

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

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Abstract: *An integrated human resource management is significant, especially in provincial legislatures serving the same constituency. As it significantly reduces competition, while increasing levels of motivation, engagement and satisfaction, and reducing the rate of turnover intention. The aim of the study was to design an integrated HRM model. This study employed the quantitative approach. A questionnaire was distributed to a sample of 108 respondents selected through a systematic sampling from two selected provincial legislatures (Limpopo and Mpumalanga) of South Africa with ninety questionnaires returned. Data was analysed using a Statistical Package for Social Sciences (SPSS) version 22 and AMOS 18. Findings for (H₁) and (H₂) revealed that there was a significant and positive relationship between the differential application of HRM policies and practices, and extrinsic motivation and intrinsic motivation with Path Coefficients output ($\beta = 0.520$, $P < 0.05$) and ($\beta = 0.383$, $P < 0.05$), respectively. Null hypotheses for both hypotheses not supported. The results for (H₃) and (H₄) indicated that the differential application of HRM policies and practices contribute significantly to turnover intention levels and to employee engagement with Path Coefficients output ($\beta = -0.259$, $P < 0.05$) and ($\beta = 0.438$, $P < 0.05$), respectively. Null hypotheses not supported. However, (H₅) on the differential application of HRM policies and practices makes no significant contribution to employee satisfaction levels produced a Path Coefficient output ($\beta = 0.049$, $P > 0.05$), Null hypothesis supported. The results will enable management to find strategies in applying HRM policies and practices equally. The study contributed to academic literature in respect of the integration of HRM.*

Keywords: *Human resource management, engagement, motivation, satisfaction, turnover*

Introduction

Owing to provincial legislatures not having an integrated HRM model, each provincial legislature has its own HRM department. Currently, the situation is that each provincial legislature applies HRM policies and practices differently from the other provincial legislatures. The differential application of HRM policies and practices result in employees believing that employees in other provincial legislatures enjoy better benefits. This is as a result that each provincial legislature has its own HRM department, and the application of HRM policies and practices is not equal, nor the same (South African Legislative Sector, 2008). The differences in the application of HRM policies and practices makes it difficult for provincial legislatures to share skills (Parliament of RSA. Offices

Supporting Democracy, 2018; Scott, 2016). The HRM Forum at the time of writing this article had not produced a blue-print or a model on what shape it will take.

There is nevertheless little or no evidence suggesting that the legislatures share human capital resources between and amongst themselves (Parliament of RSA. Offices Supporting Democracy, 2018; Parliament of RSA. Report of the Portfolio Committee on Public Service and Administration, 2010). That is why, in most cases, provincial legislatures train their own employees in order to equip them with the required skills. Several problems arise, such as high levels of turnover and low levels of motivation (extrinsic and intrinsic), satisfaction and engagement, as employees are likely to be attracted by the benefits offered by another provincial legislature. In such contexts an integrated HRM model, which will result in the equal application of HRM policies and practices will aid these legislatures to improve levels of motivation (extrinsic and intrinsic), satisfaction and engagement and reduce turnover intention (Parliament of RSA. Offices Supporting Democracy, 2018; Scott, 2009).

The study was conceived as a result of lack or non-existent of such a model for provincial legislatures in South Africa. Again, there are no academic studies conducted in provincial legislatures focusing on the differential application of HRM policies and practices and their effects on employees. The paper seeks to address the gap in knowledge by designing an integrated HRM model for provincial legislatures to keep motivation (extrinsic and intrinsic), satisfaction and engagement at an acceptable level, while reducing the rate of turnover.

Research purpose and objectives

The main purpose of this study is to design an integrated HRM model for similar treatment of employees in provincial legislatures to keep motivation, engagement, satisfaction and turnover intention at an acceptable level, and to further determine whether there are any significant relationships between the differential application of HRM policies and practices and motivation (extrinsic and intrinsic), and whether any relationships exist between differential application of HRM policies and practices and variables such as turnover intention, satisfaction and engagement.

Literature review

Background to Human resource management

Human resource management is a concept that evolved from personnel management (PM) (Gomez-Mejia, Balkin & Cardy, 2012). This means that there is a close link between HRM and PM. The close link between the PM and HRM does exclude different interpretations. However, these concepts operate more or less the same (Gomez-Mejia et al., 2012). Irrespective of the differences in the interpretation, conceptualisation, origin and history of HRM, the academic fraternity has accepted the existence and the importance of HRM in the modern workplace (Antwi, Opoku, Seth & Margaret, 2016). It is for this reason that a number of academics, among others Christie (2010), Fitzgerald and Mills (2012) and Gomez-Mejia et al. (2012) have researched the concept of HRM extensively.

