



**AN ASSESSMENT OF PRACTICES USED IN THE RECRUITMENT AND
SELECTION PROCESSES OF ACADEMIC STAFF AT THE UNIVERSITY
KWAZULU-NATAL**

**COLLEGE OF LAW AND MANAGEMENT STUDIES
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DECLARATION

I, **Nomagugu Favourite Mkhize** (9805182), declare that:

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- ii. This dissertation has not been submitted for any degree or examination at any other tertiary institution.
- iii. This dissertation does not contain other persons' data, tables, figures and any other information, unless specifically acknowledged as being sources from other persons.
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ABSTRACT

Recruitment and selection processes are human resource management functions that have critical influence on the performance of organisations in terms of realising set ultimate goals. The purpose of the study was to investigate recruitment and selection practices used at the University of KwaZulu-Natal focusing on the existing recruitment and selection methods, challenges faced, and strategies to address the challenges. A case study research design and quantitative research methodology were used. The target population for this study were all human resource staff in the College of Law and Management Studies. Probability sampling in particular census sampling was used to select all respondents. The sample size for this study was 92. Data was collected using questionnaires and analysed using SPSS version 21.1. The findings show that the university has a recruitment and selection policy. The regularly used recruitment and selection methods are; newspaper advert, internal recruitment, human resource office/labour office, employee referrals, radio advertisement and internet recruitment in this order. The findings show that the recruitment and selection practices have influence on the majority of the academics' performance. Challenges to effective recruitment and selection practices include: poor human resource planning, ineffective job analysis, low competency levels on the part of academic staff, cost of recruitment and selection of academics, and poor working conditions of academics. It is therefore recommended that before the university commence recruitment and selection processes, all job profiles should reflect the actual requirements of all jobs.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

One of the factors that influence performance in organisation in terms of moving towards realising strategic objectives is the manner recruitment and selection of employees is done by the human resource management team (Adnan, Sherif, Zaid and Peter, 2007). This aim of the study is to identify recruitment and selection practices for academic staff at the University of KwaZulu-Natal (UKZN) in South Africa. The study specifically discusses with the recruitment and selection practices put in by at UKZN, identifies challenges encountered and makes some conclusion and recommendations based on the study findings. This chapter presents the background and introduction to the study and the research problem. This is followed by research questions, research objectives, aim of the study, the justification and importance of the study, and a brief introduction to the research methodology. The last section of the chapter deals with definitions of terms, outline of the chapters, and summary of the chapter.

1.2 BACKGROUND TO THE STUDY

Recruitment of employees within an organisation is a critical human resource function. It involves attracting, screening, and selecting rightfully qualified and experienced individuals to fill a specific job profile (Mondy, 2010). Thus, the process of recruitment is important in ensuring effective employee performance and achieving organisational goals. Critical to the recruitment process is that candidates are physically and intellectually competent to contribute towards achieving organisational goals as poor judgement in recruiting can be costly to the organisation (Bratton and Gold, 2007).

There are various challenges organisations are faced with when embarking on recruitment employees. One such challenge is the cost of recruiting employees to the organisation. According to Odiorne (2014), the costs of recruiting employees accrue from initial stages of selection to training. Despite this, the future of organisations lies in the ability of human resources to innovatively bring in service orientation among all employees in an organisation. In addition, Keshav (2013) states that effective human resource management should be

grounded in good teamwork, on-going cooperation and consultation among line and human resource managers.

The Human Resource Division of the University of KwaZulu-Natal is not spared from the challenges of recruiting employees. The mission of the University is to be a high quality educational and research institution by providing leadership that assures efficient and effective management of its human resource. The Human Resource Division, in collaboration with the University Management, aims to recruit and retain highly qualified employees that work towards achieving the University's goals. Nevertheless, the University's recruitment and selection practices are not known. This study is therefore designed to fill this gap.

1.3 RESEARCH PROBLEM

For an economy to grow and develop, it has to be connected with the education sector. This connection can be either direct or indirect. In South Africa, many education institutions especially institutions of higher learning want to employ the best human resource so that they can direct the group efforts into first-rate performances, increase the rate of productivity, job satisfaction and meet education institutions customers' expectations as far as quality, cost, time and safety are concerned. However, there is little evidence in the South African education institutions and the sector as whole to show how academics are recruited and selected. The processes of how academics are recruited and selected is a common concern in many institutions of higher learning and needs urgent attention (Beardwell and Claydon, 2007). In addition, it has been found that inadequate on the selection and recruitment of academics' education institutions have influence on education institutions failure or success to achieve their stated objectives and goals. It is therefore unarguable from the existing evidence that unconventional recruitment and selection practices if not well managed can ruin education plans and therefore affect the overall target of education institutions. There is therefore critical need for education institutions management such as the University of KwaZulu-Natal to employ policies or strategies that will help recruit and select the best academics to work towards the realisation of education institutional objectives. This study therefore set out to ascertain the University of KwaZulu-Natal good recruitment and selection practices.

1.5 RESEARCH OBJETIVES

- To understand how the recruitment and selection process of academic staff is carried out at University KwaZulu-Natal.
- To ascertain the influence of recruitment and selection practices on academics' performance at University KwaZulu-Natal.
- To determine the challenges of recruitment and selection practices of academics at University KwaZulu-Natal.
- To ascertain the strategies that can enhance the recruitment and selection practices of academics at University KwaZulu-Natal.

1.4 RESEARCH QUESTIONS

- How is the recruitment and selection process of academic staff carried out at University KwaZulu-Natal?
- What is the influence of recruitment and selection practices on academics' performance at University KwaZulu-Natal?
- What are the challenges of recruitment and selection practices of academics at University KwaZulu-Natal?
- What are the strategies that can enhance the recruitment and selection practices of academics at University KwaZulu-Natal?

1.5 JUSTIFICATION/RATIOANALE

As indicated previously, the University of KwaZulu-Natal recruitment practices in employing academics have never been assessed using quantitative research methodology. As such, this study endeavours to evaluate the practices thereof. By assessing the recruitment practices at the University of KwaZulu-Natal, this study will show the importance of implementing best practice in recruiting academic staff for the purposes of meeting academic needs. Thus, the study will highlight the need for higher learning institutions to adhere to best practice in

recruiting academic staff. In addition, the results of this study will be relevant to other Universities in formulating effective recruitment policies that are aligned to achieving the goals of the institutions, thus influencing South African Universities to operate according to their mission.

1.6 AIM OF THE STUDY

The aim of the study is defined as what the researcher wants to understand about the research problem after the study is completed (Creswell, 2014). The aim of the study was to ascertain and measure practices in the recruitment and selection of academic staff at the University of KwaZulu-Natal.

1.7 PURPOSE OF THE STUDY

The study explored the practices in the recruitment and selection of academic staff at the University of KwaZulu-Natal. In particular, the study investigated the planning of the recruitment and selection practices to get good academics, the challenges faced in the recruitment and selection of academics and the strategies that can be employed to address the challenges.

1.8 BRIEF INTRODUCTION TO THE RESEARCH METHODOLOGY

This study was informed by the Carless (2013) best practice in the recruitment and selection process used to predict best candidates for a job using different methods. This study adopted a case study approach. According to Creswell (2009), a case study approach enables a research to focus on a particular issue rather than generalising the research problem. Thus, it allows the researcher to dig deeper into the issue to bring out the nuances under study (Babbie, 2008), thereby simplifying the research problem. This study used quantitative research methodology. Quantitative research methods reduce data into statistics to understanding the research problem (Mirriam, 2008). The study was conducted at the University of KwaZulu Natal located in the city of Durban in KwaZulu Natal province, South Africa. Specifically, the College of Law and Management Studies took part in the study. The target population for this study were all human resource staff in the College of Law and Management Studies. This study used census sampling where all respondents were selected based on the researcher's intention of the study. The sample for this study selected included; the College human resource Director, and human resource officers in the College. The

sample size for this study is 92. Data was collected using questionnaires. Data was analysed using SPSS version 21.3.

1.9 LIMITATIONS OF THE STUDY

This study only included the College of Law and Management at the University of KwaZulu-Natal at Westville Campus. This is necessitated by time constraints. Besides, human resource officers in the College were included in the study but the sample was credible to allow the study to generate credible findings.

1.10 DEFINITION OF TERMS

- **Recruitment:** Burrows (2007) postulates that recruitment is an organisation's responsibility and process of trying to find and allure candidates who are qualified and able to fill the job vacancies (see also Castro, 2008). The purpose of recruitment is to encourage people to apply for the vacancies advertised. Cohon, Khurana Reeves (2005) said that recruitment is a set of processes and activities that enable organisations to attract huge numbers of candidates at a given time and place from which organisations select candidates they think are suitable for the job. Cole (2008) explained recruitment as a process of identifying and attracting people with the needed skills and knowledge to apply for existing positions or future job positions. Recruitment makes potential candidates aware that certain job vacancies exist in an organisation (Jovanovich, 2004; Branine, 2008). The Chartered Institute of Personnel and Development (CIPD) (2009) stated that recruitment is a process of attracting a qualified pool of candidates so as to select the best candidate among them. Foot and Hook (2006) understands recruitment as a process that involves making people aware, interested and apply for a job and the process only stops when the candidate has been received in the organisations. Deducing from the understandings of recruitment presented above, recruitment deals with the process of advertising existing vacant positions in organisations so as to attract people that meet the job requirements to apply for the jobs. Thus, recruitment can be explained as a specialised field in human resource management practices and utilises techniques that can help organisations to identify the pool of skilled, knowledgeable and quality applicants.

- **Selection:** Mondy (2009) understands selection as a process of choosing the required number of candidates from a given pool because they are suitable for the position advertised in the organisation. Sims (2012) and Storey (2005) understand selection as a process organisations use to select the suitable candidate. These scholars argue that the selection process is pre-determined selection criteria that includes job profiling, job description, job specifications, and ends after recruitment process that has been effectively carried out (Sims, 2014; Storey, 2005). The main thing intended to be realised in the selection process to have a candidate with abilities, knowledge, skills and experience that is in agreement with job requirements in a law and legal manner (Zoppo, 2010). This entails that the selection human resource panel should have the competence needed to attract the suitable pool of candidates and selection panel to critically assess candidates and select a competent candidate.
- **Practices:** this explains that there are ways of operating or critical factors that need to be taken into consideration when dealing with recruitment and selection (Armstrong, 2006).
- **Planning the recruitment and selection process:** is putting in place standard procedures such as flow charts to be followed to enable employers to recruit the right people for the right job (Zoppo, 2010).
- **Job analysis:** is a practice “of identify the important characteristics of each job so that the evaluation can be carried out. The practice helps to identify, define, and weigh the compensable factors, that is, all those shared characteristics of jobs that provide a basis for judging job value” (Amos, Ristow and Ristow, 2004:11).
- **Advertising:** is making known to the public vacant positions on both electronic print and media to access a larger pool of applicants. Advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. The objectives of an advertisement should be to attract attention, create and maintain interest, and stimulate action” (Armstrong, 2006:12).
- **Short-listing:** is also known as “screening, the first step after the recruitment process is completed and applications received. In this step, all the applications received by

the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. Caution, selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing” (Nel et al., 2009:11).

