

**AN EVALUATION OF THE TRANSFER-FRAMEWORK IN SEKHUKHUNE
DISTRICT MUNICIPALITY: CASE STUDY OF WATER SERVICES EMPLOYEES**

By

MR S P LEKGORO

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DECLARATION

I, Sethulwe Patrick Lekgoro, declare that the mini-dissertation entitled An evaluation of the Transfer-Framework in Sekhukhune District Municipality: Case study of Water Services Employees, as partial completion for the degree of Masters of Public Administration has not been previously submitted at any University. It is my original work and all sources used herein have been duly acknowledged.

SIGNATURE

DATE

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- To my two boys and a girl: Essop, Pixley and Gillian. I did it for you.**
- My MPA classmates, the journey towards the completion of Masters in Public Administration was full of challenges but fun because of all support you provided me.**

DEDICATION

I dedicate this study to my family, my wife and our two boys and girl. It would not have been possible if you were not there to support and pray for me. All your efforts did not go unnoticed.

ABSTRACT

The study deals with the evaluation of the Transfer-Framework of the water Services employees in Sekhukhune District Municipality. Literature review was considered as a secondary source of information. The primary source of information was collected through semi-structure interviews and survey questionnaires. The study used mixed methods research in data collection and analysis. The findings revealed that there are challenges in the manner in which the transfer process was conducted. For example, there was a degree of dissatisfaction caused by the mismatch between the salaries of the transferred staff and their counterparts in Sekhukhune District Municipality. Again, recruitment and selection policies of SDM were not favourable to the transferred personnel. The study recommended that regular and thorough training on change management to the transferred staff prior and during implementation process should be seen as necessary in order to train employees about the realities of major organisational change initiative.

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ACRONYMS

| | |
|---------|---|
| CRS | : Corporate Social Responsibility |
| EFA | : Exploratory Factor Analysis |
| KMO | : Keiser-Meyer Olkin |
| MOU | : Memorandum of Understanding |
| MSA | : Measure of Sampling Adequacy |
| PSCBC | : Public Service Coordinating Bargaining Council |
| SALG BC | : South African Local Government Bargaining Council |
| SARS | : South African Revenue Services |
| SDBIP | : Service Delivery and Budget Implementation Plan |
| SDM | : Sekhukhune District Municipality |
| SPSS | : Statistics Package for the Social Sciences |

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CHAPTER 1: INTRODUCTION TO THE STUDY

1.1. INTRODUCTION

The dawn of democracy and the adoption of the Constitution *of the Republic of South Africa, in 1996* was a sign that there will be a change in the provisioning of services to citizens, and one of the services to be provided efficiently by local government is water and sanitation. In order to realize this noble undertaking, the Department of Water and Sanitation at provincial level in Limpopo facilitated the transfer of capable water services employees to Sekhukhune District Municipality as water services authority that would ensure seamless delivery of water and sanitation services.

In the Government Gazette, 28 June 2004, hereafter referred to as Transfer-Framework, parameters are provided within which the personnel mobility between spheres of government should be dealt with. The Transfer-Framework was put into effect in March 2007 in order to ensure improvements in the coordination and management of clean water provision. The Framework is meant to improve processes of allowing the people of Sekhukhune land to access water on a sustainable basis which had never happened since the introduction of Transitional Local Councils in 1995. The Framework is also meant to improve the effectiveness and efficiency of the Department of Water Services in Sekhukhune District Municipality in the provisioning of water and sanitation services. Furthermore, section 3 of the *Water Services Act of 1997* states that every water services authority must, in its water services development plan, provide measures that should be taken into consideration for access to basic water supply and sanitation services to be realised.

The Department of Water and Sanitation did not, however, provide a model to assist the municipalities in terms of facilitating the transfer with effect from 1 March 2007 to 28 February 2010. Employees were transferred from Department of Water and Sanitation in Limpopo to Sekhukhune District Municipality. The purpose was to ensure that water and sanitation services are accessible to the citizens and water services authorities are held accountable. It is upon this premise that the study is undertaken to evaluate the

implementation process of the Transfer-Frame work for the Sekhukhune District Municipality.

1.2. STATEMENT OF THE PROBLEM

It is the view of the researcher as the employee of the Sekhukhune District Municipality that the process of transferring employees from the provincial department to the municipality was beset with a number of challenges. There are indications that suggest the implementation process was not properly undertaken because of, among other things, the dissatisfaction of water services employees concerning the salary parity and lack of closely matched or required skills that has adversely affected the provisioning of water services. Employees were transferred from the department to Sekhukhune District Municipality where service benefits and remunerations were found to be fundamentally different because the salary levels of local government sector are comparatively high. Broadly-speaking, these are the manifestations of the mobility processes which were not taken into consideration by the Department of Water and Sanitation. Although, the transfer of water services employees is well captured in the *Transfer-Framework and Labour Relations Act, No 66 of 1995, section.197*, this legislation provides inadequate information on the implementation processes in dealing with such a transfer. Therefore , the study seeks to evaluate the effectiveness of the implementation of the Transfer-Framework in Sekhukhune District Municipality.

1.3. MOTIVATION

The *Water Services Act, No 108 of 1997* states that everyone has a right of access to basic water supply and basic sanitation, section 3 (2) says that every water service institution must take reasonable measures to realize these rights. However, the annual Mayoral *Lekgotla* of the financial year of 2013 and 2014 the Department of Infrastructure and water services which is regarded as the core service delivery in the District Municipality has an overall performance of 24% in terms of achievement of its annual targets as per Service Delivery and Budget Implementation Plan (SDBIP). Based on the above observation, it is clear that the incorporation of the transferred personnel from the provincial department of Water and Sanitation did not resolve the

challenges in the provisioning of water and sanitation in the SDM. According to South African Broadcasting News (2012) angry Apel cross residents in Sekhukhune went on rampage in their areas over the lack of waters services. The residents blocked the Polokwane-Burghersfort road, vandalised road signs and threatened motorists. Furthermore in his State of the District Address delivered on the 29 May 2012, Executive Mayor Coucillor David Magabe assented to the fact that water service delivery had been a problem since the early days of January that led to violent service delivery protests which started at Ga-Masemola, Praktiseer and Ga-Phaahla villages. The effectiveness of the implementation process of the Transfer-Framework to determine mechanisms which have been put in place to manage the change process by both the Department of Water and Sanitation in Limpopo Province and Sekhukhune District Municipality became necessary for this study.

1.4. SIGNIFICANCE

A lot of material, has both theoretically based and case studies on transfer of employees in the public sector, has been written over the years, yet there is no study conducted in Sekhukhune district concerning the evaluation of the of the transfer process of Water Services employees. This study is significant because it sought to contribute to the body of knowledge in the field of Public Administration by bringing new insight through its recommendations on how to manage the implementation of transfer processes for employees from one sphere of government to another. The study is undertaken to further consider providing valuable information in order to tackle transfer process. The evaluation of the effectiveness of the Transfer-Framework in the District Municipality, information gathered was utilised to identify challenges faced by District Municipalities in Limpopo, and therefore provide possible solutions that would enhance water and sanitation provisioning in the Sekhukhune District Municipalities and other district municipalities in Limpopo and other provinces in the country. Again, the study was sought to assist the Limpopo Department of Cooperative Governance and Traditional Affairs and South African Local Government Association as far as the roles they need to play in assisting the district municipalities on how to handle an issue of transfer of personnel between the different spheres of Government. Finally, the study

was intended to serve as a premise for other researchers who are interested in the research on the evaluation of the effectiveness of the employee transfer process.

1.5. AIM OF THE STUDY

The aim of this study was to evaluate the effectiveness of the implementation of the Transfer- Framework in Sekhukhune District Municipality.

1.5.1. Objectives

The study objectives are stated below:

- To evaluate the processes used to facilitate the Transfer-Framework of Water Services employees from the Department of Water and Sanitation to Sekhukhune District Municipality;
- To determine stakeholders involvement prior to and during the implementation of the Transfer -Framework ; and
- To identify impediments negatively affecting the implementation process of the Transfer-Framework and provide possible solutions.

1.5.2. Research Questions

In order to address the study objectives above,

the study brought answers to the following research questions:

- What measures were put in place to facilitate the Transfer-Framework of Water Services employees from the Department of Water and Sanitation to Sekhukhune District Municipality?
- How have all stakeholders been fully involved prior to and during the implementation of the Transfer Framework?
- What impediments, if any, that could have affected the implementation process of the Transfer- Framework?

1.6. DEFINITION OF KEY TERMINOLOGY AND CONCEPTS

- **Transfer-Framework** refers to the relocation of personnel between the different spheres of government. In this context embraces employees who are incorporated into Sekhukhune District Municipality from the Department of Water Affairs (Government Gazette, 28 June 2004)
- **Water services** considers water and sanitation provisioning for the community in South Africa, there are municipalities that are classified as water services authorities ,like Sekhukhune District Municipality, which are obliged to ensure the efficient, affordable, economical and sustainable access to water services (*Water services Act, Act No.108 of 1997*)
- **Water Services Employees** refers to employees who had been working at Provincial Government that provides the public services to the community on a sustainable basis (*Public services Act, Act 103 of 1994*) and currently are incorporated in the organisational structure of the municipality (SDM) with effect from March 2007. These are the people who work particularly on the supply of water.

1.7. RESEARCH METHODOLOGY

According to Mouton (1996:107) research design is a set of guidelines and instructions to be followed in addressing the research problem to help the researcher to anticipate what the suitable research should be to maximize the validity of the eventual results. Brynard & Hanekom. (1997:28) state that research methodology necessitates reflection on planning, structuring and execution of research in order to comply with the demands of truth, objectivity and validity.

The researcher should, through an appropriate research methodology, take decisions to execute a research project and/or successfully complete a dissertation. A detailed discussion in a research methodology is provided for in chapter three.

1.8. STUDY DESIGN

The research design enables the researcher to anticipate the outcome or decision and validate it. According to Creswell (2009:15) there are two specific research approaches that involve the forms of data collection, analysis and interpretation that researchers propose for their studies, and they are qualitative and quantitative. De Vos (1998:15) says qualitative approach deals with data that is principally verbal, while the quantitative research methodology arrives at universal statement through a data collection technique like a questionnaire. To analyse and assess the effectiveness of the Transfer-Framework, the researcher used both the qualitative and the quantitative approaches. The qualitative approach was utilised in collecting data through interviews where the researcher considered face-to-face and verbal interaction with participants. In this case of quantitative approach a questionnaire was sent to participants who were required to complete the survey and return their responses to the researcher.

1.9 STUDY AREA

Sekhukhune District Municipality covers an area of approximately 13 264 square kilometres, most of which is rural with almost 740 villages in the south-eastern part of the Limpopo province. The villages are generally sparsely populated and dispersed throughout the district. It is estimated that only 5% of the Sekhukhune population live in urban areas.

1.10. POPULATION

Population is described by Babbie (2007:116) as the group (usually of people) about which a conclusion is to be drawn. Mouton (1996:134) indicates that the population as a collection of objects, events or individuals has some common characteristics that the researcher is interested in studying.

The population in this study is the water services employees who are affected directly by the implementation of the Transfer-Framework from the public sector to Sekhukhune District Municipality. The affected number of employees is approximately 306. They are

distributed in five regions of the Sekhukhune District Municipality which renders the delivery of water services under the Department of Infrastructure and Water services (SDM).

1.11. SAMPLE

De Vos (1998:228) refers to a sample as a special subset of population observed in order to make inferences about the nature of the total population itself. Sampling refers to a number of people taken from a larger group and selecting some of them in order to get certain valuable information. In the context of this research, which utilised mixed methods, purposive sampling was used. In purposive sampling as Denzin and Lincoln (1994:202) state it, 'they seek out groups, settings, and individuals where the processes being studied are most likely to occur. Purposive sampling allows the researcher to choose a case because it shows some feature in which the researcher is interested, (Silverman, 2001:250). Purpose sampling is utilised to get certain information from the selected informants within an identified population of the transferred staff in Sekhukhune District Municipality.

The following five key role-players were sampled and interviewed;

- i. The former Manager of Infrastructure and Water Services: Sekhukhune District Municipality. The purpose of interviewing this manager is that he was instrumental in the facilitation of the transfer process and herein serves as one of the main informants for the study;
- ii. Three Supervisors out of five who are based in the Regions of Infrastructure and water services department (SDM) to render water services were assisted the researcher to understand the challenges faced during the employee transfer process;
- iii. One Senior Water Services Official from Sekhukhune District Municipality (who was one of the officials transferred to Sekhukhune District Municipality) was supportive in providing information on the processes followed in the transfer of employees and challenges thereof.

The above sample is adequate for qualitative part while the below one is appropriate for quantitative method.