Human resource management definition

Human resource management is defined in many ways. It must be said though that irrespective of the non-existence of a universal definition of HRM, it does not mean that these various definitions are not accurate (Armstrong & Taylor, 2014; Kaufman, 2015; Noe & Hollenbeck, 2010; Price, 2011; Sharabi & Harpaz, 2010). The definitions of HRM provided here give the viewpoints of this concept from different approaches. Watson (2010:919) provides a comprehensive definition and defines HRM as “the managerial utilisation of the efforts, knowledge, capabilities and committed behaviours, which people contribute to an authoritatively coordinated human enterprise as a part of an employment exchange to carry out work tasks in way which enables the enterprise to continue into the future”. In addition, according to Armstrong and Taylor (2014) HRM is a rational and planned approach to managing an organisation’s most valuable asset, the employees, who are able to contribute individually and collectively to achieving the strategic objectives of the organisation.

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

Legislative sector of South Africa

The provinces are autonomous, distinct and independent. Irrespective of their autonomy they are required to promote cooperation amongst themselves (Parliament of RSA. Research Section, 2017). It was for this reason that the South African Legislative Sector was established as the body to facilitate cooperation within the provincial legislatures in South Africa. This was as a result of the nine provincial legislatures coming together to establish various internal structures, one of which is the HRM Forum (Scott, 2016). The purpose of this forum is to facilitate cooperation amongst provincial legislatures (South African Legislative Sector Support, 2008).

The non-existence of a blue-print or model makes it difficult for provincial legislatures to have a formal HRM cooperation. To emphasise the importance of cooperation is that the functions performed at provincial legislatures require highly specialised skills, from the perspective of human resource capital. These specialised skills are scarce in the mainstream labour market owing to their legislative nature. The scarcity of these skills is also because institutions of higher learning do not include them specifically in their curricula (Parliament of RSA. Research Section, 2017; South African Legislative Sector, 2016).

These skills include but are not limited to the following: the procedural advisory services; simultaneous interpreting of debates in legislatures (in various languages); the production of Hansard (the word-by-word recordkeeping of debates in legislatures) and translation services in different languages. These skills also include the production of daily papers, such as order papers; the setting and production of question papers and recording of the Minutes of sittings of the Houses of Parliament (Parliament of RSA. Offices Supporting Democracy, 2018; Scott, 2016; South African Legislative Sector, 2008).

It is difficult, if not impossible, to find a suitable employee from outside a legislature who is capable of recording, transcribing, collating, editing and producing the bound volumes of Hansard. The only place to source any of these skills is another provincial legislature (Parliament of RSA. Language Services Section, Remuneration Task Team Report, 2012; South African Legislative Sector: Human Resource Development Strategic Framework, 2008; Parliament of RSA. Research Section, 2017). It is consequently important for HRM departments of provincial legislatures to be able to source these skills from other legislatures. (South African Legislative Sector: Human Resource Development Strategy Framework, 2008).

In addition, provincial legislatures with fewer resources are unable to prioritise the training and development of employees. There are too many competing interests, such as ensuring that laws are processed, and public participation programmes are held. There is nevertheless no guarantee that trained employees in provincial legislatures will stay in the employ of that legislature. As employees are attracted by benefits offered by other provincial legislatures (South African Legislative Sector Support, 2009). This shows that there is inequality amongst the different provincial legislatures. The highlighted differences in the application of HRM policies do not augur well for the strengthening of employee and organisational capacity. One example of this is that each province has its own remuneration policy, namely total cost to company (TCOE), and salary plus benefits. That is the reason why it is often difficult to attract, develop, deploy and retain the best talents at some legislatures because of these differences in the application of HRM policies and practices (Parliament of RSA. Language Services Section, Remuneration Task Team Report, 2012). Evidence shows that employees who resign from one provincial legislature do not necessarily go to a different sector, they often move to another provincial legislature (South African Legislative Sector Support, 2009). Differences in treatment and the work environment influence their decision to leave the legislature that employs them. In addition, the lack of cooperation between provincial legislatures, results in employees being demotivated, because they tend to believe that the treatment of employees at other provincial legislatures is better, and that they have more or better benefits (Parliament of RSA. Report of the Portfolio Committee on Public Service and Administration, 2010). One reason is that when an employee resigns from a provincial legislature to join another legislature (Scott, 2016), in this context is that an employee will have interrupted his or her service, which automatically occurs because there is no structure in place for carrying over employment service from one provincial legislature to another.