- **Reference checking:** Mathis and Jackson (2006:23) said that “advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Although most referees are reluctant to respond to certain questions reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants”.
- **Performance:** is an assessment on whether people perform their jobs well. Nel et al (2009:1) states that “performance is an important criterion for organisational outcomes and success”.

1.11 DISSERTATION OUTLINE

- **Chapter one:** which is the general introduction of study, presents discussions on the research project and the importance of the research. It then justifies the need for the research by providing a research question, aim, objective, scope and a brief research methodology adopted.
- **Chapter two:** deals with a critical literature review of recruitment and selection processes.
- **Chapter three:** gives the overall view of research methodology including the knowledge acquisition phases, research design, methodology, study site, population, sampling methods, method of data collection instruments and analysis.

- **Chapter four:** presents data, analysis and discussion of the results obtained from questionnaires.
- **Chapter five:** provides conclusions and recommendations based on the key findings of the research.

1.12 CONCLUSION

This study investigated practices in the recruitment and selection of academic staff at the University of KwaZulu-Natal. This chapter presents an overview of the study by covering the background to the study, research problem, aim of the study, purpose of the study, and research objective and research questions. The chapter also presents the brief methodology to be used in the study, the limitations of the study, definition of terms, chapter organization of the dissertation and summary. The following chapter covers literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The recruitment and selection process also known as recruitment and staffing are practices that belong to value added human resource processes (Jackson et al., 2009). The main goal of the recruitment and selection is help organisations find the best recruitment sources, hiring the best talents from the job market and keeping the organisation competitive on the job market. This chapter provides a review of literature on employee recruitment and selection in organisations from a Human Resource Management perspective. It also presents the conceptual framework of this study.

2.2 THE CONCEPT OF RECRUITMENT AND SELECTION

Human resource strategies are developed to aid in achieving organisational strategic objectives and plans (Jackson et al. 2009). This is achieved through recruiting and selecting competent human resources that implement strategic objectives. Recruitment and selection of competent human resources can be achieved guided by an organisation's recruitment strategy. Nevertheless, resource availability and environmental dynamics are important determinants of the recruitment strategy options available to an organisation (Windolf, 2016). In addition, labour market dynamics such as the influence an organisation exerts has a significant influence on an organisation's human resource management strategy. It is therefore important for an organisation to keep abreast with labour market relationship with probable applicants so that it can project a consistent image that attracts desired calibre of candidates. As such, organisations have become proactive in creating models, which specify attributes desired in applicants as well as techniques for identifying suitable candidates (Bratton and Gold, 2009).

Important to recruitment and selection is the strategy employed to attract and choose competent candidates for human resource pool within an organisation. The number of applications lodged determines the quality of an organisation's recruitment process. On the other hand, the quality of applicants attracted determine effectiveness of the selection process (Odiorne, 2014). Thus, recruitment has a knock-on effect on the rest of the phases and activities in an organisation. Robertson (2013) reiterates that an effective recruitment process

yields precise and effective selection process. This results in less labour turnover and high employee morale and performance (Odiorne, 2014). Further, an effective recruitment strategy should specify the recruitment process in terms of recruitment period, message to be communicated to applicants, calibre of recruitment applicants and sources of recruitment applicants (Boxall, Purcell and Wright, 2012). When used in this study, effectiveness will refer to policy implementation in relation to policy design. Thus, effectiveness reveals how an organisation implements its policies.

An organisation's recruitment strategy can be centred on the levels of applicant competence sought after. For instance, entry-level jobs require little experience or low-level skills. For such jobs, an organisation can decide to recruit graduates from high school, colleges or universities, who usually have unclear vision of their career path. This group of recruits can act as a resource pool for in-house human resource recruitment through development (Boxall, Purcell and Wright, 2012). The second strategy is the middle level recruitment that is done internally. This group includes administrative, technical and junior executive staff. Senior executives, highly skilled and scarce-skills candidates externally source the top-level recruitment characterised. The given recruitment strategies are usually used by most organisations and HRM's task is to synchronise applicant's offerings to the job needs (Montgomery, 2006).

2.3 DEFINITIONS OF RECRUITMENT

Various researchers have contributed towards development of human resource management literature. These researchers have contributed significantly on various branches of human resource management but more so on recruitment and selection. This section presents some of the definitions of recruitment presented in literature.

Gold (2007) defines recruitment as a process of creating a collection of all employment applicants to an organisation. The process starts with advertising existing vacancies in an organisation, which is targeted at suitable sources of applicants (El-Kot and Leat, 2008). Thus, the organisation draws suitable candidates through advertising and after applications are received, they are assessed to identify the most suitable applicants. Recruitment is daunting since organisations are concerned with the costs of recruitment inefficiencies and as

such, HRM endeavours to recruit at a minimum cost without compromising quality (Armstrong, 2006).

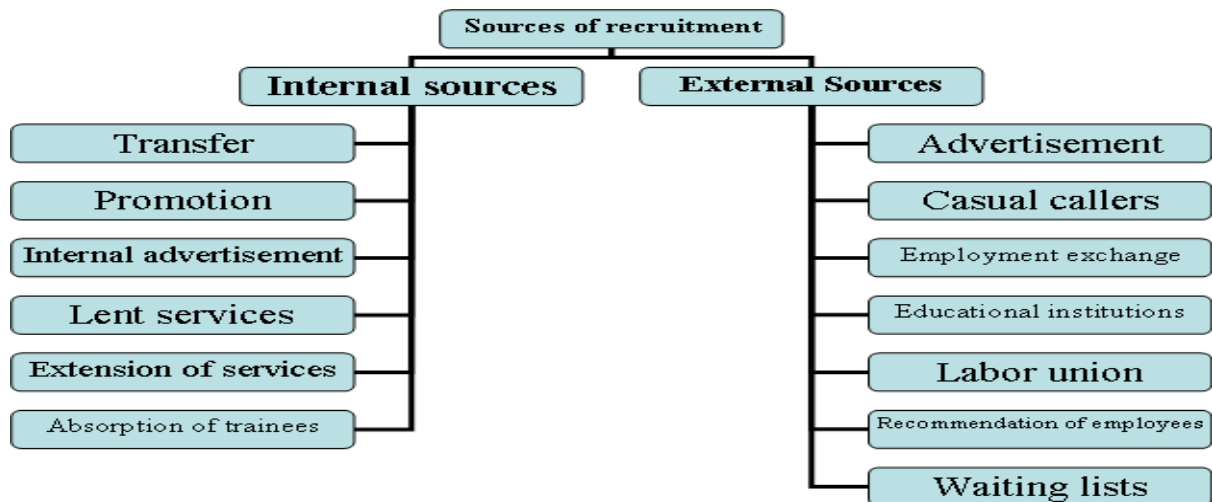
Huselid (2005) views recruitment as an attempt at effectively drawing applicants competent enough to fill in the job vacancies within an organisation. On the other hand, Castello (2006) views recruitment as a process of legally obtaining applicants with stake in an organisation, and, whose skills and qualifications meet the needs of the organisation. Furthermore, the Chartered Institute of Personnel Management of Nigeria (CIPM) (2007) defines recruitment as an opportunity for an organisation to draw and pinpoint suitably qualified candidates to fill current and imminent jobs within the organisation.

Recruitment endeavours to attract highly competent applicants from which only the most competent are selected (Jovanovic, 2004). Quinn (2013) states that recruitment is a process of enticing and attracting candidates, which should result in lodging applications to an organisation. From the recruitment definitions given so far, it is evident that recruitment begins with attracting suitable candidates to apply for vacant or imminent positions within an organisation. As a discipline, recruitment is a very specialized field in human resource management as it involves techniques for effectively identifying and creating a pool of skilled and qualified applicants (Boxall, Purcell and Wright, 2007).

2.4 SOURCES OF RECRUITMENT

Full-cycle recruiting is a term used by human resource management, which refers to the recruitment process from start to finish as shown in Figure 1. Recruiting starts with identifying suitable candidates whose qualifications and skills match the minimum requirements of the advertised job.

Figure 1: Sources of recruitment



Source: Prashant (2009)

Over the years, sourcing has transformed from traditional sources due to growing use of the internet. Currently, organisations can choose from a variety of sources of job candidates. Despite that, there are many sources of recruiting; they are generally grouped as internal or external sources. Internal recruitment can entail promoting employees, making transfers from one department to another, which can be done through internal transfers, job posting or job bidding. An organisation can also look for candidates from sources outside the organisation through external agencies, job portals or advertising. External sources include e-recruitment, employee referrals, labour office employment agencies, education and training establishments (Prashant, 2009). The sources of recruitment are discussed next.

2.4.1 Internal Sources of recruitment

When filling up vacancies in an organisation, it is critical to first consider the internal pool of candidates that includes all employed candidates. Internal source of candidates promotes development and growth within an organisation and is a good way of using the organisation's human resource base. Armstrong (2010) who stresses the importance of conducting internal recruitment before considering external sources supports this. Nevertheless, this may not be possible for organisations whose recruitment policies promote equal opportunities without favour of internal applicants. Internal sources of applicants are discussed below.

Promotions elevate existing employees in an organisation to a higher and more rewarding position with more responsibilities. Organisations recruit internally for promotions by identifying employees with suitable skills and knowledge to fill up existing vacancies. This practice is beneficial to the organisation's success as it motivates employees to perform highly because promotion is viewed as a reward for good performance (Sherman, Bohlander and Snell, 2008).

Transfer is movement of employees from one position or department to another but within a same job profile. Langseth (2015) states that transfers may result from a change in workload that may render some employees redundant or may create a need for more employees. Thus, redundant employees may opt to move to another department or location that has more work for them to do. In this way, employees are recruited internally though no promotion results because the process only involves a change in duties and responsibilities. According to Keshav (2013), transfer is an effective way of recruiting competent candidates while de-staffing overstaffed departments and locations.

Job posting refers to internal advertising of a vacancy requiring only an organisation's employees to apply. Such vacancies are advertised through internal communication channels such as bulletin boards and lists available to all employees (Keshav, 2013). Job posting is a common practice in many organisations globally, which creates an opportunity for all interested employees to apply for job openings. It is a great way of cutting recruitment costs that would otherwise be incurred through external sources (Keshav, 2013).

When new staff are employed, an organisation can provide a clear growth path for each job highlighting the needed skills and qualifications to progress in the organisation. By so doing, employees have options to develop themselves in order to progress in the organisation. This is referred to as job bidding. Job bidding is an effective way of recruiting if employees have foreknowledge of the career development strategy within the organisation they work for (Mathis and Jackson, 2006).

As stated previously, internal recruitment can be beneficial to an organisation. Some of the major benefits are highlighted below.

Labour turnover: internal recruitment minimises employee turnover that also reduces recruitment costs. Focusing on internal recruitment can be a great employee retention strategy by reassigning performing employees. Thus, rather than losing redundant employees, the organisation can reassign valuable employees to more demanding positions (Sunderland and Canwell, 2008).

Performance: recruiting internally is cost effective to an organisation since all applicants' abilities and performance profiles are available within the organisation. This makes it easy for recruiters to assess suitability based on the organisation's employee appraisals. Nevertheless, this is only possible if the organisation has a clear performance appraisal and good record keeping system (Keshav, 2013).

Time value: internal recruitment is also cost effective in terms of time. Recruiting internally minimises recruitment turnaround because applicants are streamlined and their skills, qualifications and performance levels are known in advance. Thus, internal recruitment cuts down on advertising, shortlisting and interviewing costs associated with external recruitments (Keshav, 2013).