A total of 60 employees who were transferred from the Department of the Water and Forestry to the Sekhukhune District Municipality were sampled and provided with questionnaires.

1.12. DATA COLLECTION

Creswell (2009:178) indicates that data collection steps include setting the boundaries for the study, collecting information through unstructured or semi-structured observations and interviews, documents and visual materials, and establishing the protocol for recording information. To collect primary data the researcher in this study used both qualitative and quantitative approaches; the qualitative part was characterized by semi-structured interviews that were directed to five key informants, as indicated in the sample. The quantitative part was also characterized by questionnaires that were distributed by the researcher to sixty (60) water services' employees who have been transferred from the Limpopo Department of Water and Sanitation to the Sekhukhune District Municipality. Secondary data was collected through the utilization of relevant documents such as, among others, books, articles, journals, dissertations, government legislations and reports.

1.13. DATA ANALYSIS

Babbie, Mouton, Vorster and Prozesky (2001:491) explain that data analysis is a process which examines words or phrases within a wide range of texts from, *inter alia*, interviews, speeches, questionnaires as well as informal conversations and headlines. Denscombe (2007) maintains that data analysis and conclusions drawn from the research should be guided by the data collected. In the analysis of the data which was collected through qualitative and quantitative research methodologies, the researcher's explanation should be derived from careful reading of the data. In this regard, data analysis and interpretation should be carried out while the data is still fresh, for example, start immediately after the interview has taken place, or after the key informants have completed the questionnaires. Creswell (2009) agrees that the

process of data analysis involves continual reflection about the data and the results obtained are used to answer research questions. In the context of qualitative method, the researcher will search the relationships between the data by analyzing and interpreting the words that were repeated by informants throughout the interview.

In terms of quantitative methodology as per the answering of the questionnaires, the researcher will analyse the language used without bias or making assumptions. SPSS analytics software can be used to predict what will happen next so that the researcher can make decisions. Finally all information gathered was recorded, analysed and conclusion drawn on the effectiveness of the processes and systems of the evaluation of the Transfer-Framework in Sekhukhune District Municipality.

1.14. ETHICAL CONSIDERATIONS

Research must be conducted in a professional, objective and ethical manner. The research should not harm participants in any way. Prior consent of participants must be obtained (in writing) before the research commences. A special meeting was arranged with the Municipal Manager of Sekhukhune District Municipality in order to request permission to conduct the study because evaluation of effectiveness of the mobility process of employees from one sphere of government to another is a sensitive matter. Steps must be taken to protect and ensure the dignity and welfare of all participants, as well as those who may be affected by the results of the research project. The researcher must fully explain the purpose of the research and assure confidentiality in terms of non-disclosure of participants' names without their permission. The principle of honesty is fundamental to the credibility of any research. Therefore the data collected will not be manipulated to suit the desires of the researcher. Furthermore, there will be no room for plagiarism in this study. As a result, the data will be stored in the researcher's home in order for it to be inaccessible.

1.15. OUTLINE OF RESEARCH REPORT

Chapter One: The chapter introduces the study, problem statement, and the aim of the study that was conducted in the Sekhukhune District Municipality. This serves as the basis for the subsequent chapters. The chapter is introductory in nature, because it provides an introduction on how to handle the transfer of employees between the different spheres of government. It includes the background, statement of the problem, motivation, the research problems, research methodology, ethical consideration and reference techniques employed in this study. The chapter is concluded with the summary of the contents of chapters in the mini-dissertation.

Chapter Two: Exploration of available literature on the implementation of the Transfer-Framework is done. This embraces scholarly journal articles, books, and research reports about the implementation of the employee transfers in the workplace. This chapter provides a bridge between the later chapters dealt in the mini-dissertation as it deals with the theoretical overview of the Transfer-Framework. The background information provided in this chapter is intended to facilitate understanding of key concepts that relate to mobility of personnel between the different spheres of government.

Chapter Three: This chapter outlines the research methodologies used, the approach and data collection techniques utilised to sample, and how it should be analysed in order to arrive at the conclusion of the research report. The chapter used both the qualitative and quantitative approaches. The study used semi-structured interviews to collect data to key informants. In the case of quantitative approach, questionnaire was sent to participants who were requested to complete the survey and return their responses to the researcher. Chapter three is important in this mini-dissertation as it provides a solid foundation for chapter four which highlights the research findings and interpretations. Chapter three also devotes attention on questionnaire development and semi-structure interview questions, research process, research area, selection of sample, data collection and data analysis. Ethical issues are considered in this chapter because the principle of honesty is fundamental to the credibility of any research.

Chapter Four: This chapter analyses the data collected during the study. The collected data interfaces with the prevailing knowledge in terms of the implementation of the Transfer-Framework model as used by water services employees. The main focus of the chapter four is to present research findings and analyse the research data obtained from questionnaire and interviews. Discussion and interpretations of the findings are also based on the information acquired from the literature review.

Chapter Five: Expounds the conclusion and the recommendations of the research. This conclusion is drawn from the data collected and analysed in respect of the existing body of knowledge. The researcher makes recommendations based on the findings of the study. These recommendations could assist policy development and implementation of employee transfer and processes in the public sector.

CONCLUSION: In this chapter, the purpose of the research was stated and relevant questions to the study was asked. The mixed methods research was used and the outline of the research was stated.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter considered an introduction and context in regard to the manner in which issues of employment conditions, especially transfer of public sector employees remain a human resource management puzzle. This chapter undertakes to consider the existing literature on the scholarship relating to the research problem under study, namely, an evaluation of the effectiveness of Transfer-Framework of water services employees from the Provincial Department of Water and Sanitation in Limpopo to Sekhukhune District Municipality in order to ensure effective and efficient delivery of water and sanitation services. This literature review is centred on theoretically based as well as empirical cases in the public sector.

2.2. DEFINING THE LITERATURE REVIEW CONCEPT

The literature review provides insight to experiences on the selected research topic. According to Leedy and Ormrod (2005:64) literature review is a theoretical perspective in terms of the problem at hand. Its main task is to review what other scholars have done in similar studies. Blumberg, Cooper and Schindler (2005:76) add that the literature review is the process that examines recent or historic important research studies that serve as the basis for the proposed study. In this regard, the review could also act as the basis for benchmark that helps in understanding how other government institutions have addressed issues of employee transfer. The review of literature in this chapter is aimed at obtaining perspectives on the most recent findings of transfer of public sector employees. This review is about evaluation of the effectiveness of Transfer-Framework in Sekhukhune District Municipality.

2.3. EVALUATION OF THE TRANSFER-FRAMEWORK IN THE STUDY AREA

The Minister of Public Service and Administration issued the Transfer-Framework (Government Gazette, 28 June 2004) to deal with the transfer of staff between spheres of government in a fair, consistent and systematic manner. The Framework provides detailed measures to be followed to ensure that capable employees are deployed to areas where their skills and relevant competencies are required. Furthermore, clear

parameters are established to facilitate the transfer of personnel from the Department of Water and Sanitation to local government institutions. According to resolution 1 of 2014 of Public Service Coordinating Bargaining Council (PSCBC) transfer process of staff should also be fair and transparent and allows participation by all stakeholders that are affected. In dealing with issues of decision making, issues of fairness and transparency should be considered. As a result, a study has been undertaken, details of which are discussed in the following paragraphs.

Cheminais, Van der Waldt and Bayat (1998:94) define transfer as internal environmental process which affects the performance of public sector employees. Pigors and Myers (1981) in Cheminais *et al* (1998) refer to the transfer as the process of placing employees to the posts that would provide job satisfaction. Transfer contributes to career improvement. Swanepoel, Erasmus and Schenk (2008: 413) further maintain that transfer constitutes to a horizontal movement from one job to another, at the same job level with the similar responsibilities and remunerations. Therefore transfers in the public sector need to maintain consistent conditions of employment. Transfer process usually deal with an element of skills transfer when an employee is allocated job that need different competencies. Stoever (1996:6-7) agrees and adds that any transfer has to be helpful to both the transferor and the transferee politically and economically.

Farlam and Horton (2000:161) further state that horizontal movement amongst different organisations aimed at enhancing flexibility of an individual and organisation. These authors argue that in Spain compulsory transfer is suitable for organisational perspective and it requires political bargaining with organized labour . This has been an initiative notable political decentralisation in the Spanish public sector.

Hartzenberg (2002:8) in his research on the implementation of career management practices in the South African public services indicate that career management is aimed at matching of jobs with appropriate personnel. This is done by assessing the skills of employees in relation to positions that are suitable to them. Through the utilisation of

career management like the transfer, an organisational effectiveness and efficiency can be enhanced.

Foster (1990:18-22) indicates that job mobility is the characteristics of public and private lives of many British managers. This is an integral part of their career progression and development and it contributes positively to the performance of many organisations. This should constitute an important part of organisational life. In this study by Foster (1990), it revealed that most relocatees are often males. The following are the characteristics and outcomes of relocation, namely;

- A disturbance allowance- Relocation package provided to relocatees depending on their seniority;
- Removal costs- Costs covering one's removal to a new place; and
- Financial help while staying in hotels or temporary accommodation- Interim accommodation given to relocatees.

Noe and Barber (2006:160) proceed to indicate that geographic transfers may have impact on life outside work. It may have negative influence on social relationships. Employees should be able to adjust for housing and education. Hence there was an increasing resistance to geographic transfers throughout 1970s and 1980s. Billikopf (2014:50) concurs and indicates that transfer may force employees to relocate and this usually demoralises employees. This may be difficult to families where both husband and wife are employed. Organisational movements, like the transfer may change employee's security, satisfaction and productivity. Employees who are relocating should get pay raise. In contrast, Eby, Allen and Douthitt (1999:30) indicate that geographic mobility, offers employees to acquire new skills and career pathing on a new work environment.

Lewis (2002:320) argues that international transfers of employees amongst the entities are complex due to issues related to employee benefits, such as the income tax. Welch and Steen (2013:793) concur and further define international transfers as the movement of personnel at different occupational levels and functions across national borders. This is costly exercise to any organisation. However organisations would be able to realise

their objectives through international transfers. Global transfer process is considered a vital tool for successful execution of an organisational strategy.

De Jong (2011:124-130) further explains that there are gaps with regard to employee transfer and these are categorized into three perspectives, namely, stakeholder view on corporate social responsibility (CSR), human resource management and institutionalism. First in terms of stakeholder view on CSR, workforce is regarded as the important stakeholder of the organisation because they are affected by daily actions of the organisation. Employees' views and interests should be taken into consideration. In terms of human resource management, legal requirements, norms, values and employee-employer relationship are significant and often vary across countries. Lastly an institutional perspective refers to content of CSR policy dealing with workforce focus on human resource development and employability. Campell in De Jong (2011) further maintain that organisations that want to transfer stakeholder practices of workforce for foreign subsidiaries have to consider the relevant organisational differences between home country and recipient country. The transfer success is measured by the institutionalisation of the practice of the host country. Institutionalisation is divided into two ways, which are implementation and internalisation. Internalisation means the way in which the relationship between employee-employer is functioning while implementation is the way which processes and systems are done in the host division/unit.

According to Virginia-Personnel Regulations (2011:1-8), lateral transfers involve the movement of employee to a different position in the same class without a break of service while intra-departmental transfers entail that an employee is transferred to another position of the same class in the same department. That employee should be certified as qualified by a human resources directorate. This should not affect employee's conditions of service and benefits. Lamba and Choudhardy (2013:410) further argue that there are various purposes of transfers as a lateral movement like to meet the employee and organizational needs, to adjust work and make personnel to be more versatile and productive. Rathore and Ankodia (2014:214) agree and indicate that

transfer as a lateral movement from one job to another can be initiated by either an employee or employer and this is helpful to both parties because it is able to meet the needs of the project. It is also beneficial because the skills of the workforce can be optimally utilised. In this regard, employees would be able to attain job satisfaction because they are motivated.

Jostens and Schalk (2010:203-206) further indicate that lateral moves had acceptable effects than demotions. Levels of job satisfaction are not affected after the lateral movements. Feelings of exhaustion are reduced with regard to old lateral movements of workforce. There was no decrease of exhaustion in terms of new lateral movements. Thomas, Sorensen, Eby and Feldman (2007:366-367) concur and argue that external lateral movements are voluntary and involuntary. Employees want to move to a new employer due to job dissatisfaction with regard to salary. Lateral moves can be also influenced by laid-offs by current employer. After each transition, individuals could adjust to a new environment and reach equilibrium level where they are satisfied with the new conditions of the employment.