This also includes capped leave, or the leave that is due to an employee, which has financial consequences as that leave days are equivalent to daily payment rates. Again, it may be possible to prevent this situation from arising if there is better cooperation amongst provincial legislatures (Parliament of RSA. Report of the Select Committee on Cooperative Governance and Traditional Affairs, 2011; Parliament of RSA. Offices Supporting Democracy, 2018; Scott, 2016). It is not only the interruption of services that negatively affects employees, but also the burden that an employee leaves behind as the functions that they had performed must be allocated to other employees until a replacement is found (Parliament of RSA. Research Section 2017; Scott 2009). It takes time to fill vacancies in provincial legislatures due to the lack of available specialised skills in the mainstream labour market.

It is therefore important to treat employees equally at provincial legislatures in order to bring stability to this sector (Parliament of RSA. Report of the Portfolio Committee on Public Service and Administration, 2010; Parliament of RSA. Report of the Select Committee on Co-operative Governance and Traditional Affairs, 2011). For the reason that employees are the most important assets of any organisation; therefore, their treatment should be equal (Okechukwu, 2017; Rožman, Treven & Čančer, 2017; Scott, 2016). The unequal treatment of employees most probably means that they will eventually leave the organisation (Blake, 2017). If the treatment of employees is equal, they will feel valued by the provincial legislatures. This may motivate employees to stay in this sector for longer (Scott, 2009).

Integrated HRM

One of the best way for organisations to leverage their competitiveness in the labour market is to have a HRM framework or model that integrated and applied equally across the organisation. Quite importantly is that HRM policies and practices are most effective in an organisation when they facilitate (Sattar, Ahmad & Hassan, 2015) the proper implementation of HRM policies and practices. One fundamental important is that for any organisation in leveraging its human capital cannot apply HRM policies and practices outside of its broader strategic objectives (Insight Consulting, 2012; Scott, 2009). Therefore, these warrants a need integrate HRM policies and practices, so that the entire system empowers employee motivation and other related variables.

Integrated HRM is significant, especially in situations where organisations serving the same constituency that competes for talent, in particular when their operations are intending to speak with one voice (Insight Consulting, 2012; Scott, 2009). Furthermore, there is much better coordination of organisational activities. Organisations serving the same constituency capitalise on integrated HRM for the benefit of all employees. Especially, those organisations that compete for talent, particularly when their operations are interlinked such as the legislatures (Insight Consulting, 2012; Scott, 2009). As a result of having an integrated HRM, there is much better coordination of organisational activities.

To maximize employee potential, there must be an integration of HRM processes with a view to achieving the common purpose, which is essential for effective communication as well as for awareness of and commitment to the above by all the parties (Sattar *et al.*, 2015). An integrated departmental function allows the consistent application of HRM practices across the entire organisation (Mohammad, Miah, Rahman & Rahaman, 2017). According to Insight Consulting (2012), for HRM to be profit-orientated, to reduce costs and optimise processes, integration is important to proactively address the needs of employees. This will assist in ensuring that employees' potential is maximised. When HRM policies and practices are integrated, organisations are enabled to manage their human capital effectively (Sattar *et al.*, 2015).

It is further affirmed that the HRM policies and practices such as recruitment and selection, compensation, performance appraisal and training, and development are positively related to productivity and organisational performance (Mohammad *et al.*, 2017; Sattar *et al.*, 2015). It must, however, be indicated that the effect of integrated HRM depends on how policies and practices are implemented (Mohammad *et al.*, 2017; Nadarajah, Kadiresan, Kumar, Kamil & Yusoff, 2012; Sattar *et al.*, 2015).

The implementation of integrated HRM policies and practices moreover contributes to a stable workforce and reduced turnover intention improves job satisfaction and organisational commitment levels (Amin, Ismail, Rasid & Selemeni, 2014; Mbugua, Waiganjo & Njeru, 2015). It must be noted that integrated HRM policies and practices improve employees' job satisfaction (Pradhan, Dash & Jena, 2017). This view is supported by Nadarajah *et al.* (2012). It is always advisable that HRM policies and practices should be integrated further to reduce turnover intention levels and improve engagement levels (Blake, 2017).

Various researchers concur that integrated HRM policies and practices improve employee motivation, engagement, and satisfaction and in turn fill them with the desire to be more energetic, committed and to hold onto their jobs (Amin *et al.*, 2014; Khan, 2010; Khan, Khan & Khan, 2017; Nadarajah *et al.*, 2012). The main aim of this paper was to design an HRM model that will assist provincial legislature of South Africa to have a similar or common application of HRM to improve employee motivation (extrinsic and intrinsic), engagement, satisfaction and reducing turnover rate.