Corporate culture: this defines the organisation in terms of vision and mission statement that is implemented through organisational goals and objectives. Corporate culture translates into employee ethics, attitudes and etiquette which external applicants lack despite having experience and skills. In addition, internal applicants would already be familiar with organisation policy and procedures that external applicants would have to be acquainted to (Keshav, 2013).

There are also disadvantages of recruiting internally, one of which is limited choice. The fact that the organisation recruits internally means that there is a limited choice of candidates since external candidates are excluded. The implication is that the organisation may not have the most qualified or competent talent thereby disadvantaging itself (Sunderland and Canwell, 2008). In addition, recruiting internally requires implementation of traditional systems such as form, system, process and procedures, which restrict new talent from joining the organisation (Keshav, 2013). Further, internal recruitment fosters an entitlement attitude amongst employees that resultantly discourages healthy competition and hard work towards promotions (Sunderland and Canwell, 2008).

Another downside of internal recruitment is the cost associated with the vacancies created by one recruitment. When an internal candidate is recruited to another position, a vacancy is created on the previous job that would still have to be filled; this creates additional recruitment costs (Sunderland and Canwell, 2008). When such vacancies are created, the organisation can again resort to internal candidates to fill up the position. However, there may not be sufficiently competent talent within the organisation to fill up the organisation (Keshav, 2013).

2.4.2 External Sources of recruitment

External recruitment seeks to draw applicants external to an organisation to fill up vacancies. This is an important source of skilled and qualified candidates for organisations that publicise their vacancies beyond the organisation. There are various recruitment methods and the decision of which method to adopt is dependent on the types of vacancies to be filled (Prashant, 2009). Thus, assessing the vacancy type would provide an accurate indication of which method is appropriate method that would produce desired results. As highlighted previously, the options available to an organisation to source job candidates externally include advertisement, e-recruitment, employment agencies, labour office, and education and training institutions (Beardwell, 2007; Cober and Brown, 2006). These are discussed next.

- Advertisement is the mostly used recruitment avenue for drawing applicants. An organisation can maximise the reach of its messages and ensure a wider range of applicants by using both electronic and print media (Cappelli, 2011). Critical to advertisements is structuring of messages in ways that are appealing to the target audience and would result in many applications. The message and packaging of advertisement should stimulate and maintain interest about the organisation and the job while highlighting the conditions of employment and minimum requirements. Most important is that advertisements should encourage candidates to take action by lodging applications to the organisation rather than other organisations (Armstrong, 2006). Compared to recruiting internally, external recruitment produces a wider range of applicants despite the costs incurred in the process. Nevertheless, shortlisting applicants from an external recruitment can be cumbersome compared to internal recruitment, which is made easier with the fact

that the applicant performance, skills and qualifications are known to the organisation (Cappelli, 2011).

- E-recruitment refers to internet and intranet tools, which includes organisation websites and job portals where existing vacancies within an organisation are advertised and may prompt candidates to apply on the interface. Such tools can also allow for tracking applications and finally communicating decisions from an organisation. E-recruitment is said to be cost effective compared to advertisement that costs one twentieth more (Cappelli, 2011). In addition, it is easier for an organisation to project an image and set itself apart from competitors (Rotella, 2010). On the downside, it is easy for an organisation to provide information overload in an attempt to sell itself making it hard for candidates to sift through important information. On the other hand, some organisations have failed to synchronise existing systems with the internet (Brake and Lawrence, 2010).
- Some organisations have a referral program as part of a recruitment strategy. Employee referral programs allows an organisation's employees to refer suitable candidates for a vacancy with a prospect of financial reward in form of a bonus once the referred candidate has been hired (Rajarao, 2010). An employee referral program entirely relies on employees' referrals to hire and fill up vacancies which in itself is a cost saving measure in terms of time and actual finances spent on recruiting. In addition, referral recruitment is an effective method of filling up vacancies (Cappelli, 2011).
- Employment agencies, also known as labour brokers, are another method of external recruitment. Employment agencies seek applicants and pre-screen before connecting candidates to the organisation. Employment agencies provide this service at a cost that is borne by either the applicants or the employer. Despite that employment agency face opposition, they are an effective way to recruit externally as they are less costly and time-consuming to the organisation. Nevertheless, it is important that an organisation provide specific information about the job to be filled and about the organisation (Sims, 2012). This is because employment agencies provide various services and their policies and costings differ.

- Labour offices are also an option for external recruitment. They maintain a pool of candidates who are ready to take up tasks within a specified industry. For instance, labour unions can have a pool of construction workers that can be sent to organisations when needed. Nevertheless, organisations that have unions may not freely fill up vacancies though unions can also cooperate with organisations on a staffing program. This is quite common in the construction and printing industries (Keshav, 2013).
- Education and training institutions are traditional sources of entry-level employees. An organisation's recruitment team can opt to visit colleges and universities to attract final year students and graduates to apply for positions in the organisation. This is called graduate or campus recruitment and it is the most cost effective recruitment method. While visiting an education institution, recruitment teams usually make presentations about the organisation and the employment opportunities available. Final students can also be invited to visit the organisation to have a feel off what it is all about (Nel et al., 2009).

As with any recruiting method, external recruitment has its own advantages and disadvantages. Amongst the advantages is having a wide variety of applicants. Sourcing applicants external to the organisation provides an opportunity to find the most competent candidates to fill up vacancies and contribute towards achieving organisational goals (Armstrong, 2010). This is because external recruitment draws many applicants with a wide variety. On the other hand, an organisation can decide to poach talent from competitors as a way of getting an inside view of its competitors as well as getting fully competent employees to fill the organisations' vacancies (Cappelli, 2011).

Further, external recruitment allows an organisation to stay abreast with developments in the industry to give itself a competitive edge against the competition. Within an organisation, externally recruiting keeps existing employees competitive for future job openings and promotions in the organisation. Ultimately, external recruitment provides an organisation with an unlimited supply of candidates and talent across geographical boundaries.

According to Duggan and Croy (2014), external recruitment in an organization has its own disadvantages. One major challenge relates to adjustments that the new and old employees have to make following recruitment. For example, old employees may resist any changes that a new employee introduces at management level that can ultimately affect an organisation's productivity and culture. On the other hand, external recruitment can signify a failure of management to develop and motivate its employees to be able to take up more responsibilities. Unfortunately, external recruitment can also lead to employee turnover because employees have no hope of career advancement in the organisation (Manyonyi, 2011).

2.5 DEFINITION OF SELECTION

Selection is viewed as a process of identifying competent candidates to fill up a vacancy in an organisation (Mondy, 2010). Unlike recruitment that simply attracts candidates to apply to an organisation, selection involves choosing and employing the most competent candidates to fill up a vacancy. It has long been assumed that filling up a vacancy was as easy as simply choosing a candidate amongst applicants and making a job offer. Nevertheless, choosing the right candidate for a job from a large pool of applicants was the focus of organisations (Branine, 2008). Employers have to be careful when selecting candidates as there are usually many incompetent applicants (Nzukuma and Bussin, 2011). This is because the choice of a candidate is critical to organisational operations and outcomes that affect various stakeholders.

Other researchers (Amos et al. 2004 and Mathis and Jackson, 2006) similarly define selection as a process of choosing the most suitable applicants. The selection process is based on predetermined criteria of job specifications, descriptions and profiling and the process commences after completion of recruitment. The aim is to fairly match the applicant's abilities, skills, experience and knowledge to the job requirements. Selection may therefore involve a selection panel to identify their preferred candidates in line with selection criteria (Cappelli, 2011).

2.6 SELECTION PROCESS

As stated previously, the choice of a candidate is critical to organisational operations and outcomes that affect various stakeholders. The selection panel therefore needs to have insight

of the job requirements and the specific set of skills and knowledge required for the job. Some of the resources that can prove helpful in determining the right candidate for a job include Curriculum Vitae, reference checks, tests and applications which highlight the attributes each candidate possesses. This process enables managers to base their decisions on concrete evidence of competence (Tjosvold and Newman, 2013).

2.6.1 Screening

Screening or shortlisting is the first step taken after recruitment has been completed. All applicants are examined against the minimum requirements highlighted in the advertisement. Only applicants meeting the minimum requirements advance to the next phase. It is important that the selection panel do not drop applicants at this stage because of discrimination (Cuming, 2014; Nel et al., 2009). Rather, their decisions should be objectively reached using short-listing criteria that is a product of the job specifications.

2.6.2 Selection tests

Selection tests are conducted in instances where an organisation seeks to fill up multiple vacancies. It can also be conducted when previous work experience or examination results are insufficient to determine an applicant's competence. Various tests can be conducted as part of an assessment centre procedure. When a job requires application of intelligence, job applicants can be subjected to intelligence tests. However, jobs that require a specific level of skills such as computer programming, aptitude tests can be administered (Mullins, 2010). Further, some jobs such as sales and marketing require specific personalities and so, for such job, personality tests can be conducted. Battery tests can also be used when necessary but it is important that the tests are supplied by test agencies or an organisation could develop its own battery test. Important to note is that additional tests to the battery test should not be added without evaluating the value added by the additional tests or assessing their contribution to the success of the prediction (Philipo, 2008). In order to have scientific merit, such tests need to be conducted on a large number of candidates over a reasonably long period. Important to note is that the outcomes of the tests should be compared to other selection results such as interviews or any other results obtained later in the process.

2.6.3 Reference and Background Check

Most advertisements require that applicants provide names and contact details of people who can testify of their skills and knowledge in favour of their application. When such information is requested, organisations use it to make reference checks by verifying the correctness of the information provided by the applicant. Reference checks are critical to deciding whether to appoint a candidate (Mullins, 2010). This is despite that some referees may not be forthcoming in providing the requested information. Besides verifying information, references enable organisations to get a glimpse of referees' perception of the candidate's professional abilities. Thus, the selection panels may ask referees to elaborate on a candidate's creativity and initiative, among other things. Organisations can sometimes provide conditional job offers that would be confirmed upon contacting referees and verification of other information provided in the application (Snell and Bohlander, 2010). Despite that reference checks have been used widely in selecting candidates, there has been a question of its validity and reliability because they generally lack structure and are subjective (Heraty and Morley, 2008).

2.6.4 Interviews

All organisations interview candidates during the selection process. Newell and Tansley (2001) assert that interviews are a widely used tool in the selection process. The selection panel can set up an appointment with the candidate for an interview in order to collect as much information to use in decision-making (Redman and Wilkinson, 2011). The selection panel uses questions whose answers are scored as predetermined by the panel. It is important that interview questions be standardised to avoid ambiguity and to introduce fairness into the process (Gomez-Majia et al., 2014:175). Thus, the applicant with the highest score would be the preferred candidate for appointment (Wilkinson, 2011: 32). Interviews not only allow the selection panel to meet the candidate but it is also an opportunity for the candidate to learn about the organisation.

2.6.5 Physical Examination

Certain organisations require candidates to undertake physical examinations or tests to decide their fitness to practice for the advertised job. Medical examinations or preplacement medical

testing are a common type of physical examination in stances where a job requires candidates to be physical fit (Mathis and Jackson, 2006).