A state of career equilibrium can be disorganised by at least three factors, namely,

- Structural factors: refers to economic conditions, social characteristics and organisational recruitment and selection policies;
- Individual differences; refers to career interests, values and personality traits. This is about transition to a new employer;
- Decisional factors: it includes issues like desirability of mobility and an acceptance of change initiative.

Processes and systems like the Transfer-Framework and section.197 of the *Labour Relations Act, No 66 of 1995*, are put in place to facilitate the implementation of transfer of personnel to the new environment. This is supported by Bridges (2003:4-5) who maintains that managing transition is the simple process of helping people through three phases. The first phase entails the letting go of the old ways and the old identity people had. This first phase of transition often ends at a time when one needs to help people

deal with their losses. The second phase involves going through an in-between time when the old is gone but the new is not fully operational. This is referred to as the “neutral zone”: It is when the critical psychological realignment and repatternings take place and the third phase entails the coming out of the transition and making a new beginning. This is when people develop the new identity, experience the new energy, and discover the new sense of purpose that puts the change into motion.

Mabetwa (2002:9-10) in his research on change management in a public sector organisation: A Case study of South African Revenue Services (SARS) concurs that change is more complex and requires a replacement of the old with the new. Transitional change requires the dismantling of the old state and the creation of clearly designed new state, usually achieved over a set period of time, called the transition state. This change would have a start date and a finish date, and be managed in most cases, on a project basis. People issues play a significant role in this change and must be considered for this type of change to be a success. When a new product or structure is introduced employees are often given new roles and responsibilities. The question of whether this new responsibility will be fitting to the current one can contribute to the role strain and it is a major source of employee’s anxiety, stress and uncertainty (Carnall, 2003:240). Transitional Change involves communication, employee involvement and local control on implementation. Krug (2008:102) comments that perhaps managers should communicate what they know and ensure that employees are never intentionally deceived. It is along these lines, according to Smith (2005:409) that “communicating the change message and ensuring participation and involvement in the change process” is important when it comes to avoiding making employees obstacles for a successful change process .Robbins, Judge, Odendaal and Roodt (2009:268) indicate that communication serves four functions in an organisation: control, motivation, emotional expression and information communication therefore provides a release for the emotional expression of feelings and for fulfillment of social needs. It also facilitates decision-making.

D'Ortenzo (2012:190-228) in his research on understanding change and change management processes agrees and further indicates that effective communication to employees is essential because it is able to communicate objectives of the organisation. Positive and timely information should be imparted in different methods that are informative, and supportive. Managers need to manage their subordinates and ascertain that no information is misunderstood. Communication creates an impact on the culture of the organisation and it continuously builds the morale of the staff.

Thomas , Sorensen, Eby and Feldman (2007;375) further maintain that on one hand individuals may want a kind of transfer due to personal differences, career interests and attachment styles. On the other hand, opportunities that are not consistent with their Preferences may be taken as less important. There is positive attitude and flexibility in the manner business is carried out and these measures would have cost implications related to training and development.

Stilwell,Liden and Parsons and Deconinck (1998:540-545) state that job preference influences lateral transfer of employees with relocation. Workforce accepts transfer on the basis of job specialization. If an employee is satisfied with practices of a particular organisation, it means that an employee is willing to be transferred. This suggests that career pathing should have played a critical role to influence an acceptance to transfer. Therefore organisations are urged to pursue transfers if they assist these institutions to achieve their objectives. Balaji and Balachandran (2012:5) further argue that on the other hand, lateral movement is often disliked by the workforce because it disrupts employees' daily lives.

Miner and Estler (1985:121-124) contribute by explaining the process of accrual mobility of personnel in institutions of higher learning of education. These authors argue that accrual mobility of personnel is considered as the process that accrues responsibility and skills beyond normal growth in the organisation. In this regard, a new post is developed through an organisational structure. This results in movement into

previously nonexistent post. This type of transition is institutionalised through a change in job title and salary and this can take place through lateral movement of personnel.

Joao (2010:120) in his research on the relationship between perceived career mobility, career mobility preference, job satisfaction and organisational commitment states that inter-organisational movement is related with job satisfaction and organisational commitment. Employees who are willing to move between jobs who perceive chances for mobility may be committed and satisfied.

Aime, Van Dyne & Petrenko (2011:352) add that when job stresses employee strengths, feelings of self-efficacy and job satisfaction are enhanced. This can harm the reputation of the organisation. Dissatisfied employees would negatively adjust to quantity and quality of their inputs.

Low levels of job satisfaction affects the employee turn-over. As a result, high employee turn-over is correlated to high turn-over (Kotter et al,1997). Failure to build a stable work force can deny an organisation an accumulated knowledge (Batt, 2002:594-596). In this regard, sustaining employee satisfaction within an institution is important to area of job design.

According to Harris, Moran and Moran (2004:4) culture is a distinctly human means of adapting to circumstances and transmitting this coping skill and knowledge to subsequent generations. Water services employees were expected to adapt the culture of the receiving organisation so that they can fully participate in the provisioning of water and waste water. Culture gives people a sense of who they are, of belonging, of how they should behave, and of what they should be doing. Culture impacts behaviour, morale, and productivity at work, and includes values and patterns that influence organisational attitudes and actions. It is often considered the driving force behind human behaviour everywhere Robbins et al (2009:496) further maintain that the learning organisation has an organisational culture where employee pride is nurtured by instituting formal and informal ways of improving job satisfaction and employee commitment.

Kettinger and Grover (1995:17) further indicate that organisational culture integrates the organisation by influencing its ability to learn, share information, and make decisions. The importance of organisational culture is best understood in terms of cultural beliefs, values, and norms. At the highest level, an organisation's beliefs represent the relationships between ideas and shape its interpretation of information and how it makes decisions. Value systems relate behaviours across units and levels of the organisation, with values being shared by the organisation as a whole or by distinct subunits. Values often exhibit a propensity to resist change because of their shared nature. At the lowest level, norms are the unwritten and socially transmitted guides to behavior. Norms that discourage change include risk avoidance, ambivalence, group think, and excessive competition. Looked at as a whole, cultural beliefs, values, and norms constitute an organisation's cultural potency to influence behavior. Thus, leadership that can diagnose and influence cultural readiness for change as requisite to an effective process change.

Martin (48-49:2010) in his research on the effect of forms of transfer on administrative performance of head teachers in government aided secondary schools in Uganda: a case of Mukono district indicates that it is a mistake to think that a high performance in one job will translate into same success after a forceful transfer to a new job. There are few examples where substandard performance may improve after the transfer process because employees were unhappy about the previous work. It should be observed that any transfer process, prior communication would be done to enable the affected personnel to prepare for the next work station. If prior information about the transfer is not done in time, the moral of the affected work force is negatively affected.

Transfer offers a change in job tasks and does not mean promotion or demotion. Organisations prefer transfer in order to achieve the following:

- To fulfill the needs of the institution: Employees may be transferred based on changes in technology, quality of products, alterations effected on organisational

structures. These obviously require changes in the work environment in order to attain the required objectives;

- To utilise employees effectively: Staff can be transferred to elsewhere to ensure that skills, experience and competencies are optimally utilised;
- To make an employee to be versatile: Employee may be allocated other job assignment in order to enrich his or her job. This can be accomplished through job rotation;
- An adjustment of workforce: Employees may be transferred from the station where there is less work to a place where there is more work;
- To punish staff: Transfer may be applied as disciplinary tool. Employees may be shift in order to avoid unnecessary conduct;
- To offer relief: Employees who are performing hazardous work for a long time may be shifted; and
- To satisfy the needs of workforce: Staff may be transferred to a place where career advancements are available. They may prefer to do a challenging work. Hence management may opt for job enrichment to these category of employees (www.jntuworld.com)

Eguchi (2005:189-193) further indicates that job transfer empowers employees to learn multiple skills. Workforce is viewed as manager candidates only if dysfunctional conduct is not carried to a new job

According to Cheminais, *et al* (1998:95-96) an institutional transfer process should be guided by the transfer policy that would set clear guidelines in terms of the steps that would be followed. This would enable the public sector organisation to achieve its intended objectives about the transfer process. There are different types of transfers that are informed by the division in which the transfer is implemented, namely; production transfers, replacement transfers, versatility transfers and shift transfer.

Production transfer means the job which its requirements are waning. This is done in order to avoid layoff of employees and this is predominant in the public sector due to

technical changes that are emerging. This affects the growth of skills in the sector. In respect of the replacement transfer, long service employee is deployed to a same job grade in another department and replace a staff member with lesser service. There is also a versatility transfer where transfer is aimed at preparation for production. This transfer enhances reskilling programmes in the organisation because operations are not rigid. The last example is shift transfer which is applicable in the environment where shifts are not rotating. Transfer may be required to enable shifts to rotate as per organisational roaster system.

Cheng and Ho (2001:20) states that when a workforce is transferring knowledge to their jobs, both employee and employer benefit drastically. This contributes largely in the retention of the personnel. In this regard, Sekhukhune District Municipality as the new employer of the transferred staff is expected to use the transferred knowledge to enhance effective and efficient delivery of water and sanitation services. Prince (2005:293) further adds that the transfer to a new position clearly demonstrates a career related event. This process integrates human resources to vacant and funded posts. It is a transition to a new learning environment. It signifies an ongoing employment relationship and organisational commitment. The receiving organisation expects a skilled workforce and motivated individuals. The transfer process can be adapted to value the significance of employee development needs. The mobility of employee from one post to another is a feature of organisational life. However there is no enough literature that studies the results of employee transfer behaviour. Tannenbaum in Prince (2005:295) argues that learning opportunities that are available through employee transfer to a new environment are regarded as aspect of work satisfaction. By deploying workforce to new posts helps in ensuring that their careers are well developed and organisation can invest on these employees as human capital. In different countries, the organisational performance of transferees is satisfactorily.

Gopinath and Natarajan (2014:2) advise that transfer may be initiated by either an employee or organisation. It is initiated in order to improve the productivity of the institution. Most transfers are started by the organisations and the role of the personnel

is to capture or avoid it provided that the interests of the organisation is not compromised. A transfer policy which is incorrectly developed affects the productivity of the institutional interpersonal relations. An outcome of employee transfer may result in title change. It is usually linked to performance management.

Edsrom and Galbraith (1977:257) further proceed to indicate that repeated transfer results in employees acquiring new culture. This culture which has not changed for many years should be internalised by the new employees and this would assist them to meaningfully contribute in achieving the objectives of the employer. Socialisation process becomes a character of the repeated transfer because the workforce possess a positive attitude and values for the benefit of the host employer.

Edsrom and Galbraith (1977:258-259) add that managers who have been transferred should regularly communicate with other units/divisions in the institution. Communication as an important tool in the transition should be strengthened and this endeavor enriches the knowledge of the manager. An aspect of communication in the transfer initiative was supported by Masoebe (2014:2) in his research titled the effects of transfer undertakings of employee rights in labour law and insolvency law. The researcher argues that employment contract of the transferees may not be transferred without the approval of the employees. This means that the personnel should be thoroughly consulted prior and after the transfer.

According to Abigul and Samal (2015:36) employee transfer eliminates mismatch between the workforce demand and supply. Then an organisation is able to get employees who have acquired qualifications. This process may lead to potential growth of the affected people because of the new opportunities and viable working conditions that are attained. This regard internal staff transfer is able to make the personnel satisfied because there is often concrete change. There is also positive attitude and flexibility in the manner business is carried out and these measures would have cost implications related to training and development. Dinen and Ling and Soltis (2011:309) agree that internal job transfer is the ultimate solution to employee success in the organisation. A supervisor may also get knowledge of the benefits of the benefits of the

transfer process and risks to the transferred workforce and institution seeks to ensure that the transfer takes place.

Lance, Kavanagh and Brink (2002:298) identify training as the most crucial aspect that would go a long way to address the concerns of the transferred workforce. The transferees should learn new skills as well as the organisational practices of the new employer.

Stassen (2003:412-413) advises that researchers studying transfer process should distinguish between the transfer dealing with promotion and the one that involves lateral movement. Pretransfer factors play an important role in the period of post transfer adjustment. This is an area that needs more study to unearth the facts around the matter.

Mutulcikova and Brevenikova (2014:293-294) explain that there are both subjective and objective factors in personnel transfer. These include, for objective factors, social and economic conditions of the transferred staff whilst the subjective ones refer to desires of an employee and acceptance of change of employment to a new environment.

2.4. CHALLENGES OF TRANSFERS TO EMPLOYEES

According to Brett (1982:451) there are challenges associated with the transfer process. Employees should be happy about the salary, employee benefits and promotions, and that would measure their satisfaction with the employment. Another challenge is job mobility which can contribute to poor health. Therefore these employees should have strong mental health. Compared with the wives of the stable employees, wives of the transferees are inclined to poor health. These findings were supported by Stassen (2004:47) who also found that managers who are laterally transferred have negative outlook about performance of the staff that they are supervising. These managers also reported poor physical health as compared to those that are not transferred. It is clear from the literature that transferred workforce should be supported to advance

adjustment to transfer. These employees ought to develop new relationships and learning of new work related assignments.