Employee motivation

Motivated employees are “happy” employees and for an employer a motivated employee presents a desirable or expected outcome (Nurun Nabi, Islam, Dip & Hossain, 2017). Motivation is also influenced by the application of HRM policies and practices in the workplace (Rožman *et al.*, 2017). That is why it is important for employers to understand employees through scientific research in the workplace on what motivates them to improve the performance of the organisation (Rožman *et al.*, 2017). Treating employees differently is not good for any organisation (Nurun Nabi *et al.*, 2017). Treating employees differently will affect their workplace satisfaction and motivation negatively (Nurun Nabi *et al.*, 2017; Rožman *et al.*, 2017; Scott, 2016). That is why it is imperative that HRM departments should ensure that the treatment of employees is undertaken in accordance with acceptable norms and standards, and that there is transparency within the organisation.

Extrinsic motivation

Extrinsic motivation is defined as those external factors that develop an interest in employee to perform satisfactorily at work (Tymon, Stumpf & Doh, 2010). These external factors include rewards and benefits. Cao, Chen and Song (2013) posit that HR policies and practices in that focus on employee career planning, succession planning has the potential of building good employee relations. The significance of employee career planning is affirmed in Anwar, Waqas, Shakeel and Hassan (2018), that career development and training help to reduce employee turnover intention. Therefore, it is important as observed in Anwar *et al.* (2018) that successful organisations tend to develop policies and practices that are employee-friendly to make employees extrinsically motivated.

Intrinsic motivation

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

develop programmes are intended to develop self-development, such as career pathing and employee well-being programmes (Cao *et al.*, 2013). According to Cao *et al.* (2013) there is a relationship between employee's personal goal achievement and the intention to stay in an organisation, especially when the organisation supports employee's goals. The support that the organisation provides to the employee to achieve personal goals plays an utmost important role in building a long-term relation with employees (Tymon *et al.*, 2010).

Turnover intention

Employee turnover is the rate at which employees join and leave the organisation in a given period (Wynen, Van Dooren, Mattijs & Deschamps, 2019). Motivated employees are likely to stay in an organisation and, therefore, there is no denial of a relationship between the application of HRM policies, motivation, organisational performance, and employee turnover (Wen, Zhang, Wang & Tang, 2018). Every organisation faces the risks associated with employee turnover, and no organisation is immune to this phenomenon since employees leave organisations voluntarily or due to natural attrition (Yanchus, Periard & Osatuke, 2017). Employers should always strive to keep employees' level of motivation at an acceptable, to reduce turnover intention (Yanchus *et al.*, 2017; Zhang, Meng, Yang & Liu, 2018).

Irrespective of the good financial status of the organisation, employee turnover is an important element for HRM professionals to consider. This allows them not only to focus on retaining their current workforce, but also on planning for the future through the implementation of a succession plan, which is forms an integral part of HRM functions (Wan, Li & Shang, 2018; Wen *et al.*, 2018).

Employee engagement

Employee engagement is a core organisational driver for the success of organisations. High engagement levels within an organisation promote the retention of talent (Ahmed, Ahmad & Joarder, 2016). Accordingly, it is important that engagement should remain at an acceptable level (Zhang *et al.*, 2018). The focus of employee engagement is more about employee attachment to the organisation, specifically the extent to which employees perform their tasks, whether they are performing as expected and are willing to "defend" the organisation's pride and brand. It is for this reason that employers must develop HRM programmes intended to improve engagement levels. Engaged employees are likely to manifest behaviours that display acceptable motivation and satisfaction levels (Pradhan *et al.*, 2017; Wan *et al.*, 2018).

Employee satisfaction

Satisfaction relates to the degree to which an individual is satisfied with their conditions of work, including the environmental set-up (Zhang *et al.*, 2018). It is for this reason that any organisation intending to achieve its strategic objectives should keep its employees satisfied at an acceptable level (Rožman *et al.*, 2017). When employees feel that they are treated differently to their counterparts, especially through the application of HRM policies, they are likely to be dissatisfied (Okechukwu, 2017). Employees who are not satisfied are likely to leave the organisation (Zhang *et al.*, 2018). They often compare their current job with other available opportunities and evaluate the pros and cons of leaving

their current job when they are considering an alternative. According to Okechukwu (2017), the crucial task of the HRM department is to acquire the right human resources, develop their competencies and skills, motivate them for best performance and ensure their continued satisfaction and commitment to the organisation to achieve organisational objectives (Rožman *et al.*, 2017).

RESEARCH METHODOLOGY AND DESIGN

Research approach

This paper follows a quantitative approach, wherein a questionnaire is utilised. This form of research focusses on gathering numerical data and generalising it across groups of people or explaining a particular phenomenon (Babbie, 2013). Descriptive studies are aimed at finding out "what is" and are designed to provide a bigger picture of a situation as it happens naturally (Babbie, 2013; Cooper & Schindler, 2011; Struwig & Stead, 2013).

