workers in the right position in order to effectively and efficiently carry out the functions of these municipalities. It emerged from the study that despite these sensitive roles the municipalities must play in the communities in terms of service delivery, internal problems on job placement still exist within the Msunduzi Municipality, thus negating the essence of service delivery to the communities. Much of these internal problems were attributed to poor understanding from either the part of the employees or the administrators on process of job placement. This was supported by the fact that although the majority of the participants are aware of job placement within the Msunduzi Municipalities, their understanding of what it entails differed. Others considered job placement as allocating employees appropriately to the new organisation structure whilst others considered job placement within the organisation as a form of promotion among other definitions. The discrepancies found in the knowledge of job placement were attributed to the recruitment of new or moving of existing employees to other positions.

To achieve job placement, organisations have policies and guidelines that help facilitate the placing of the appropriate person into a rightful post. The findings of the study revealed that 69.2% of the participants are aware of the municipality policies on job placement while only 30.8% were unaware of such policies. What was established from was that the older employees are aware of the job placement policies than the younger employees. For more information see Section 4.3.1.1. Of Chapter 4.

It was found that job placement at the HRBU are guided by the municipality job placement policy. More so, it was revealed that one of the policies guiding job placement is the Timed Assessment of Skills and Knowledge (TASK) system. It was noted that TASK grade the posts, titles as well as determining the core functions to be carried out. It emerged that job placement policies at the Msunduzi municipality HRBU entail matching the employee's qualifications, skills and experience to the particular

post the applicant is interested in. Hence the advertisement of these positions technically would reflect the requirement for the position.

However, it came out that some of the participants claimed not to be aware of any type of job placement process. This was owed to the perceived ineffectiveness of the policy currently implemented in the municipality. Although job placement processes in the municipality are guided by the policy known as TASK, the effectiveness of this process was questionable given the number of the participants who reported ignorant of the job placement process. This was supported by a large number (80.8%) of the participants who reported not to be dissatisfied with the job placement administration at the municipality. Among the dissatisfied participants, it was found that wrong placement and an inappropriate structure were the bane of their dissatisfaction with the job placement administration.

- **5.3.2 How does employees' placement lead to the survival and growth of the Municipality?**

It is previously that most of the participants were dissatisfied with the process of job placement in the Msunduzi Municipality. It therefore became imperative to know to what extent the job placement processes are fair to the employees in the Msunduzi Municipality. In relation to this, a mixed reaction was found among the participants interviewed. While nearly half (57.7%) of them felt that the job placement process was fair, 38.5% assume it was not in any way fair. Regarding the participants who viewed the job placement as being fair to all, it was found that adhering to the policy ensured fairness in the process. For those who disagreed on the fairness of the job placement process, transparency of the selection process was hinted as the cause or lack of fairness in the process. Moreover, it was found that absence of preference to long working employees in placement interview was considered by some of the participants as lack of fairness.

One report by Zungu (2007) noted that job placement had more problems such as misappropriation on placement of employees, high workloads, low staff morale and lack of job satisfaction. It is generally recognised that placing square peg in round holes breeds inefficiency and chaos in any organisation. In the context of the Msunduzi

municipality, placing employees in a post that they are not qualified for was noted to reduce productivity. It was accentuated that the cause of inappropriate placement was premised on nepotism in the municipality. Some of the participants revealed that people are being placed based on familiarity and having their relations occupying a position they are never qualified for in the organisation.

Although the South African labour law frown against nepotism or any form of discrimination in the workplace, it was found that this act was accelerated by employees that are showing desperation for promotion and some top managers refusing to adhere to the municipality policy. The dire consequence from this was reported to be reduced productivity. As a result, a call for restructuring of the organisation was echoed loudly by the participants. While these are most probably, it emerged that there is limited qualified employees in the municipality which has delayed the job placement process.

Although it can be argued that staffs are allocated in the right department based on the policy, some of the participants, however, hinted on the desire for a change in work status. Owing to this, some participants desired to remain in the same unit whilst some indicated their preference to be allocated to a different unit. According to the reason given, a change of career and a desire to contribute better in the organisation was behind their motives to change unit. The reason why some participants were not satisfied with their departments was poor career prospects due to poor integration of related skills.