Miner and Estler (137-138: 1985) concur and further indicate the challenges of accrual mobility as follow;

- A job which is designed around an individual may be suboptimal. A job may not be specified in details as per job specifications. This may result in not getting the right candidate for the right job;
- Accrual system may defeat the vision and mission of the organisation. Such transformation of the workplace may serve the purpose of the personal gain. At the expense of the institutional strategic objective.
- Lastly, jobs that revolve around an individual staff members may lead to loss of institutional control and goals.

Accrual mobility may be inherently unfair .The function of an individual employee has been designed exclusively at the expense of others. This will in turn demoralize other employees.

Bidwell (2011:376) further warns that institutions may use lateral transfer to redeploy the workforce which do not fit in their organisation. Redeployment of poor personnel could signal observable attributes. Those who are characterized as having weak attributes may be terminated by the employer and those whose attributes are stronger would be placed somewhere in the organisation.

2.5 THE CURREN STUDY IN RELATION TO PUBLIC ADMINISTRATION

The Transfer-Framework has received attention from the literature review. Therefore these are the manifestations of changing dynamics in the realm of public administration and how administrative duties of government should be executed. In this regard, the study of this phenomenon of transfer of human resources between spheres of government would assist a great deal in terms of generic government functions, like policy-making and implementation.

2.6. CHAPTER SUMMARY

It is revealed from the literature review that the transfer of employees constitutes a movement from one job to another, at the same job with similar responsibilities and remunerations. Therefore transfer in the public sector in its nature does not change the conditions of employment. It is aimed at matching the jobs with suitable workforce and this contributes to organisational effectiveness and efficiency.

Employees would like to move to Sekhukhune District Municipality because they want to attain job satisfaction. Job satisfaction further elucidates the behavior of employees and it can be explained in terms of their emotional state resulting from the perceived work environment. After each transition, employees would want to reach a state of equilibrium level where they are satisfied with the new conditions of work environment. In any transitional phase, organisational culture becomes a driving force. Organisational Culture is a distinctly human means of adapting to circumstances and transmitting this coping skill and knowledge to subsequent generations

There are challenges in regard to transfer process, which range from salary, employee benefits, promotion and skills mismatch. It was also indicated that organisations may use transfer initiative to redeploy the workforce which do not fit in their institutions. The next chapter covers the mixed methods research utilised to collect data in the study.

CHAPTER. 3: RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

In the previous chapter a literature review was provided in terms of an evaluation of transfer of water services workforce from one sphere of government to another. In this chapter, the mixed methods approach and techniques used to investigate the research problem are outlined. As explained in chapter 1, an aim of the study is to evaluate the Transfer-Framework of water services employees from the National Department of Water and Sanitation to Sekhukhune District Municipality. This study is both qualitative and quantitative in nature, using data mainly collected through semi-structured interviews and questionnaires to understand the transfer of employees between these two spheres of government. The study justifies the execution of research techniques below as applicable on this research topic.

3.2. RESEARCH DESIGN AND METHODS

According to Mouton (1996:107) research design is a set of guidelines and instructions to be followed in addressing the research problem to help the researcher to anticipate what the suitable research should be to maximise the validity of the eventual results'. Brynard and Hanekom (1997:28) further state that research methodology necessitates reflection on planning, structuring and execution of research in order to comply with the demands of truth, objectivity and validity. The researcher should through an appropriate research methodology, take decisions to execute a research project and/or successfully complete a dissertation.

Creswell (2009:15) explains that there are two specific research approaches that involve the forms of data collection, analysis and interpretation that researchers propose for their studies, and they are qualitative and quantitative. De Vos (1998:15) says the qualitative approach deals with data that is principally verbal, while the quantitative research methodology arrives at universal statement through a data collection

technique like a questionnaire. Leedy and Ormrod (2005:13) add that qualitative research is conscious to the fact that the issue it has been studied has various dimensions, and as such the issue should be reflected in its multidimensional way. To analyse and assess the Transfer-Framework, the researcher uses both the qualitative and the quantitative approaches. The qualitative approach is utilised in collecting data through semi-structured interviews where on the one hand the researcher face-to-face and verbal interactions with participants. On the other hand the researcher used the quantitative approach through questionnaires that were sent to the participants.

3.2.1 Mixed Methods Research

The concept mixed methods research is described as the combination of two approaches to obtain two or three views upon the research topic. This results in dialectic learning on the contrast between what appears to be self-evident in semi-structured interviews and what seems to be the truth in surveys (Olsen, 2004:4). Mouton and Marais (1990:91) maintain that the inclusion of multiple sources of data collection in a study is likely to increase reliability of observations. It is intended to enhance the reliability and validity of the research findings. Mixed methods research was used in the evaluation of the transfer of water services employees from one sphere of government to another.

Bauwens (2010:39) states that the mixed methods research is an important approach that provides understanding that can expose discrepancies that could be revealed through dependence on interviews alone. The weaknesses of one method can be overcome by the integration of methods and take advantage on their individual strengths.

Creswell (2009:178) indicates that data collection steps include setting the boundaries for the study, collecting information through unstructured or semi-structured observations and interviews, documents and visual materials, and establishing the protocol for recording information. Kalof, Dan and Dietz (2008:103) on the other hand, maintain that some methods are preferred than others for a specific research problem. For example, surveys and experiments are appropriate to gather quantitative data while

in-depth interviews and participant observations are suitable to collect the qualitative data.

To collect primary data this study regarding the evaluation of the process and system of the Transfer-Framework of water services employees uses both qualitative and quantitative approaches. The qualitative part is characterised by semi-structured interviews conducted on six key informants, as indicated in the sample (see section.3.2.3). These informants formed part of the process during the transfer. The quantitative part is characterised by survey questionnaires that were distributed to fifty one (51) water services' employees who have been transferred from the Department of Water and Sanitation to the Sekhukhune District Municipality.

3.2.2 Population

Babbie (2007:116) explains population as the group (usually of people) about which a conclusion is to be drawn about the research topic. Rocco in Mouton (1996:134) indicates that the population is a collection of objects, events or individuals having some same characteristics that the researcher is intended to study.

The population in this study is the water services employees who are affected directly by the implementation of the Transfer-Framework from Department of Water and Sanitation to Sekhukhune District Municipality. The affected number of employees is approximately 256. They are distributed in five regions, which constitute five local municipalities of the Sekhukhune District Municipality which renders the delivery of water and sanitation services under the Department of Infrastructure and Water Services.

3.2.3 Sampling

De Vos (1998:228) refers to a sample as a special subset of population observed in order to make inferences about the nature of the total population itself. Sampling refers to a number of people taken from a larger group and selecting some of them in order to get certain valuable information. In the context of this research, mixed methods research was used in this regard.

Purposive sampling as Denzin and Lincoln (1994:202) state it, 'they seek out groups, settings, and individuals where the processes studied are most likely to occur. Purposive sampling allows the researcher to choose a case because it shows some feature in which the researcher is interested, (Silverman, 2001:250). Purpose sampling was utilised to obtain data from the selected informants within an identified population of the transferred staff in Sekhukhune District Municipality.

The following seven key role-players were sampled and interviewed:

- The two senior officials from the Department of Water and Sanitation (Limpopo) who were involved in the transfer process of workforce;
- The former manager of Infrastructure and Water Services of Sekhukhune District Municipality. The purpose of interviewing this manager was the fact that he was part of the team that facilitated the transfer process;
- The former assistant director from Limpopo Department of Water and Forestry who was transferred to Sekhukhune District Municipality and was placed in human resources administration section as Senior Human Resources Officer. However, this officer subsequently went on an early retirement in December 2015. He had also assisted in providing information on the process followed in the transfer of employees and challenges thereof.
- Two supervisors out of five who are based in the Water Services regions, commonly referred as depots to render water services. These employees, who are placed at middle management, amongst others were able to provide information on the challenges encountered during the transfer process.

The above sample for the key informants in the study was adequate for qualitative research because it allows the researcher to choose people who are knowledgeable about the issue being studied.

Furthermore, a total of additional 51 operational employees who were transferred from the Department of Water and Sanitation to Sekhukhune District Municipality were sampled and were provided with questionnaires. This is suitable for quantitative study

because only participants with the potential to provide relevant data for the study were included.

3.2.4 Data Analysis

Babbie, Mouton, Vorster and Prozesky (2001:491) justify data analysis as a process which examines words or phrases within a wide range of texts from, *inter alia*, interviews, speeches, questionnaires as well as informal conversations and headlines. In the analysis of the data which was collected through qualitative and quantitative research methodologies, the researcher's explanation should be derived from careful reading of the data. In this regard, data analysis and interpretation should be carried out while the data is still fresh, for example, start immediately after the semi-structured interview has taken place, or after the key informants have completed the questionnaires. Creswell (2009) agrees that the process of data analysis involves continual reflection about the data and the results obtained are used to answer research questions. In the context of qualitative method, the researcher would search the relationships between the data by analysing and interpreting the words that were repeated by informants throughout the interview.

In terms of quantitative methodology, as per the answering of the questionnaires, the researcher analyses the language used without bias or making assumptions. SPSS analytics software, particularly frequencies, statistical data were used to understand the process of Transfer Framework. Finally all Cronbach's alpha criterion and exploratory factor analysis information gathered were recorded, analysed and conclusion drawn on the effectiveness of the process of the evaluation of the Transfer-Framework in Sekhukhune District Municipality.

3.3 ETHICAL CONSIDERATIONS

Babbie (1986:546) warns that confidentiality means the situation in which the researcher understands which data explains which subjects, agrees to retain that information as confidential. Research must be conducted in a professional, objective and ethical manner. The research should not harm participants in any way. Prior consent of participants was obtained (in writing) before the research commences. A

memorandum was forwarded to the Municipal Manager of Sekhukhune District Municipality in order to request permission to conduct the study because evaluation of the mobility process of employees from one sphere of government to another is a sensitive matter. Steps must be taken to protect and ensure the dignity and welfare of all participants, as well as those who may be affected by the results of the research project. The researcher had fully explained the purpose of the research and assure confidentiality in terms of non-disclosure of participants' names without their permission. The principle of honesty is fundamental to the credibility of any research. Therefore the data collected was not manipulated to suit the desires of the researcher. Furthermore, there is no room for plagiarism in this study. As a result, the data is stored in the researcher's home in order for it to be inaccessible.

3.4 CHAPTER SUMMARY

The theoretical background of the research design and methodologies were made. In this chapter, the researcher does not deviate from the research process flow rooted within both the qualitative and quantitative parameters. It is clear from the scholarly literature that any deviation from appropriate methodological approaches would defeat the research objectives. Lastly, the research techniques, such as data collection, sampling and data analysis should be implemented to realise the objectives of the study.

CHAPTER FOUR: RESULTS AND INTERPRETATION

4.1 INTRODUCTION

The previous chapter dealt with the research design and the appropriate methodology in order to execute a research project and successfully complete a dissertation. This chapter presents, discusses and interprets results obtained from the statistical analysis undertaken on evaluation of the Transfer-Framework of water services employees in Sekhukhune District Municipality. The chapter consists of six sections. Section 4.2 presents results on scale reliability (internal consistency) of the research instrument's items. Section 4.3 provides results on statistical validity of the measurement tool or research instrument based on factor analysis and alpha factoring techniques. Section 4.4 presents results on exploratory factor analysis in terms of total variances explained of items under each dimension and factor loadings of items retained. Section 4.5 presents results on frequencies of questionnaires items under each dimension, and Section 4.6 provides the conclusion.

4.2 SCALE RELIABILITY

The internal consistency of the research instrument's items was examined based on the Cronbach's alpha criterion. Technically, the scale reliability test was undertaken to statistically determine the degree to which the selected set of survey items measured one-dimensional latent dimension. Therefore, Cronbach's alpha coefficients were computed to statistically assess the extent to which if the similar set of questions were to be asked to same group of respondents several times in similar settings, identical responses could be obtained. Both the disaggregated and overall scale reliability coefficients on three primary dimensions of the research instrument were presented in Table 4.1. The three dimensions covered in this study include transfer-framework, stakeholder involvement and impediments during implementation.