Research participants

A population is the sum of all units of analysis from which the sample is drawn (Babbie, 2013). Population includes all the people or items that has specific characteristic the researcher intends understanding. This study is conducted in selected provincial legislatures of South Africa. The target population for the study is N=324 (Limpopo n=150 and Mpumalanga n=174), which include senior managers, middle management, supervisors, and junior employees. To select a sample a purposive sampling, non-probability sampling method is used. This type of sampling method relies on arranging the target population according to some ordered scheme, and then selecting elements at regular intervals through that ordered list (Hennink, Hutter & Bailey, 2011). The sample is 50 from Limpopo and 58 from Mpumalanga (n=108). However, 90 questionnaires are used, 13 questionnaires were not returned and 5 were not fully completed and were discarded. The response rate from the sample is 87%. Table 1 below reflects the demographic profile of respondents:

Table 1: Demographic profile of respondents

Dimension	Frequency	Valid percent
Province		
Limpopo	41	46
Mpumalanga	49	54
Gender		
Female	55	39
Male	35	61
Age		
21-30 years	37	41
31-40 years	28	31
41-50 years	16	18
51-60 years	8	9
61 years and above	1	1
Level of employment		
Junior employee	61	68
Senior employee/supervisor	17	19
Middle management	6	6

Senior management	6	7
Education		
Certificate/Higher Certificate	13	14
National Diploma	13	14
Degree	35	39
Honours/BTech/Postgraduate Diploma	16	18
Masters	11	12
PhD/DTech	2	3
Years of employment		
Below 1 year	9	10
1-5 years	36	40
6-10 years	29	32
11-15 years	8	9
16 years and above	8	9

Research instrument

A Likert scale is used in the questionnaire. Respondents chose between four options wherein a four-point rating scale is used. The scale for the application of HRM policies and practices; intrinsic and extrinsic motivation; turnover intention and employee engagement is set out as follows: 1=Strongly disagree; 2=Disagree; 3=Agree; 4=Strongly agree. However, for levels of satisfaction the scale is set out as follows: 1=Strongly dissatisfied; 2=Dissatisfied; 3=Satisfied; 4=Strongly satisfied. The reliability of constructs was undertaken by applying the Statistical Package for Social Sciences (SPSS version 22). The constructs met the adequate reliability level of above 0.6 (Fornell & Larcker, 1981). Analysis is conducted in two stages. Firstly, SPSS is used to determine the levels of constructs. Secondly, different indices output from AMOS 18 are used to determine the goodness-of-fit of the Structural Equation Model (SEM). Data analysis is through SPSS version 22, MS Excel and AMOS 18 output from the SEM with five hypothesised paths (Table 2 and Table 3). The standardised regression coefficients from the SEM is used to determine the relationships between variables and to support or not to support the hypotheses.

Table 2: Cronbach Alpha coefficients

Construct	Cronbach's Alpha	N of items
Human resource management policies and practices	0.8	21
Extrinsic motivation	0.7	7
Intrinsic motivation	0.7	7
Turnover intention	0.7	12
Satisfaction	0.9	20
Engagement	0.8	12

Table 3: Goodness-of-fit

Fit statistics	Recommended Limit	Obtained
X ²	-	3.70
Df	-	6
P value	p <= 0.05	0.81
Goodness-of-Fit Index (GFI)	>0.95	0.98
Adjusted Goodness-of- Fit Index (AGFI)	>0.95	0.95

Research procedure and ethical considerations

For the main purpose and hypotheses of this study, a questionnaire was used to collect data. According to Hennink, Hutter and Bailey (2011) deemed that a questionnaire is a simple yet effective research tool and is cost effective. Furthermore, a questionnaire guarantees respondents' confidentiality. A questionnaire and items used in this study are adapted from Agoi (2017); Armstrong and Taylor (2014); Gallup Organisation (2008) and Weiss, Davis & England, (1967). There were two contact persons one from each provincial legislature (Limpopo and Mpumalanga) to collect the questionnaires on behalf of the researcher. The researcher printed out the questionnaires and placed them into two sealed boxes and sent the questionnaires to the two legislatures.

Although the questionnaires were given to the respondents, contact persons were available to assist were respondents encountered challenges in filling the questionnaire. The contact in these provincial legislatures were taken through the questionnaire administering it, to prepare them to answer questions from the respondents. At legislatures, a box was placed for all respondents to access it, wherein respondents dropped in completed questionnaires. At least two weeks were given to respondents to complete the questionnaires. Those respondents who requested extension of submission were granted a one-week extension. After all questionnaires were returned the contact persons, sent the completed questionnaire through a registered post to the researcher. After all respondents submitted completed the questionnaires, the box was sealed and sent back to the researcher.

