

**THE EFFECT OF RECRUITMENT AND SELECTION ON ORGANISATIONAL
PERFORMANCE: A CASE OF VHEMBE DISTRICT MUNICIPALITY**

BY

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ABSTRACT

The practice of recruitment and selection of employees in the Vhembe District Municipality has on a number of occasions been a subject of scrutiny in terms of organisational performance of the entire Vhembe District Municipality. This study is about the effect of recruitment and selection on organisational performance: A Case Study of Vhembe District Municipality. The objectives of this study are: To examine the effects of recruitment and selection on the organisational performance of the district municipality; to analyse the recruitment and selection process of Vhembe District Municipality, and to recommend approaches on how to improve the recruitment and selection process on organisational performance of Vhembe District Municipality. A qualitative research design was utilized in this study where interviews and secondary sources were used as sources of data. The researcher used purposive sampling which is under non-probability sampling category. The population for this study were the municipal employees from the Vhembe District Municipality. Document analysis and thematic analysis were used in analysing the data that was collected through interviews and from secondary data sources which included local and national government records, independent surveys and previous studies. Results gathered in this study reveal that there are various methods of recruitment and selection being used at Vhembe District Municipality namely: use of interviews, preliminary screening, and background checks. The findings made in this study show that recruitment and selection processes being applied at Vhembe District Municipality are out of date, unreliable, unfair, unprofessional, and marred with political influence (cadre deployment). This is a systemic anomaly that has to be eradicated. Also, a majority of respondents cited some high degree of political influence in the way the municipality vacancies are filled. This has led to inefficiencies within the system as some candidates will not be well-versed with their job responsibilities. This study's findings reveal that in some cases, there is a link between performance or output of employees and the manner in which those employees were recruited in the organisation. In spite of the numerous selection methods available, Vhembe District concentrated a lot on employment interviews. As a measure of improving the effect of recruitment and selection processes on organisational performance at Vhembe District Municipality, the following recommendations have been tabled: It is recommended that the other selection methods must be stretched to their utmost limit so as to have a fair and general idea of the suitability or otherwise of all applicants.

Training  orientations offered to new employees should be improved to achieve improved performance of employees and concomitant improvement in organisational performance.

Key words: Recruitment, selection, organisational performance.

Declaration

I, **Tshovhona Kenneth Mphaphuli**, Student Number: **19020683** declare that this research proposal with the title **“The effect of recruitment and selection on organisational performance: A Case of Vhembe District Municipality”** is my own work and that all the sources used in this research proposal have been duly acknowledged.

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In the first place, I would like to thank the Almighty God for giving me the strength to complete this project.

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I would also like to thank my parents whose love and guidance are with me in whatever I pursue. Most importantly however, I wish to thank my loving and supportive wife, Mususumeli and my two beautiful children, Tondani and Lufuno, who provide unending inspiration.

DEDICATION

I dedicate this mini dissertation to my family at large, and many friends, including all human resource professionals within the local government sphere.

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CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. INTRODUCTION

Appropriate recruitment and selection of candidates is of paramount importance in order to enhance organisational performance as this may drive the organisation to achieve its ultimate set objectives. Vhembe District Municipality operates at a local government sphere. Its purpose is enshrined in Section 152 (1) of the Constitution of the Republic of South Africa, where it is stated that the objects of local government are:

- (a) To provide democratic and accountable government for local communities;
- (b) To ensure the provision of services to communities in a sustainable manner;
- (c) To promote social and economic development;
- (d) To promote a safe and healthy environment; and
- (e) To encourage the involvement of communities and community organisations in the matters of local government.

Furthermore, Vhembe District Municipality provides bulk water supply, bulk sewage purification plant, firefighting services and municipal health services. Such services have not been provided to the satisfaction of the community, resulting into poor service delivery by the municipality. Due to limited resources and lack of qualified personnel, the municipality has been unable to effectively provide water, which is a primary basic need, to the entire district.

1.2. BACKGROUND TO THE STUDY

In order to achieve and implement the above legal mandate, Vhembe District Municipality should recruit competent and skilled employees or workforce to fulfil the mandatory objectives of the constitution. Furthermore, Section 67(1) (a) of the Local Government: Municipal Systems Act 117 of 1998 also directs that the municipality must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective, and transparent personnel administration, including the recruitment, selection and appointment of persons as staff members. It is imperative that policy and procedures on recruitment must be developed to provide guidance to the municipality

as and when they embark in recruitment and selection processes. Moreover Section 38 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) states that a municipality must:

(a) Establish a performance management system that is:

- Commensurate with its resources;
- Best suited to its circumstances; and
- In line with the priorities, objectives, indicators and targets contained in its integrated development plan;

(b) Promote a culture on performance management among its political structures political office bearers and councilors and in its administration; and

(c) Administer its affairs in an economical, effective, efficient, and accountable manner.

Moideenkutty, Al-Lamki and Rama Murthy (2011) stipulate that the human resource management practices affect organisational performance through their effect on employee development and behaviour. Murthy's view (2011) brings out the idea that through the operations of human resources management principles, a company's development is envisaged together with its interactions internally and externally, thereby boosting the overall performance thereof.

The practices as mentioned in the Local Government Municipalities System Act 117 of 1998 above determine the type of employees who are selected, skilled and motivated, and the opportunities and incentives that these employees have, to design new and better ways of doing their jobs. The inability to attract, engage, and retain top talent with the aim of business objectives results in poor organisational performance, leading to incidents of community unrest due to non-provision of basic service delivery. As it stands with the current statistics manifesting failures in service delivery, it is high time that the ruling party relooks into some of its policies like "cadre deployment" that are retrogressive to development and obstacles to efficient service delivery in South Africa. Individuals ought to be appointed to positions depending on their ability to do the task at hand and not by the mere fact of their allegiance to certain individuals or organisations. It is within these parameters that this project aims to address the fundamental issues that have been institutionalized for improving governance. Through academic research

and tangible evidence on the ground, it can safely be said that recruitment and selection is one of the most important stages in paving the way for an efficient system.

Most municipalities are marred by public protests, corruption, maladministration, and incompetence. According to the Budget Speech of the Minister of Department of Cooperative Governance and Traditional (2018), it has been established that:

- (a) Seven percent of the country's municipalities are classified as well-functioning,
- (b) About 31% of the municipalities are reasonably functional,
- (c) Thirty one percent are almost dysfunctional and
- (d) The remaining 31% is dysfunctional or distressed

This undesirable state of affairs is due to the inability of these municipalities to deliver the goods and services to the communities that they swore to serve with utmost dignity, He further alluded that eighty-seven (87) municipalities, which include the Vhembe District Municipality, have been found to be distressed or dysfunctional.



1.3. PROBLEM STATEMENT

According to Bak (2004), the problem statement captures the essential focus of the study. It is therefore important that the researcher spends time on formulating a clear, focused, and interesting academic problem that is researchable. In broad terms, Kumar (2005) suggests that this section should focus on issues relating to the research's central theme, identifying the main gaps in the existing body of knowledge, raising some of the main research questions to be answered through the study, and identifying what knowledge is available concerning these questions.

Appointing competent employees is vital to the success of the organisation, and this is dependent on effective recruitment and selection procedures aimed at appointing the right ones and rejecting the wrong ones (Newell: 2005). According to the Auditor General's 2017 Media Release, Vhembe District Municipality has been receiving disclaimers for the past 4 years i.e., 2013/2014, 2014/2015, 2015/2016 and 2016/2017. Some of the findings raised by the Auditor General included the appointment of senior personnel who fell short of minimum requirements.

The auditor general's reports reflected that policies were last reviewed in 2012, while barriers to successful recruitment were occasioned by lack of policy reviews, resistance by unions, and executive management unpreparedness.

Therefore, in view of the above issues, one can say that the recruitment process should be geared to attract people with requisite skills and competences, with a reduced or minimal focus on cadre deployment. This is because the overriding determinant in cadre deployment is the principle of loyalty to the party and not the interests of the beneficiaries of service delivery, in which case the focus will be on skills and competences

The municipality also experiences a high vacancy rate and prolonged process of filling vacated posts. Human resources related policies not being reviewed including recruitment and selection policy. Nepotism and interference in the recruitment and selection process is prevalent. In most cases, organised labour always disputes the recruitment process that the management has undertaken, resulting in instability within the municipality.

The researcher envisages undertaking this study in order to highlight the continuous irregular appointments and recruitment process in local government, and how these result into poor service delivery. The constant negative audit opinions raised by the Auditor General related to recruitment and selection process for the past five years has prompted an interest for research hence this study. The study probes into the recruitment and selection process to find out the root causes of inefficiencies inherent in the Vhembe District Municipality, which may also obtain in many municipalities in South Africa.

1.4. AIM OF THE STUDY

The aim of the study is to investigate the effect of recruitment and selection processes on organisational performance of Vhembe District Municipality in order to recommend the adoption of best practices in recruitment and selection processes on organisational performance of Vhembe District Municipality.

1.5. RESEARCH OBJECTIVES

The objectives of the study serve as a guide to the research, and are summarised as follows:

- To assess the effects of recruitment and selection on the organisational performance of the district municipality;
- To analyse the recruitment and selection process of Vhembe District Municipality;
- To recommend approaches on how to improve recruitment and selection processes on organisational performance of Vhembe District Municipality.

1.6. RESEARCH QUESTIONS

The research questions for this study are as follows:

- What are the recruitment and selection processes of Vhembe District Municipality?
- What are the effects of recruitment and selection process on the organisational performance of the district municipality?
- What recommendations are required for Vhembe District Municipality on recruitment and selection process in order to improve and enhance organisational performance?

1.7. SIGNIFICANCE OF THE STUDY

Municipalities have been given a mandate to provide effective and efficient services to address the daily needs and challenges of the people. Despite this constitutional mandate (section 215 of the Constitution of the Republic of South Africa, 1996), effective service delivery has been hampered in many municipalities in South Africa (Meyer, 2000). It is therefore imperative to study the effects of recruitment and selection process on the performance of municipalities.

This research provides a clear understanding on how problem of poor performance can be overcome through proper recruitment and selection processes in the Vhembe District Municipality. It is anticipated that this research may be effective in redirecting the focus of the municipality over its personnel effectiveness. Lastly, the study highlights the importance of proper recruitment and selection processes in the municipality under investigation.

1.8. PRELIMINARY REVIEW OF LITERATURE

This section highlights preliminary findings from the review of literature on the effect of recruitment and selection processes on organisational performance.

1.8.1. Global Recruitment and selection processes

Newell (2005) outlines that recruitment and selection involves making predictions about future behaviour such that decisions on determining the best suitable candidates for a particular job will then be taken. Appointing competent people within an organisation is of importance. This depends on effective recruitment and selection procedures which employed to appoint the right candidates and to eliminate those that are not fit for purpose. Newell (2005) further reiterates that wrong recruitment decisions can cost the employer thirty per cent (30%) of the employer first year earnings. The cost may include the following:

- Low production;
- Potential loss of clients;
- Training costs;
- Vacancy advertisement costs; and
- Recruitment fees and redundancy packages.

Although recruitment is often considered the first stage of the selection or hiring process, it is actually a separate and distinct process altogether. These two processes combined ultimately determine the quality of the employees in an organisation (Costen, 2012).

Recruitment and selection contribute immensely to the operational effectiveness of the organisation. Mello (2013) states that the challenge in facilitating the plans and institutional goals is that of acquiring the relevant and qualified human capital due to the fact that any self-defeating in that institutional success will negatively be affected.

Gatewood et al. (2010) defines selection as the process of collecting and evaluating information about an individual in order to extend an employment offer. Such employment could either be for a new employee or a different position for a current employee. They further highlight that the selection process is performed under legal and environmental constraints and also address the future interests of the organisation and of the individual employee.

Cloete and Coning (2011) define policy as a statement of intent or an action plan to transform a perceived problem into a future solution. The aim of such a policy is to ensure that a transparent and unbiased recruitment and selection process is followed; one that results in the appointment

of the best candidate, based solely on merit and best fit with the organisational values, philosophy, and goals. Mello (2013) reiterated that public administration operates within a context of political interference where ruling party will earmark certain positions for political deployments. Negative operational spin-offs unfortunately result from the implementation of such party-political deployments.