The finding of the study showed 50% of the participants believe that the job placement at Msunduzi affects the growth and progress in the municipality. On the other hand, 11.5% disagreed with the notion that job placement affects the growth progress while 38.5% were unsure. Among the participants who think that poor job placement administration affects the growth/progress at Msunduzi municipality, it emerged that the morality of wrongly placed employees would negatively affect the quality of service delivery. Furthermore, it was reported that poor job placement could result to internal disputes and affect overall performance in the municipality. Also, it came out that wrongful employee placement could limit the employees' personal growth. A critical point that emerged among those who voiced that poor job placement has no negative consequence in the growth and progress of the municipality was that poor job placement does not affect an employee's salary.

Given that more of the participants had indicated that poor job placement has a negative consequence in the municipality in terms of service delivery, it was sensible to know if poor placement administration hinders career development for employees at Msunduzi municipality. The finding revealed that 73.1% of the participants are of the view that poor job placement in the municipality hinders career development for employees Msunduzi municipality while 26.9% indicated to be unsure. Given the above percentages, it is reasonable to infer that poor job placement hinders career development for employees in the municipality. This is concerning as it is noted that employee's attrition and job satisfaction correlate with the prospect of career growth and development. Part of the consequences of poor job placement highlighted by the participants includes lack of promotion and limitation in career growth. Owing to this, it was assumed that wrongly placed employees learn nothing that could improve their career prospects and growth.

5.3.2 What measures are being put in place to promote effective job placement administration to attract new employees and retain working employees at Msunduzi Municipality?

Literature Haider *et al.* (2015); Kossivi, Xu and Kalgora (2016) documented that the present global economy has prompted most organisations to find ways to attract the best and brightest employees to gain as well as sustain competitive advantage in the international market. Given that Msunduzi municipality has a mandate to deliver quality services to the people, it is highly imperative for the municipality to attract the best brains and minds for the task.

In relation to this, mixed responses to the question: "Are there any measures put in place to attract new employees?" were found among the participants. It emerged that half (50%) of the participants answered "yes", while 30.8% answered "no", and 19.2% were unsure if measures are put in place to attract new employees. Regarding the participants that answered yes, it was found that advertising both internally and externally for qualified candidates are the current measures in place to attract employees. On the other hand, in respect to the participants that answered no regarding the measures put in place, it was suggested that unemployment was the

factor driving the need for employment. It is therefore apparent that advertisement of job placement be the only measure in place to attract new employees.

Given the competitive nature of the global economy for the best employees in the market, it was sensible to find out whether the measures in place are effective in attracting the new employees in the municipality. The findings revealed that (50%) of the participants believe that the measures in place to attract employees are effective while 26.9% think it is not and 23.1% were unsure regarding the effectiveness of the measures. In terms of those who responded “yes” on the effectiveness of the measures to attract new employees, the filling of every post was pointed as evidence for their views. A salient point that emerged among those who disagreed on the effectiveness of measures in place to attract employees hinted on the delays in recruiting and shortlisting qualified candidates. Part of the concern raised for the lack of effectiveness in attracting new employees was poor retention of employees in the municipality. This was attributed to the offering of temporary position to most newly recruited employees.

Given the amount of money, time and effort organisations put in recruiting and training employee, it is imperative for this organisation to be paying more attention to determining the cause of employees’ turnover (Erasmus, Gobler and van Niekerk 2015; Haider *et al.* 2015). Considering the aforesaid views, it became highly important to know from the perspective of the participants the measures in place to retain employees at the municipality. It was found that 30.8% of the participants responded “yes” to the question: “Are there any measures in place to retain employees at the municipality?” In contrast, an equal percentage (34.6%) of participants responded “no” and not “sure” to the said question. Regarding the participants who assume a retaining strategy in the municipality, it was found that the municipality offers to employees paid bonuses for long services and other attractive packages as a measure to keep them in the municipality. In terms of the participants that responded “no” in respect to the employee retaining measures at the municipality, it was found that most of the young employees are interns and end up applying for vacancies elsewhere. This may be attributed to lack of incentives in the municipality to retain such employees. With reference to the participants who were unsure whether the municipality has in place measures to retain employees, it emerged that although most of the participants were not aware of any retaining policy, some of them did agree that there is a retaining

policy used by the municipality. From the above-mentioned measures, this study could, however, not establish if the listed measures are inclusive in the Msunduzi policy in retaining employees.