There was no respondents' personal information shared and as such, respect privacy and ensure confidentiality (De Vos, Strydom, Schulze & Patel, 2011). In addition, there were no ethical guidelines that were breached. Throughout the process of the study the researcher ensured that human dignity was always maintained without any infringements (De Vos et al., 2011). The Ethics Committee from Cape Peninsula University (CPUT) granted the researcher permission to continue with the study

Statistical analysis

There are two stages to analyses of data. First, reliability analysis was through the application of the SPSS version 22 to determine and evaluate the reliability and consistency of the items measured, and descriptive statistics. Secondly, AMOS 18 is used to evaluate the goodness-of-fit indices of the research proposed structural equation model with five hypothesised paths. In the second stage of data analysis, data is presented using the structural equation model with the help of standardised scores to support or not to support the null hypothesis recorded at the significant (p value > 0.05). Hypotheses results with a (p -value < 0.05) are considered not significant and as such, Null hypothesis not supported and hypotheses results with a (p value > 0.05) are considered significant, and as such Null hypotheses not supported.

Results

Descriptive results indicate that the sample represented 46% ($n=50$) and 54% ($n=58$) for the Limpopo and Mpumalanga Legislatures, respectively. As far as gender is concerned, the sample indicate that 61% ($n=61$) are female and 39% ($n=39$) are male. The mean of age group is 34.2 ($SD=11.071$). Years of service revealed that 41% ($n=37$) of respondents are between 1 and 5 years of service. Finally, most respondents 39% ($n=39$)

have higher education degrees. Table 4 indicate the results after testing the structural relationships of the variables in line with the hypotheses. There are five hypothesised paths.

Table 4: Standardised regression estimates of hypotheses tested

No	Hypotheses	Path Coefficients (β value)	Supported/not supported
(Ho1)	The differential application of human resource management policies and practices does not contribute significantly to employee extrinsic motivation levels.	($\beta = 0.520, P < 0.05$)	Null hypothesis not supported
(Ho2)	The differential application of human resource management policies and practices does not contribute significantly to employee intrinsic motivation levels.	($\beta = 0.383, P < 0.05$)	Null hypothesis not supported
(Ho3)	The differential application of human resource management policies and practices does not contribute significantly to turnover intention levels.	($\beta = -0.259, P < 0.05$)	Null hypothesis not supported
(Ho4)	The differential application of human resource management policies and practices makes no significant contribution to employee engagement levels.	($\beta = 0.438, P < 0.05$)	Null hypothesis not supported
(Ho5)	The differential application of human resource management policies and practices makes no significant contribution to employee satisfaction levels.	($\beta = 0.049, P > 0.05$)	Null hypothesis supported

Table 5: Unstandardised regression coefficients

Variable	Est.	S.E	C.R	P
Human Resource Management → Extrinsic Motivation	0.605	0.107	5.641	***
Human Resource Management → Intrinsic Motivation	0.206	0.053	3.916	***
Human Resource Management → Turnover Intention	-0.204	0.036	-5.633	***
Human Resource Management → Employee Engagement	0.425	0.094	4.493	***
Human Resource Management → Employee Satisfaction	0.213	0.096	2.220	0.026

Discussion

Outline of results

The purpose of the paper is to design an integrated HRM model for provincial legislatures of South Africa (Figure 1). In addition, there were five hypotheses. Findings of the results in Table 4, (Ho1) testing the differential application of HRM policies and practices does not contribute significantly to employee extrinsic motivation levels indicated a following Path Coefficient output ($\beta = 0.520, P < 0.05$). Null hypothesis not supported. This means that when the value of one variable increases, so does the value of the other variable. The results are in line with the findings in Shoaib, Noor, Tirmizi & Bashir (2009) wherein, it was found that HRM practices such as compensations, rewards and benefits have a positive influence on employee extrinsic motivation. The results for (Ho2) testing the differential application of HRM policies and practices does not contribute significantly to employee intrinsic motivation levels produced a Path Coefficient output ($\beta = 0.383, P < 0.05$), Null hypothesis not supported. This means that when the value of one variable decreases, the value of the other variable increases. This shows that the variables

work towards different or opposite directions. The results are in line with a study by Mathis and Jackson (2011) wherein it was found that HRM policies do motivate employees intrinsically, especially policies intended to develop individual employees. Therefore, it is important as the result indicate that HRM policies should be applied fairly.