The following are the five reasons for having a good recruitment and selection policy:

- ❖ Job descriptions meet business requirements;
- ❖ Candidates are assessed against consistent criteria at every stage;
- ❖ The recruitment process is lawful;
- ❖ The candidate can be confident about a genuine job offer; and
- ❖ The process can be followed by all stakeholders.

It can be argued that relevant or applicable legislation must be adhered to during the recruitment and selection process of job applicants. Recruitment of candidates is the function preceding selection, which helps create a pool of prospective employees for the organisation so that the management can select the right candidate for the right job from this pool.

According to Lievens and Chapman (2010) a sound selection practice is often equated with whether or not formal tests were administered or whether structured arrangements were used. They further alluded that effective recruitment is associated with the number of qualified applicants for positions within the organisation.

Section 84 of the Local Government: Municipal Structures Act 32 of 2000 outlines the role of the district municipality powers and functions as follows:

- To see to the integrated development planning of the district municipality as a whole;
- To build the capacity of local municipalities in their areas so that the local councils can carry out their functions;
- To ensure a fair distribution of resources and services amongst the local municipalities;
- To ensure bulk supply of water to a large proportion of the municipalities in the district;
- To ensure bulk supply of electricity that affects a large proportion of the municipalities in the district;
- To ensure bulk sewage purification works and main sewage disposal;

- To eventuate waste disposal sites for the whole district council area;
- To ensure the construction of municipal roads for the whole district council area;
- To regulate passenger transport services;
- To facilitate the existence of municipal health services for the whole area;
- To facilitate the existence of fire-fighting services for the whole area;
- To put in place controls of fresh produce markets;
- To put in place control measures for cemeteries;
- To promote local tourism for the whole area; and
- Ensure effective municipal public works.

In order for the district municipality to address the above legal mandate as outlined by the Act, competent, skilled and qualified candidates must be appointed through adherence to an effective recruitment and selection process. The means of collecting, measuring, and evaluating information about candidates' qualifications for specified positions are mostly used by many organisations in order to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job (Leopold, 2002).

The 2013/2014 Auditor General Report revealed that Vhembe District Municipality appointed an employee who did not meet the minimum requirements. The advertisement for the Chief Financial Officer (CFO) position had the following requirements amongst others:

- ❖ Minimum of 7 years' experience at senior and middle management level, of which at least 5 years' must be at Senior Management level. However, it was noted that the employee did not have senior management experience as required by the advertisement.

The 2013/2014 Audit Management Report for Vhembe District Municipality also reflected that newly appointed employees were not being vetted to verify their academic qualifications, security check and clearance. It was also found that there were no job descriptions for the entire workforce.

1.8.2. Human Resource Management Practices-Performance Linkage

Over the years, researchers have devoted a great deal of time and attention to establishing and examining the linkage between HRM practices and organisational performance. Based on the

evidence and findings, it is becoming increasingly clear that HRM is an important component that can impact on organisational effectiveness, leading to improved performance. Though the link between HRM and organisational performance is considered a “black box”, that is, lack of clarity as to “what exactly leads to what”, (Gerhart, 2005) the positive relationship between HRM and organisational performance cannot be over emphasised. Empirical research surrounding the HRM and performance debate over the last decade or so demonstrates evidence that “HRM does matter” (Huselid, 1995; Patterson *et al.* 1997; Guest *et al.*, 2000a; Thompson, 2002; Purcell *et al.*, 2003). Guest (1997) argues that the distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organisation. The work produced by Huselid, 1995, that examined the relationship between HR practices and corporate turnover, profitability and market value found that his HR index was significantly related to the gross rate of return on assets (a measure of profitability) and Tobin’s Q (the ratio of the market value of a firm to its book value). This means that if appropriate HR policies, processes and strategies are introduced a substantial impact on organisational performance can be made. It is important to realise that the effectiveness of HRM policies depends on its alignment with other business strategies. Interestingly, Hyde *et al.*, (2008), examining the impact of HRM practices on a firm profitability found little support for a positive relationship between HRM practices and firm profitability.

Dyer and Reeves (1995) captured the performance outcomes of HRM in the following ways:

- (i) Financial outcomes; profits, and sales markets
- (ii) Organisational outcomes; productivity, quality, and efficiency
- (iii) HR related outcomes; attitudinal and behavioural effects on employees’ satisfaction, commitment, employee turnover, and absence.

As Armstrong asserts, the “Holy Grail” sought by many human resource management researchers is to ensure that HRM practices demonstrably cause improvements in organisational performance (Armstrong, 2010).

Previous studies show that certain HRM practices, such as working in teams, greater discretion and autonomy in the workplace and various employees’ involvement and pay schemes motivate workers and increase productivity (Cully *et al.*, 1999; Boselie and Wiele 2002). Cross functional teams, job rotation, quality circles and integration of functions may all contribute positively to

labour productivity (Banker et al., 1996). Fey C.F (2000), through an investigation of the relationship between HRM practices and the performance of 101 foreign-owned subsidiaries in Russia, provides support for the assertion that investments in HRM practices can substantially help a firm to perform.

In studies examining the relationship between HR practices and performance at the plant level, MacDuffie (1995) found that the HR practices “bundle” he measured were related to quality and productivity on auto assembly lines; meanwhile, Youndt *et al.*, (1996) discovered that human capital enhancing HR practices were related to operational performance among a sample of manufacturing. Richard and Johnson (2001) using a sample of municipalities examined the impact of strategic HRM effectiveness on a number of performance variables. They found that the effectiveness of strategic HRM is directly related to employee turnover and the relationship between this measure and the return on equity was stronger among organisations with higher capital intensity (Armstrong, 2006).

Guthrie (2012) examining the impact of HR practices on turnover and firm productivity among a sample of firms in New Zealand noted that HR practices had an impact on turnover and that the relationship between retention and productivity was positive when firms implemented high-involvement HR practices, but negative when they did not. Strengthening the evidence of a positive relationship between HRM practices and organisational performance is the research of Ahmad and Schroeder (2003), which concluded that there is a positive influence of Human Resource Management practices (information sharing, extensive training, selective hiring, compensation and incentives, status differences, employment security and decentralization and use of teams) on organisational performance as operational performance (quality, cost reduction, flexibility and commitment).

There has been the research into particular HRM practices out of the bundle that contributes significantly to organisational performance (Boselie, Dietz and Boon, 2005). Boselie *et al.*, (2005) analysed 104 articles and established that the top four mostly investigated human resource management practices that have a positive impact on organisational performance are recruitment and selection, training and development, contingency and reward and performance management. In Sang’s (2005) study involving 160 respondents of two manufacturing firms in Cambodia and Taiwan, it was asserted that a positive relationship exists between Human

Resource Management practices; human resource planning, staffing, incentives, appraisal, training, teamwork, employee participation, status difference, and employment security on firm performance in areas of quality, cost, and production flexibility. According to Wang (2005) innovative firms treat HRM practices as the organisation's strategy to encourage team responsibilities, enhance organisational culture, and build up customer relationships through participation and empowerment. Green, Wu, Whitten and Medlin (2006) indicated that organisations that vertically aligned and horizontally integrated HR function and practices performed better and produced more committed and satisfied HR function employees who exhibited improved individual and organisational performance.

It has been established that the adoption of certain strategies of HRM practices has the potential to positively influence firm performance by creating powerful connections or to detract from performance when certain combinations of practices are inadvertently placed in the mix (Wagar and Rondeau, 2006). Ngo *et al.*, (2008) examined SHRM practices in China to assess their impact of these practices on firm performance and employee relations climate and found that these have direct and positive effects on financial and operational performance and the employee relations climate. Khan (2010) conducted a study in Pakistan to investigate the effect of human resource management practices such as recruitment and selection, training and development, performance appraisal, compensation and rewards, and employee relations on organisational performance (product cost, product quality, market share, performance relative to competitors and organisation's performance relative to industry average). He found a significant positive relationship between these practices and firm performance in twenty oil and gas companies. In one study of one hundred respondents of Graphic Communications Group, Ghana, Boohene and Asuinura (2011) stressed that HRM practices, specifically, recruitment and selection, performance appraisal, compensation, and training and development have a positive impact on organisational performance. For instance, performance appraisal increases employee commitment and satisfaction since employees are given the chance to discuss their work performance against set targets.

In a recent study conducted by Soomro *et al.*, (2011), it was found that HRM practices (training, selection, career planning, employee participation, job definition, performance appraisal and compensation) correlated positively with employee performance. Also affirming this is a study

conducted by Nayaab *et al.*, (2011) whose result indicated that HRM practices like training and employee participation in decision making were found to be significantly related to the organisation's performance.

1.8.3. Human Resource Management Practices

Many researchers over the period have identified different HRM practices by different nomenclatures. Researchers variously refer to certain sets of HRM practices as “best practices” or “high performance” (Huselid, 1995) “sophisticated” (Golhar and Deshpande, 1997; Hornsby and Kuratko, 1990; Goss *et al.*, 1994; Wagner, 1998) or as “professional” (Gnan and Songini, 2003; Matlay, 1999). Pfeffer (1994; 1998) argued that the most appropriate term is “Best HRM practices”. However, according to Chandler and McEvoy (2000), one of the lingering questions in HRM research is whether or not there exists a single set of policies or practices that represents a universally superior approach to managing people. Theories on best practices suggest that universally, certain HRM practices either separately or in combination yield improved organisational performance.

A number of lists of “best practices” have been produced; Guest (1999) drew up the following list:

- Selection and careful use of selection tests to identify those with potential to make a contribution.
- Training, and in particular a recognition that training is an ongoing activity.
- Job design to ensure flexibility, commitment and motivation, including steps to ensure that employees have the responsibility and autonomy fully to use their knowledge and skills.
- Communication to ensure that a two-way process keeps everyone fully informed.
- Employers share ownership programmes to increase employees' awareness of the implications of their actions on the financial performance of the firm.

In their study, Redman and Mathews (1998) also identified the following Human Resource Management bundle of key practices that support organisations:

1. Careful recruitment and selection, for example, “total quality recruitment”, “zero defects recruitment”, and “right first time recruitment”.
2. Training and learning.
3. Extensive remuneration systems, such as bonuses for staff willing to be multi-skilled.
4. Team working and flexible job design.
5. Employee involvement.
6. Performance appraisal with links to contingent reward systems.

The other framework of Human Resource Management practices which was developed by Saxena and Tiwari (2009) through examining the HRM practices of leading Information Communication Technology IT companies like TATA, Infosys and Wipro in India identified culture building, career development, compensation and benefits, training and development, employer-employee relations and recognition through rewards as important HRM practices. Delery and Doty (1996) identified seven strategic HR practices that are related to overall organisational performance:

- The use of internal career ladders.
- Formal training systems.
- Results-oriented appraisal.
- Performance-based compensation.
- Employment security.
- Employee voice.
- Broadly defined jobs.

However, the best-known framework which was produced by Pfeffer (1998a) named the following practices.

- Selective hiring.
- Employment security.
- Self-managed teams.
- High compensation contingent on performance.
- Extensive training.
- Reduction in status differences
- Sharing information.

In a notable research work carried out by Appelbaum *et al.* (2000) who investigated the links between high performance work systems and performance in a major study of 44 manufacturing sites in steel, apparel and medical equipment between 1995 and 1997; they identified three types of generic people management practices which they thought were critical to organisational performance. Placing more emphasis on recruitment, selection and learning, they opined that skill enhancing practices are important because changes in work organisation's are only effective if employees have adequate skills to take up these opportunities. Motivation enhancing practices are critical because even if it is assumed that employees have the skills and opportunities, it is essential that they have the motivation in order to take up these opportunities. Finally, involvement enhancing practices are concerned with designing online work systems and offline involvement activities so that employees have the chance to become involved and participate in decision making.