Table 4.1: Scale reliability of questionnaire items

| Dimension | Items | No. of Items | Cronbach's alpha (α) value |
|-------------------------|--|--------------|-------------------------------------|
| Transfer framework | A1. Transfer framework process clarified to employees before implementation A2. Transfer framework implemented in fair, consistent and systematic manner A3. Water services employees transferred to areas where their skills were needed A4. Transfer of water services employees enhanced institutional effectiveness and efficiency A5. Water services employee satisfied about the outcome of the transfer process A6. Department of Water & Sanitation utilised transfer framework to release unproductive employees | 6 | 0.668 |
| Stakeholder involvement | B1. Employees fully engaged about the transfer initiative before and during implementation process B2. Unions were fully involved in the transfer initiative before and during implementation B3. Employees were subjected to training & orientation after they were transferred B4. All transferred staff were provided with job descriptions during the implementation of the transfer | 4 | 0.717 |
| Impediments during | C1. I was able to get promotion by my new employer C2. My salary scale has increased and is currently | 5 | 0.617 |

| | | | |
|---------------------------|--|----|-------|
| implementation | market competitive C3. I was demoralised by relocation from one place to another as a result of transfer C4. I was disorganised by organisational recruitment and selection policies of my new employer C5. It was easy for me to institutionalise the practices of Local Government Sector | | |
| Overall scale reliability | | 15 | 0.814 |

Source: Author's computations using SPSS

The computed results on the overall scale reliability Cronbach's alpha coefficient value ($\alpha = 0.814$) for the fifteen survey questionnaire items exceeded the minimum acceptable ($\alpha = 0.700$) scale reliability score (Table 4.1). The result reveal that the research instrument's survey items designed to evaluate the effectiveness of the implementation of the transfer-framework of water services employees in Sekhukhune District Municipality reliably measured a single unidimensional latent construct. Therefore, the research instrument's items/questions were indeed statistically reliable.

Summary (4.2): The research instrument's items were examined based on Cronbach's alpha criterion. Therefore the instruments were proved to be reliable to measure the three dimensions of Transfer-Framework, stakeholder involvement and challenges during the transfer. The survey questionnaires exceeded the minimum acceptable ($\alpha=0,700$) scale reliability score (Table 4.1)

4.3 Statistical validity

The statistical validity of the research instrument's items was undertaken using the exploratory factor analysis (EFA) data reduction technique. In line with assessment of sampling adequacy, EFA was performed to measure the underlying structure, patterns and hidden dimensions within the dataset. Congruently, EFA was conducted to focus on

or consider factors that significantly accounted for most of the observed variance in the dataset. The sampling adequacy of the items was assessed using the Keiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) criterion, with results presented in Table 4.2.

Table 4.2: Statistical validity of disaggregated dimensions and overall Keiser-Meyer-Olkin (KMO) - Measure of Sampling Adequacy (MSA) criterion

| Dimension | Items | No. of Items | KMO-MSA value |
|-------------------------|--|--------------|---------------|
| Transfer framework | A1. Transfer framework process clarified to employees before implementation A2. Transfer framework implemented in fair, consistent and systematic manner A3. Water services employees transferred to areas where their skills were needed A4. Transfer of water services employees enhanced institutional effectiveness and efficiency A5. Water services employee satisfied about the outcome of the transfer process A6. Department of Water & Sanitation utilised transfer framework to release unproductive employees | 6 | 0.633 |
| Stakeholder involvement | B1. Employees fully engaged about the transfer initiative before and during implementation process B2. Unions were fully involved in the transfer initiative before and during implementation B3. Employees were subjected to training & orientation after they were transferred B4. All transferred staff were provided with job descriptions during the implementation of the transfer | 4 | 0.692 |
| Impediments | C1. I was able to get promotion by my new employer | 5 | 0.523 |

| | | | |
|-----------------------|--|----|-------|
| during implementation | <p>C2. My salary scale has increased and is currently market competitive</p> <p>C3. I was demoralised by relocation from one place to another as a result of transfer</p> <p>C4. I was disorganised by organisational recruitment and selection policies of my new employer</p> <p>C5. It was easy for me to institutionalise the practices of Local Government Sector</p> | | |
| Overall KMO-MSA value | | 15 | 0.572 |

Source: Author's computations using SPSS

The Keiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) criterion was applied to assess suitability of sampling adequacy. Given the statistically acceptable minimum KMO-MSA value of 0.500, the computed overall KMO-MSA value (= 0.572) for the total forty nine questionnaire items upon which data for the study was collected confirms adequacy of the sample of questionnaire items explored under all the three dimensions. The KMO-MSA values for each of the three dimensions, namely “transfer-framework” (KMO-MSA=0.633), “stakeholder involvement” (KMO-MSA=0.692), and “impediments during implementation” (KMO-MSA=0.523) exceeded the minimum 0.600 score, indicating adequacy of the research instrument’s survey items under respective dimensions. The comprehensive statistical validity results of the respective four dimensions are presented in Table 4.3.

Table 4.3: Statistical validity of the survey instrument’s items per dimension

| Dimension | No. of items | Measure | | |
|--------------------|--------------|-------------|--|--|
| | | Determinant | Bartlett’s Test of Sphericity (Significance) | Keiser-Meyer-Olkin Test of Sampling Adequacy (KMO-MSA) |
| Transfer framework | 6 | 0.303 | $\chi^2 = 33.598$ ($p < 0.05$) | 0.633 |

| | | | | |
|-----------------------------------|----|-------|----------------------------------|-------|
| Stakeholder involvement | 4 | 0.414 | $\chi^2 = 25.457$ (p < 0.05) | 0.692 |
| Impediments during implementation | 5 | 0.338 | $\chi^2 = 30.950$ (p > 0.05) | 0.523 |
| Overall Measures | 15 | 0.001 | $\chi^2 = 189.658$ (p < 0.05) | 0.572 |

Source: Author's computations using SPSS

The determinants correlation matrices for the three dimensions “transfer framework”, “stakeholder involvement”, and “impediments during implementation” were all nearly equal to zero, indicating that the matrices were singular in nature. Therefore, the matrices could not be explained by linear combinations. To provide more complex measures for evaluating the strength of the relationships and suggesting factorability of items, the Barlett’s Test of Sphericity and Keiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) were computed. The null hypothesis of the Barlett’s test at 5 percent significance level states that the observed correlation matrix is equal to the identity matrix, suggesting that the observed matrix is not factorable. The Barlett’s test results for the respective three dimensions were statistically significant, with p-values being lower than 5 percent significance level. Results therefore indicate that the observed correlation matrices were statistically different from singular matrices, and confirm existence of linear combinations. Thus, Barlett’s test results reveal statistical validity and suitability of the responses collected by the survey research instrument. The KMO-MSA values > 0.500 for dimensions reveal presence of sampling adequacy.

Summary (4.3): An exploratory factor analysis instrument was used for statistical validity. The sampling adequacy criterion was evaluated utilising Kaiser-Meyer olkin (kmo). The outcome of the assessment is reflected in Table: 4.3 whereby the three dimensions (Transfer-Framework, stakeholder involvement and impediments during implementation) are reflected.

4.4 EXPLORATORY FACTOR ANALYSIS

Subsequent to measurement of the scale reliability and statistical validity, exploratory factor analysis was conducted to retain items with statistically significant loadings of at least 0.500 on evaluation of the effectiveness of the implementation of the transfer-framework of water services employees in Sekhukhune District Municipality. The latent root statistical approach was applied to analyse the amount of variance that was distributed across items prior to extraction of factors based on alpha factoring Varimax rotation method.

4.4.1 Total variance explained

In order to examine smaller sets of survey questions that varied together (factors) based on the responses from the participants, the percentages of total variances explained were computed. The procedure was performed to explore optimal numbers of factors per each dimension to identify questionnaire items that explained statistically significant variance for further use in providing frequency statistics.

Table 4.5: Total variance explained – Transfer framework

| Total Variance Explained | | | | | | | | | |
|--------------------------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.366 | 39.425 | 39.425 | 1.776 | 29.608 | 29.608 | 1.508 | 25.127 | 25.127 |
| 2 | 1.220 | 20.331 | 59.757 | .723 | 12.045 | 41.653 | .992 | 16.526 | 41.653 |
| 3 | .897 | 14.943 | 74.700 | | | | | | |
| 4 | .653 | 10.888 | 85.588 | | | | | | |
| 5 | .519 | 8.644 | 94.232 | | | | | | |

| | | | | | | | | | |
|-------------------------------------|------|-------|---------|--|--|--|--|--|--|
| 6 | .346 | 5.768 | 100.000 | | | | | | |
| Extraction Method: Alpha Factoring. | | | | | | | | | |

Source: Author's computations using SPSS

Results presented in Table 4.5 show that results from final iteration reveal presence of two initial eigenvalues greater than 1; hence two factors were extracted from the selected items in the dataset for the dimension “transfer framework”. As shown by the rotation sums of squared loadings; approximately 42% of total variance in the dataset was accounted for by two factors. From the approximate total 42% variance, factor 1 exclusively accounted for 25.127%, whereas factor 2 accounted for the remaining 16.526% of total variance in the retained dataset. Given that more than 1 factor was extracted in the solution of the final iteration, the pattern of factor loadings was examined to detect if there were retained items that exhibited complex structure in line with the statistical condition that variables with high loadings ($r \geq 0.5$) on more than 1 factor should be removed from the analysis. Correspondingly, items that loaded upon only one factor via alpha factoring-based Varimax rotation with Kaiser Normalisation were retained for further analysis to provide frequency statistics.

Table 4.6: Total variance explained – Stakeholder involvement

| Total Variance Explained | | | | | | |
|-------------------------------------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.185 | 54.630 | 54.630 | 1.776 | 44.389 | 44.389 |
| 2 | .873 | 21.825 | 76.454 | | | |
| 3 | .541 | 13.533 | 89.987 | | | |
| 4 | .401 | 10.013 | 100.000 | | | |
| Extraction Method: Alpha Factoring. | | | | | | |

Source: Author's computations using SPSS

The computed results from final iteration indicate presence of one initial eigenvalue greater than 1; hence one factor was extracted from the selected items in the dataset for the dimension “stakeholder involvement”. Based on the extraction sums of squared loadings; approximately 44% of total variance in the entire dataset was completely accounted for by one factor. Given that only 1 factor was extracted in the solution of the final iteration, there was no rationale to examine the pattern of factor loadings to detect if there were retained items that demonstrated complex structure. Therefore, there was no item that had to be removed from the analysis on the basis of presence of a complex structure, except if the loadings were below the statistically significant 0.500 minimum required value.

Table 4.7: Total variance explained – Impediments during implementation

| Total Variance Explained | | | |
|-------------------------------------|---------------------|---------------|--------------|
| Factor | Initial Eigenvalues | | |
| | Total | % of Variance | Cumulative % |
| 1 | 2.009 | 40.171 | 40.171 |
| 2 | 1.407 | 28.137 | 68.308 |
| 3 | .774 | 15.476 | 83.784 |
| 4 | .505 | 10.105 | 93.888 |
| 5 | .306 | 6.112 | 100.000 |
| Extraction Method: Alpha Factoring. | | | |

Source: Author’s computations using SPSS:

Based on Table 4.7, the results from the final iteration reveal presence of two initial eigenvalues greater than 1; hence two factors were extracted from the selected items in the dataset for the dimension “impediments during implementation”. As shown by the rotation sums of squared loadings; approximately 68% of total variance in the dataset was accounted for by two factors. From the approximate total 68% variance, factor 1 accounted for 40.171%, while factor 2 accounted for the remaining 28.137% of total variance in the retained dataset. Given that more than 1 factor was extracted in the solution of the final iteration, the pattern of factor loadings was examined to detect if

there were retained items that exhibited complex structure in line with the statistical condition that variables with high loadings ($r \geq 0.5$) on more than 1 factor should be removed from the analysis. Correspondingly, items that loaded upon only 1 factor via alpha factoring Varimax rotation with Kaiser Normalisation were retained.

4.4.2 Factor Loadings of Retained Items

This section provides results on retained items with high loadings (factor score ≥ 0.5) statistically deemed to have had importance and statistical significance in conducting an evaluation of the Transfer-Framework of water services employees in Sekhukhune District Municipality. The results showing retained items under each distinct dimension are presented below.