The findings for (Ho3) testing the differential application of human resource management policies and practices does not contribute significantly to turnover intention levels indicated a Path Coefficient output of ($\beta = -0.259, P < 0.05$). Therefore, Null hypothesis not supported. The phenomenon of employee turnover intention, as observed by the HRM Forum of the legislative sector, identified the differential treatment of employees in provincial legislatures as another factor contributing to turnover (South African Legislative Sector, 2009). The findings of this study are further articulated in Shahzad, Hussain, Bashir, Chishti and Nasir (2011) on employee turnover in the public sector in Pakistan, wherein it was found that employees are likely to leave the organisations when HRM practices such as career growth opportunities are not applied equally.

The findings for (Ho4) testing the differential application of human resource management policies and practices does not contribute significantly to employee engagement levels produced a Path Coefficient output of ($\beta = 0.438, P < 0.05$). Thus, Null hypothesis not supported. The results are in line with a study of Cao, Chen & Song, (2013) concluded that human resource management policies and practices have an impact on employee engagement. Therefore, the application of human resource management policies and practices fairly, are likely to increase levels of employee engagement. The results mean that when the value of the differential application of human resource management policies and practices increases, so does the value of employee engagement. The results furthermore mean that these variables move together.

In addition, the findings for (Ho5) stating that the differential application of human resource management policies and practices makes no significant contribution to employee satisfaction levels produced a Path Coefficient output of ($\beta = 0.049, P > 0.05$). Therefore, Null hypothesis supported. The findings are in support of studies by Ather, Khan & Hoque, (2011); Muhammad and Wajidi (2013); Okubanjo (2014) and Obasan (2011) that employee satisfaction or dissatisfaction can be attributed to various organisational factors, such as career opportunities, security, and only the application of policies. However, Tumwesigye (2010) highlighted that employee are likely to leave the organisation because it is generally posited that satisfaction is as closely related to the application of policies operational in organisations.

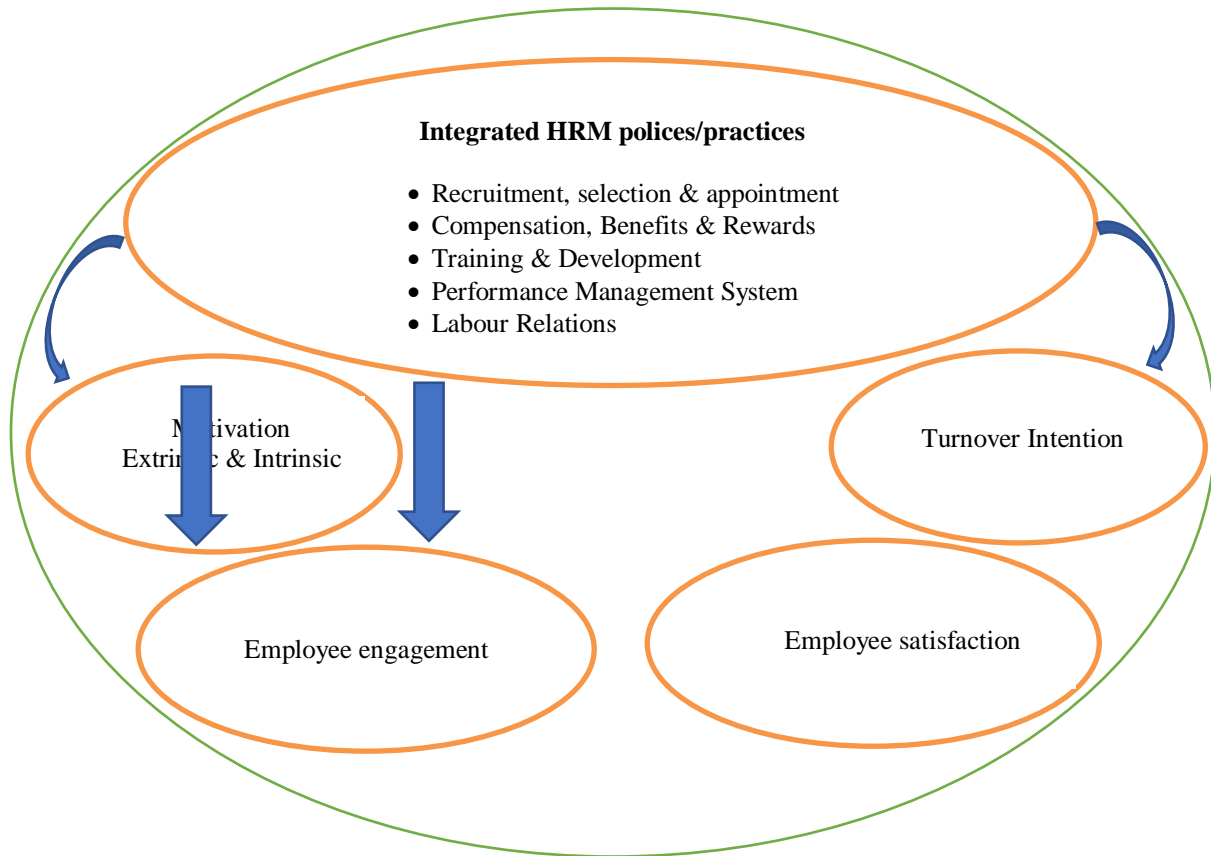
The findings in Table 5 indicates the unstandardised regression, which shows whether measured variables are significant or not (Hu & Bentler, 1990). The column with a P denotes the value of probability, linked the Null hypotheses. Hoyle (1995) proposed that the value of probability presumed that the test is 0 (zero). The results in Table 5 show that HRM and both extrinsic and intrinsic motivation, including turnover intention and engagement, are all statistically significant. This means that the differential application of HRM policies and practices does contribute to increases or decreases to levels of these variables. The results also indicate that the differential application of HRM does not contribute to satisfaction levels.