There is a strong indication that the key to activating what is called the "People Performance link" lies not only in well-crafted methods or strategies of HR practices, but also in their conjunction with a powerful and cohering organisational vision and corporate leadership together with front-line leadership's action and use of discretionary power. Previous studies have shown that implementing HRM practices is an important means through which favourable outcomes can be promoted; Guest (2002) has argued that the impact of HRM on performance depends upon workers' response to HRM practices, so the impact will move in the direction of the perception of HRM practices by employees.

It has been proven that the presence of strong recruitment and selection practices, promotional opportunities, grievance resolution mechanisms, flexible benefit plans, employee responsibility, autonomy and team work relate positively to organisational commitment while compensation redound negatively on organisational commitment (Caldwell, Chatman & O'Reilly, 1990; Fiorito, Bozeman, Young & Meurs, 2007; Gould-Williams & Davies, 2005; Heshizer, 1994). Also promoting organisational commitment is satisfaction with and perceived adequacy of career development, training opportunities and performance appraisal (Kuvaas, 2008). Research into the relationship between HRM and work engagement though scanty shows that job characteristics such as autonomy, task identity, skill variety, task significance, the job and feedback; job resources (feedback, social support and supervisory coaching); and organisational

resources like autonomy, training and technology have a positive impact on work engagement (Salanova, Agut & Peiro, 2005; Schaufeli & Bakker, 2004; Saks & Rotman, 2006).

It is argued that HRM practices initiate positive exchange relationships especially when managers are able to provide evidence of consideration and concern for needs of the individual worker (Gould-Williams, 2007). There seems to be no agreement on what constitutes HRM practices. Over the years researchers have proposed various lists of practices; however, there is no agreement on what qualifies as an aspect of HRM. It is noteworthy that there are some practices that form the core of the various proposed lists of practices. Nine of these practices are selected for this study based on their significance in the literature reviewed, their impact and measurability.

1.9. RESEARCH METHODS

Qualitative research was conducted because of a problem issue that needs to be assessed and such exploration arises out of a need to study a group or population, identifying variables that can be measured or hear silenced voices (Creswell, 2007). Qualitative research was the appropriate research design for this study.

According to Berg (2001), qualitative procedures provide a means of accessing unquantifiable facts about the way actual people researchers observe and talk to or people represented by their personal traces (such as letters, photographs, newspaper accounts, diaries, and so on). As a result, qualitative techniques allow researchers to share in the understandings and perceptions of others and to assess how people structure and give meaning to their daily lives.

1.10. LIMITATIONS

Limitations are influences that the researcher cannot control, and they are the shortcomings, conditions or influences that cannot be controlled by the researcher that place restrictions on the methodology and conclusions, and any limitations that might influence the results should be mentioned.

1.11. DEFINITIONS OF CONCEPTS

For the purpose of this study, it is necessary that the following concepts be defined in order to clarify the context within which they are used in the study:

1.11.1 Municipality

Section 2 of the Local Government: Municipal Systems Act 117 of 1998 defines the municipality as an organ of state within the local sphere of government exercising legislative and executive authority within an area determined in terms of the Local Government Municipal Demarcation Act, 1998 which consists of the political structures and administration of the municipality. The community of the municipality and functions in its area in accordance with the political, statutory and other relationships between its political structures, political office bearers and administration and its community and has a separate legal personality which excludes liability on the part of its community for the actions of the municipality (Local Government: Municipal Systems Act, 2000, Act 32 of 2000). In context of this study, the term “Municipality” was used to refer to the local governance level of the Vhembe District Municipality which is solely responsible for the day-to-day operations of the administration which enables synchronization between community members, community leaders and elected officials at local government level.

1.11.2 Recruitment and Selection process

Koivonen, Ylostalo and Lehtoranta (2015) define recruitment and selection process as processes in which job applicants aim to sell their skills, knowledge, qualifications, and experience in order to gain employment and a salary, while employers aim to find the most suitable people for particular jobs and positions. Searle (2009) states that recruitment focuses on the identification and selection of individuals and pool of applicants external to the organisation whilst selection is focused on internal applicants. Searle (2009) further states that selection is concerned with the assessment and identification of the suitability of such applicants from the pool. In this study, the concept of “recruitment and selection” was used in reference to the various ways or methods that are used by the Vhembe District Municipality in how they recruit and select candidates who fill vacancies in the Municipality.

1.11.3 Organisational Performance

Shackleton (2007) describes organisational performance as the performance that the entire organisation engages in to obtain its goal and vision. Ayers (2015) indicates that when individual performance requirements cascade from organisational strategic plan goals, it can enhance organisational performance, assuming the goals and their achievement affect performance. In context of this study, organisational performance was used as an element for measuring or assessing the inputs and the outputs obtained from the amount of funds or resources injected. Organisational performance in this study takes into consideration the layout of Vhembe District Municipality and their recruitment criterion.

1.12. OUTLINE OF THE STUDY

In order to reach the study objectives, the following framework of the research is formulated:

- (i) Chapter one entitled **Introduction and Background to the Study** provides an introduction and the problem statement, rationale for the research and clarification of key terms.
- (ii) Chapter two entitled **Literature Review** comprises of the conceptual and theoretical framework of the study, and an in-depth study of the subject of recruitment and selection.
- (iii) Chapter three entitled **Research methodology** presents research design, philosophy, population, research tools, data collection and analysis techniques that will be used to gather data for this particular study.
- (iv) Chapter four entitled **Research results** presents the presentation and interpretation the empirical findings and data analysis based on results of this study.
- (v) Chapter five entitled **Conclusion and recommendations** is made up of the summary, concluding remarks and recommendations.

1.13 Conclusion

This chapter consists of the introduction, background of the study, aims and objectives of the study. It also discusses how the research topic was relevant to the Management Profession, significance of the study, research methods, limitations, definition of key concepts and the outline of the study. The next chapter will be outlining the literature review, theoretical and legislative framework on municipal recruitment and selection processes.

CHAPTER 2

LITERATURE REVIEW, THEORETICAL FRAMEWORK AND LEGISLATIVE FRAMEWORK

2.1. INTRODUCTION

Chapter 2 of this study presented the literature review and theoretical framework that the researcher applied in this study on the effect of recruitment and selection process on organisational performance of Vhembe District Municipality. Primary and secondary sources of data informed the composition of this section. One of the most significant developments in the field of organisations in recent times is the increasing importance given to human resource. People are vital to organisations as they offer perspectives, values and attributes to organisational life; and when managed effectively, these human traits can be of considerable benefit to the organisation.

2.2. THEORETICAL FRAMEWORK

There are several theories underpinning the practice of HRM. Two of these theories; Resource-based View and Ability, Motivation and Opportunity theories appear to be the most popular theoretical frameworks applied in the studies that link HRM and organisational performance. The main thrust of the Resource-Based View (RBV) theory which blends concepts from organisational economics (Penrose, 1959) and strategic management (Barney, 1991) is that HRM delivers added value through the strategic development of the organisation. It contends that the key resources of a firm are rare, valuable, imperfect to imitate and non-substitutable. The RBV establishes that competitive advantage no longer lies in natural resources, technology or economies of scale, since these are easy to imitate but rather on the valuable, rare, costly and hard-to-imitate resources that reside with the human resources of an organisation. HRM's role is to ensure that the organisation's human resources meet those criteria.

The Ability, Motivation and Opportunity (AMO) theory also argues that the formula; $\text{Performance} = \text{Ability} + \text{Motivation} + \text{Opportunity to participate}$ provides the basis for developing HR systems that attend to employees' interests, namely their skill requirements, motivations and the quality of their job. (Appelbaum *et al.*, 2000; Bailey *et al.*, 2001; Boxall and Purcell, 2003)

HRM practices therefore impact on individual performance leading to overall organisational performance if they encourage discretionary efforts, develop skills and provide the opportunity to perform.

Adding to the array of concepts and theories is the term Human Capital which was expounded by Schultz (1961). Human capital is the stock of competencies, knowledge, experience, social and personal attributes, including creativity and innovation, embodied in the ability to perform work so as to produce economic value. Dess and Picken, (1999) assert that human capital is generally understood to consist of the individual's capabilities, knowledge, skills and experience of the company's employees and managers, as they are relevant to the task at hand, as well as the capacity to add to this reservoir of knowledge, skills and experience through individual learning. This theory is concerned with how people contribute their knowledge, skills and abilities to enhancing organisational capability and the significance of that contribution. This is rather broader in scope than human resources.

HRM practices refer to organisational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organisational goals (Schuler & Jackson, 1987; Schuler & MacMillan, 1984; Wright & Snell, 1991). It was observed that a majority of studies define HRM in terms of human resource practices or systems. Divergent views exist on the nature of HRM. Several studies define HRM in terms of individual practices (Batt, 2002) or systems or practices (Capelli & Neumark, 2001). There appears to be no single fixed list of generally applicable HR practices or systems of practices that define human resource management. The question of how HRM impacts on organisational performance has ignited three perspectives. The universalistic perspective (Boxall & Purcell, 2008) projects a bundle of high performance "best practices" that should be adopted by organisations to yield organisational performance. This implies that business strategies and HRM policies are mutually independent in determining organisational performance (Katou & Budwar, 2007) The contingency perspective proposes that in order to be effective, an organisation's HR policies must be consistent with other aspects of the organisation. Rather than adopting best practices, a fit must exist between HRM and business strategy. (Schuler and Jackson, 1987; Dany *et al.*, 2008) This is also described as "vertical fit". Boxall and Purcell (2003) argue that both perspectives; best practice and best fit might each be right in their own way. However, the actual

design of HR practice depends to some extent on the unique organisational context. The third perspective which takes the contingency perspective a step further is the configurational perspective (Ulrich & Brockbank, 2005). This has a holistic approach that emphasises the importance of the pattern of HR practices and is concerned with how this pattern of independent variables is related to the dependent variable of organisational performance. Configuration has been defined by Huczynski and Buchanan (2007) as “the structures, processes, relationships and boundaries through which an organisation operates”. All perspectives are relevant in exploring the linkage between HRM and performance. Delery and Doty (1996) examined the relationship between HR practices and profitability in a sample of banks in the US. They found that in general, HR practices were positively related to profitability, in testing universalistic, contingency and configurational approaches to HRM.

Human resource management as a concept has frequently been described with two distinct forms; soft and hard. The soft model, whilst stressing the importance of integrating HR policies with business objectives, places emphasis on treating employees as valued assets and as a source of competitive advantage through their commitment, adaptability and high-quality skill and performance. Employees are proactive, capable of development, worthy of trust and collaboration which is achieved through participation (Legge, 1995). They are different from just passive inputs into productive processes. This model is in contrast to the hard model which places emphasis on “human” and is associated with the human relations school of Herberg and McGregor (Storey, 1987). The hard HRM model focuses on the qualitative, calculative and business-strategic aspects of managing the “headcount” and has been termed human asset accounting (Storey, 1987). The hard HRM approach has some affinity with scientific management as people are reduced to passive objects that are not cherished as a whole but assessed on whether they possess the skills or attributes the organisation requires (Legge, 1995; Vaughan, 1994; Storey, 1987; Drucker *et al.*, 1996; Keenoy, 1990).

2.2.1. The Human Capital Theory

Human Capital theory as proposed Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machines because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory, according to Armstrong (2006), is that people and their collective skills, abilities and experience, coupled with

their ability to deploy these in the interests of the employing organisation, are now recognized as making a significant contribution to organisational success and also constituting a significant source of competitive advantage.

2.2.3. Resource Based View Theory

Resource Based View (RBV) of Barney (1991) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001), and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stems from the calibre of the people employed and the quality of their working relationships. To this end, Boxall (1998) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to Sparrow et al,(2002), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, companies need to be very careful with their recruitment and selection processes.