2.6.6 Job Offer

This is the last phase in the selection process. Applicants who have successfully passed all the selection phases are given job offers. A job offer is quite formal and can be made on email or post (Mullins, 2010).

2.7 CHALLENGES OF RECRUITMENT AND SELECTION

Recruitment and selection are critical aspects of a human resource personnel's job description. To the organisation, effective recruitment and selection are fundamental to meeting organisational goals CIPD (2009). As established earlier, successful recruitment is predicated on attracting candidates with suitable skills and knowledge to be able to significantly contribute to the productivity of the organisation (CIPD, 2009).

Nevertheless, recruitment and selection are riddled with various challenges. According to Briggs (2007), organisations may be coerced to resort to informal recruitment sources, and sometimes, may outsource recruitment. Doing so may introduce inefficiencies in the recruitment process due to non-application or improper application of job requirements. On the other hand, Kaplan and Norton (2014) highlight poor human resource planning as a challenge during recruitment and selection. Human resources may fail to design and implement effective recruitment and selection policies and practices for an organisation. Therefore, organisations need extensive recruitment and selection policies that encompass recruitment and selection, assessment criteria, talent audition and processing of labour market information. Such policies are critical to employing competent employees at the right time and cost.

Recruitment and selection process can determine whether a candidate accept the job offer or not and may affect employee retention thereafter (Batt, 2002). Overall, a job appointment affects a manager's ability to perform and deliver on services required by customers. Thus, human resource personnel's competence has a bearing on recruitment and selection.

Recruitment and selection is only effective with a highly competent HRM team (Kaplan and Norton, 2014).

Effective job analysis, recruitment, and selection yield competent employees. Incompetent employees underperform as they lack the skills and knowledge to execute their duties while overqualified employees may lack the drive to carry on performing their duties. Thus, hiring an employee with less or more qualifications than is needed affects productivity due to underperformance that can result in high employee turnover rate (Batt, 2002). As stated by Armstrong (2006), a complete job analysis is necessary to highlighting job requirements, descriptions and specifications. A job analysis also produces employment conditions, recruitment procedures and sources of applicants. Thus, a job analysis provides outputs and tasks for a specific job, and recommend attributes required in applicants (Pilbeam and Corbridge, 2006).

There are various methods used in the selection process such as interviews and tests. It is up to an organisation to select a set of suitable methods for a job. HRM is mainly responsible for employing but because managers are better positioned to assess the skills and knowledge competence, they should also be involved in the process. For instance, business strategy implementation requires involvement of managers from creating job descriptions to recruitment and selection in order to select candidates that will contribute significantly to business needs. Thus, human resource personnel facilitate the employment process while managers play a leading role (Dess and Jason, 2011).

Human resource management is also riddled with inefficiencies, lack of control and inability to factor in social injustices into the process of employment. Inefficiency and lack of control have always been problems within organisations while social injustice remains a problem to smaller organisations (Burton, 2011). Managers can avoid the problems of inefficiency, lack of control and social injustice by clearly outlining a formal recruitment and selection framework that also highlights inappropriate discrimination. In order to identify a suitable candidate to fill up a position, it is advisable to create a guide for the selection process since managers cannot be relied on due to subjective judgement (Nzukuma and Bussin, 2011).

As established previously, recruitment may be conducted internally through promotion and transfer of existing personnel or through referrals by an organisation's employees. Internal

recruitment can be achieved by advertising using company newsletters, office memoranda and through electronic and bulletin boards. The downside of internal recruitment is that it may not produce the required number and competence level of applicants (Fowler, 2010). A more traditional approach to recruiting is by use of education institutions where final year students or graduates are recruited. Thus, when using external recruitment, an organisation can advertise through radio or television, newspapers, employee referrals, employment agencies, door-to-door, professional associates, career fairs, talent hunt, job proofing, initial job offer and labour office (Cober and Brown, 2006).

2.8 IMPACT OF RECRUITMENT AND SELECTION PRACTICE ON PERFORMANCE

For any business, performance is crucial regardless of the size of the organisation or its geographical location. This is more-so in light of increasing competition that is a result of liberalised economies and globalisation. At an individual level, performance is important and has given rise to employee motivational strategies such as appraisals (Armstrong and Barron, 1998). Performance can be viewed as an accomplishment resulting from an individual's effort (Hellriegel et al., 2019). On the other hand, it is seen as a function of ability and motivation (Hayward, 2015). Environmental factors affect an individual's ability and motivation.

Human resource management's competence and performance has an impact on an organisation's profitability (Qureshi and Ramay, 2016). Therefore, improving efficiency of human resources management can significantly improve an organisation's profitability. In terms of filling up vacancies, an efficient human resource management team can produce the best fit between employment candidates (Zhuand and Dowling, 2012) and the organisation by using predefined criteria used during recruitment and selection. Various studies demonstrate the value of using structured processes in the recruitment and selection process. For instance, Terpstra and Rozell (2013) highlight that extensive recruiting; selection test validation and formal selection have a positive impact on an organisation's profits. Syed and Jama (2012) also show that effective staffing process has a positive impact on organisational performance while Koch and McGrath (2006 as cited in Asiedu-Appiah et al., 2013) show that complex recruitment and selection processes increase productivity in an organisation.

Recruitment and selection ensure that the most competent applicants fill up vacancies in an organisation (Foot and Hook, 2016). This can mean that an organisation can have an idea about a candidate's performance and retention through the recruitment and selection process. Once employed, individuals need to continuously participate in development and should be appraised consistently so that they update their skills and competencies according to existing trends. The organisation can benefit from employee development and appraisal through increased performance resulting in positive organisational growth (Cober and Brown, 2006).

Poor recruitment and selection practices can have various negative effects on the organization as highlighted next. Employing inadequately qualified individuals can be costly to the organisation as there can be need to train and develop those employees. In addition, it may take some time before inadequately qualified employees reach their optimum performance levels (Casson, 2008). In terms of management, inadequately qualified employees may need a lot of supervision time. On the other hand, underperforming employees can dampen work morale resulting in poor performance of other employees. Cost-wise, the organisation can incur unnecessary costs because of employing inadequately qualified individuals. Ultimately, employing inadequately qualified individuals gives rise to poor performance and service delivery to customers. Important to organisational growth is sustaining good performance through development and support of human resource. Thus, performance should be synchronised to the structure of an organisation since it is related to effective human resource management (Armstrong, 2009).

2.9 IMPROVING THE EFFECTIVENESS OF RECRUITMENT AND SELECTION

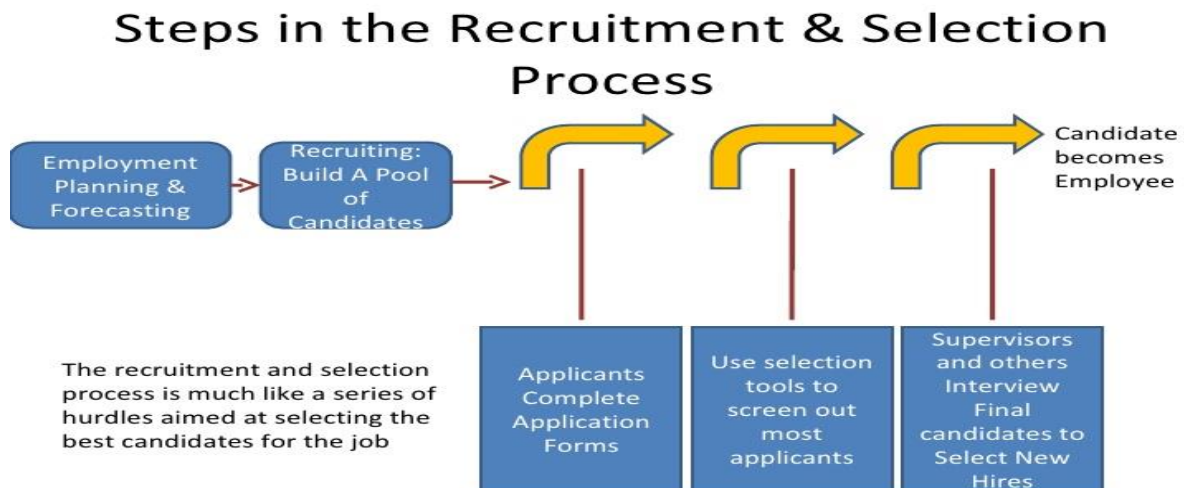
An organisation's recruitment strategy harmonises specific job requirements to individual applicant attributes. Job requirements can specifically state the need for commitment and ability to work well in a team. Townley (2009) provides examples where deliberate recruitment and selection policies were implemented which utilised aptitude and personality tests, and detailed pre-screening device that allowed for systematic assessment and analysis of candidate attributes. Subsequently, candidates were subjected to aptitudes and ability tests. Such rigorous recruitment and selection processes are important for human resource management and should be designed to take account of all required competences and behavioural attributes in applicants. Despite that, assessment centres are effective as

determinants of success in a job; they cannot be used in complicated jobs but in simpler tasks such as graduate recruitment or in training programmes (Ballantyne, 2009).

2.9.1 Staff Recruitment and Selecting Plan

For a long time, organisations grappled with poor performance that was a result of ineffective recruitment and selection process caused by a lack of standard recruitment and section procedures. As such, the flow chart presented in Figure 2 was developed to provide a standard procedure for recruiting competent candidates. It is now used to effectively recruit suitable candidate to fill up a vacancy.

Figure 2: Flow chart for staff recruitment and selection plan



Source: Richardson 2012

As discussed in this chapter, recruitment finds competent candidates for filling up organisation's job openings. The chart presented reinforces the idea that competent employees produce organisation success (Richardson, 2012). The chart is in two part: first is the recruitment process and methods; and, second, the selection process and methods.

Figure 3: Staff Recruitment and Selection Plan



Source: Richardson (2012)

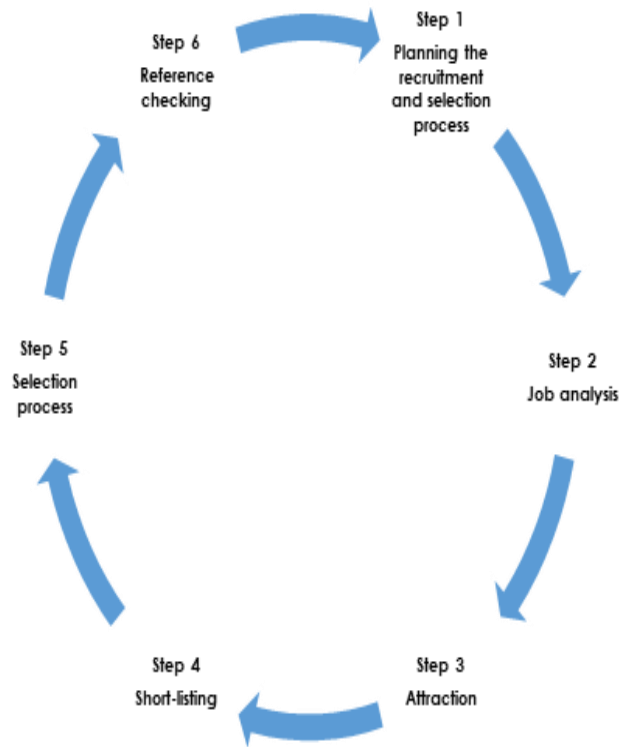
The recruitment process, (shown in Figure 2 above), is the first process, followed by the selection process in recruitment and selection.

