

## **EURASIAN JOURNAL OF SOCIAL SCIENCES**

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### **PERCEPTION OF SENIOR MANAGERS ON THE UPPER LIMITS POLICY FOR REMUNERATION IN LOCAL GOVERNMENT: A CASE OF POLOKWANE MUNICIPALITY IN THE LIMPOPO PROVINCE, SOUTH AFRICA**

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#### **Abstract**

The salaries and benefits of senior managers in South African municipalities have become a public interest precisely because they are characterized by lack of uniformity and substantial variations. Generally, the remuneration packages of these senior managers are not congruent with the expected performance, and some managers do not meet the minimum requirements and competencies to be in such positions. Given these challenges, it became necessary for the South African government to regulate the remuneration of senior managers in municipalities, and therefore introduced the Regulations on the Appointment and Conditions of Employment of Senior Managers on the 17<sup>th</sup> of January 2014. This meant a shift from a practice of senior managers negotiating their salary packages to nationally regulated remuneration. This article therefore aims at investigating the perceptions of senior managers on the Upper Limits Policy by ascertaining the extent of the acceptability of the Policy by senior managers, and determining if senior managers perceive the implementation of the Upper Limits Policy as a positive and effective development as far as the recruitment and retention of senior managers in the Polokwane Municipality. The researchers opted for a qualitative approach and utilized a semi structured interview schedule to gather data from all senior managers, seven in number, in the Polokwane Municipality. The findings revealed that the introduction of the Upper Limits Policy was not well communicated to the affected parties, and therefore not supported. This therefore has negative implications on its implementation.

**Keywords:** Upper Limits Policy, Senior Managers, Remuneration, Recruitment, Retention

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#### **1. Introduction and Background**

As far as good corporate governance, there is an increasing focus on robust governance processes around executive remuneration and the need for executive remuneration transparency (Institute of Directors Southern Africa, 2009). Since the municipal constitutional dispensation in South Africa in 2000, there has been a considerable concern on the remuneration of senior managers at municipal levels. Unlike during the pre-democratic local government dispensation of the year 2000, senior managers (town clerks) salaries were regulated by the Remuneration of

Town Clerks Act 115 of 1984. In terms of section 2 (1) of this Act, the Minister responsible for local government in South Africa was responsible for determining the remuneration of the then town clerks (now called municipal managers) and senior managers reporting to town clerks across all established municipalities in the four provinces, namely; Transvaal, Free State, Natal and the Cape Province (Republic of South Africa, 1984). The Remuneration of Town Clerks Act 115 of 1984 was repealed in 1996 and new regulations were introduced by the Department of Provincial and Local Government in Municipalities, known as Guidelines on the Remuneration of Managers in Local Government published in Government Gazette 22675, made provisions for a framework on remuneration of senior managers in municipalities, and emphasize that municipal councils must develop and adopt a remuneration policy for its senior managers, and that policy be tabled in council and reviewed on an annual basis. Key council considerations for determining remuneration of senior managers according to the Guidelines are previous experience, capabilities and skills, expertise and affordability. It is of utmost importance to note that the Guidelines were not binding on municipal councils but only to serve as guiding document to be considered when dealing with issues of remuneration of senior managers. As a result, salaries of senior managers sharply differed from one municipality to the other as managers were at liberty to negotiate their desired remunerations. Consequently, district and rural municipalities' senior managers earn unreasonable higher salaries (Republic of South Africa, 2011).

The lack of binding regulations and uniformity on remuneration of senior managers in municipalities prompted the Minister for Cooperative Governance and Traditional Affairs to promulgate the Upper Limits Policy on Total Remuneration of Senior Managers. The Policy became effective on the 29 March 2014 for the 2014/2015 financial year 2014, and it was aimed at addressing the remuneration disparities across all municipalities, unjustified high remunerations and the setting of uniform remuneration framework across all the municipalities in South Africa. The new remuneration regime introduced remuneration scales that were lower than what senior managers were previously paid in municipalities (South African Local Government Association, 2014).