2.2.4. Equity Theory

Equity Theory as proposed by Adams (1963), underlines the principle of fairness. According to the principle of the Equity Theory, the best recruitment and selection criteria in an organisation is that which portrays the firm as an Equal Opportunity Employer. Finding competent workers is an important organisational challenge (McEvoy, 1984; Deshpande & Golhar, 1994; Atkinson & Storey, 1994), with the difficulty centering on recruiting and selecting employees with the correct qualifications to help achieve goals (Priyanath, 2006). As further argued in Priyanath (2006), this problem is compounded by the lack of systematic method of recruiting and selecting employees. According to Gamage (2014), a systematic recruitment process involves identifying vacancies, job analysis, job description, person specification and advertising. As against an informal process of recruiting and selecting employees, a systematic selection process involves the

recruiting process, gathering information about qualified applicants, evaluating the qualification of each applicant and making decisions about employment (Gamage, 2014).

2.3. STATUTORY AND REGULATORY FRAMEWORK FOR RECRUITMENT, SELECTION AND ORGANISATIONAL FRAMEWORK IN THE SOUTH AFRICAN LOCAL GOVERNMENT SECTOR

The Bill of Rights in the *Constitution* is the cornerstone of democracy in South Africa and affirms the values of human dignity, equality and freedom. Since Section 9(2) of the *Constitution* upholds the equal rights and freedoms of all citizens, equality should be guaranteed, and legislative and other measures taken to protect, or advance persons or categories of persons disadvantaged by unfair discrimination. In line with this, Section 23 provides that everyone has the right to fair labour practice and that every employee has the right to form and join a trade union, participate in the affairs of trade unions or strikes. Public sector institutions and their employees are not exempted. In addition, in terms of Section 41(1) of the *Constitution*, all three spheres of government should provide effective, transparent, accountable and coherent government to all South Africans and cooperate with one another in mutual trust and good faith by fostering friendly relations, assisting and supporting one another concerning matters of mutual interest, coordinating actions and legislation, adhering to agreed procedures and avoiding legal proceedings against one another.

Sections 151 to 156 specify that local government, especially municipal administrations, should be structured to deliver effective services and goods, democratically and accountably to ensure and promote sustainable services, a safe and healthy environment; public participation in the affairs of local government; and fulfil its role to develop communities socially and economically. It goes without saying that there should be support from the national and provincial governments to strengthen the local sphere in managing its affairs, perform its functions and exercise its powers to give effect to legislative requirements. Public and HR managers should take constitutional requirements into account in their HR and talent management strategies and plans and be cognisant of the decree that national and provincial government should support local government in matters of mutual interest to promote effective service delivery to all people.

2.3.1. Basic Conditions of Employment Act 1997 (Act 75 of 1997)

The *Basic Conditions of Employment Act*, 1997, regulates the basic conditions of employment in South Africa that should comply with the International Labour Organisation. The purpose is to enhance economic and social development by regulating the right to fair labour practices and establishing, enforcing and regulating the various basic conditions of employment. It also enforces the obligations undertaken by the Republic as a member state of the International Labour Organisation.

2.3.2. Labour Relations Act, 1995 (Act 66 of 1995) and the Amended Labour Relations Act, (Act 66 of 1995)

Section 1(2) of the *Labour Relations Act*, 1995, promotes fair labour practices in the public sector and describes the right to freedom of association, organisational rights, unfair dismissal, unfair labour practices, strikes and lockouts and their accompanying obligations. This *Act* applies to all public sector employees except the National Defence Force, the National Intelligence Agency and the South African Secret Service. Its purpose is “to give effect to: the constitutional right to fair labour practices; regulating the organisational rights of trade unions; regulate collective bargaining in the workplace and at sectoral level; regulate the right to strike; and the resources to lockout in conformity with the constitutional requirements, promote employee participation in decision-making through the establishment of workplace forums; provide simple procedures for the resolution of labour disputes through statutory conciliation, mediation and arbitration and through independent alternative dispute resolution services for that purpose; establish the Labour Court and Appeal Court as superior courts and provide for a simplified procedure for the registration of trade unions and employer organisations; provide for their regulation to ensure democratic practices and proper financial control; the public international law obligations of the republic relating to labour relations; and provide for incidental matters”.

Roman (2011: 43) states that the Labour Relations Act, 1995, is imperative for the maintenance of sound relations between all role players in the workplace and is a contributor to higher levels of performance. It is a regulator of both the individual and collective rights of the employer and the employee in the private and public sectors. The Amended Labour Relations Act contains the amendments to the Labour Relations Act, 1995, concerning temporary employment services, and bargaining processes.

The municipal environment is mostly embroiled with employees strike due to wage demands, unsatisfactory conditions of services for employees, disputes arising from organised labour and infighting due to filling of vacancies. These tendencies always reflect a negative picture in municipal environment. In most scenario municipal employees are also found to be politicians in their own right and continue to disregard the fundamentals of relevant legislations governing employees.

2.3.3. White Paper on Human Resource Management in the Public Service, 1997

The White Paper on Human Resource Management (1997: 7) is a policy framework that facilitates the development of human resource management practices which support an effective and efficient public service geared for economic and social transformation. It contains an executive summary about the shift from personnel to human resource management and a vision statement that HRM in the public service will be a diverse, competent and well-managed workforce capable of and committed to delivering high-quality services to South African people. Its purpose is to transform how human resources are managed by transitioning from personnel to human resource management. This White Paper also advocates the following management principles: diversity; decentralisation; efficiency; effectiveness; flexibility; and service standards. This means that HRM should, *inter alia*, be decentralised, flexible and outcomes-based; strive to minimise waste and maximise value; promote diversity; and units within national and provincial departments should set standards for the level of service delivery. Thus, institutional structures should be linked to the strategic service delivery goals of the public service, while being flexible enough to adjust to and keep pace with the changing needs and priorities of the public and of government policy. Furthermore, public service employees should be multi skilled, with their skills constantly updated to keep pace with new legislations, policy demands, and economical and efficient work processes such as information technology.

According to Van Heerden, in Van der Westhuizen (2016: 103), diversity management strategy in the public service aims:

- ❖ To identify and raise awareness of cultural differences within the public service;
- ❖ To identify current practices which undermine diversity;

- ❖ To develop processes and practices to manage and promote the management of diversity; and
- ❖ To integrate diversity management with institutional management practices.

In addition to the above, seven principles to promote individual diversity management programmes in the public service hold that:

- ❖ Heads of departments should provide leadership that ensures the development of a diverse management culture;
- ❖ Diversity audits regarding race, gender, disability and age and that identify employee perceptions on how public institution support or undermine their cultural values, needs and aspirations should be conducted.
- ❖ Findings from the above audits should be used to measure public institutions' management practices, organisational culture and behavioural norms to identify deficiencies.
- ❖ These deficiencies should then be addressed by engaging employees in ensuring that the institutional culture and the aspirations and needs, revealed by the diversity audits, are developed.
- ❖ A diversity management programme that recognises and values cultural differences should be developed.
- ❖ The objectives and desired outcomes of the diversity programme should be communicated throughout the institution to clarify the roles of individuals and ensure the success of programmes.
- ❖ The diversity management programmes should be monitored and evaluated on a continuous basis.

According to Van Heerden, in Van der Westhuizen (2016: 103), it is incumbent on national and provincial departments to meet set diversity management targets concerning race, gender and disability and ensure the following: the right quality and quantity of staff; optimal use of human resources; that they anticipate and manage any surpluses and staff deficiencies; the development of a workforce that is representative of the people of South Africa; and that the workforce is multi-skilled and flexible to any changes in the work environment. Consequently, HR managers should develop HRM practices not only to promote a diversity management culture but also to ensure that the human force is representative of the people of South Africa.

A prerequisite of HR planning is that assessments of the human resources required to deliver the objectives of the departmental corporate plans and the current workforce capacity of the department be conducted to identify the deficiencies between current capacity and future requirements within limited financial resources. Assessment of workforce requirements will assist departments to identify the number of employees and the skills required to meet the set targets pertaining to race, gender and ensure that these are met. Section 4.2 recommends that a strategy for succession planning for key positions for disability be devised to enable various departments to meet their workforce needs.

2.3.4. Local Government: Municipal Systems Act, 2000(Act 32 of 2000)

Section 66 of the Local Government: Municipal Systems Act, 2000 stipulates that the municipal manager, within a policy framework determined by the municipal council and subject to any applicable legislation, must:

- (a) approve a staff establishment for the municipality;
- (b) provide a job description for each post on the staff establishment;
- (c) attach to those posts the remuneration and other conditions of service as may be determined in accordance with any applicable labour legislation; and 30
- (d) establish a process or mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service.

2.3.5. Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, Government Gazette No: 37245 of 17 January 2014

Schedule 2 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers outlines the process and procedure, the required skills, expertise and qualifications for every candidate to be appointed as a Senior Manager within the municipal environment. Although the regulations have been provided, political interference disregards the regulations in order to advance political interest.

2.3.6. Local Government: Municipal Staff Regulation, Government Gazette No: 45181 of 20 September 2021

Local Government: Municipal Staff Regulations aims to regulate municipalities on matters relating to skills development, staff establishment, job evaluation and development of job descriptions. Chapter 3 of the regulation also outlines the principles which should be adhered to during the recruitment, selection and appointment of municipal staff.

2.3.7. White Paper on Transformation of Public Service Delivery (WPTPS) 1997, (*Batho Pele*)

The White Paper on the Transformation of the Public Service (WPTPS), also referred to as the *Batho Pele* (People First) White Paper, calls on all national and provincial departments to make service delivery a priority. It provides a framework to enable national and provincial departments to improve service delivery and calls for a shift away from inward-looking, bureaucratic systems, processes and attitudes to new ways of working which put the needs of the public first, and are better, faster and more responsive to the citizens' needs. The following eight *Batho Pele* principles serve as transformation priorities:

- ❖ Consultation: The community should be consulted about the level and quality of public services they receive and, where possible, be given a choice about the services offered.
- ❖ Service standards: The public should be informed what level and quality of public services they will receive so that they are aware of what to expect.
- ❖ Access: The public should have equal access to services to which they are entitled.
- ❖ Courtesy: The public should be treated with courtesy and consideration.
- ❖ Information: The public should be given accurate and detailed information about the public services they receive.
- ❖ Openness and transparency: The public should be informed about how national and provincial departments are governed and managed.
- ❖ Redress: The public should be offered an apology when a standard of service is not delivered and, a prompt and positive response in the case of complaints about service delivery.

- ❖ Value for money: All public services should be provided effectively, economically and efficiently.

From the above, it is evident that national and provincial departments should improve service delivery by promoting human resource development and organisational capacity building initiatives tailored for effective service delivery. The above principles and service delivery improvement programmes are key mechanism for promoting effective, economic and efficient service delivery in all spheres of government.

2.3.8. Skills Development Act, 1998 (Act 97 of 1998), the Skills Development Amended Act, 2011 (Act 26 of 2011) and the Skills Development Levies Act, 1999 (Act 9 of 1999)

An institutional framework for devising and implementing national sector and workplace strategies to develop and improve the skills of the South African workforce is provided by the Skills Development Act 97 of 1998. This is to ensure economic growth. The purpose of the Act is to develop the skills of the South African workforce and improve productivity in the workplace and the competitiveness of public institutions. Lues (2016: 249) emphasises that it contains the minimum standards for eliminating all racial and gender-based discrimination while the Skills Development Amended Act, 2011 focusses on the amendments relating to the establishment, amalgamation and dissolution of sectoral training agencies (SETAs). The 1998 Skills Development Act aims:

- ❖ to develop the skills of the South African workforce;
- ❖ to improve the quality of life of workers, their prospects of work and labour mobility;
- ❖ to improve productivity in the workplace and the competitiveness of employers;
- ❖ to promote self-employment;
- ❖ to improve the delivery of social services;
- ❖ to increase the levels of investment in education and training in the labour market and to improve the return on that investment;
- ❖ to encourage employers;
- ❖ to use the workplace as an active learning environment;
- ❖ to provide employees with the opportunities to acquire new skills;
- ❖ to provide opportunities for new entrants to the labour market to gain work experience;
- ❖ to employ persons who find it difficult to be employed;

- ❖ to encourage workers to participate in learnerships and other training programmes;
- ❖ to improve the employment prospects of persons previously disadvantaged by unfair discrimination and to redress those disadvantages through training and education;
- ❖ to ensure the quality of education and training in and for the workplace;
- ❖ to assist work-seekers to find work; retrenched workers to re-enter the labour market and employers to find qualified employees; and
- ❖ To provide and regulate employment services.