The Staff Recruitment and Selection Plan is based on an assumption that employing highly competent candidates is important to organisational growth. The Plan is composed of the recruitment process and methods, and, selection process and methods.

2.10 CONCEPTUAL FRAMEWORK

This study will be informed by the Carless (2013) best practice in the recruitment and selection process used to predict best a candidate for a job using different methods. Figure 4 below illustrates Carless' (2013) stages of the recruitment and selection process informing this study.

Figure 4: Stages of the recruitment and selection process



Source: Carless (2013:20)

The Carless model (2013:20) of best practices in the recruitment and selection of employees explains that the process should start with “planning the recruitment and selection process, followed by job analysis, attraction, short-listing, selection process that includes interviewing and additional assessment, and reference checking”. The process aims to ensure that all necessary steps are given due consideration and occur in a timely and efficient manner to support an effective yet speedy selection process.

2.11 CONCLUSION

This chapter presented and discussed the theory of recruitment and selection. It is evident from the discussions that there is extensive research that has been conducted on recruitment and selection processes in organisations. Various definitions of recruitment were discussed and the sources of recruitment identified. Further, the chapter explored the selection process of competent candidates possessing the required abilities, skills and behaviours. Various challenges that organisations face during recruitment and selection were identified as well as the impact of recruitment and selection practices on performance. The chapter also discussed

the effect of improving effectiveness of recruitment and selection. Evident from the chapter is that recruitment and selection drives an organisation's growth and as such, it is important that organisational strategies, missions and objectives inform recruitment and selection processes. This ensures that competent candidates are selected and retained. Thus, HRM's competences are evident from the calibre of employees an organisation has.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is a systematic and critical way of conducting research. This chapter presents the research methodology to be used to conduct this study. The chapter starts by presenting the research design, methodology, study site, target population, sampling method, and representative sample for the study. The chapter also presents measures for validity and reliability, data collection instruments, data analysis techniques, and summary for the chapter.

3.2 RESEARCH DESIGN

This study followed a case study research design. A case study research design is a research approach that allows a researcher to focus on one particular issue in an organisation or entity thus avoid the generalization of the research problem being investigated (Creswell, 2009). The design allows a researcher to dig deeper into the phenomenon and bring out the nuance of what is being studied (Yin, 2009). This makes it easy to understand the research problem under study. Creswell (2009) explained that a case study is effective when exploring a current real-life situation and sets the foundation for research apply their findings and extend the existing way of doing things. Yin (2009) understands a research design as a comprehensive empirical inquiry plan on a contemporary phenomenon within an everyday context. The design is used “when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence may be used” (Yin, 2014:23). Researchers have continued to apply the case study research design with success in well-planned studies focusing on real-life issues, situations, events, and problems. This is because researchers find a case study research design practical in bringing out information that can help to understand a complex problem or issue and contributes new idea to the existing body of knowledge. The research design also allows for the employment of different research methods in one study hence allowing the study to generated rich and comprehensive data to understand a research problem (Creswell, 2009). The case design is appropriate for this study because it will allow the researcher to focus on one issue and hospital, and generate multifaceted data using different data collection methods so as to have a comprehensive understand of the recruitment and selection practices at the University of KwaZulu-Natal.

3.3 RESEARCH APPROACHES

This study used a quantitative research methodology to explore recruitment and selection practices at the University of KwaZulu-Natal. The method is mainly used to quantify a phenomenon being studied by collecting numerical data or data that can easily be transformed into statistics that can help understand a research problem. Creswell (2009) explained that quantitative methodology is used to quantify or measure opinions, attitudes, behaviours, and any defined constructs. Quantitative research methodology uses measurable data to uncover patterns and formulate research facts (Guba, Hunter and Brewer, 2008). This study used quantitative research methodology to measure the recruitment and selection practices at the University of KwaZulu-Natal. Quantitative research methodology was also employed because it allows data to be collected using structured research instruments. This study used a structured questionnaire to collect data. Quantitative research methodology allows research results to be generated from a large sample size that is representative of the whole population under study. This study generated a representative sample. Quantitative research methodology has highly reliability. For this reason, the researcher used this methodology to facilitate the replication of the approach in future research. The researcher had to use quantitative research methodology because it is effective in generating objective answers that this study sought. Quantitative research methodology was used for a reason that it makes all facets of the study to be meticulously designed prior to data collection. Since a phenomenon under study is complicated, quantitative research methodology helped to provide instruments that helped to carefully study leadership competencies. The methodology will also enable the researcher to quantify respondents' attitudes, views, and behaviours towards recruitment and selection practices at the University of KwaZulu-Natal. Quantitative research methodology was used so that data is presented using tables, figures, charts, and other non-textual forms. The quantitative research methodology was used to enable the researcher to conduct a structured study and generate results generalized to the large population. Results generated in the study may be used to predict future results on recruitment and selection practices in South African Universities.

3.4 STUDY SITE

A study site is defined as place where a study is conducted in or from (Mutinta, 2017). This study was conducted at the University of KwaZulu-Natal. The university has five campuses

in the province of KwaZulu-Natal in South Africa. It was formed in 2004 after the merger between the University of Natal and the University of Durban-Westville. The university is geographically divided into five distinct campuses, which partially correspond to its managerial and academic divisions. Two campuses (Edgewood and the Medical School) house specific academic divisions (education and medicine respectively), but the remainder of the university's academic divisions span Howard College, Pietermaritzburg and Westville. This study was conducted at Westville Campus.

3.5 TARGET POPULATION

The target population is a specific population a researcher is interested in making as part of the study (Bruan and Clarke, 2006). Maxwell (2012:11) defines the target population as a “group of individuals or objects to which researchers generate a sample and are interested in generalizing the conclusions”. Mutinta (2016) said that in many cases target populations also known as theoretical population have varying parameters or characteristics. According to Giggs (2014), researchers should try to ensure that target populations’ characteristics corresponds to entire population. The target population for this study were all human resource officers in the College of Law and Management Studies chosen for convenience purposes as the researcher is registered in the College of Law and Management Studies.

3.6 SAMPLING STRATEGIES

According to Creswell (2009), sampling is as a process of selecting a small portion of the population to represent the entire. To select respondents for this study, census sampling was used. Census sampling is the selection of every subject or everything or every unit in the population. It is also known as a complete conscription that implies that it is a complete study of everyone. This technique allows the researcher to select all respondents based on his or her knowledge of a population and the purpose of the study. The researcher selects all respondents as they are needed to give him or her information to understand the phenomenon under investigation. All human resource officers in the College under study were selected based on their critical role in recruitment and selection of academics. There are 92 human resource officers, therefore all 92 were selected to participate in the study

3.7 SAMPLE

A sample is defined as a subset of the entire population selected to participate in the study (Mirriam, 2008). In quantitative research, a sample is understood as a subset or portion of a population generated to represent the entire population. When conducting research, it is sometimes unfeasible to study every subject or every unit of a given population because the number of people or units is too large or infinite to be managed. The sample for this study included all human resource officers at the College under study.

3.8 SAMPLE SIZE

A sample size is defined as the total number of units or people selected to participate in a study. Lincoln and Denzin (2012) define a sample size as the entire number of individuals or pieces from which data is collected in a study. The sample size is an important aspect of any study as it helps to make inferences about a population under study. The sample size for this study is ninety-two (92) selected from 92 human resource officers in College of Law and Management Studies at Westville Campus.

3.9 DATA COLLECTION INSTRUMENTS

Creswell (2009) defines data collection as a process of gathering information on the research questions or variables to understand the research problem under study. This is done using established and systematic methods that then enable the researcher generate data that answers the main research questions.

3.9.1 Questionnaires

This study used questionnaires to collect data. A questionnaire is a data collection research tool that has a series of questions and other prompts in order to gather information from respondents (Cohen and Crabtree, 2006). Questionnaires were used because they are easy to analyse, and are familiar to managers and supervisors to be studied. Questionnaires were also used to allow the researcher to study a large population in an affordable way and are easy to administer. Questionnaires had two sections: the first dealt with respondents' socio-economic data; and the second dealt with the recruitment and selection variables. Ninety-two questionnaires were distributed, and the study achieved 100.0 per cent response rate. The questionnaire both closed and open ended questions to collect data that is focused and allow

respondents share their views. The researcher distributed the questionnaire and had to wait for the respondents to complete the questionnaire. This enable the researcher achieve hundred per cent response rate.

3.10 DATA QUALITY CONTROL

In order to have a credible study it is important to put in place several data quality control measures that include validity and reliability (Braun and Clarke, 2006). This quantitative study adhered to these two principles and procedures to ensure that the findings are credible in measuring the phenomenon under study.

3.10.1 Validity

Validity is the extent to which a research concept or construct is accurately measured (Yin, 2009). The researcher used content validity to ensure that the questionnaire adequately covers all the content that it should with respect to the leadership competencies. Using content validity, the researcher ensured that the study covers all constructs the questionnaire is designed to measure. This was done by ensuring that all constructs in the theory informing this study receive greater coverage. The researcher employed face validity by asking subject experts' opinion on whether the questionnaire measures the concepts of recruitment and selection practices.

3.10.2 Reliability

Reliability is understood as the consistency of a measure (Creswell, 2014). To ensure that the questionnaire consistently measures what it is intended to measure, recruitment and selection practices, a pilot study was conducted with two supervisors and two managers at two different times to ascertain if the same responses will be given each time the questionnaire is completed and to help to refine the questionnaire. In other words, inter-rater/observer reliability and test-retest reliability was used to achieve consistency in questionnaire.

3.11 DATA ANALYSIS

Data analysis is defined as the organization and interpretation of the data gathered in a study (Creswell, 2009). This being a quantitative study, SPSS version 23.1 was used to quickly and easily analyse data using descriptive and inferential statistics (Braun and Clarke, 2006).

3.11.1 Descriptive statistics

Data was analysed to help the study to describe and present data in a meaningful way by presenting patterns that might emanate from the data. No conclusions will be made beyond the data to be analysed. Descriptive statistics technique was used describe data. Maxwell (2012) argues that descriptive statistics enables researchers to present data in a more meaningful way that makes it easy to interpret the data, which is one of the reasons the technique was chosen. The technique also helped to measure central tendency. This central position is realised using statistics such as median, mode, and mean. Descriptive statistics were used to measure the spread of data using range, quartiles, variance and standard deviation. In short:

- Descriptive statistics including means and standard deviations were applicable; frequencies are represented in tables or graphs.

3.12 ETHICAL CONSIDERATIONS

The University of KwaZulu-Natal Ethics Committee was approached to provide ethical clearance and recruitment and selection practices for academic staff at the Registrar's Office provided the gatekeeper's letter. The researcher obtained consent from the respondents after explaining to them in detail what the study was all about. In addition, confidentiality, privacy and anonymity of the respondents were upheld in order to avoid compromising respondents' rights.

3.13 SUMMARY

This chapter presents the systematic plan to be used to conduct this study. The chapter presents the research design, methodology, study site, target population, sampling method, and sample for the study. The chapter also presents measures for validity and reliability, data

collection instruments, data analysis techniques, and summary for the chapter. The following chapter cover data presentation, analysis, and discussion.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

This chapter presents data, analysis and discussion on the findings obtained in this study. This chapter deals with: review of the research questions underpinning the study, research process, reliability statistics, biographical data, work experience of respondents, recruitment and selection practices, recruitment and selection methods in relation to performance, challenges in the recruitment and selection process, strategies to address the challenges, and the summary to the chapter.

