MUNICIPAL EMPLOYEES' PERCEPTIONS OF FAIRNESS IN HUMAN RESOURCES MANAGEMENT PRACTICES AND CITIZENSHIP BEHAVIOUR: SOUTH AFRICAN CASE STUDY.

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The South African government's promise to deliver quality services has raised citizens' service delivery expectations.Unfortunatelyservice delivery has seen much criticism evidenced by ongoing protests that have been attributed to alleged failure by municipalities to meet citizens' service delivery expectations.

Services are rendered by municipalities through people. People management is thus crucial and needs to be conducted in a fair and just manner.The manner in which people are managed in municipalities could have either positive or negative impact on the quality of services rendered. For instance,municipal employees' service behaviour could be linked to their perceptions of HRM practices'fairness. Unfortunately, the political nature of municipal environment could be a fertile ground for appointments of people based on political affiliation as a reward for political patronage rather than on merit. This is likely to undermine fair and just HRM practices and could invoke employee displeasure.

The point is that when employees perceive unfairness in HRM practices, it would lead to negative employee citizenship behaviour (ECB). ECB,which may be defined as behaviour that: goes beyond thebasic requirements of the job is to a large extentdiscretionary; and is of immense benefit to organisations. The assumption is that low levels of fairness within organisations link directly or indirectly with poor or non-delivery of services to customers. It will therefore be prudentfor organisations to create a fair and just HRM environment that fosters ECB.

This paper seeks to investigate the relationship between municipal employees' perceptions of fairness of HRM practices and their citizenship behaviour.

Quantitative research methods were employed to collect and analyse data. Data was collected from selected managerial and non-managerial municipal employees within selected municipalities. The results reveal that ECB is positively related to perception of fairness/justness of municipal HRM practices at the .05 and .01 levels of significance.

Therefore, it is concluded that fair HRM practices of municipalities promotes OCB in municipal employees.

Keywords- organisational Justice, HRM practices, service delivery, ECB.