Table 4.8: Rotated factor matrix – Transfer framework

| Rotated Factor Matrix ^a | | |
|--|--------|-------|
| | Factor | |
| | 1 | 2 |
| A1. The transfer framework process was clarified to employees before its implementation | .803 | -.213 |
| A2. The transfer framework was implemented in fair, consistent and systematic manner | .537 | .317 |
| A3. Water services employees transferred to areas where their skills were needed | .548 | .269 |
| A4. The transfer of water services employees was meant to enhance institutional (SDM) effectiveness and efficiency | .417 | .368 |
| A5. Water services employee satisfied about the outcome of the transfer process | .315 | .645 |

| | | |
|--|-------|------|
| A6. The Department of Water & Sanitation utilised the transfer framework to release employees who were considered unproductive | -.027 | .472 |
| Extraction Method: Alpha Factoring. | | |
| Rotation Method: Varimax with Kaiser Normalization. | | |
| a. Rotation converged in 3 iterations. | | |

Source: Author's computations using SPSS

Results presented in Table 4.8 show that none of the retained survey items exhibited a complex structure; hence there was no rationale to eliminate any of the items from the remaining dataset. Based on factor loadings, results show that there were only four questionnaire items under the dimension “transfer framework” that had statistical significance to survey respondents. Anchored on the magnitudes of factor loadings, the items perceived by respondents to have significance are that “transfer framework process was clarified to employees before its implementation” (loading = 0.803), “water services employee were satisfied about the outcome of the transfer process because they were placed on close match-basis” (loading = 0.645), “water services employees were transferred to areas where their skills were needed” (loading = 0.548), and “the transfer framework was implemented in fair, consistent and systematic manner” (loading = 0.537).

Table 4.9: Extracted factor matrix – Stakeholder involvement

| Factor Matrix ^a | |
|--|--------|
| | Factor |
| | 1 |
| B1. Employees were fully engaged about the transfer initiative before and during implementation of the process | .881 |
| B2. Unions were also fully involved in the transfer initiative before and during implementation of the process | .455 |

| | |
|--|------|
| B3. Employees were subjected to training and orientation after they were transferred | .427 |
| B4. All the transferred employees were provided with their individual job descriptions during the implementation of the transfer process | .782 |
| Extraction Method: Alpha Factoring. | |
| a. 1 factors extracted. 12 iterations required. | |

Source: Author's computations using SPSS

Results presented in Table 4.9 reveal that all the four questionnaire items retained under the dimension “stakeholder involvement” did not demonstrate a complex structure. Therefore, all items that had factor loadings ≥ 0.6 were retained for further use in providing frequency statistics of factors around evaluation of the effectiveness of the implementation of the transfer-framework of water services employees in Sekhukhune District Municipality. Based on computed factor loadings, results reveal that respondents perceived that questionnaire items that statistical significance are that “employees were fully engaged about the transfer initiative before and during implementation of the process” (loading = 0.881), and “all the transferred employees were provided with their individual job descriptions during the implementation of the transfer process” (loading=0.782).

Summary (4.4): Exploratory factor analysis was used to measure scale reliability and statistical validity. The instrument used above proved to be reliable for this study. No assessed item proved to be complex to such an extent that it can removed.

4.5 Frequency Statistics

This section provides frequency statistics on participants' responses regarding factors designed to conduct an evaluation of the effectiveness of the Transfer-Framework of water services employees in Sekhukhune District Municipality. The questionnaire items under each of the four dimensions were anchored on a 5-point Likert scale specified as:

strongly disagree (SD=1), disagree (D=2), neutral (N=3), agree (A=4) and strongly agree (SA=5).

4.5.1 Respondents' Demographic Profiles

This section presents results on frequency statistics on demographic profiles of respondents from whom survey data was collected to evaluate the effectiveness of the implementation of the transfer-framework of water services employees in Sekhukhune District Municipality.

Table 4.10: Respondents' demographic profiles

| | Frequency (n) | Proportion (%) |
|------------------------------|---------------|----------------|
| Gender | | |
| Male | 18 | 56 |
| Female | 14 | 44 |
| Age (years) group | | |
| 21-30 years | 1 | 3 |
| 41-50 years | 16 | 50 |
| 51-60 years | 13 | 41 |
| > 60 years | 2 | 6 |
| Employment experience | | |
| 6-10 years | 3 | 9 |
| 11-15 years | 9 | 28 |
| 16-20 Ears | 14 | 44 |
| >= 21 years | 6 | 19 |
| Job level description | | |
| General staff | 20 | 63 |
| Junior management | 9 | 28 |
| Middle management | 3 | 9 |

| | | |
|-----------------------------------|----|-----|
| Highest educational qualification | | |
| Below matric | 15 | 47 |
| Matric | 12 | 37 |
| Diploma | 5 | 16 |
| Historical group | | |
| African | 32 | 100 |

Source: Author's computations using SPSS

The frequency statistics on the respondents' demographic profiles indicate that all respondents were African, out of which 56% (n=18) were males, and 44% (n=14) were females. With regards to age group, 50% (n=16) of the respondents were in the age group 41-50 years, 41% (n=13) were in the age group 51-60 years, 6% (n=2) were aged equal to or below 21 years, and 3% (n=1) were in the age range 21-30 years. From the total 32 respondents, 44% (n=14) reported that they had 16-20 years working experience, followed by 28% (n=9) who had 11-15 years working experience, and 19% (n=6) with equal to or more than 21 years working experience. Moreover, the majority proportion of 63% of the respondents reported that they were general staff, while 28% (n=9) were employed at junior management level, and the remaining 9% (n=3) were employed at middle management level. In respect of highest academic qualifications, 47% (n=15) had below matric, followed by 37% (n=12) with matric, and 16% (n=5) who reported that their highest educational qualifications were diplomas.

4.5.2 Frequency Statistics of Responses From Respondents

This section provides frequency statistics of responses provided by participants to questionnaire items under the three different dimensions. The questionnaire items upon which frequency statistics are provided were selected based on the factor loadings criterion. Frequency statistics were provided for only questionnaire items that had statistical significance based on factor loadings ≥ 0.5 under distinct dimensions.

4.5.2.1 Transfer framework

Figure 4.1: The transfer framework process was clarified to employees before its implementation

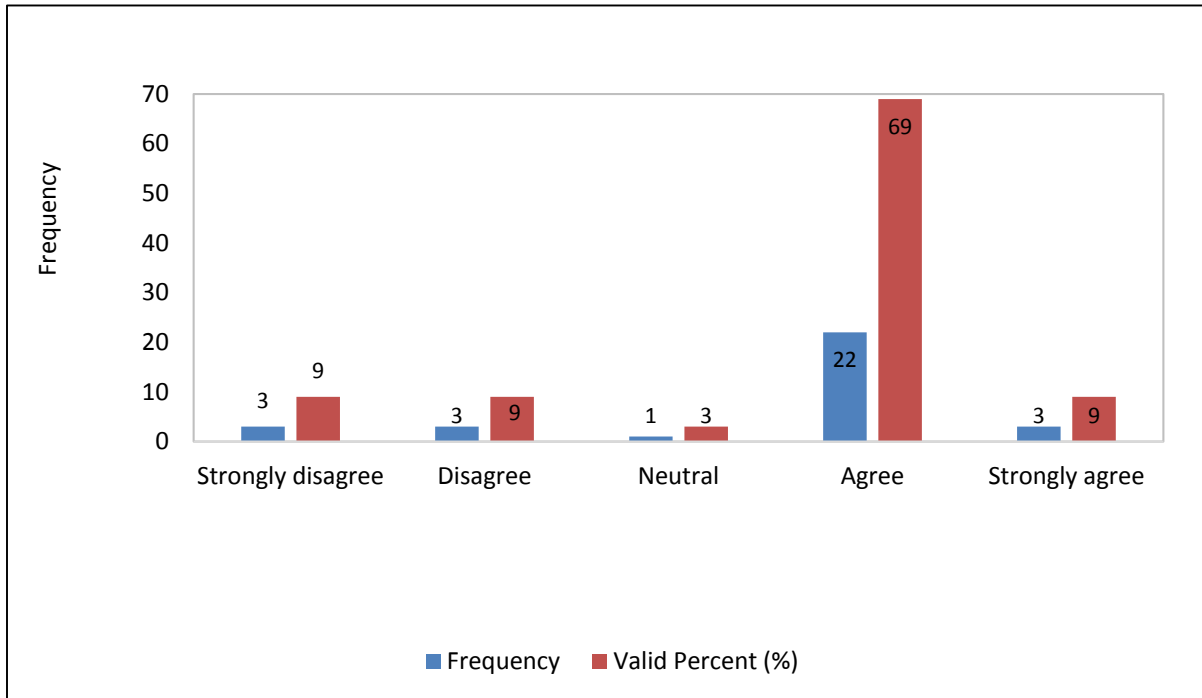
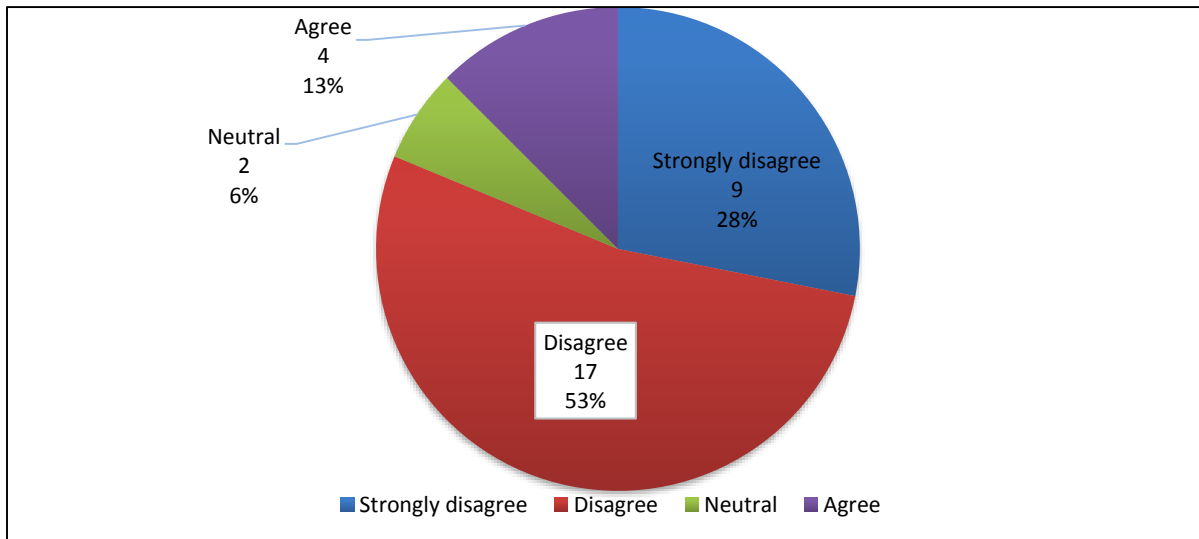


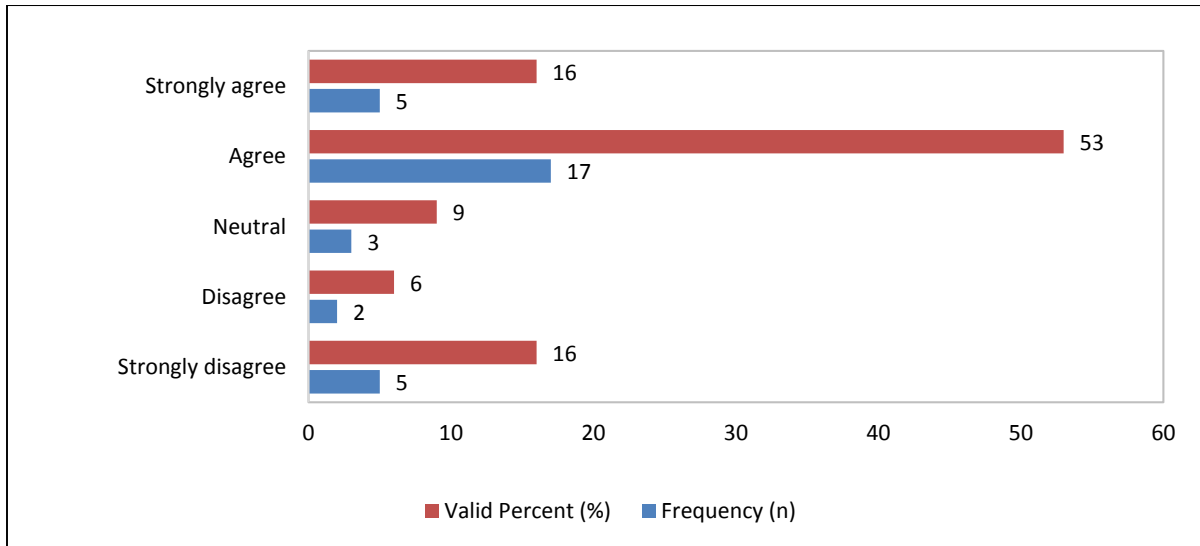
Figure 4.1 shows that the majority 69% (n=22) of the respondents agreed that the transfer framework process was clarified to employees before its implementation, while merely 9% (n=3) strongly agreed with the statement. From the remaining 22% of the respondents, 3% (n=1) remained neutral, while only 9% (n=3) disagreed and another 9% (n=3) strongly disagreed with the respective opinion.