Lues (2016: 249), maintains that the Skills Development Act, 1998, focuses mainly on human resource development aspects such as reviewing employment conditions, capacity building, career development and employee assistance programmes and performance management systems while the amended Skills Development Amendment Act, 2011 emphasises the importance of the above human resource development initiatives. Van der Waldt, Khalo, Nealer, Phutiagae, Van der Walt, Van Niekerk and Venter (2014: 185) also point out that it provides a national framework to devise and implement national, sectoral and workplace strategies to develop and improve the skills of people in the South African workplace. Van der Waldt et al., (2014:185), indicates that a municipality that adheres to these Acts may be exempted from the Skills Development Levies Act, 1999, after consultation with the Minister of Finance and the Minister of Cooperative Governance and Traditional Affairs (CoGTA).

2.3.9. Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000)

The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000, is intended to enforce Section 9 of the Constitution which enshrines equality, provides measures to eliminate unfair discrimination on any grounds and procedures to determine the circumstances under which discrimination is unfair. In addition, this Act identifies how equality is promoted, possible remedies to unfair discrimination, ways to compensate persons disadvantaged by unfair discrimination and how to facilitate further compliance with international law obligations. According to Thornhill and Cloete (2014: 148), the aim is to promote equality to eradicate unfair discrimination as well as prevent and prohibit hate speech.

2.3.10. National Development Plan: Vision for 2030 of 2011

In the National Development Plan (NDP) (2011: 44), the National Planning Commission makes provision for promoting institutional reform proposals to remedy the uneven and often poor performance of the public service and local government. The NDP (2011:45) proposes the following to professionalise the public service:

- ❖ The administrative head of the public service should be responsible for managing the career progression of national and provincial heads of departments, including organising panels for recruitment, performance management assessment, and disciplinary procedures;
- ❖ Create a more suitable system for the appointment of heads of departments;
- ❖ Promote recruitment programmes and introduce skills development strategies to attract high-quality (talented) candidates in local government;
- ❖ Strengthen the role of the Public Service Commission to monitor norms and standards;
- ❖ Introduce an administrative approach by allowing senior public officials to take charge of lower-level appointments in their departments.

In addition to the above, the NDP (2011: 45) emphasises the importance of a national skills profile for public service critical positions such as information technology professionals, planners, accountants, medical doctors, engineers and curriculum advisors. Furthermore, it highlights a long-term perspective to develop the skills of employees through career pathing, mentoring and establishing closer relationships with universities and schools of management. The NDP also indicates that experienced employees should be appointed in senior positions to address capacity challenges and suggests new structural arrangements to better resolve challenges between the three spheres of government which allow provincial governments to focus on their core functions and develop their own capacity to support and oversee local government.

According to Pillay (2016: 4), the NDP contains critical interventions to develop a professional public service capable of transforming and developing local governments' role to realise vision 2030. It encourages well-run and effectively coordinated government institutions with skilled public servants who are committed to the public good and delivering consistently high-quality services while prioritising the nation's developmental objectives. To realise vision 2030, the South African public sector requires skilled public servants or municipal officials who can deliver

quality services. This requires effective HRM and talent management practices, plans and strategies.

2.3.11. Municipal Council

Section 19 of Local Government: Municipal Structures Act, 1998 outlines the municipal council objectives, which are to strive and achieve the objectives set out in Section 152 of the Constitution of the Republic of South Africa. The municipal council also provides political oversight of the municipality's programmes, including the management of the administration. The council also has powers to approve appointments of the municipal manager and managers directly accountable to the municipal manager. Such positions are regarded as political administrative deployments.

2.4. ORGANISATIONAL PERFORMANCE

People are vital to organisations as they offer perspectives, values and attributes to organisational life; and when managed effectively, these human traits can be of considerable benefit to the organisation. As revealed in Djabatey (2012) this scenario lends credence to the increasing attention being paid to the people aspect of organisational wealth. This is so because the development of people, their competencies, and the process development of the total organisation are the fulcrum of human resource management (Mullins, 1999; Djabatey, 2012). Similar to this development is the contention in National University of Ireland (2006) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels.

Organisational plans may change as a result of a number of reasons including retirements, promotions, illness, death, summary dismissal, or any voluntary exit of staff from the organisation. Therefore, organisations need to have carefully crafted employee replacement procedures. One of the strategies to replace employees and ensure continuity is the adoption of an effective recruitment and selection criteria. Benuka and Banu (2014) define recruitment as the process of identifying and employing the most qualified personnel in the event that there is a vacancy in an organisation. This should be done in a suitable and efficient manner that ensures

that organisations acquire skilled and competent individuals who can drive its strategic objectives.

Lues (2016: 247) states that all public sector departments should ensure that they strategise and plan for their human resource needs as part of strategic HRM. HRM functions include recruitment, induction, individual employment agreements, probation, and retention which should be in place to ensure that the right employee is obtained for a job. In addition, Van der Westhuizen (2016: 15) points out that HRM functions deal primarily with people and refer to activities such as strategising and planning, obtaining suitable human resources, utilising and developing employees, compensating and developing employees, compensation and caring, and dealing with employee relations for which line-function employees and HRM specialists are jointly responsible to meet the objectives of the public institution.

Bruce and Gates (2013) remarked that organisations can fill these key positions either internally or through an external recruitment process where a candidate who is currently filling an identified role in another organisation is hired to bring in his experience. This reduces training costs and transition period. On the other hand, candidates may be sought internally. Contrary to external recruitment; internal candidates do possess direct experience. He further observes that for successful organisations there is a carefully developed strategy that ensures that talented employees working within the organisation are selected to take up higher positions; this is usually known as succession planning.

Over the years, many organisations including universities have been experiencing a demand for quality services and increased accountability (Danson & Omwenga, 2017). Universities' managements are therefore seeking to provide results-driven, client-centred, and market-based services to ensure that they improve and drive their institutions towards becoming efficient and effective in the provision of higher education. To perform better, it is required that universities invest in their personnel in order to achieve this objective. This is because staff are the key asset for any organisation to achieve its core objectives. Therefore, universities must invest in an effective recruitment and selection criteria that ensures acquisition of personnel to support the realization of the strategic objectives.

2.4.1. Needs analysis

The identification of training and development needs is the starting point for managing this process. Many organisations have training departments which help supervisors in identifying and meeting the training needs in their departments. This process also involves a procedure to determine whether training needs will indeed redress the problem which has to be identified. The needs analysis process begins with the identification of pressure points such as poor performance, new technology or job design. This pressure points prompt the conductibility of needs analysis, which involves the following:

- (i) Organisational analysis where aspects of the organisational context (such as firm's strategic impact, the training resources available and the support of managers and peers) are considered (Noe *et al.*, 2006: 282);
- (ii) Proof analysis where the employees who require training are identified (Noe *et al.*, 2006: 262); and
- (iii) Task analysis which involves identifying the tasks, knowledge, behaviour and skills which need to be emphasized in conducting research.

This is a very important phase in the education, training and development process. When properly done, it forms a strong base of effective education, training and development process. Different types of needs assessment may be employed in this regard. They include organisational needs assessment, group needs assessment and job needs assessment (Jerling, 1997). The utilization of different needs assessment methods is critical in relation to different types of needs assessment. They are differentiated by Jerling (1997) as questionnaires, forces groups, interviews and performance analysis. Stout (1998: 46) indicates that training needs often begin with an assessment of job description and should be based on knowledge, skills and attitude as the basic key areas. However, the fact that an individual has to be able, willing and allowed to perform and develop and that other aspects apart from job knowledge or ability can lead to underperformance has been raised. The diagnosis of performance problems is thus crucial to the process of development and the potential identification of training needs.

Data analysis through task forces, interviews and questionnaires can illuminate likely causes for disconnects through an organisation. These gaps can then be analyzed, and action plans and

solutions required for successful change taken in identifying the needs of an organisation. It should also be considered that there is continuous intervention between the organisation and the internal and external environment. As a result, a number of factors generate the needs of the enterprise and the employees. These factors include change in the product or in the service provided; change in equipment and rules, and new product or service (Erasmus *et al.*, (2006:14).

George and Cole (1992: 343) are of the opinion that although training may not be the solution to all the problems that may be encountered, there are many signs that indicate the need for training. These signs indicate both the employee and the supervisor's training needs. Cole, (1992: 343) lists them as follows:

- (a) Indicators of employee training needs.
- (b) High scrap or re-work.
- (c) Low production.
- (d) High accident rates.
- (e) Need for excessive overtime.
- (f) Excessive customer complaints.
- (g) Excessive absences.

Indicators of supervisory training needs:

- (a) Too many resignations or dismissals.
- (b) Unusual lateness.
- (c) Need for excessive overtime.
- (d) Poor employee morals.
- (e) Lack of employee co-operation" (George & Cole 1992: 343).

2.4.2. Appraisal/Performance Management

Performance appraisal of employees is the systematic evaluation of employees' performance and potential for development during a certain period of time by supervisors or others who are familiar with their performance. It is one of the oldest and widely used management practices. Performance appraisal is an indispensable tool for an organisation because the information it provides is highly useful in decision making regarding issues such as promotion, merit increases,

transfer, discharge, and training and development. Not only is performance appraisal useful for the above issues, but it may also increase employees' commitment and satisfaction Wiese and Buckley, (1998).

However, there has been a great realisation that it is more important to focus on defining, planning and managing performance than merely appraising performance (Pareek and Rao (2006). The increased competitive nature of the economy and rapid changes in the external environment have forced many organisations to shift from reactive performance appraisals to proactive performance management to boost productivity and improve organisational performance (Nayab, 2011).

Prasad (2005) defines performance management as the process of planning performance, appraising performance, giving feedback, and counselling an employee or teams to improve performance. As Armstrong (2006) puts it, performance management is a systematic process for improving organisational performance by developing the performance of individuals and teams. Performance management is one of the most important developments in the field of HRM probably propelled into visibility in the early 1980's as a result of the growing importance of total quality management.

2.4.3. Employment Security

Studies by Delery and Doty (1996); Bjorkman and Fey (2000) have emphasised the significant correlation between employment security and organisational performance. According to Pfeffer (1998) the benefits of employment security, aside from workers' free contribution of knowledge and their efforts to enhance productivity, are also to encourage people to take a longer-term perspective on their jobs and organisational performance. In a study of the financial performance of 192 banks, John Delery and Harold Doty observed a significant relationship between employment security and the bank's return on assets, an important measure of financial performance. Employment security maintained over time helps to build trust between employees and their employer, which can lead to more cooperation, forbearance in pressing for wage increases and better spirit in the organisation. The idea of employment security does not mean that the organisation retains people who do not perform or work effectively with others; considering that performance does matter.

Employment security is fundamental to the implementation of most other high performance management practices such as selective hiring, extensive training, information sharing and delegation. Companies are unlikely to invest resources in the careful screening and training of new people if those people are not expected to be with the firm long enough for it to recoup these investments. Similarly, delegation of operating authority and the sharing of sensitive performance and strategic information requires trust, and that trust is much more likely to emerge in a system of mutual, long-term commitment.

2.4.4. Employee Voice (Involvement and Participation)

The direct participation of staff to help an organisation fulfil its mission and meet its objectives by applying their own ideas, expertise and efforts towards solving problems and making decisions is termed as employee involvement. Research has shown that organisations that tap the strength of their people will be stronger and more aggressive than those that do not. Firms will never realise the full potential of employees if they regard people as automatons or mere cogs in a wheel. In the long run, such companies' inefficiencies attract competition, and unless the management philosophy changes, they will disappear (Apostolou, 2000).