4.2 RESEARCH OBJECTIVES

- How is the recruitment and selection process of academic staff carried out at University KwaZulu-Natal?
- What is the influence of recruitment and selection practices on academics' performance at University KwaZulu-Natal?
- What are the challenges of recruitment and selection practices of academics at University KwaZulu-Natal?
- What are the strategies that can enhance the recruitment and selection practices of academics at University KwaZulu-Natal?

4.3 RESEARCH PROCESS FOLLOWED

Ethical clearance was obtained from the University of KwaZulu-Natal Ethics Committee, a gatekeeper's letter from the Registrar Office, and the consent from the respondents. Respondents' rights were upheld including confidentiality, privacy, and anonymity. The questionnaire had two sections: the first dealt with respondents' socio-economic data; and the second dealt with the recruitment and selection variables. Ninety-two questionnaires were distributed, and the study achieved 100.0 per cent response rate. The study was able to achieve 100.0 per cent response rate because of the measures put up in place in data

collection. The researcher made appointments with respondents and waited until the questionnaire was completed and took back the questionnaire.

4.4 STUDY RELIABILITY

The two most important aspects of precision are reliability and validity. Reliability is computed by taking several measurements on the same subjects. A reliability coefficient higher than 0.70 was realised. The data collected from the responses was analysed with SPSS version 21.3. The results are presented using the descriptive statistics in the form of graphs, cross tabulations and other figures. The reliability scores for all but one section exceeds the recommended Cronbach's alpha. This indicates a degree of acceptable, consistent scoring for these sections of the research.

4.6 BIOGRAPHICAL DATA

This section summarises the biographical characteristics of the respondents.

4.6.1 Gender

Table 1: Gender responses

Gender	Count	Per cent
Male	29	68.5 per cent
Female	63	31.5 per cent
	92	100.0 per cent

Table 1 above shows that out of the sample of 92 respondents, 28 (46.7 per cent) were males and 64 (53.3 per cent) were females.

This means that there was an inadequate representation between males and females in the study. This finding is in agreement with Storey (2005) who said that human resource is a predominantly female professional area in the majority of organisations.

4.6.2 Age

Table 2: Age

Age	Count	Per cent
21-30	4	4.3 per cent
31-40	38	41.3 per cent
41-50	50	54.4 per cent
	92	100.0 per cent

Table 2 above shows that a little less than half of the respondents were older than 40 years (45.8 per cent), with similar levels observed in the middle age groups and 4.2% comprising respondents less than 30 years old.

The findings suggest that the study involved older employees than younger employees.

4.6.3 Marital Status

The results indicate that the majority of the respondents 69 (75 per cent) were married and 23(25 per cent) were single. This finding does not come a surprise because the majority of the people in this study are aged 41 and above years old therefore like to be married.

4.6.4 Work Experience

Table 3: Work experience

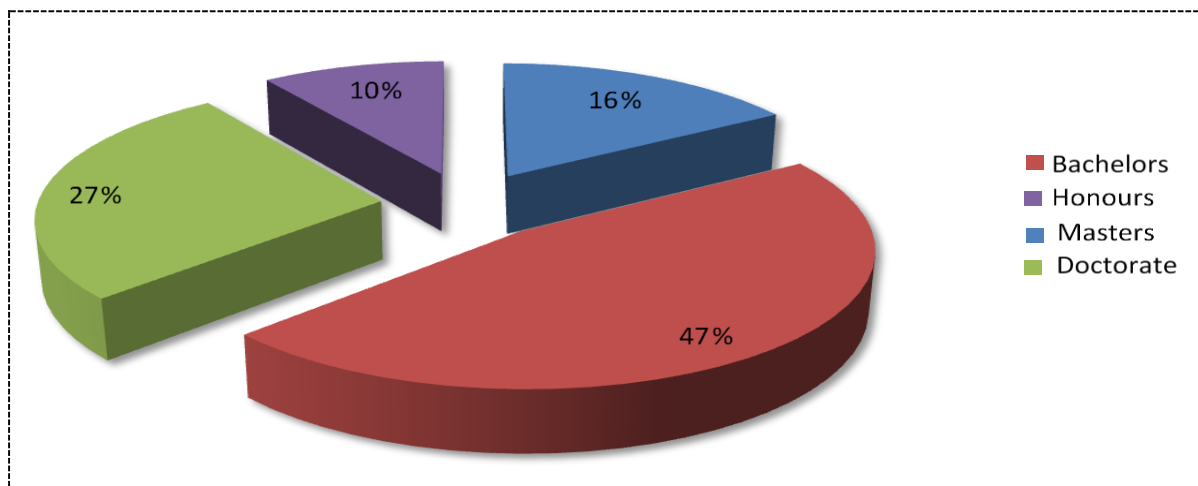
Number of Years	Frequency	Per cent
Starting from 0 to 1 year	0	0.00 per cent
Starting from 1 to 5 years	21	22.80 per cent
Starting from 6 to 10 years	45	48.90 per cent
Starting from 11 to 15 years	17	18.50 per cent

More than 15 years	9	9.80 per cent
Total	92	100.00 per cent

Sixty-two per cent (62.0 per cent) of the respondents had more than 6 years of work experience. The findings indicate that no respondent had work experience less than a year. This finding suggests that views presented are from employees with rich expertise about the phenomenon under study.

4.6.5 Qualifications Levels

Figure 5: Professional Qualification



Findings show that 47.0 per cent of the respondents had first degrees, 27.0 per cent had honours degrees, 16.0 per cent had masters' degrees, and 10.0 per cent had doctorates. The findings show that on average respondents were of high level of professionalism. For this reason, information collected was important to realisation of the research objectives for this study.

4.7 THE RECRUITMENT AND SELECTION POLICY AT THE UNIVERSITY OF KWAZULU-NATAL

The objective of the study was to understand if the university has a policy for recruitment and selection of academic staff. The findings show that 86.0 per cent of the respondents reported that the university had a recruitment and selection policy. A few respondents (14.0 per cent)

reported that there was no formal policy employed in the recruitment and selection process of academic staff. The findings indicate that the university has a recruitment and selection policy for academic staff. The finding is supported by Crispin (2010) who argued that organisations need recruitment and selection policies to ensure transparent and fair hiring processes as this can help human resource officers to select the right candidate on the basis of merit and relevance with the job. The finding suggests that the university seem to be aware that recruiting and selecting right people is important for the continuation of the success of the university. In agreement, El-Kot and Leat (2008) said that having a recruitment and selection process ensures transparency in the hiring process, paves the way for merit-based job offers, and provides consistency by having an effective recruitment and selection process. This finding is also supported by Costello (2006) who stated that recruitment and selection policies lend credibility to organisations by showing that organisations are credible enough for applying, and helps human resource officers to write appropriate job descriptions. In agreement, Casson (2008) alleges that appropriate job descriptions are an integral part of the whole recruitment and selection process as it clearly describes the different primary and secondary roles and responsibilities to be performed along with the core competencies for a particular role.

4.8 RECRUITMENT AND SELECTION METHODS

The research objective was to ascertain if the university has recruitment and selection methods. In the order of ranking the methods the university uses are presented below, however only six are discussed in this study.

Table 4: Recruitment and Selection methods

Recruitment and Selection Strategies	Relative Index of Importance (RII)	Responses	Index (Per cent)	Grade
Newspaper advertisement	0.79	92	79.1	1st
Internal recruitment	0.79	92	78.5	2nd
Human Resource office	0.72	92	71.7	3rd
Employee referrals	0.69	92	69.3	4th
Radio advertisement	0.64	92	64.1	5th
Internet recruitment	0.61	92	61.1	6th
Recruitment from school	0.61	92	61.4	7th
Initial job offers	0.71	92	70.7	8th

Television advertisement	0.52	92	52.5	9 th
Job fairs	0.49	92	49.5	10 th
Job proofing	0.47	92	46.7	11 th
Professional association	0.44	92	44.3	12 th
Telephone	0.43	92	42.9	13 th
Employment agents	0.40	92	40.5	14 th
Talent hunting	0.33	92	33.4	15 th
Door to door	0.29	92	29.2	16 th

The study indicates that newspapers are the mostly frequently used recruitment and selection process with the relative index of importance 0.79. This finding is supported by Sheila, Rioux and Paul (2009)'s view that newspapers advertisements are the best traditional media approach employers use to allure and recruit employees especially in public institutions and open jobs. Some studies argue that a job advertisement in newspapers in many situations are able to get wide attention in the labour market. In many organisations, placing a job advertisement is one of the first stages of the recruitment and selection criteria. Wickens and Hollands (2009) found that newspaper recruiting allows organisations to target a specific geographic location, allows for flexibility in the size and placement of the advertisement, has an advantage of user access as job advertisements can be read virtually anytime and anyplace making it highly convenient for users. Ballantyne (2009) takes the debate further by arguing that newspaper job advertisement can be effective in candidate segmentation therefore able to target needed potential employees. This is the reason Biles, George, Holmberg and Steven (2010) stated that, in many circumstances a recruitment and selection process that does not involve the advertising of the existing jobs using newspapers cannot satisfy the objectives of the recruitment and selection process.

4.8.2 Internal recruitment

The study found that internal recruitment has relative index importance of 0.76 making method the second used method of selection and recruitment at the university under study. In agreement to the finding above, Beardwell and Clayton (2007) said that one important and main reason outsourcing is becoming a prominent core element of organisations is that organisations have realised the benefits of using in-house expertise to run its primary functions. Adnan et al (2007) argues that the media should only be informed about job vacancies after the internal media and processes have failed to yield expected results. A study by Bulla and Scott (2014) states that internal recruitments unlike external recruitment allow

organisations to observe employees over a given period of time and then assess specific job performance and their potential. Burak et al (2008) added their voice when he said that organisations that fill job vacancies by employing its own employees are likely to motivate employees to work hard, promote employees' work morale, cut down costs and encourage healthy competition.