Figure 4.2: The transfer framework was implemented in a fair, consistent and systematic manner



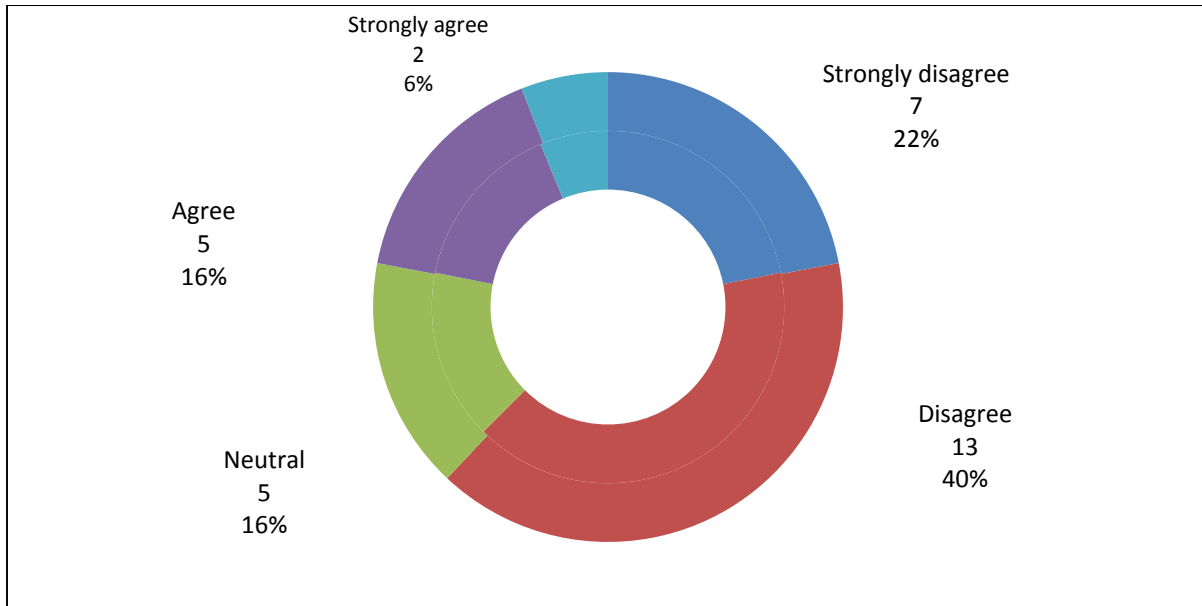
Comparatively, the highest proportion of 53% (n=17) of participants reported that they disagreed with the statement that the transfer framework was implemented in a fair, consistent and systematic manner, whereas about 28% (n=9) indicated that they strongly disagreed with that view. Though 6% (n=2) remained neutral, about 13% (n=4) reported that they agreed with the statement that the transfer framework was implemented in a fair, consistent and systematic manner.

Figure 4.3: Water services employees transferred to areas where their skills were needed



As presented by Figure 4.3, the largest proportion of approximately 53% (n=17) of the participants agreed that water services employees transferred to areas where their skills were needed, while 16% (n=5) strongly agreed with the respective statement. Collectively, 69% (n=22) of the respondents were in the category of those who generally agreed, while 22% (n=7) generally disagreed with the respective opinion that water services employees transferred to areas where their skills were needed.

Figure 4.4: Water services employees were satisfied about the outcome of the transfer process



The relative combined majority of 62% (n=20) of respondents generally disagreed, out of which 40% (n=13) disagreed and 22% (n=7) strongly disagreed that water services employees were satisfied about the outcome of the transfer process. While 16% (n=5) remained neutral, only 6% (n=2) strongly agreed and 16% (n=5) agreed with the assertion that water services employees were satisfied about the outcome of the transfer process.

4.5.2.2 Stakeholder involvement

Figure 4.5: Employees were fully engaged about the transfer initiative before and during implementation of the process

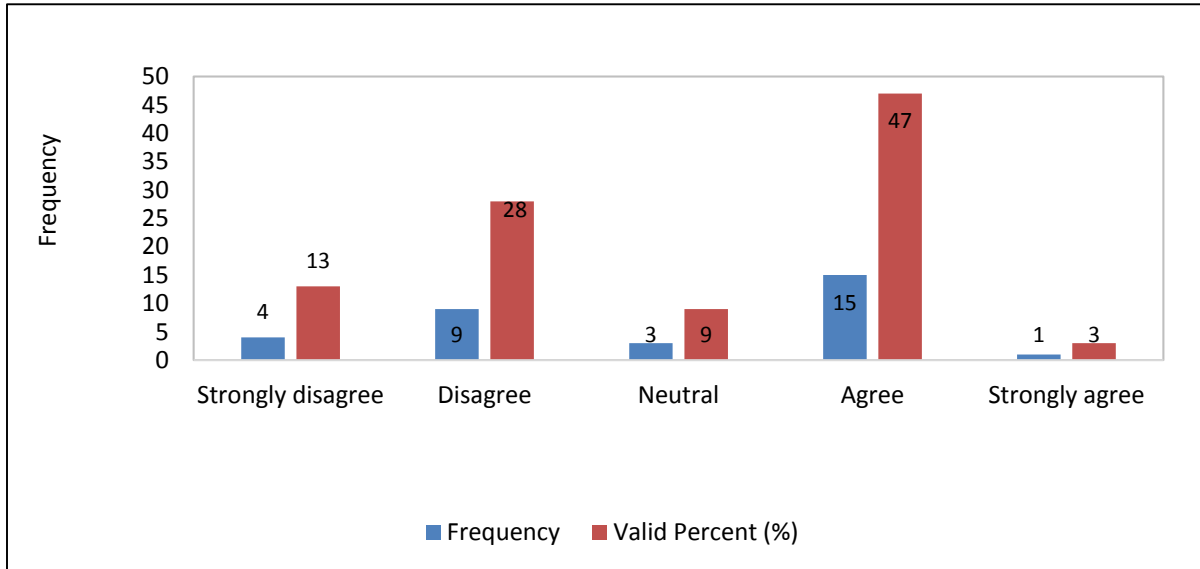
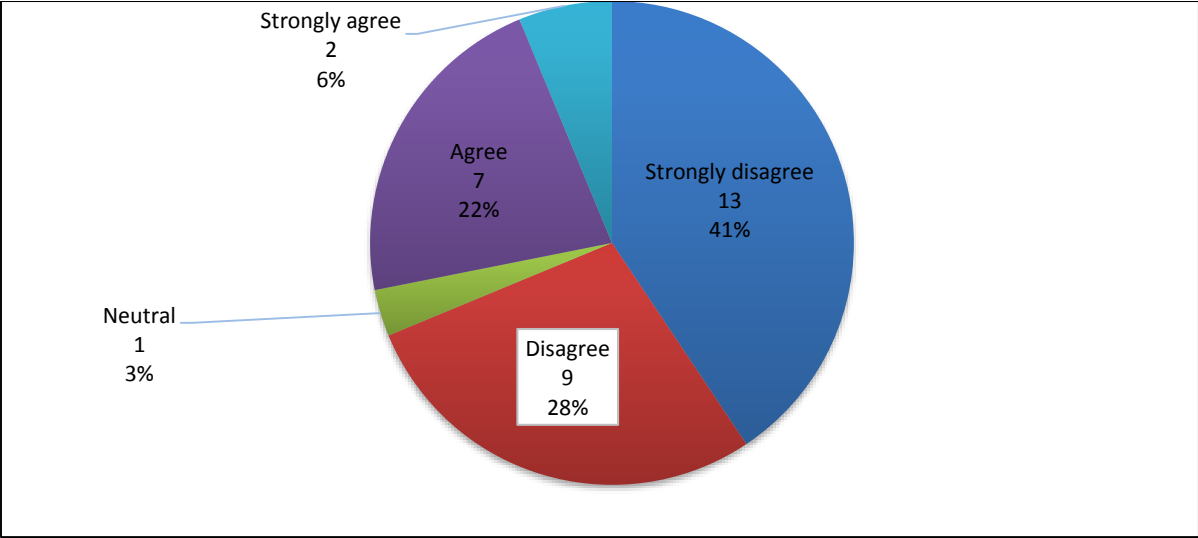


Figure 4.5 reveals that the relatively largest proportion of 47% (n=15) of the survey respondents agreed that employees were fully engaged about the transfer initiative before and during implementation of the process, whereas only 3% (n=1) strongly disagreed with the respective statement. From the other side, 13% (n=4) of the respondents strongly disagreed that employees were fully engaged about the transfer initiative before and during implementation of the process, and 13% (n=4) strongly disagreed with the respective statement, while 9% (n=3) remained neutral.

Figure 4.6: All the transferred employees were provided with their individual job descriptions during the implementation of the transfer process



Relatively, the largest proportion of 41% (n=13) of surveyed participants strongly disagreed that all the employees transferred were provided with their individual job descriptions during the implementation of the transfer process; and the other 28% (n=9) disagreed with the respective statement. From the other side, only 22% (n=7) agreed, and 6% (n=2) strongly agreed with the respective statement.

Summary (4.4): 20 employees (majority) who constitute 60% of the respondents disagree with the statement (4.4) that says water services employees were satisfied about the outcome of the transfer process. There are only 2 employees who made up 6% of the total respondents who agree with the statement (4.4).

4.6. QUALITATIVE RESULTS

This section presents results on qualitative transcriptions that were extracted from the opinions gathered from the semi-structured interviews with key informants.

4.6.1. Transfer framework

4.6.1.1 Transfer of employees from the Department of Water and Sanitation.

In respect of dealing with the transfer of employees from the department, respondents indicated that there was Memorandum of Understanding (MOU) between Sekhukhune District Municipality and the Department of Water and Sanitation which actually guided the process of implementation of the transfer framework. The MOU addressed all aspects that involved placements of employees. In light of the background that the water service function was transferred to the municipality, the function determines employees who should be transferred particularly from operations and maintenance to enhance access to water by community residents. Nonetheless, some respondents indicated that there were disputes that emerged from some of the staff transferred, and some cases were unresolved prior to the transfer process which further created problems for the smooth execution of the transfer process.

4.6.1.2. Viable options to facilitate the delivery of water and sanitation services in Sekhukhune District Municipality;

The respondents agreed that transfer framework was the single viable option that was available to facilitate the delivery of Water and Sanitation services in Sekhukhune District Municipality. The municipality actually implemented the process based on the advice from its Organisational Development Unit, while the Department of Water and Sanitation remained with only the regulatory function. However, respondents indicated that there were impediments, such as procurement, that were experienced during the implementation process. Such barriers were reported to have caused delay in the provision of required operations and maintenance materials to facilitate the delivery of

water services. The other option that was available was to transfer function to the municipality to advertise the posts, but the respective option was unfortunately viable.

4.6.1.3. How did the Department of Infrastructure and water Services in Sekhukhune District Municipality managed the implementation of the transfer process from one sphere of government to another.

Participants perceived that the transfer process was in line with legislation, specifically the Constitution of South Africa, section 27(b) of 1996 which prevents red-tape in delivery of water services. The transfer process benefited the municipality by making people keep their jobs. Respondents regarded management of the implementation process as having been difficult due to lack of availability of trade tools such as telephones and cellphones. In that respect, coordination was thus difficult to execute in some regions. Additionally, the employees who were transferred had a lot of expectations which include better salaries and benefits like cars and housing allowances. These types of expectations were generated by the fact that employees were not fully involved in the transfer process. Unfortunately, such expectations were unrealistic and were never realised as anticipated.

4.6.1.4. Transfer process benefit to Sekhukhune District Municipality.

In line with the background that the municipality was established in 2000, respondents perceived that the transfer process indeed benefited the municipality. The transfer process matched employees with their duties and responsibilities in operations and management, and in line with the chain of command. However, there were challenges that were faced with regard to interference by some councilors in the process of the delivering the function to communities.

4.6.1.5. Transfer process in relation to the question of matching jobs with suitable employees.

In respect to operations and maintenance, the placement process was carried out in line with the tasks that employees were executing in the department. Respondents however cited that there were challenges of managers' salaries in the public service and local government sphere being not equal. Additionally, there were also challenges that related to the chain of command. There was no serious consideration which was given to the transfer process since the transfer was meant to transfer water and sanitation services to the people rather than transfer employees.

4.6.1.6. Perceptions that the Department of Water and Sanitation used the Transfer Framework to release employees who were considered redundant.

All participants expressed that they did not agree that the Department of Water and Sanitation used the transfer framework to release employees who were considered redundant. Actually, respondents indicated that transfer was meant to ensure transfer and seamless delivery transfer water and sanitation services to people rather than releasing employees who were redundant.