So many studies have shown how much of an impact employee participation can have on the performance and wellbeing of an employee, team or the entire organisation. Improved organisational decision-making capability, and reduced costs through elimination of waste and reduced product cycle times (Apostolou, 2000); improved attitude regarding work (Leana, Ahlbradt & Murrell, 1992); empowerment, job satisfaction, creativity, commitment and motivation as well as intent to stay (Apostolou, 2000; Light, 2004); and increased employee productivity across industries (Jones, Kalmi, & Kauhanen, 2010) are some of the prominent outcomes of employee participation.

2.4.5. Information Sharing and Knowledge Management.

As Pfeffer (1998) asserts, information sharing is an essential component of high-performance work systems for two reasons; first, the sharing of information on things such as financial performance, strategy and operational measures conveys to the organisation's employees that they are trusted. The second is that even motivated and trained people cannot contribute to

enhancing organisational performance if they do not have information on important dimensions of performance. In addition, there should be training on how to use and interpret the information. An enterprise that makes real a shared culture that is in actual fact unbreakable through information flow will be a competitive one. When the sharing of information is a vital component of the entire enterprise's culture, this can surely impact the effectiveness of the enterprise. When people work together, share ideas, and sometimes wrangle, they build on one another's ideas for the benefit of the enterprise. Lack of communication and information sharing disrupts work and brings about enterprise mediocrity.

In a study by Brian Hackett (2000) titled, "Beyond Knowledge Management: New Ways to Work and Learn," knowledge management is defined as, "An integrated, systematic approach to identifying, managing, and sharing all of an enterprise's information assets, including databases, documents, policies, and procedures, as well as previously unarticulated expertise and experience held by individual workers." In essence, it is gathering all the information and resources of a corporation and making them available to the individual employee. In turn, the employee uses these resources to create new innovative processes and thus, gives back to the firm.

2.4.6. Job design

Job design refers to work arrangement or rearrangement aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Through job design, organisations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. Job enlargement, job enrichment, job engineering, job rotation and job simplification are various techniques used in a job design exercise. According to Opatha (2002) "Job design is the function of arranging tasks, duties and responsibilities in to an organisational unit of work". The process of job design has been defined as, "specification of the contents, methods, and relationships of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder." (Buchanan, 1979). It can also be the process of putting together various elements to form a job, bearing in mind organisational and individual worker requirements, as well as considerations of health, safety, and ergonomics. In this rapidly changing business environment, it has become even

more critical for job design to meet the requirement of challenging work. Changing technology, advanced communication, and changing organisational structures have all impacted job design. To be more responsive to the rapid pace of change, jobs must have some degree of built-in flexibility. This flexibility is achieved through careful attention to job design.

Job simplification standardises work procedures and employs people in clearly defined and highly specialized tasks. Job rotation and job enlargement were designed to take advantage of specialization of labour from the job engineering approach (Luthans, 2005). Job rotation allows an employee to work in different departments or jobs in an organisation to gain better insight in to operations. Job enlargement can be used to increase motivation by giving employees more and varied tasks. Job enrichment is the technique which entails the inclusion of greater variety of work content, requiring a higher level of knowledge and skill, giving workers, autonomy and responsibility in terms of planning, directing, and controlling their own performance, and providing the opportunity for personal growth and meaningful work experience (Garg & Rastogi, 2006). A wealth of studies shows that there exists a correlation between job design and performance (Al-Ahmadi, 2009) indicates that the nature of job itself was found positively correlated with performance, which indicates that satisfaction with amount of variety and challenge in one's job actually influences performance. Job design gives a clear direction to how tasks are performed, and this leads to a positive change in job performance and analysis as a result of which the organisational productivity is enhanced through efficient work performance.

2.4.7. Career Planning

Career planning is the deliberate process through which someone becomes aware of his or her personal skills, interests, knowledge, motivations, and other characteristics; acquires information about opportunities and choices; identifies career-related goals; and establishes action plans to attain specific goals (Dessler, 2008). According to Manolescu (2003), career planning is a continuous process of discovery in which an individual develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system. In HRM, career planning seeks to identify needs, aspirations and opportunities for individuals' career and the implementation of developing human resources programs to support that career.

A well-planned career development system along with internal advancement opportunities based on merit, results in high motivation among employees, which has an impact on firm performance (Milkovich & Boudreau, 1998). In a broader sense, career management which is defined by Mayo (1991) as the design and implementation of organisational processes that enable the careers to be planned and managed in a way that optimizes both the needs of the organisation and the preferences and capabilities of individuals has become one of the most important elements in HRM. Byars and Rue's (2000) explanation of career management is that it is a joint responsibility between individuals, organisation, and employees' immediate managers. Individuals' responsibility, which covers two main areas: preparing their own career plans and putting the plan into practice are termed as career planning and career strategies respectively. The organisations and the immediate managers' responsibilities, if combined together would generate another dimension which is best named as organisational career management.

2.5. METHODS AND SOURCES OF RECRUITMENT

Recruitment is a process of generating a pool of capable people to apply for employment to an organisation and selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s) given management goals and legal requirements (Bratton & Gold, 2007: 239). Recruitment and selection can play a pivotal role in shaping an organisation's effectiveness and performance, if organisations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities. Performance improvement is not only a result of a well-functioning system, but it also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

Recruitment and selection have become ever more important as organisations increasingly regard their workforce as a source of competitive advantage. It is often claimed that selection of workers occurs not just to replace departing employees or to add to the number but rather aims to put in place workers who can perform at a higher level and demonstrate commitment (Ballantyne, 2009). This function of HR is presented as a planned rational activity made up of certain sequentially linked phases within a process of employee resourcing, which itself may be

located within a wider HR management strategy. The process of recruiting and selecting may come in four stages: defining requirements, planning a recruitment campaign, attracting candidates and selecting candidates (Armstrong, 2010).

Flippo (1984) opined that the sources of employees can be classified into two types, internal and external. The methods of recruiting will depend upon the source of recruitment the organisation intends to utilize (Ejiofor 1989). Where an organisation decides on a policy of recruitment from within, then the methods of recruitment will include job posting on public boards in order to inform all employees and so allow open competition; the secret review of the records of employees and giving the jobs to chosen employees; and finally, announcement to employees and unions that there are vacancies and that new hands will be welcome. Employees and unions are then in a position to inform friends, relations and colleagues. These methods of recruitment will work well for filling low-paid positions in the organisation.

Recruitment and selection form a major part of an organisation's overall resourcing strategies, which identifies and secures people needed for an organisation to survive and succeed in the short to medium-term (Elwood & James, 1996). In fact, the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organisation, by attracting more and more employees to apply in the organisation whereas the basic purpose of a selection process is to choose the right candidate to fill the various positions in the organisation (Gamage, 2014).

Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Sang (2005) for example discovered a positive association between recruitment and selection and business performance. Such were also of positive results between recruitment and selection and performance as seen in Ichniowski and Shaw (1999), Katou and Budhwar (2006) and Wright et al., (2005). Other studies such as Syed and Jama's (2012) have equally shown that implementing an effective recruitment and selection process is positively related to organisational performance.

With specific reference to recruitment and selection criteria and organisational performance, Montana and Charnov (2000) maintained that recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and

interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfil their new roles effectively. According to Huselid (1995) it is recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime that will have a substantial influence over the quality and type of skills new employees possess. The implication of this line of thought is that an organisation's human resource policies and practices represent important forces for shaping employee behaviour and attitudes.

It is often argued that a policy of internal recruitment is superior to a policy which looks outside the boundaries of the organisation because it allows individual development. Employees, it is said, have a right to advance in their jobs and therefore should be given first consideration when jobs occur. Filling a job opening from within the firm has the advantages of stimulating preparation for possible transfer or promotion, increasing the general level of morale, and providing more information about job candidates through analyses of work histories within the organisation. An internal search of the computer personnel data bank can flag personnel with minimum qualifications for the job opening. Such a system is more compatible with adapting the organisation to the needs of individuals.

A job posting system has a number of advantages. From the viewpoint of the employee, it provides flexibility and greater control over career progress. For the employer, it should result in better matches of employee and job, in addition to meeting requirements for equal opportunity for advancement of all employees (Flippo, 1984). While this argument is generally valid, it is well to remember that occasions often arise when existing employees do not possess the skills for the required tasks, or when giving them such skills will entail considerable costs to the organisation. It has been argued that no matter how much a company may design its manpower requirements to take account of internal skill developments, it still becomes necessary to bring in new talents into the organisation through external recruitment. Details of these sources are discussed below:

1. Advertisement: is the most common form of external sources of recruitment. Organisations advertise vacant positions on both electronic media and print media to access a larger pool of applicants. As cited by Nel *et al.*, (2009:226), an advertisement has communication as its basic underlying principle, and it should be worded in a manner

that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory.

2. E-Recruitment: or online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. Processes of e-recruitment consist of attracting, screening, tracking and selecting applicants, and offering jobs or rejecting candidates. Cappelli (2001) has estimated it that it costs only about one-twentieth as much to hire someone online.
3. Employment Agencies: Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions in Ghana, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, but usually the employer, these agencies do some preliminary screening for the organisation and put that organisation in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).
4. Labour Offices: are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labour pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organisation with a strong union may have less flexibility than a non-union company in deciding who will be hired and where that person will be placed. Unions can also work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).
5. Employee Referrals: An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and in some organisations if the suggested candidate is hired, the employee receives a cash bonus. Under this method, a candidate is appointed on the recommendation of some currently working employees. Hence, the HR managers of various companies depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment.

HR managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates (Rajarao, 2010).

6. Educational and Training Establishments: Managers of organisations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment is also referred to as campus recruiting and is one of the cheapest methods of recruitment. It introduces final year students to the institution. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organisation (Nel et al., 2009: 227).

2.5.1. Selection

Stonner, Freeman and Gilbert (2000) see the selection process as the mutual process whereby the organisation decides whether or not to make a job offer and the candidate decides whether or not to accept it. According to Ejiofor (1989), selection is the process of choosing from the pool of potential employees available those jobs in terms of qualified job and organisation requirements. Mondy (2010: 136) refers to selection as 'the process of choosing from a group of applicants those individuals best suited for a particular position in an organisation'. What stands apparent from the above is that selection is typically made from among many applicants that have applied for positions and meet the organisation's prerequisites.

2.5.2. The Process of Selection

Flippo (1984) sees selection process as a hiring procedure. According to Flippo, in the hiring procedure varying methods are used to discover significant information about an applicant, which can then be compared with the job specification. He is of the opinion that there is no standard procedure adopted by all firms, the following is an example of a popular method:

- ❖ Initial or preliminary interview: This initial interview is usually quite short and has as its objective the elimination of the obviously unqualified. In many instances it is a standing interview conducted at a desk or railing.

The more obvious facts and impressions are the types generally obtained in an interview. Appearance and facilities in speech are evaluated. Applicants are often asked why they are applying for a job with this particular organisation. Salary requirements are ascertained. An idea of education and experience can be obtained by knowing the time applicants finished in school and the jobs previously held. Many firms do not bother to initiate any paper work at this early stage. If the applicant appears to have any chance of qualifying for existing job openings, he or she is given the application blank to complete.

- ❖ **Application Blank:** One of the general principles of hiring procedures is to assign each step information objectives that can be best obtained by the methods of that particular step. Factual information should be obtained by means of an application blank. It should not automatically be assumed that all information written on the blank by the applicant is correct.
- ❖ **References:** The purpose of the reference check is to obtain information about past behaviour of applicants and to verify the accuracy of information given on the application blank. Cole (2005) expressed that most public sector organisations take up references before short listed candidates are called for interview; while private sector organisations tend to take them up after the candidate has been interviewed and a provisional offer of appointment made. The most common method of checking was a combination of letters and telephone calls. Letters of reference carried by the applicant are of little value; one knows what is in them.

Psychological Tests: The next step in the procedure outlined above is that of testing. Most of the larger companies that can afford to have a more detailed and accurate selection procedure do utilize some form of employment testing. It is the smaller company that frequently does not bother with tests, but places great reliance upon the interview. **Interviewing:** Interviewing is probably the most widely used single method of selection. A substantial amount of subjectivity, and therefore/ unreliability, is to be expected from interviewing when used as a tool of evaluation. One human being is evaluating another in somewhat strained and artificial circumstances. The specific sources of unreliability are several in numbers.