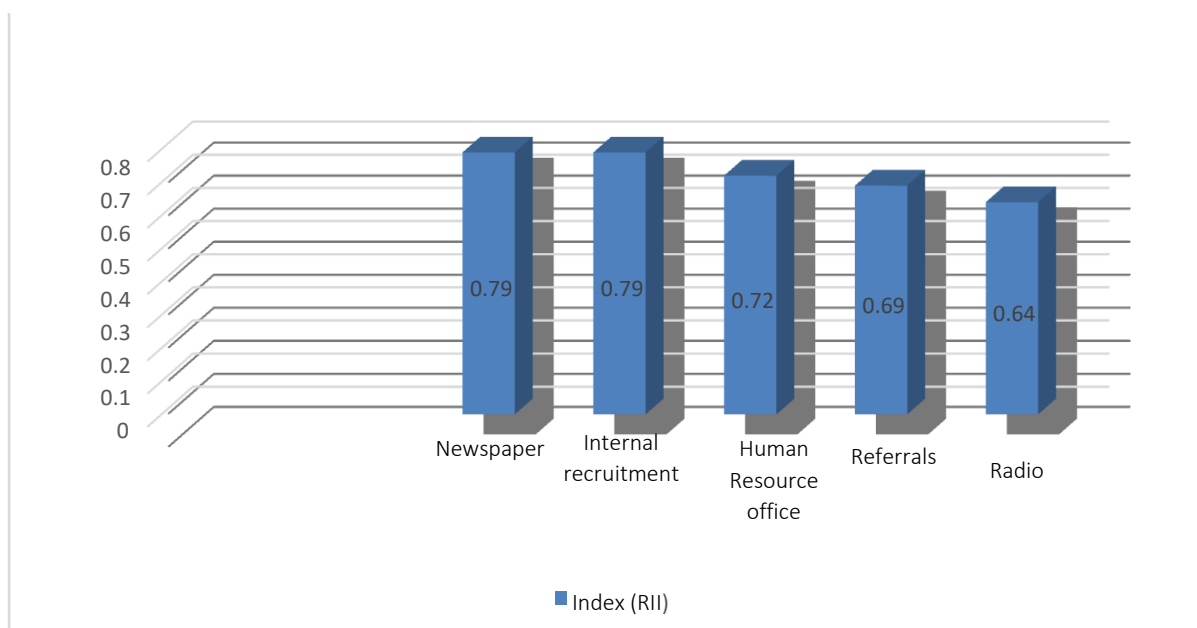
4.8.3 Human Resource office

The findings indicate that the third recruitment and selection practice the university uses is the human resource office (RII=0.72). The finding is supported by Wickens and Hollands (2009) who found that in the public sector, in particular government institutions there are statutory bodies such as human resource offices and labour offices play an important role in the recruitment and selection of employees to ensure that job vacancies are filled. It is important for the university to utilise the human resource office and labour offices because most of the employees get employed through these offices (Fowler, 2010).

4.8.4 Employee referral

The fourth recruitment and selection practice as presented in figure 6 below the university applies is the employee referral method (RII=0.69).

Figure 6: Relative index of importance



This finding ties well with Fowler (2011)'s argument that employee referral method is mostly used in employee sourcing where employees in the organisation inform their relations and peers of the job vacancies that are available. In support of the finding, Gomez-Mejia, Balkin and Cardy (2004) argues that employee referral is one of the highly used method of recruitment and selection because referrals of existing jobs made by employees in the organisation cost less however very effective technique in the recruitment and selection of employees (Compton, Morrissey and Nankervis, 2009). In the same vein, studies show that getting a referral is a cheaper and faster way to hire, and largely generated a better hire and lowers the employee turnover rate.

4.8.5 Radio advert

The findings show that the university uses radio advertisement (ranked fifth as shown in figure 6 above) as a recruitment and selection methods (RII=0.64). This finding is supported by Hornberger (2008) who argues that radio advertisements have almost equal advantage as that of newspaper advertisements but pricy when compared to the print media advertisements. Huselid (2005) in agreement stated that though radio advertisements can be very effective in employee recruitment and selection, they sometimes fail reach the needed employees to fill job vacancies because of coverage and type of listenership of the radios used. However, several scholars (Mullins, 2010; Nzukuma and Bussin, 2011; Odiorne, 2014) argue that radio remains a strong job advertising medium with continued growth in advertising revenue. Peters and Waterman (2012) argue that radio offers people a choice of local, regional and national coverage. In addition, the availability of radio on mobile devices such as smart phones with Internet connectivity gives advertisers access to a new mobile audience, as well as the traditional audience at home, at work or in cars (Rotella, 2000)

4.8.6 Internet recruitment

The study found that the internet is sixth method employed by the university to recruit and select employees (RII=0.61). This may be attributed to Rotella (2000)'s finding that the internet is one way for employers to display companies' images and advantages over competitors. Thus, the Internet recruitment and selection method is

becoming a popular solution to the education industry's labour. In agreement, Hornberger (2008) said that "the increased turnaround, minimal recruiting cost, and favourable candidate demographics make the Internet a potential solution to the labour shortage." Some of the benefits studies point out include immediate feedback resulting in a faster hiring cycle and reduced cost per hire, and convenient accessibility for both the recruiting organisations and job seekers. Scholars predict that the Internet will become more popular as a recruiting and selection method in the future. The researcher also feels that the Internet recruitment and selection does not only cut down cost but provides adequate information to applicants that can easily and regularly updated. In support of this view, Sherman, Bohlander and Snell (2008) said that the Internet has been recognised as a low-cost advertising method that enables real time transactions.

4.9 THE INFLUENCE OF RECRUITMENT AND SELECTION PRACTICES ON EMPLOYEES PERFORMANCE

The research objective was to determine the influence of recruitment and selection practices on academics' performance. The findings show that 63.0 per cent of the respondents reported that the recruitment and selection practices have effects on their performance. Twenty-nine (29.0 per cent) reported that the recruitment and selection practice has no effects on their performance, while 8.0 per cent revealed that they were not aware whether recruitment and selection practices had an effect on their performance. Deducing from the findings presented above, it is reasonable to argue that recruitment and selection practices at the University of KwaZulu-Natal affect employees' performance. This finding is supported by Ahadzie (2007) who argued that integrated recruitment and selection practices can help organisations to improve their performance. In agreement to the finding above, Austin (2002) said that when organisations implement successful recruitment and selection practices they are able to recruit people with qualities needed in the organisation. This in return, promotes the envisioned organisational culture that has positive influence on the performance of employees.

4.10 CHALLENGES OF RECRUITMENT AND SELECTION PRACTICES

The research objective was to ascertain the challenges of recruitment and selection practices. The findings indicate that ineffective job analysis (RII of 0.84) is the first ranking challenge

faced by the University of KwaZulu-Natal in the recruitment and selection process followed by competency levels on the part of employees (RII=0.80), cost of recruitment and selection of employees (RII=0.79), and poor employer and employee relationships (RII=0.77). The findings presented above are in agreement with Bingley, Paul and Neils (2014)'s finding that the top seven challenges to the recruitment and selection practice include job analysis understood as a practice of identifying and generating in details the rules and responsibilities of a particular job and ascertaining the importance of the roles and responsibilities. Bratton and Gold (2009) further found that competency levels of the employees is the second challenge in the recruitment and selection process because employees fail to meet the expectations of their employers. Business Wire (2010) cautions that it is important for organisations to recruit high quality employees as this is important for the success of organisations. In the same vein, Cober and Brown (2006) found that the third top challenge in the recruitment and selection process is organisations' poor efforts to manage relationship between employers and employees. He added that, when organisations have poor or no employee relationship programme to provide consistent and fair treatment to all employees, this makes it hard for employees to be committed to their work and be loyal to the organisation. In short, the findings presented in this are supported by literature.

4.11 FACTORS THAT CAN HELP TO IMPROVE RECRUITMENT AND SELECTION PRACTICES

The research objective was to determine factors that can help to improve recruitment and selection practices at the University of KwaZulu-Natal.

4.11.1 Advertising job vacancies publicly

The study found that 36.0 per cent of the respondents reported that advertising job vacancies publicly was one way of improving recruitment and selection practices. This finding is in agreement with Crispin (2010)'s finding that all applicants should be given an equal chance of being selected and treated fairly. In the same vein, Fowler, Garety and Kuipers (2005) said that all biases and favouritism should be eliminated from the system so that all applicants have a fair chance of being recruited and selected. In agreement, the Institute of Personnel and Development (2008) said that advertisement should be widely disseminated so that many people are aware of the job vacancies and be given an equal chance to be recruited and selected.

4.11.2 Competence of employees

Other respondents (29.0%) reported that in order to improve recruitment and selection practices, competency should be used as the basis for recruiting and selecting employees. This finding is supported by Mondy (2010), who explained that successful recruitment and selection practices are those that recruit and select employees based on their skills or attributes that employees need in order to carry out their specific jobs in the most effective way. In support of the finding, Pilbeam and Corbridge (2006), said that recruitment and selection practices should consider the intellectual, interpersonal, leadership, organisational, self- management, among other basic foundation competencies.

4.11.3 Job analysis

The study also found that 20.0% of the respondents said that having proper job analysis can help to improve recruitment and selection practices at the University of KwaZulu-Natal. This is in accord with Sherman, Bohlander and Snell (2008)'s argument that good recruitment and selections practices are those that provide more information about jobs as a way of optimising jobs. Therefore, information collected about the job should be complete and carried out by trained human resource officers. Sutherland and Canwell (2008) state that the duties and responsibilities of the job advertised should be clearly determined, as well as the nature of the job, qualifications, skills and knowledge needed for employees to carry out particular jobs. Arnolodo (2005), in agreement takes the debate further that job analysis is critical because it is the basis for understanding tasks and how they are to be carried out, basis for the effective human resource training programmes, basis for putting in place performance assessment standards of employees and basis for pay system.

4.11.4 Job description

Fifteen (15.0%) of the respondents reported that job description is one important factor that can lead to successful recruitment and selection practices. This finding is supported by Costello (2006), who found that recruitments and selection practices to be successful they should ensure that they generate written statements explaining the roles and responsibilities of the potential employees together with conditions of services and other aspects. El-Kot and Leat (2008) alleges that advertisements should have job descriptions to point out clearly the

duties and working conditions. Keshav (2013) said that many employees are not comfortable to take up jobs that have no proper job descriptions because they do not know their functions.

4.12 SUMMARY

The study found that 80.0% of the respondents reported that the university had recruitment and selection policy. The most used recruitment and selection techniques include newspaper advertisements, internal recruitment, human resource office/labour office, employee referrals, radio advertisement and internet recruitment. Recruitment and selection practices have influence on the majority of the academics' performance. Challenges to effective recruitment and selection practices include: poor human resource planning, ineffective job analysis, low competency levels on the part of academic staff, cost of recruitment and selection of academics, and poor working conditions of academics. The following discusses the conclusion and recommendations based on the key findings.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter deals with the conclusions and recommendations emanating from the key findings in line with the specific research objectives the study set out to achieve. The chapter also presents recommendations on policy implementation and future research

5.2 RESEARCH OBJECTIVES

- To understand the recruitment and selection process of academic staff used at University KwaZulu-Natal.
- To ascertain the influence of the recruitment and selection practices on academics' performance at University KwaZulu-Natal.
- To ascertain the challenges experienced in the recruitment and selection practices of academics at University KwaZulu-Natal.
- To determine the strategies that can be put in place to enhance the recruitment and selection practices of academics at University KwaZulu-Natal.

5.3 FORMAL POLICY ON RECRUITMENT AND SELECTION

The findings show that the university has a formal policy for the recruitment and selection of academic staff. The majority of the respondents (80.0%) confirmed that there is a formal policy used. The finding is supported by Keshav (2013) who said that organisations should have recruitment and selection policies because policies help to have job descriptions that meet business needs, to ensure that candidates are assessed against using a consistent criteria and ensure that the recruitment process is lawful. Mondy (2010), said that formal policy for the recruitment and selection influence candidates to have genuine confidence in the job offered to them, and the process can be easily followed by all those with interest in the recruitment and selection practices. The findings also show 14.0% of respondent were not aware of the formal policy used in the recruitment and selection of workers.