Figure 1 below represents the product as postulated in the purpose and objectives of the study. The results demonstrate that the differential application of HRM policies and practices a have an undesirable effect on employees. Therefore, this indicate that provincial

legislatures should harmonise HRM policies and practices across all provincial legislatures. This is supported, as shown by the relationships that exist between HRM and (motivation, engagement and turnover intention). However, employee satisfaction, might be seen as not being influenced by the differential application of HRM policies and practices in provincial legislatures. It is however an important variable that should not be ignored.

These HRM policies and practices can be developed in the short term and long-term purposes to allow proper planning, consultation with all the stakeholders and the activation of change management programmes. Finally, this article is concluded by proposing future studies that will be intended to determine the relationship between the differential application of HRM policies and practices in provincial legislatures, with variables such as organisational commitment. Below are the results of the study and proposed integrated human resource management model.

Figure 1: Integrated human resource management model



Practical implications

The findings of this study assist managers to have an insight as to the impact of human resource management on employees. This study probably serves as a first step to the managers at the selected provincial legislatures to implement an integrated HRM model. The managers are likely to consider HRM processes, procedures and their application. This study will inspire managers to appreciate the integration of HRM

functions across all provincial legislatures or apply and customise this model to their organisations.

Limitations and recommendations

This study focuses only the two selected provincial legislatures of the Republic of South Africa (Limpopo and Mpumalanga) and not any other sphere of government or organ of state. The research for this study more over focuses on the administrative component (senior managers, middle management, supervisors, and junior employees). This was a limitation in a sense that legislatures also have Members of Provincial Legislature (MPLs), who are important stakeholders. Members of Provincial Legislatures are not part of this study because they are public representatives of the people and not employees of provincial legislatures. Members of the administrative staff, employed by different political organisations in these provincial legislatures, did not form part of the study. In addition, only two provincial legislatures (Limpopo and Mpumalanga) formed part of the study. This was a limitation because other provincial legislatures did not respond in time and as time is of the essence. However, two provincial legislatures responded, hence, they are part of this study, and as such results can be inferred.

Conclusion

The results demonstrate that there is a significant relationship between HRM policies and practices and motivation (extrinsic and intrinsic), engagement and turnover intention. In addition, no established relationship between HRM policies and practices and employee satisfaction is found. Emanating from the findings of the study, it is important to note that for provincial legislatures to retain their employees, they should integrate HRM policies and practices by across all provincial legislatures. This, as demonstrated in the findings, improve levels of employee motivation, satisfaction, and engagement. The integrated and equal application of HRM policies is, moreover, anticipated to dispel the perception that employees at other provincial legislatures are treated better.

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Competing interests

The authors declare that they do not have any financial or personal interest that may compromise the publishing of the article or that may have inappropriately influenced them in writing and publishing this article.

Author's contribution

AJ Mokoena is the primary researcher of this paper, and this article forms part of the fulfilment of his Doctor of Technology research. He is solely responsible for

conceptualisation of the research, collection of data, analysis, and interpretation of data. In the process he was assisted by Prof Braam Rust who acted as a promoter of the research and subsequently to the compilation of this article. His role was more on guiding the process of writing the research paper and also with statistical procedures and reporting.

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Data availability statement

New data was collected and as such there are no previous studies that used the data in this paper. Data was made available as per the permission granted to conduct the study.

Disclaimer

The views and opinions expressed in this article are those of the authors and do not necessarily reflect the official policy or position of any affiliated agency of the authors.

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