First, the interview is allocated information objectives that cannot be obtained otherwise. In this instance it deals with intangible goals such as assessing leadership role fit, and inner motivation.

Secondly, much research of specific sources of subjectivity has demonstrated the following: those interviewed immediately after the candidates are appraised more favourably; excessive weight is given to unfavourable information, with only one negative item leading to rejection in about 90 percent of the cases in one study. Interviewer stereotyping exists with more females recommended for such jobs as editorial assistant and more males for personal technician. Interviewers sometimes make a decision very early and conduct the rest of the interview searching for substantiating information. When favourable information is received to unfavourable, the applicant fares better. The greater the number of job vacancies the more favourable the applicant evaluation and, interviewers are often affected by appearance and non-verbal clues having little to do with job performance.

- ❖ Approval by the Supervisor: Following the outlined procedure, we should now be of the opinion that a candidate who has successfully completed all steps thus far should be hired. At this point in the process, a third interview is conducted. The information objectives of this interview may well overlap those of the preceding one. This overlap is not undesirable for at least two reasons. First, the organisational relationships often require that the supervisor be given the right to pass upon personnel; otherwise he or she cannot be held accountable for their performance. Secondly, the qualities that are generally appraised in an interview are highly intangible, such as personality, ability to get along with others and leadership potential. In such matters, it is helpful to have an appraisal by both the staff employment interviewer and the supervisor, who is better acquainted with the actual job conditions and the type of personnel at present in the department.
- ❖ Physical Examination: Physical examination is an employment interview step in most businesses. It can vary from a very comprehensive examination and matching of an applicant's physical capabilities to job requirements, to a simple check of general physical appearance and wellbeing. In the hiring procedure, the physical examination has at least three basic objectives. First it serves to ascertain the applicant's physical capabilities. Can the applicant work standing up? Is his or her eye sight sufficiently keen to meet the job requirement? The second objective of the examination is to protect the company against unwarranted claims under workers' compensation laws, or against lawsuits for dangers.

2.5.3. Recruitment and Selection Practices and Performance

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organisation. While it is understood and accepted that poor recruitment decisions continue to affect organisational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987). Recruitment and selection also have an important role to play in ensuring worker performance and positive organisational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or to add to the workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Recruitment and selection play a pivotal role in shaping an organisation's effectiveness and performance. If work organisations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, effectiveness can be enhanced. Recruiting and selecting staff in an effective manner can both avoid undesirable costs such as those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

2.6. EFFECT OF RECRUITMENT AND SELECTION ON ORGANISATIONAL PERFORMANCE

Recruitment, according to Weihrich and Koontz (1994), involves attracting candidates to fill positions in an organisational structure. Recruitment as explained by Opatha (2010) is the process of finding and attracting suitably qualified people to apply for job vacancies in the organisation. It is a set of activities an organisation uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a group of qualified applicants for organisational job vacancies. However, Stonner, Freeman and Gilbert (2000) state that the purpose of recruitment is to provide a group of candidate that is large enough to let managers select the employees they need. Before recruiting begins, the position's requirements which should relate to the task must be clearly identified.

Recruitment and selection is a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Some of the processes in selection include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organisations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

2.6.1. Training and Development

A formal definition of training and development is any attempt to improve current or future employee by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. While training is seen to be a process of imparting specific skills, development is said to be the provision of learning opportunities designed to help employees grow. According to (Armstrong, 2001: 543), training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Training has the distinct role in the achievement of an organisational goal by incorporating the interests of the organisation and the workforce (Stone, 2002). For training to have a better effect on performance, its design and delivery should be well executed.

Training remains vital to enhancing employee performance. The organisational commitment or "the relative strength of an individual's identification and involvement in a particular organisation" (Pool & Pool, 2007: 353) depends on effective training and development programs. According to these authors, organisations demonstrating keen insight make provisions for satisfying the training needs of their current workforce. Cheng and Ho (2001) indicate that adequate training produces marked improvements in employee communication and proficiency of performances as well as extending retention time. Moreover, when programs target communication skills with co-workers, there are significant increases in profit as well as a greater number of reported positive working relationships that are formed. Also, training and education have been shown to have a significant positive effect on job involvement, job satisfaction, and organisational commitment (Karia & Asaari, 2006). Furthermore, poor performance reviews due to inadequate job training can produce employee dissatisfaction and conflict.

2.6.2. Compensation

Compensation processes are based on compensation philosophies and strategies contained in the form of policies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation. This entails measuring job values, designing and maintaining pay structure, paying for performance, competence and skill and providing employee benefits. However, compensation management is not just about money, it is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation (Bob, 2011). Compensation has a motivational effect and therefore implies that having a compensation structure in which the employees who perform better are paid more than the average performing employees is vital to enhancing organisational performance (Hewitt, 2009). The growing recognition and consensus that compensation promotes productivity is consistent with the early work of Peter Drucker (1956) which states that “happy workers are productive workers”.

2.7. SHORTFALLS IN RECRUITMENT PRACTICES

Most recruitment and selection processes have elements of biased judgment inherent in them. However, treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organisation and how it has dealt with them. Recruitment and selecting staff is expensive both in terms of time and money, and it is therefore important that the process is carried out effectively and efficiently so that the results in the appointment of a person would fit the job being occupied (Djabatey, 2012). Vhembe District Municipality recruitment criteria are provided through advertising vacancies on municipal website and national newspapers wherein anyone with educational qualifications or relevant experience qualifies to apply for such vacancies. All the advertised vacancies will entail the educational requirements, duties, salary, and competencies. In the 2017/2018 Auditor General Management report for Vhembe District Municipality, it was found that qualification verification and background screening were not conducted upon the appointment of successful candidates. Ahmed, *et al.*, (2020: 31) they have expressed that selection and appointment process has an effective impact on employee loyalty, and that neither the employees nor their organisations are more effective and efficient at the level of performance and desired outputs.

Recruitment and selection greatly affect an organisations' succession plan. To illustrate this, a study conducted on the best practices in the management of success in the education sector in the United States of America confirmed that academic institutions practice a retroactive hiring method, where candidates for vacant positions are considered concurrently as the current office holders leave office. This practice leads to expedited or abbreviated induction and training which in effect leaves the new employees with very little knowledge about the new job. This practice is commonly referred to as replacement planning. Replacement planning is seen to be one of the reasons for high employee turnover in most organisations (Hanover Research, 2014).

Laws (2017:9) highlighted that inappropriate recruitment practices, political interferences and poor support from senior governments contributes to capacity shortfalls within local government sector. Political interference in most situation result into incompetent personnel appointed based on their political affiliation. In 2017 Vhembe District Municipality appointed the Municipal Manager and the Chief Financial Officer who were both appointed based on their political affiliation and in 2018 they were both suspended for authorising a R300 million illegal investment into VBS Mutual Bank which was not registered as a bank in terms of the Bank Act 94 of 1990. The investment thereof was in contravention with Section 7(3) of the Local Government Municipal Finance Management Act 56 of 2003. The municipality became bankrupt, and it was unable to provide basic services to the community. All of the above was as a result of political interference on the recruitment process and the municipality became bankrupt unable to provide basic municipal service such as water to the community. The Department of Co-operative Governance and Traditional Affairs published Local Government Municipal Staff Regulations No: 45181 on the 20 September 2021 in order to improve recruitment processes, employees' development and ensuring implementation of performance management system in municipalities. The regulation strictly provides rules to municipalities on job evaluation, skills development, performance management recruitment, and selection. Other institutions like universities they have different approach in addressing shortfall in recruitment process. Zepeda *et al.*, (2012) noted that public education institutions such as universities do not have the freedom of private enterprises regarding the recruiting and hiring of key leaders and senior administrators. Specifically, their study on succession in universities outlines challenges faced by universities in succession. For instance, a majority of teaching staff get into the profession to work as lecturers and university professors teaching various courses. They have minimal skills and formal training

that can support them to meet the current needs of educational institutions. This is despite the common perception that university leaders must be knowledgeable and are a crucial component in the effort to solve the challenges currently bedevilling higher education institutions across the globe. This has led to a rise in the need to reform and restructure the higher education sector from multiple fronts.

Sharmin (2015) conducted a comparative study on the recruitment and selection process in public and private universities in Dhaka city, Bangladesh. the management in universities has a desire to recruit and select staff based on qualifications. However, the existing political environment did not allow the university managers to be fair in the recruitment and selection of staff. Organisations rely on different media especially online media to advertise available vacancies (Sharmin, 2015). For instance, she posited that most companies favour on-line job boards and company websites. Firstly, the use of company websites is cheaper and can reach all the people visiting the company website who may then spread word about the available vacancy. Secondly, this might be because platforms such as WhatsApp are real time, and members are likely to receive announcements on time and disseminate them quite easily. Lastly, many youths who are prime for employment utilise the internet on a large scale, beginning with visiting websites, using Facebook and WhatsApp for social purposes. Thus, this media can reach a huge pool of talented potential recruits.

Djabatey (2012) in a study of Recruitment and selection practices in HFC bank in Nigerian revealed that advertisement was carried out in the recruitment process. The bank used various means to advertise available vacancies such as staff referrals, job postings on notices and electronic bulletins boards, in company newsletters, and sometimes through office memoranda.

Numerous studies have been conducted on current recruitment and selection practices and processes. Vacancy advertisement in municipalities are guided in terms of the recruitment and selection policies. The new methods of recruitment like e-recruitment it has been found to be more effective and transparent. According to Baykal (2020:419) stated that many corporations are using online platforms such as job-boards, corporate recruitment sites, and social media websites in their recruitment practices which is cheaper and effective. Online recruitment is preferred since it is cheap and flexible. Another study by Sinha and Thaly (2013) revealed that organisations adopted diverse recruitment and selection practices. They further revealed that

none of the practices were universally accepted. Therefore, to derive maximum benefit, organisations adopted a combination of two or three practices. Some of the practices that were prevalent in the study include employee referral, campus recruitment, advertisement, recruitment agents, company websites and social media such as WhatsApp.

Ekwoaba, Ikeje, and Ufoma (2015) conducted a study to determine the current recruitment and selection practices at Fidelity Bank, Nigeria. The study revealed that the bank had a policy that governs and guides the recruitment process. However, respondents revealed that they were not aware of available vacancies. This, therefore, implies that the bank may not be using staff to advertise available vacancies. The study also sought to determine the impact of recruitment and selection on organisational performance at Fidelity Bank plc, Lagos. It was revealed that the recruitment and selection criteria have a significant effect on organisational performance ($X^2 = 35.723$; $df = 3$; $p < 0.05$). The study further revealed that the more the recruitment and selection is objective and focused, the higher the organisational performance ($X^2 = 20.007$; $df = 4$; $p < 0.05$). Therefore, it can be concluded that the ability of an organisation to objectively recruit and select staff determines how well it can perform in the job market. Djabatey (2012) also argues that for an organisation to gain a competitive edge in the market, it must have the right staff. The right staff can only be recruited through a fair and objective recruitment and selection process.

Similarly, a study by Mustapha, Ilesanmi and Aremu (2013) on Nigerian banks revealed that there was a strong and significant relationship between recruitment and selection that is based on merit and organisational performance. This study concluded that a poor recruitment and selection strategy led to the selection of inappropriate staff, therefore leading to poor organisational performance. Further, Naveen and Raju (2014) conducted a study on recruitment and selection in India. The study revealed that successful recruitment and selection practices contributed significantly to improved organisational outcomes. A study by Omolo, Onginda and Oso (2012) also found that suitable recruitment and selection strategies among Kenya small and medium enterprises (SMEs) help increase organisational performance.