Whereas it is important for an organization to pay its employees well and be transparent as far as employees' pay levels are concerned, there has been a considerable amount of discomfort felt by the public at the excessive salary packages afforded to senior managers in municipalities in South Africa. In most cases, these packages tend not to be linked to the performance of these institutions at the helm of the incumbent. It is upon this premise that the researchers deemed it necessary to explore the perceptions of senior managers on the implementation of Upper Limits Policy in the Polokwane Municipality. The article begins by defining remuneration and its importance in organizational performance. Furthermore, remuneration policy and the effect of remuneration on retention is discussed. Additionally, literature on local government remuneration in developed and developing worlds is deliberated in order to draw some conclusion on what works better for local government as far as remuneration and performance are concerned. Research design and data collection methods are also discussed, and finally the findings of the research, conclusion and recommendations are presented.

## **1. Remuneration Concept**

In general terms, the concept remuneration refers to basic payment bequeathed to an employee for the work done for a specific period of time. When extended remuneration can also refer to allowances, incentives and bonuses paid as stipulated in a contract signed between the employer and an employee. As stated by Nel *et al.* (2011), remuneration is a reward mechanism that emanates from the allocation, conversion and transfer of a portion of the revenue of an organization to its workers and staff for their monetary and in-kind claims on goods and services.

Arnolds and Boshof (2000) state that the type of remuneration in an institution has to ensure that employees become productive, bringing fourth output of acceptable quality. Whilst it is important for an organization to consider its economic goals, it is equally imperative to design a remuneration system that gives priority to the welfare of its employees. As stated by South African Board for People Practices (2017), it is very crucial that an organization designs a

remuneration system that takes into consideration the employee's worth, and the fair and apposite levels of salary and benefits precisely to recognize employees' contribution to the success of an organization as per the expected deliverables.

As stated by Nel *et al.* (2011), good employee remuneration system must be valued by the current employees of the organization and future employees, and must be able to retain existing employees and attract new employees. Remuneration system in an organization must be of good benefit to the organization and to employees, and should be structured in a manner that will attract relevant candidates and ensure retention of skilled, knowledgeable and experienced employees.

## **2. Remuneration and Organizational Performance**

Bussin (2015), while trying to understand the relationship between the remuneration and organizational performance, examined four research studies conducted in different South African institutions, and the findings highlighted that there is a need for organizations to link remuneration to organizational performance. Good governance requires organizations to link the remuneration of executives with the performance of the organization (Institute of Directors Southern Africa, 2009).

According to Bussin (2015), research done on the factors that drive changes in remuneration policies in South Africa indicated that financial results of the organization, governance and merit pay are the main factors receiving attention, which reflect the shareholders' expectation that remuneration should be linked to performance, and performance in most cases is directly linked to extrinsic motivation. Muogbo (2013) mentions that adequate or satisfactory remuneration in an organization serves as motivation and has a significant influence on employee performance. Therefore, it is of utmost importance that organizations develop remuneration policies and procedures that will "attract, motivate, retain and satisfy their employees" (Muogbo, 2013, pp. 135).

## **3. Remuneration Policy**

In the formation of a remuneration policy and the determining of employee remuneration, an organization must ensure that all stakeholders, particularly employees, are involved in the decision-making process, and all necessary information concerning the policy is properly and clearly communicated so as not to threaten the policy's legitimacy. It is important to involve affected stakeholders in the policy decision-making process for openness and transparency as this would promote accountability, honesty and ownership (Stellenbosch University, 2008). The remuneration policy must be designed to assist the organization to achieve its strategic goals, and for the strategic goals and objectives to be attained, the policy has to articulate how skilled employees will be attracted, rewarded, motivated and retained in an ethically fair and responsible approach (Muller, 2017).

## **4. Remuneration and Employee Retention**

A South African survey conducted in 42 organizations by Delotte & Touche Human Capital Corporation together with the Financial Mail in 2001, wherein 1 955 employees were participants, indicates that remuneration packages are linked to both motivation and employee retention (Schreuder and Theron, 2002). In another study by Munsamy and Bosch Venter (2009), in 2007 in which participants were selected on the basis of seniority, length of time in the employ of local government, reveals that in attracting and retaining employees in local government, a municipality needs not only to have a good remuneration system but also non-monetary rewards, effective management of performance, diversity, learning pathways, etc. Again, it was made known that those who stayed longer in their employment was because of the alignment of their experience, qualification with salary component and the development opportunities. Lastly, the findings revealed that promotion and fair remuneration practices assist in retaining employees.