5.4 Conclusion

The study concludes on the perceptions of employees in the Msunduzi Municipality on the placement administration of employees by the organisation. The findings have shown that the employees have different ideas about what job placement is all about and the policies that entails it. It emerged very strongly in the findings that most of the employees perceived the job placement process to be poor and consequently affecting the growth and survival of the organisation. The study could not further establish the effectiveness of the measures employed by the municipality in retaining its staff.

5.5 Recommendations of the Study

As demonstrated above, there is poor job placement in the Msunduzi municipality. The consequences of these was noted to impact on both career growth and the municipality growth in terms of delivery quality services to the communities. As such, below are the recommendations offered to improve job placement of employees in the Msunduzi Municipality.

5.5.1 Restructuring the processes of placement of employees in the municipality

This entails restructuring the placement process with proper level of consultation with all level of staff and it has been done by professional institutes that deal with organisation and staff placement together with job description and job evolution. This can be realised by developing practical organisational structures, having practical job descriptions, being consistent (sticking to policy), aligning policies and processes involved with job placement and effective communication (getting employee involved).

5.5.2 The Msunduzi Municipality to select or place employees in the relevant position based on their skills.

The Municipality should put more emphasis on appointing people with relevant skills to the correct positions. This means that Municipality strictly adhere to post/position requirements and hire individuals that are only qualified for the job. In relation to this,

skills development relevant to a different position should be a collective measure in the event of individuals already misplaced and perhaps cannot be moved around.

5.5.3 Putting in place mechanisms for career or professional development of employees

It is imperative that the Msunduzi Municipality have operative mechanisms for the career development of its staff. Once employees are correctly placed their development professionally will not be a challenge. The contemporary business world demands updated technological skills and if the municipality fail to offer develop its staff professionally it may end up with an obsolete staff and consequently fail to offer quality public service.

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APPENDICES

Appendix A: Permission letter to conduct research



Faculty Research Office
Durban University of Technology
27 August 2018

Mr P.T. Vezi
Student Number: 20823271
Degree: Masters of Management Sciences in Administration and Information Management
Email: p.was.vezi@gmail.com

Dear Mr Vezi

ETHICAL APPROVAL: LEVEL 2

Your email correspondence in respect of the above refers.

I am pleased to inform you that the Faculty Research Committee (FRC) at its meeting on 24 April 2018, has granted preliminary permission for you to conduct your research "*The evaluation of the effectiveness of job placement administration practices: A case study of Human Resources Business Unit at Msunduzi Municipality*".

You are required to present this letter to the central DUT Research office to obtain full permission to conduct the research. You are required to present the permission letter from the DUT to the site of data gathering, in this case the Human Resources Business Unit at Msunduzi Municipality, for permission to conduct the research there. Please also note that each of your questionnaires must be accompanied by a letter of information and a letter of consent for each participant, as per your research proposal.


A summary of your key research findings may be submitted to the FRC on completion of your studies.

Kindest regards,
Yours sincerely



Dr Delene Heukelman
Faculty Research Coordinator (Acting)

Appendix B: Gatekeeper's letter



CITY OF CHOICE
PIETERMARITZBURG
MSUNDUZI

Msunduzi Municipality
CORPORATE SERVICES

Telephone/uCingo: 033 392 2797
Facsimile/fekisi: 080 770 2098

Private Bag/Isikhwama: X321
Pietermaritzburg/ePietermaritzburg 3201

Memo

To: CITY MANAGER (A)