Summary (4.51): There were difficulties with the transfer process, ranging from unavailability of tools of trade, like telephones and cellphones to coordinate the process. Hence there were expectations of better salaries and other employee benefits that were not realised. This indicates that water services employees were not fully involved in the transfer process.

4.6.2. Stakeholder Involvement

4.6.2.1. Department of Water and Sanitation involvement in stakeholder engagement plan which included employees and their unions prior to and during the implementation of Transfer Framework.

Respondents reported that consultations were made between Sekhukhune District Municipality and the department of Water and Sanitation based on the MOU that was signed by the respective two parties. However, the consultations did not address other aspects such as job levels to guide remunerations and employee benefits. Furthermore, employees had their own reservations about the transfer process and such concerns such as low salaries were not attended well to in order to find solutions. The Memorandum of Understanding (MOU) signed following consultation between Nehawu and employees did not have a transition action plan. In light of the backdrop that employees transferred were not prepared for major organizational changes, the consultations made were therefore perceived as having not been thorough.

4.6.2.2. How did Sekhukhune District Municipality organised the training and orientation of staff after employees integrated into the Municipality.

Some respondents perceived that the training and orientation of the staff were not done properly and adequately. Therefore, respondents reported that employees were insufficiently trained despite the fact that funds that were earmarked for training were disbursed to the municipality. Overall, the primary perception made by respondents is that there was a lack of monitoring and evaluation of training of the transferred staff.

4.6.3. Impediments during the Implementation

4.6.3.1. How the department of Water and Sanitation dealt with the impediments of job satisfaction.

Participants perceived that during the three-year period of 2007-2010, there was an “after care” programme which was not appropriately executed. The department abandoned the “after care” programme that was meant to facilitate the integration of employees into Sekhukhune District Municipality. Moreover, the Department of Water and Sanitation abandoned the “after care” programme because it was supposed to make consultations on the effect and output of the programme. Extensively intensive

engagements were made to employees to ensure that they were satisfied. Some disputes were attended. A major significant element that reflected a high degree of dissatisfaction was the mismatch of market related salaries and benefits as compared to their counterparts in the municipality. Employees in the department had their bargaining council which is not the same with the one that applies to local government sector.

4.6.3.1. Causes of these impediments.

The perceived causes of the impediments were described as follows. The transfer framework process and Memorandum of Understanding (MOU) were not properly followed. For instance, staff alignment was completed in 2011 instead of between 2007 and 2010, and salaries were not competitive and adjusted in line with inflationary trends. Respondents perceived that the existence of different conditions of services between the public service and local government sector lead to misunderstandings among employees due to disparities in salaries and employee benefits. As such, employees had high expectations about the outcome of the process, assuming that the transfer process was a panacea to their challenge of wage disparities

4.6.3.2. Measures in place to address such impediments and whether such measures have been successful in addressing the identified impediments.

Participants indicated that there were no measures to deal with impediments, as evidenced by the case of Rapotu and 271 which was handled by South African Local Government Bargaining Council (SALG BC). The merit of the respective case was that the salaries of the water services employees were not aligned with their counterparts in the municipality. The outcome of the process was that all the job descriptions of the transferred water services employees should be evaluated through task job evaluation. Furthermore, participants perceived that the transfer framework was not well implemented and resulted in job satisfaction. However, one responded indicated that the Department of Water and Sanitation attempted to resolve the issues. Funds for training were disbursed to the municipality to resolve the issue of capacity building.

Since the interventions made by the municipality were not thoroughly monitored and evaluated, there was no success in the attempt made to address the impediments.

Summary (4.5.3): One of the impediments of the transfer process was that “after care” programme was not fully implemented by the Department of Water and Sanitation in Limpopo province. This programme was meant to facilitate the integration of water services employees into Sekhukhune District Municipality. A major important element that reflected a high degree of dissatisfaction was the mismatch of market related salaries as compared to their counterparts. As a result, majority of the transferred personnel are highly affected by the case of Rapotu and 271 and this has contributed to job dissatisfaction.

4. 7. CONCLUSION

Data analysis of the study was undertaken in this chapter. Data which was collected from different informants has been analysed. Responses provided were analysed against the questions asked in the questionnaire and semi-structures interviews. The instruments like cronbabach’s alpha criterion and exploratory factor analysis were used in the analysis of data from key informants and survey questionnaires. Based on the discussion and analysis above, the conclusions and recommendations of the research study will be made in the next chapter.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter presented and discussed the results obtained through two instruments of data collection of structured questionnaires and semi-structured interview undertaken on the evaluation of Transfer-Framework of water services employees in Sekhukhune District Municipality. This chapter focuses on provision of concluding remarks on the research problem as raised in chapter one of the study (see section 1.2). Valuable recommendations based on the research findings below, of the Transfer-Framework of water services employees between different spheres of government are given. Summary of the preceding chapters is given as an attempt to provide the main highlights for the study.

5.2. CHAPTER SUMMARY

Chapter One: The first chapter introduced a background to the study regarding evaluation of the Transfer-Framework, problem statement, aim of the study, the research questions and chapter layout among others. The research problem undertook to evaluate the process of transferring employees from the Department of Water and Sanitation to the SDM. The main focus in chapter one was to contextualise the study and also explain the relevance of problem statement and the significance of the study. This introductory chapter to the study has played an important role in introducing the study about the implementation of the Transfer-Framework.

Chapter Two: This was the exploration of available literature on the implementation of the Transfer-Framework. This embraces scholarly journal articles, books and research reports about the implementation of the mobility of employees within constitutional set ups. According to Leedy and Ormrod (2005:64) literature review is a theoretical perspective about the problem at hand. In this regard, the review could also act as the basis for benchmark that helps in understanding how other government institutions have addressed issues of employee transfer. The review of literature in this chapter is aimed at obtaining perspective on the most recent findings of transfer of public sector employees. The literature review provided insight into the research problem which has not been solved by other scholars before.

Chapter Three: This chapter outlines the research methods used, the approach and data collection techniques utilised to sample, and how it was analysed in order to support at the conclusions of the study at hand. Bauwens (2010:39) states that the method of triangulation is an important approach that provides understandings that can expose discrepancies that could be revealed through dependence on interviews alone. The weaknesses of one method can be overcome by the integration of methods and take advantage on their individual strengths. Triangulation method helped in providing solution to the research problem at hand. The research design and the methodology were thoroughly discussed. The sample with a reason for such selection was optimally utilised. The critical objective in chapter 3 is to evaluate the Transfer-Framework of water services employees in Sekhukhune District municipality. The objective of the chapter was ultimately achieved.

Chapter Four: This chapter analyses the data collected during the study. The collected data interfaces with the prevailing knowledge in terms of the implementation of the Transfer-Framework. The statistical analysis was undertaken on evaluation of the Transfer-Framework of water services employees in Sekhukhune District Municipality. This chapter presents spss results on scale reliability (internal consistency) of the research instrument's items. It also provides results on spss statistical validity of the measurement tool and research instrument based on factor analysis as well as alpha factoring techniques. It further presents results on spss exploratory factor analysis in

terms of total variances explained of items under each dimension and factor loadings of items retained. Lastly the chapter presents results on spss frequencies of questionnaires items under each dimension.

Chapter Five: Expounds on the conclusions and recommendations of the study. This conclusion is drawn from the data collected and analysed in respect of the existing body of knowledge. The study makes recommendations based on the main findings of the study. These recommendations would assist policy development and implementation during the transfer of employees in the public sector. Again, understanding how employees transfers would be considered serve as contribution to the existing knowledge in human capital management in the public sector. In this chapter five aimed at providing solution on the problem statement in chapter one which is about the evaluation of Transfer-Framework of water services employees in Sekhukhune District Municipality. After outlaying summary of the preceding chapters, it is only necessary to address the research objectives of the study

5.3. ADDRESSING THE RESEARCH OBJECTIVES OF THE STUDY

The evidence collected and analysed was done with the specific aim of answering the research objectives, namely, to evaluate the processes that were put in place to facilitate the Transfer-Framework of water services employees from the Department of Water and Sanitation to Sekhukhune District Municipality; to determine if all stakeholders were fully involved prior to and during the implementation of the Transfer-Framework ; and to identify impediments that could have affected the implementation process of the Transfer- Framework and provide possible solutions have been fully achieved. The study brought a better understanding of the implementation of the Transfer-Framework between the different spheres of government, and the challenges that are encountered in the application of the policy framework in the public sector. After addressing the research objectives of the study, it is only relevant to develop the concluding remarks.

5.4. CONCLUDING REMARKS OF THE STUDY

The aim of the research was to evaluate the Transfer-Framework of water services employees from the Department of Water and Sanitation to Sekhukhune District Municipality. Several research findings were discussed in an attempt to make contribution to the body of knowledge in the area of human capital development within the discipline of public administration.

The evidence collected with structured questionnaires and semi-structured interviews was conducted with the intention of attending a research question, namely, the evaluation of the Transfer-Framework in Sekhukhune District Municipality: a case of water services employees. After consideration of the collected evidence through research methods discussed in chapter 3 Section 3.2, the following conclusions are drawn:

- The highest proportion of participants (53%) indicated that they disagreed with the statement that the Transfer-Framework was implemented in a fair, consistent and systematic manner;
- The majority of (62% of responses) disagreed that water services employees are satisfied about the outcome of the transfer process;
- In the study, 69% of responses disagreed with the statement that transferred employees were provided with their job descriptions during the implementation of the transfer process;
- Management of the implementation process has been difficult due to lack necessary tools of trade like telephones and cell phones. In this regard, coordination was thus difficult to execute in some regions of the Department of Infrastructure and Water Services in Sekhukhune District Municipality;
- Although consultations were part of Memorandum of Understanding (MOU) between SDM and Department of Water and Sanitation, employees transferred were not prepared for major organisational change, hence consultations made were therefore perceived as having not been thorough.

- There was a perception that during the three year , from 2007-2010, the “after care” programme, which was not appropriately implemented;
- The majority of (81,3% of responses) disagreed that their salary scales have increased and are currently market competitive; and
- The transfer process was not properly executed. For example, alignment of the salaries of the transferred staff was completed in 2011, instead of 2007-2010, and the salaries were not competitive and adjusted in line with the inflationary trends. The Department of Water and Sanitation did not fully monitored the process of the transfer.

The challenges facing the evaluation of the transfer process of water services employees in Sekhukhune District Municipality are as follow:

- Water services employees are dissatisfied about the outcome of the transfer process;
- “After care” programme was not well monitored during the implementation of transfer initiative;
- High degree of dissatisfaction caused by the mismatch of market related salaries and benefits between the transferred staff and their counterparts in SDM. Salaries of the transferred officials are not competitive and adjusted in line with the inflationary trends; and
- Recruitment and Selection policies of SDM were not favourable to the transferred employees;

5.5. RECOMMENDATIONS

Based on the findings, conclusions and critical analysis of the study, the following recommendations are drawn;

- There should have been a regular monitoring and evaluation of every detailed step in the context of Memorandum of Understanding (MOU) of how the transfer

- process should unfold. This can be performed better if the established transfer committees have clear terms of reference and appropriate transition action plan;
- There should be a clear communication on issues of the transfer process, inclusive of the differentiation in conditions of service between local government sector and public service;
 - Regular and thorough training on change management to the transferred staff prior and during the implementation process should be seen as necessary in order to train employees about the realities of major organisational change initiative;
 - A task job evaluation should be conducted in order to find the weight of jobs of the transferred officials. It is only through the process of job evaluation that the salaries of the transferred staff can be adjusted in line with inflationary trends;
 - Affected water services employees should be thoroughly orientated on different human resources policies, inclusive of recruitment and selection policy. By so doing, they would be in a good position to understand how they could reconfigure career path in their own;
 - Skills audit should be conducted regularly in order to understand the skills that these employees possess in relation to municipal water and waste water skills needs;
 - Realistic Personal Development plans (PDPs) should be implemented specifically for these employees;

The researcher believed that the solution to the research problem asked in Chapter one (See Section 1.2), namely, an evaluation of the Transfer-Framework of water services employees in Sekhukhune District Municipality has been properly answered. The identified objectives in the study have helped and directed the study in developing an informed conclusion and recommendations. The recommendations could assist the Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs and South African Local Government Association

as far as the roles they need to play in assisting the District Municipalities on how to handle an issue of transfer of personnel between spheres of Government.

5.6. CONCLUSION

The chapter has set out to discuss conclusive remarks and recommendations. It also considered issues pertaining to the manner in which the objectives of the study as discussed in chapter one were addressed. In essence, it is clear that conclusions, recommendations as well as study objectives are clearly outlined and ordered in the context of the research problem for this study.

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