## **5. Local Government Remuneration Issues in Developed Countries**

Nel *et al.* (2011) state that the American public sector entered a period of perpetual fiscal crisis as some municipalities did not meet their financial needs. Economists and other critics observed that public sector fiscal crisis was brought by the local government's lack of a well-designed remuneration system that takes into cognizance employee commitment and performance. According to Perego (2011) a survey conducted by the United States of America's International City Management Association over 7000 cities and towns that focused on the determination of the remuneration of executive/senior municipal employees in local government indicated that compensation of senior local government officials is influenced by size, scope of responsibility, portfolio of services and geographical location of municipalities. Senior managers' remuneration ranged from a base \$108,722 to a higher range of \$272,500 per annum. The State of California recorded more than 56% of city managers who were remunerated from \$200,000 and above. The findings on the determination of remuneration indicated that 46% of the respondents took a lead in negotiating their remuneration with city managers, while 30% of the respondents utilized council compensation committees. Based on the survey findings it can be argued that there is no evidence of uniformity in USA on how local government senior managers are remunerated, and therefore there is a need of the salaries of city managers to be based on the economic market, complexity of the job and expectations of each local government where the manager is employed.

In Britain, the pay of local government employees is legislated and stipulates that each local authority is an employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances, and each local municipality needs to deliver value for money to the local taxpayers (Great Britain, 2011a). As a principle, it was estimated that between 2001 and 2008, median top salaries in local government would grow at a faster rate than entry salaries. Furthermore, around 800 local government employees are in the top 1% of all high earners and seems that the decisions for pay and reward growth has been taken without the accountability and transparency (Perego, 2011).

In addressing this challenge, according to the Great Britain (2011b), the country committed to strengthen the powers of councilors in local authorities to vote on large salary packages of senior council officers. Government has increased transparency to the taxpayers on the pay of local government authorities by publishing a Code of Practice for Local Government in September 2011. In terms of this Code, councilors are expected to play a greater role in determining the remuneration of their local government employees. The remuneration of local government employees, particular senior officers must be voted for by the full council sittings (Perego, 2011).

## **6. Local Government Remuneration Issues in Developing Countries**

Local Government is the third tier of government in Nigeria and is the closest government to the people and its main responsibility is to provide goods and services and to bring development to the local communities (Adeyem *et al.* 2012). The pay structure and incomes policy of Nigeria's public institutions have been under scrutiny by different governments since the colonial to post-colonial epochs by different commissions such as the Hunt Commission in 1934 to the Consolidation of Public Sector Emolument Panel and the Stephen Oronsoye Panel in 2005- 2006 and 2010-2012 respectively. Whereas salaries of the majority of ordinary public servants are below sustenance level to an extent that they cannot afford to pay for their basic needs, salaries of senior officials are not commensurate with official sources of income, which is a sign that corruption is taking place (Obasaolufemi, 2015).

In 2014, the Zimbabwean government issued a new salary structure for local government that addresses the challenges of exorbitant salaries that were paid by local government to their senior managers. Town clerks in local authorities and secretaries used to earn around \$30,000 per month and since the intervention of government through the regulations, they are earning between \$1,900 and \$9,000 per month. The salary cut for local authorities was expected to be cascaded down to lower grade employees, and its aim was to ensure that local authorities implement service delivery to their communities. The ratio for local authorities in terms of

percentages should be 60:40 (the 60% for the provision of services and 40% for the remuneration of employees). Since the introduction of the new remuneration policy in Zimbabwe, there is no research evidence on how the new policy has affected the functioning of local authorities in Zimbabwe (Government of Zimbabwe, 2014). It is the view of the researchers that despite the economy challenges in Zimbabwe, if the re-structuring of local government salaries and the resource allocation for the provisioning of services were successfully implemented, the well-being of communities would have significantly improved. However, the salary cut of municipal employees might have had a negative effect on the retention of skilled and experienced employees.

## **7. Employee Remuneration in the South African Local Government**

The Local Government Municipal Systems Act 32 of 2000, Sections 56 and 57 set the general conditions for the appointment of municipal managers and senior managers directly reporting to the municipal manager and their terms and conditions of employment, which include remunerations (Republic of South Africa, 2000). There are no legislated guidelines for determining the remuneration of senior managers in municipalities, unlike the national and provincial governments where there is a policy document on remuneration of Senior Management Services (SMS). There are substantial variations in municipal salary structures and benefits. For example, directors-general fall within the same salary band, but municipal managers' salaries vary between R155 424 and R1, 3 million per year (Republic of South Africa, 2005).