Attention: Mr Sizwe Hadebe

From: Mr Phumelela Vezi

Date: 09 August 2016 **Ref:**

Subject: GATEKEEPERS LETTER – MASTER OF MANAGEMENT SCIENCES IN ADMINISTRATION AND INFORMATION MANAGEMENT

Municipal Manager
The Msunduzi Municipality

2016-08-09

CITY MANAGER
PIETERMARITZBURG

<input type="checkbox"/> For your information	<input type="checkbox"/> Urgent response required
<input type="checkbox"/> For distribution to staff	<input type="checkbox"/> For your comments
<input checked="" type="checkbox"/> Urgent action / attention	<input type="checkbox"/> For your review

In October 2014, I registered my Masters of Management Sciences in Administration and Information Management.

I have submitted my Proposal to my Supervisor which is titled, "Investigation on the effective administration of job placement/Staff allocation: A case study at Msunduzi Municipality".

As part of my ethical clearance approval process; I am required to obtain gatekeepers permission from the Organisation where I intend undertaking my research.

Please find attached my Gatekeepers Letter addressed to the City Manager (A), Mr. S Hadebe for his approval for me to undertake my research at the Msunduzi Municipality.

I would appreciate your assistance in getting Mr. Hadebe to approve my request and for him to sign the attached Gatekeepers letter.

Yours Faithfully

Phumelela Vezi
HRM CLERK

Approved /Not-Approved

Mr Sizwe Hadebe
City Manager (A)
2002

CORPORATE SERVICES

Appendix C: Questionnaire



The evaluation of the effectiveness of job placement administration practices: A case of Human Resources Business Unit at Msunduzi Municipality

DURBAN UNIVERSITY OF TECHNOLOGY
Accounting and Informatics Faculty
Researcher: Mr Phumelela T Vezi (072 5692967)
Supervisor: Dr. K.S. Ngwane (031 373 5600)

The aim of the study is seeking to evaluate the effectiveness of job placement services in attracting and retaining employees at Human Resources Business Unit (HRBU), Msunduzi Municipality. The completion of the survey is voluntary and does NOT require your name, address or telephone number. The questionnaire can be completed in less than 10-15 minutes.

SECTION A

(Please mark with (X) in the appropriate blocks and explain where it necessary)

RESPONDENT PERSONAL INFORMATION

BACKGROUND INFORMATION

1. Indicate whether you are:	
Female	
Male	
2. Age	
< 20	
20-29	
30-39	

40-49	
50-59	

3. Race:	
African	
White/European	
Coloured	
Indian/Asian	
Other (please specify)	

4. What is your highest tertiary qualification?

Matric/Grade 12	
Certificate	
National Diploma	
Degree	
Honours	
Masters	
PHD	
Other	

(Please mark with (X) in the appropriate blocks and explain where it necessary)

CONDITIONS

5. How long have you been in Msunduzi Municipality?	
0-3 years	
4-7 years	
8-10 years	
11-18 years	
+19 years	

SECTION B

INTERVIEW QUESTIONS

1. Explain your knowledge of job places administration at the municipality?

1.1 Are you aware of the Msunduzi municipality job placement policy/legislation?

Yes	
No	

2. Can you explain the current type of job placement process / service at the HBRU of the Municipality?

2.1 Are you satisfied with the Job placement administration here? Explain

2.2 Do you think that the current processes are fair? Explain

2.3 What are the challenges that affect job placement administration at the municipality?

3. Do you feel the conditions of services in Msunduzi Municipality are more comfortable for you to work in, explain?

3.1 Would you prefer to be placed in another unit/department? Explain

4. Are there any measures put in place to attract new employees? Explain

4.1 Have these measures been effective? Explain / give examples

5. Are there any measures in place to retain employees at the municipality?

Explain

5.1 Have these measures been effective? Explain / give examples

6. Does poor placement administration affect the growth/progress at Msunduzi Municipality? If so, how?

7. Does poor placement administration hinder career development for employees Msunduzi Municipality? If so, how?

7.1 Are employee qualification appreciated and considered for career promotion/ development at the municipality? Explain

8. What do you think needs to be done to improve or enhance job placement administration for employees at the Municipality?

Thank you for your co-operation and assistance.