5.4 RECRUITMENT AND SELECTION METHOD USED BY THE UNIVERSITY

The study found that there were sixteen different methods used in recruitment and selection of employees. From the methods used, six were reported as the most frequently used in the recruitment selection process. The first is newspaper advertisements, internal recruitment, employee referrals, radio advertisement, human resource office, and internet recruitment in this order. In agreement, Mullins (2009) found that external and internal recruitments are good methods as they help to bring new ideas and talent to organisations and make the recruitment and selection processes quick and easier.

5.5 CHALLENGES THE UNIVERSITY FACES IN THE RECRUITMENT AND SECTION OF EMPLOYEES

The study found several challenges that affect the recruitment and selection of academic employees as outlined below in their order of prominence.

- **Ineffective job analysis:** the finding implies that the university may have poor process used to gather information about responsibilities, duties, needed skills, and work environment of particular jobs. This may be caused lack of data needed to put together clear job descriptions understood to be the frequent result of the job analysis.

- **Competency level on the part of employees:** the study suggests that employees seem not to have skills, attributes, traits, and knowledge that employees need to carry out their jobs most effectively. The finding suggest that the university has challenges in hiring people with specific academic competencies in addition to hiring academics with basic academic foundational competencies. This may imply that the university is not adequate effort to teach employees on specific competencies directly related to the academic staff's job descriptions. In particular, the university may not be critically assessing applicants' intellectual competencies to determine they know how to perform the functions of the job they are seeking. The competence assessed should include academic knowledge, background and expertise. However, this alone cannot be effective as competence should include interpersonal competencies – by employing academics with skills needed to get along with employees; organisational competencies – by employing academics with the ability to effectively organise and

manage work; leadership competencies – by employing academics with skills needed to lead others; and self-management - by employing academics able to direct themselves toward the accomplishment of academic goals and assignments.

- **Cost of recruitment and selection:** the university has challenges with the costs of hiring employees. The cost of hiring is much more than just the cost of placing advertisements in the media. Therefore, the challenges that the university are costs associated with each aspect of the recruitment and selection processes in addition to the costs associated with the time taken to recruit and select employees.
- **Employer and employer relationship:** the university seem to have challenges with starting relationships with new employees. The university and employees seem not to work in close quarters to necessarily develop relationships. Thus, it is logical to argue that the university and employees' relationships are not properly managed in spite of being vital to the university's success. This is because strong relationships have potential to lead to employee happiness, satisfaction and increased productivity. This finding show that the university may not be reaping the university and employees' relationship benefits. This may be attributed to failure to keep the dynamics of employer-employee relationship in mind as it has a bearing on relation basics, mutual reliance, boundaries, and above all relationship building.
- **Poor conditions of service:** the study suggest that conditions of service for standard academic staff seem to be poor. The university seem not to be prioritising the need to ensure that the working conditions for academic staff are safe and conducive to creativity, productivity, and efficiency. Issues of equipment such as office desks, chairs, computers, telephones, and the issue of lightening should as well be addressed.

5.6 RECRUITMENT AND SELECTION METHODS AND THEIR INFLUENCE OF EMPLOYEE PERFORMANCE

The study found that the majority of the respondents 63.0 per cent reported that recruitment and selection practices used by the university gave them impetus to improve their performance. This finding is supported by Odiorne (2014) who found that organisations with effective recruitment and selection processes heighten the morale of the employees, reduce turn over, improve organisational performance and promote employee loyalty.

5.7 RECOMMENDATIONS

Deducing from the main findings presented in this study, the following recommendations are made to inform the recruitment and selection practices and policy;

- The findings show that the university has recruitment and selection policy. There is however a need to engage all human resource officers and inform them on the existence of the recruitment and selection policy through seminars, talks, workshops and handouts. This can help to ensure that employees are aware of the policy to recruit and select employees in an unbiased manner.
- There is need for the university to ensure that even the recruitment of employees for part-time and smaller positions, the recruitment and selection policy is applied to have a wider awareness and usage of the policy, and prevent accusations of biasness in the recruitment and selections processes.
- The university should ensure that before any type of recruitment and selection method is used, a detailed job analysis should be conducted as a way of describing, specifying and evaluating the job. By employing the job analysis technique, the university will be able to clearly outline the duties and responsibilities of each employer, which will help employees to have a better understanding of their job and role in the university. Job analysis will allow the university to state the knowledge and skills that employees need to have to hold certain positions. This can also help to come with an effective employee compensation strategy.
- Since the university also uses internal recruitment methods, it is important that job vacancies are communicated to all departments and units of the university, intranet, newsletter, notice boards and through team meetings, and communicate even to those on leave to avoid perceptions that there is a person already ear-marked for the job therefore the recruitment and selection processes are for formally purposes.
- The university has challenges with the regards to recruitment and selection costs. There is need for the university to ensure that the recruitment and selection processes

are organised and carried out with the help of modern applicant tracking software. This can help the university to quickly have critical data to inform the decision-making to create the most effective hiring process for the university.

5.8 RECOMMENDATION FOR THE FUTURE STUDIES

- There is need to conduct a study that could include the entire university population; support staff, academics and human resource personnel on their perceptions of the recruitment and selection practices.
- There is a need to conduct a study that would employ mixed research methods to have a better understanding of the research problem than either of each on its own. This is because there is still need to gain breadth and depth of the recruitment and selection practices used at the university.
- The study can be replicated at the provincial and national level so to establish the different recruitment and selection practices employed by South African Universities.

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APPENDIX 1

QUESTIONNAIRE

RESEARCH TOPIC

ASSESSING PRACTICES USED IN THE RECRUITMENT AND SELECTION
PROCESSES OF ACADEMIC STAFF AT THE UNIVERSITY KWAZULU-
NATAL

Write or tick (✓) the appropriate response to each of the question

Questionnaire for Construction Firms (Employer) Part I: Personal Data

1. Gender	?	Male []	Female []
2. Age of respondent (in years):			
3. Current position:			
4. How long have you been working at the university?			
a. less than 1 year []			
b. 1 – 5 years []			
c. 6 – 10 years			
d. 11 – 15 years []			
e. 16 years and above []			
5. Which of the qualifications below do you possess?			
a. Bachelors []			
b. Honours []			
c. Masters []			
d. Doctorate []			
e. Others			

Part II: Recruitment and Selection

8. Do you have any formal policy for the recruitment and selection of employees?

- a. Yes []
- b. No []

9. If yes to above, briefly state the policy:

.....

,,

10. When vacancies occur, are existing employees considered?

- a. Yes []
- b. No []

11. Are job vacancies made open to the public?

- a. Yes []
- b. No []

12. Which of these employee recruitment and selection processes identified in the study does your firm often use? using 1 to 5 scales,

*1=Not frequently used 2=Average used 3=Neither 4=Frequently used
 5=Most frequently used.*

S/No	Recruitment and selection method	Ranking				
		1	2	3	4	5
1.	Internet recruitment					
2.	Radio advert					
3.	TV advert					
4.	Newspaper advert					
5.	Professional association(s)					
6.	Employment agents					
7.	Employee referrals					

8.	Door to door					
9.	Telephone					
10.	Recruitment from school					
11.	Job fairs					
12.	Talent hunting					
13.	Job proofing					
14.	In-house (internal recruitment)					
15.	Initial job offers					
16.	Labour office					
<p>13. Has the recruitment and selection practice of your university affected your performance?</p> <p>a. Yes []</p> <p>b. No []</p> <p>c. Other []</p>						

14. The under listed are some identified challenges construction firms encounter in the recruitment and selection practices. Rank them using 1 to 5 scales,

1= Strongly disagree, 2 =Disagree, 3=Neither, 4=Agree, 5=Strongly agree

S/No	Recruitment and selection method	Ranking				
		1	2	3	4	5
1.	Poor human relations planning					
2.	Competency level on the part of employee					
3.	Lack of experience of employer					
4.	Ineffective job analysis					
5.	Ineffective selection methods					
6.	Involvement of agents					
7.	Lack of awareness on the part of employees					
8.	Cost of recruitment and selection of employees					

9.	Low confidence level on the part of the employee					
10.	Low educational level of construction workers					
11.	Leadership					
12.	Lack of clear definition of job vacancy					
13.	Employer employee relationship					
14.	Inadequate information on the available vacancy.					
15.	Lack of human relations department					
16.	Poor working condition of workers					
17.	Location of available job.					

15. Please suggest initiatives that can improve the current recruitment and selection procedure used by your firm; aimed at retaining recruited workers?

- a.
- ...
- b.
- c.
- d.
- e.

APPENDIX 2

ETHICAL CLEARANCE



08 February 2018

Ms Nomagugu Favourite Mkhize (9805182)
School of Management, IT & Governance
Westville Campus

Dear Ms Mkhize,

Protocol reference number: HSS/2263/017M

Project title: An assessment of practices used in the Recruitment and Selection processes of academic staff at the University of Kwazulu-Natal.

Approval Notification – Expedited Application

In response to your application received on 06 December 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Professor: Shenuka Singh (Chair)

/ms

Cc Supervisor: Professor Maxwell Phiri
Cc Academic Leader Research: Professor Isabel Martins
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)

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Website: www.ukzn.ac.za



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APPENDIX 3

CONSENT FORM

Title of research project:

An assessment of practices used in the Recruitment and Selection processes of academic staff at the University KwaZulu-Natal

Name and Position of Researcher:

Nomagugu Favourite Mkhize, Postgraduate student, School of Management, Information Technology and Governance, University of Kwa Zulu Natal.

CONSENT FORM

Mrs Mariette Snyman
Humanities and Social Science Ethics (HSSREC) Research Office,
Govan Mbeki Building, Westville Campus, Private Bag X54001, DURBAN 4000
Tel: 031 260 8350 Snymanm@ukzn.ac.za
Researcher: Nomagugu Favourite Mkhize
Supervisor: Prof Maxwell Phiri

APPENDIX 4

GATEKEEPER'S LETTER



13 September 2017

Ms Nomagugu Favourite Mkhize (SN 9805182)
School of Management, IT and Governance
College of Law and Management Studies
Westville Campus
UKZN
Email: magugum@statsa.gov.za Phirim@ukzn.ac.za

Dear Ms Mkhize

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted for you to conduct research at the University of KwaZulu-Natal (UKZN), provided Ethical clearance has been obtained. We note the title of your research project is:

"An assessment of practices used in the Recruitment and Selection processes of academic staff at the University of KwaZulu-Natal".

It is noted that you will be constituting your sample by conducting interviews with the College of Law and Management staff and Academics on the Westville campus.

Please ensure that the following appears on your notice/questionnaire:

- Ethical clearance number;
- Research title and details of the research, the researcher and the supervisor;
- Consent form is attached to the notice/questionnaire and to be signed by user before he/she fills in questionnaire;
- gatekeepers approval by the Registrar.

You are not authorized to contact staff and students using 'Microsoft Outlook' address book. Identity numbers and email addresses of individuals are not a matter of public record and are protected according to Section 14 of the South African Constitution, as well as the Protection of Public Information Act. For the release of such information over to yourself for research purposes, the University of KwaZulu-Natal will need express consent from the relevant data subjects. Data collected must be treated with due confidentiality and anonymity.

Yours sincerely

**MR SS MOKOENA
REGISTRAR**

Office of the Registrar

Postal Address: Private Bag X54001, Durban, South Africa

Telephone: +27 (0) 31 260 8005/2206 Facsimile: +27 (0) 31 260 7824/2204 Email: registrar@ukzn.ac.za

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