In South Africa, the Local Government Municipal Systems Act 32 of 2000, Sections 56 and 57 set the general conditions for the appointment of municipal managers and senior managers directly reporting to the municipal manager and their terms and conditions of employment, which include remunerations (Republic of South Africa, 2000). Prior to the introduction of the Upper Limits Policy on the remuneration of senior managers in local government, the Local Government Guidelines on Remuneration of Managers in Local Government (Republic of South Africa, 2001a) requires municipalities to develop and adopt remuneration policies that will be used to determine the remuneration of their senior managers. The remuneration policy should be applied on the existing senior managers and newly appointed senior managers. The guidelines states that the remuneration policy should be based on the concept of total cost of employment rather than on a salary plus benefits approach. According to the Republic of South Africa (2001b), municipalities are required to develop remuneration policies and establishes remuneration committees. The remuneration committee's sole responsibility was to monitor, implement, advice council and to make recommendations to council on specific packages for particular senior managers. The remuneration committee was expected to regularly report to council on its remuneration activities. It is important to note that the Local Government Guidelines on Remuneration of Managers were meant for each and every municipality in the Republic of South Africa. Each council of a municipality meant that it should determine the remuneration of its senior managers. Determination of senior local government manager's salary should be based on previous experience, capabilities and skills, expertise and affordability.

## **8. Aim and Objectives of the Study**

The aim of the study was to ascertain how senior managers in Polokwane Municipality perceived the implementation of the Upper Limits Policy for total remuneration of senior managers. The objectives were to ascertain the extent of the acceptance of the Upper Limits Policy by senior managers in Polokwane Municipality, and to determine if senior managers see the implementation of the Upper Limits Policy as a positive development and effective in bringing uniformity in their remuneration.

## **9. Research Design and Data Collection Method**

The research was conducted at Polokwane Municipality, which is located in Limpopo Province of South Africa under Capricorn District Municipality. The researchers used purposive sampling as

units were chosen because respondents were all managers that could provide the necessary information on the Upper Limits Policy. The Polokwane Municipality has nine senior managers but only seven were interviewed; one occupied the position of the municipal manager and the six were heads of departments or alternatively called directors. According to section 55 of the Local Government Municipal Systems Act 32 of 2000 (Republic of South Africa, 2000), and chapter 8 (section 60) of the Local Government: Municipal Finance Management Act 56 of 2003 (Republic of South Africa 2004), the municipal manager is the head of the municipal administration and is the accountable officer.

A qualitative research approach was chosen, and the instrument of collecting data was a semi-structured interview schedule. The advantage of the semi structured interview schedule, as mentioned by Ritchie and Lewis (2003), is that it allows the researcher to fully explore and probe the respondents' responses. The advantage of the interview is that it assists in sourcing information from respondents in an interactive manner. Lastly, the interviews are generative in that new knowledge and thoughts can be created. The semi-structured interview schedule was divided into two; the first section was the biographical information of the respondents, and the second section focused on two main questions: the extent of the acceptance of the Upper Limits Policy by senior managers of Polokwane Municipality and secondly, whether senior managers of Polokwane Municipality see the implementation of the Upper Limits Policy as a positive development

## **10. Research Findings**

### **11.1. Qualifications of senior managers**

The research indicated that 57% of senior managers at Polokwane Municipality had post graduate qualifications, while 29% have master degrees and 14% have junior degrees. This reflects that the Polokwane Municipality complied with the Government Gazette, Gazette No.29967 which stipulates that senior managers in municipalities must be in possession of a higher education qualifications, and the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers (Republic of South Africa, 2013) state that senior managers in local government must have a minimum of Bachelor Degree qualification and the Municipal Manager should possess an honors degree. It therefore can be concluded that senior managers of Polokwane Municipality meet the National Treasury educational requirements for senior management as set out in the two regulations mentioned above.

### **11.2. Formal Training and Experience in Local Government**

The findings indicate that 86% of senior managers at Polokwane Municipality have formal training in local government issues whereas 14% has no formal training. Also, it became evident that 57% of senior managers at Polokwane Municipality have more than 10 years in local government. One respondent has 8 years, whilst another has 5 years' experience. The Republic of South Africa (2007), in the National Treasury Competency Regulations, states that the minimum years of required experience senior management in local government is 5 years. As stated in the Gazette 37500 Government Notice 225 (Republic of South Africa, 2014), the minimum years of experience required for senior managers in local government is 5 years. It can be concluded that all senior managers meet the minimum requirements of years of experience in local government.

### **11.3. Salary Range of Senior Managers**

The Polokwane Municipality is classified by National Treasury as a high capacity municipality, a municipality that has a budget of over R500,000,000,00 per annum. The majority of senior managers (86%) at Polokwane have formal training in local government. The Gross Income Level per month for Polokwane Municipality indicates that the majority (71%) of senior managers are at the salary range of R90,000.00 to R100,000.00. The remaining 29% of senior managers are at the salary range of R60,000.00 to R70,000.00 and R60,000.00. The results indicate that any

proposed salary scale that is lower than the R90,000.00 to R100,000.00 per month will have a negative effect on the remuneration of senior managers at Polokwane Municipality.

#### **11.4. Age Distribution of Respondents**

The research indicates that the age distribution for senior managers at Polokwane Municipality ranges from 35 years to 60 years. The majority which represents 57% are with the age range of 40 years to 48 years. The researcher concluded that the age range of senior management was consistent with their experience in the local government. The retirement age according to the Municipal Employees Pension Fund is 65 years, therefore 86% of all senior managers based on their age still has more than 20 years to work until their retirement age. Only one (1) senior manager is left with no less than five (5) years to retirement age. This therefore means that senior managers of Polokwane Municipality can still work for the coming 20 years based on their age versus the retirement age of 65 years in local government sector.

#### **11.5. Introduction of Upper Limit Policy**

The Upper Limits Policy has been formally introduced in the municipality through a report that was presented to council; however, the majority (57%) of senior managers became aware of the Policy outside the municipality. This has an effect on the buy-in of the Policy by senior managers. Any new Policy that affects employees needs to be properly introduced particularly to the people who are going to be affected by the changes that the policy introduces. This can be done through presentations of the policy, open discussions and workshops. The Upper Limits Policy was not properly introduced at Polokwane Municipality and as such the Policy is perceived negatively by all the senior managers and the policy is not welcomed by (100%) all senior managers. Senior managers of Polokwane Municipality are not satisfied with the introduction of the Upper Limits Policy. They perceive that the policy will discourage senior managers for applying vacant senior manager's positions. The Upper Limits Policy is compulsory to all municipalities in the country and Polokwane Municipality is no exception, however, the policy will have a perceived negative effect on the future recruitment of senior managers.

#### **11.6. Effect of Upper Limits Policy on Managers' Remunerations: The Review of the Upper Limits**

According to the current policy, the remuneration of senior managers in the Polokwane Municipality will be higher than the current remuneration in the coming years. However, senior managers of Polokwane Municipality perceive that the Policy has lowered their remuneration and as such, the municipality will struggle to recruit senior managers and to fill vacant senior manager's positions.

Senior managers feel that the policy will have a negative effect on the recruitment of senior managers and that Polokwane Municipality will struggle to attract skilled, qualified and experienced senior managers because of the low remuneration that the Upper Limits Policy has introduced.

#### **11.7 Senior manager's satisfaction with the introduction of the Upper Limits Policy for the remuneration of senior managers in local government**

The respondents were requested to answer yes or no and provide motivation for their responses. All the respondents interviewed responded that they were not satisfied with the introduction of the Upper Limits Policy in Polokwane Municipality. The respondents indicated that the best candidates for senior management positions will not apply for positions and this will result in less skilled and experienced senior managers being recruited. Senior managers are currently earning more than what the Policy is proposing and as such the scale of operational managers is increasing every year. The gap between operational managers and senior managers is getting closer. The remuneration scales that are proposed by the Upper Limits Policy is not linked to job

responsibilities of senior managers. Furthermore, the current senior managers are not willing to be remunerated on the policy's proposed remuneration. The respondents also responded that some senior managers in local government might leave the municipalities to look for better opportunities and salaries in the private sector.

#### **11.8. Effects of the Upper Limits Policy on the recruitment of senior managers at Polokwane Municipality**

All respondents (100%) responded negatively on how the implementation of the Upper Limits Policy will affect recruitment at Polokwane Municipality. The respondents state that the policy will discourage staff who are already in the employ of Polokwane Municipality to apply for senior management positions due to the low remuneration scales. Best and well qualified staff will not apply for senior management positions. The Policy has the potential for limiting the interest of possible candidates for senior management positions. Current senior managers might not be interested in continuing to be in their positions when their fixed-term contracts lapse.

#### **11.9. Senior Manager's acceptance of Upper Limits Policy at Polokwane Municipality**

All respondents (100%) responded negatively to the acceptance of the Upper Limits Policy at Polokwane Municipality. One (1) respondent indicated that the acceptance has not been tested in the municipality and there is no senior management collective response to the policy. According to the respondents, senior managers must be remunerated in line with their job responsibilities, expertise and qualifications. According to the respondents, the policy is not acceptable because it reduces the remuneration of senior managers.

#### **11.10. Perceived positive developments in the implementation of the Upper Limits Policy for senior managers in local government**

The respondents were requested to answer the question with a yes or no and to provide a motivation for their answers. The majority of respondents (6) which represents 86% responded negative on whether the introduction of the Upper Limits Policy is a positive development in the local government sector, while one (1) participant responded positively. The respondents indicated the negative impact on recruitment, retention and the loss of experienced senior managers in the local government sector as the main reasons for the negative response. Above that, one respondent indicated that the Upper Limits Policy for the remuneration of senior managers in local government is taking away local government autonomy and powers for determining attractive salaries for senior managers.

#### **11.11. Upper Limits Policy for remuneration of senior managers as a remedy for lack remuneration uniformity in South African local government**

All respondents 100% indicated that remuneration uniformity will not be achieved through the introduction of the Upper Limits Policy for the remuneration of senior managers in local government. According to the respondents, senior managers need to be remunerated based on skills, knowledge and experience and that each and every senior manager needs to be remunerated accordingly. Furthermore, remuneration uniformity cannot be achieved because remuneration is determined based on affordability of the municipality. Uniformity is best suited for municipalities that have the same functions and are equal in size.

#### **11.12. Additional information on the Upper Limits Policy for the remuneration of senior managers in local government**

Municipalities in the Limpopo Province are struggling to fill vacant senior positions because of the introduction of the Upper Limits Policy for the remuneration of senior managers in local government. The respondents further stated that the reason municipalities fail to fill vacant senior

managers' position is the lack of qualified candidates due to low salary scales prescribed by the Upper Limits Policy. There is therefore a need to review the Upper Limits Policy to categorize and link various skills to salaries and incentives for senior managers.

## 12. Conclusion and Recommendations

The presented data indicates that the Upper Limits Policy for the remuneration of senior managers in local government is perceived negatively and it is not accepted by all the senior managers of Polokwane. The Policy is perceived to be proposing lower salaries for senior managers than what senior managers need to earn and have a negative effect on retention and recruitment of senior managers. The introduction of the Upper Limits Policy was not regarded as a major development in the remuneration of the senior managers by senior managers of Polokwane Municipality and the implications of the policy was not properly considered. The introduction of the Upper Limits Policy was not treated as an important development by the senior managers of Polokwane Municipality. Based on the research findings, the purpose of the Upper Limits Policy was not clearly communicated to senior managers of Polokwane Municipality. As a result, the policy was perceived negatively and it was not welcomed. The policy was associated with low remuneration of senior managers and the anticipated problems of senior management recruitment, retention, loss of skills and experience by Polokwane Municipality based on the data presented, the followings serve as recommendations:

- Any introduction of a new policy will bring about changes on the status quo of how things are done. It is important for any new policy to be formally introduced and its purpose and aim to be clearly communicated especially to the people who are going to be affected by it.
- According to the Gazette 37500 Government Notice 225 (Republic of South Africa, 2014), the main aim of the Policy is to retain and motivate performing and skilled workforce by offering satisfactory remuneration packages. The Polokwane Municipality needs to inform the senior managers that in situations where the policy has stipulated or proposed lower remuneration, a waiver process that must be approved by the Member of the Limpopo Executive Committee and the Minister responsible for Local Government, can be utilized to make sure that the remuneration of a senior manager is in line with the skills, qualifications and experience.
- Currently there is no available information on how the Upper Limits Policy will impact the recruitment and retention of senior managers at Polokwane Municipality. The municipality needs to consider a research study that will focus on the impact of the implementation of the Upper Limits Policy after five (5) years of the Policy being implemented. This study may assist the Municipality in understanding whether the Policy is positively or negatively affecting the recruitment and retention of senior managers.

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