Other studies have also revealed a positive relationship between an objective, fair and reliable recruitment and selection process and organisational performance. For instance, a study by Gamage (2014) revealed that there was a positive and significant relationship between recruitment and selection and the performance of organisations. Similarly, a study by Sang

(2005) revealed that the association between recruitment and selection and business performance was positive. On the same note, Syed and Jama (2012) in their study confirmed that the adoption of an objective recruitment and selection process positively contributed to enhanced organisational performance.

2.8. STRATEGISING AND PLANNING FOR HUMAN RESOURCES (HR).

This key HR function entails the formulation of institutional HR objectives and strategies and their integration into the corporate plans of the public. Strategising and planning require that HR planning anticipates future HR needs and develops ways of coping with internal and external environmental changes in achieving institutional objectives. Lues (2016:240), believes that strategising and planning for HR in the public sector includes the following HR related aspects:

- ❖ Job analysis. According to Nienaber, in Van der Westhuizen (2016: 127), and Lues (2016:240), job analysis is a systematic study of a specific job to determine its nature and purpose in addition to the duties, responsibilities and reporting lines associated therewith as well as how it fits into the institution's staff establishment or structure. It also entails gathering job specification requirements such as the minimum requirements and skills needed to do the job. New job description and specification are usually compiled after the HR specialist has conducted the job analysis.
- ❖ Job evaluation and grading of jobs. Nel, Gerber, Van Dyk, Haasbroek, Schultz, Sono and Werner (2001: 162) see job evaluation as a formal system to determine the relative worth of jobs in an institution. Jobs are graded based on the value attached to the structure or staff establishment. The higher the grade attached to a job the higher the salary range. According to Lues (2016: 241), it involves the analysis and comparing of different jobs in the public sector and placing them in a ranking order based on the overall demands with the aim to assess which jobs should get more pay than others.
- ❖ Key performance indicators. Key performance indicators are part of the HR strategizing and planning function and refer to those critical success factors and institutional goals that need to be achieved (Lues, 2016: 240).

All public sector departments should ensure that they have clear HRM strategies in place into which talent management is integrated. Also, HR Directorates should anticipate and plan for

future HR needs that will help them cope with internal and external environmental changes in ensuring the institution will achieve its strategic objectives through its human capital.

2.8.1. Obtaining Suitable Human Resources.

To obtain suitable human resources, the formulation and implementation of affirmative action and equality policies, the recruitment of qualified candidates, and the selection and appointment of suitable applicants who best comply with the requirements of a specific vacant position are required (Van der Westhuizen, 2016: 16). Lues, in Draai et al., (2016: 241) expand on the following:

- ❖ **Recruitment and selection or talent inventory:** Nel *et al.*, (2001:163) point out that the term talent inventory refers to the attraction and selection of high potential employees which should be one of the first steps in HR planning. The recruitment process consists of two stages, namely the defining of the requirements and the attraction of candidates. The selection process consists of several components that may differ from organisation to organisation namely; the preliminary interviews, written applications; employment tests; employment interviews, assessment centres; reference checks; and a physical examination (Swanepoel, *et al.*, 2014: 326-327).
- ❖ **Induction:** The main purpose of induction is to introduce and orient a new employee into the institution as well as to ensure good performance and retain suitable employees (Nel, *et al.*, 2011: 209).
- ❖ **Individual employment agreement:** The individual employment agreement refers to the individual contract under the terms of which an employee undertakes to perform his/her duties under the authority of an employer.
- ❖ **Probation period or trial period:** A probation period is used to ascertain whether a new employee will be able to perform his/her duties (Lues, 2016: 241).
- ❖ **Retention:** Retention refers to an effort to encourage employees to remain employed in the public institution. It involves a range of HR activities and strategies to increase job satisfaction, improve commitment to the institution and to reduce turnover (Lues, 2016: 241; Nel, *et al.*, 2011: 225).

The procurement of suitable human resources encompasses HR related functions such as recruitment and selection or talent inventory, induction processes, individual employment

agreements, probation periods and the formulation of suitable retention strategies to encourage employees to remain employed in the public institution. The different functions to develop employees are outlined below.

2.8.2. Utilising and developing employees.

This function focuses on career management, training, development and the appraising of employees (Van der Westhuizen, 2016: 16). Lues (2016: 242) explains that the HR function of developing employees includes conducting a training needs analysis, establishing training and developmental opportunities as well as coaching and mentoring programmes, and applying performance management as indicated below:

- ❖ **A training needs analysis:** The objectives of a training needs analysis are to identify training needs which flow from the introduction of new processes or products as well as performance gaps that need to be addressed through training interventions (Nel, *et al.*, 2011: 373).
- ❖ **Training and development:** A public sector institution should ensure that employees acquire the competences needed to perform a job in response to ever-changing work processes. There are various on and off-the-job training methods to train public sector employees (Swanepoel, *et al.*, 2014: 588-590; Lues, 2017: 242).
- ❖ **Coaching and mentoring programmes:** Coaching refers to a planned one-to one instruction which means that a coach will explain what needs to be done, answer questions and offer counsel to the employee (Nel, *et al.*, 2011: 379).
- ❖ **Performance management:** Performance management refers to the process of identifying, assessing or evaluating and developing the work performance of an employee. Performance appraisal is where an employee's performance will be reviewed against set targets and setting new performance objectives or targets within a specific time frame (Lues, 2016: 242).

2.8.3. Compensation and caring.

Compensation and caring includes aspects such as remuneration, incentives and employee wellness programmes, i.e., counselling (Van der Westhuizen, 2016: 16). In the public sector,

compensation refers to the remuneration that the employer or organisation pays employees for a certain period of work (Maserumule, 2014: 73).

2.8.4. Dealing with employee relations.

Dealing with employee relations includes aspects such as grievance procedures, dismissals, redundancy and outplacements (Van der Westhuizen, 2016: 16). Employee relations include all aspects of the employment relationship between the public sector employer and the employee such as labour relationships (trade unions), collective agreements, disciplinary procedures, whistle blowing, dismissals, retirement and downsizing or outplacements (Lues, 2016: 243-244).

2.9. APPROACHES ON HOW TO IMPROVE THE RECRUITMENT AND SELECTION PROCESS ON ORGANISATIONAL PERFORMANCE.

Researchers have different opinions of what performance is. Organisational performance continues to be a contentious issue in the management research circles. Javier (2002) equates performance to the famous 3Es; economy, efficiency and effectiveness of a certain programme of activity. According to Richard *et al.*, (2009) organisational performance encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment), product market performance (sales, market share), and shareholder return (total shareholder return, economic value added). Organisational performance is the organisation's ability to attain its goals by using resources in an effective and efficient manner Daft (2000). We can put organisational performance as the actual output or results of an organisation as measured against its intended outputs, that is; goals and objectives. Performance should not be confused with productivity. According to Ricardo (2001), productivity is a ratio depicting the volume of work completed in a given amount of time. Performance is a broader indicator that could include productivity as well as quality, consistency, effectiveness, efficiency and other factors.

A study by Chien (2004) found that there were five major factors determining organisational performance, namely:

- Leadership styles and environment.
- Job design.

- Organisational culture.
- Model of motive and
- Human resource policies.

The concept of performance borders on both what has been achieved and how it has been achieved. Organisational performance can be measured in a number of different ways. The most obvious way to measure what has been achieved and the approach used is, in many studies, by reference to key performance indicators (KPIs) which have usually to do with financial results (profitability) or productivity. Measuring the “how” is more difficult. It has to rely extensively on qualitative assessments of organisational capability or effectiveness.

2.9.1. Typical Management Functions:

Other than the above HRM functions, there are various management tasks that enable activities that typify the work of all public managers, of which HR managers cannot be excluded. Typical management functions include policymaking, organising, financing, and control that will be discussed below:

- ❖ **Policymaking:** Thornhill & Cloete (2014: 84) maintain that policymaking in the South African public sector is directed by legislation passed by parliament and the respective provincial legislatures. It is the first and most basic function undertaken when establishing a public institution and specifying its activities. Van der Westhuizen (2016:16) avers that HR policies are the bedrock of all HRM related activities in that they provide guidelines and give direction to public managers to meet set objectives. Key HRM responsibilities entail HR managers ensuring that HR legislation, regulations and directives are correctly interpreted and conveyed to all staff in a comprehensible format.
- ❖ **Organising:** Like with any other organisation, a public institution creates its own organisational structure (staff establishment) and staffing function. Van der Westhuizen (2016:17) explains that organising entails that all staff employed in the institution should be given duties and responsibilities in the staff establishment or hierarchy. It further requires that all new staff members are oriented towards their place in the staff establishment or hierarchy of the public institution. Finally, organising also refers to delegation of authority.

- ❖ **Financing:** Van der Westhuizen (2016:18) states that the HR manager should assist the accounting officer of a public institution to prepare a medium-term expenditure framework budget and an annual operation budget concerning all HR and employee related activities. HR managers in the public sector must ensure that they execute the approved budget in compliance with what the budgetary authorities have approved. They keep a record of all HR related financial transactions and assist the chief financial officer with any queries from the office of the Auditor-General and the Standing Committee on Public Accounts on the performance of the institution concerning HR related matters. Thornhill and Cloete (2014: 153) maintain that every municipal council must review and evaluate its staff establishment for budgeting purposes.
- ❖ **Controlling, monitoring and evaluation:** This task involves the setting of standards and measuring how the actual performance compares with the set standards. It requires that HR managers take corrective action if there are any deviations or if set standards are not met. Thornhill and Cloete (2014: 153) point out that every municipal council should ensure that it is kept informed about the HRM activities of the municipality and that as part of the control function, monthly reports on HRM matters could be required. Annual reports on HRM activities should be the norm.

The above management tasks assist municipalities to direct their efforts to meet the goals of the institution by identifying and defining typical tasks that should be fulfilled by all managers, including HR managers, to promote effective management and leadership.

Strategic human resource management should not be viewed as something unconnected or subordinate to the formulation and implementation of an institution's corporate strategy but rather as an integral part of general strategic management. Vermeulen (2008: 412) avers that the Treasury Guidelines, 2002 and the Guidelines on Integrated Human Resource Planning, 2002, emphasise the importance of an integrated strategic planning approach in service delivery. This means that the HRM planning process should be preceded by strategic planning and since talent management strategy derives from the institution's HR plan, there should be integration with both the strategic and operational plans. Dorasamy (2014: 186) concurs that talent management, as an integral part of a public institution's strategic human resource management activities, cannot be excluded from corporate strategy dealing with the demand and supply of

human resource, labour cost, trade union activities, performance management and other HRM strategies (Swanepoel, Erasmus, Van Wyk and Schenk, 2000: 204).

According to Van Dijk (2008: 393), an integrated talent and human resource management approach ensures that HR matters are dealt with coherently and responsibly while enabling employees to identify clear career paths and specific development needs that address the responsibilities attached to a specific position within the organisation. Vermeulen (2008: 412-413) argues that the way in which an HR plan is integrated and aligned with the strategic and operational plans also has an impact on the success of the talent management strategy which derives from the departments HR plan. PALAMA (2009: 18-19) has this to say about SHRM:

- ❖ It refers to an institution's intention and plans on how its strategic goals should be achieved through its human capital;
- ❖ It links relevant SHRM with the institutional strategic goals, objectives and strategies with the aim to improve the performance of the institution and develop an institutional culture;
- ❖ It refers to the pattern of human resource activities planned to meet the institutional goals;
- ❖ It refers to a partnership between the formulation and implementation of the institution's strategies;
- ❖ It refers to the process of obtaining the right number of suitably qualified employees into the right positions at the right time; and
- ❖ It refers to the institution's ability to match vacancies or human resource demands with the internal and external supply of human resources.

According to Van der Westhuizen (2016: 52), integrating an SHRM plan and strategy with an institution's corporate plan involves activities such as a strategic planning process, strategic decision-making, the vision, mission, objectives, plans, strategies and deployment of human resources. Thus, strategic management or strategic HRM entails strategy formulation, implementation, control, monitoring and evaluation. Strategy formulation involves top management decisions and actions for managing human capital from both internal and external environments (Nel et al., 2001: 563). Strategy implementation involves creating a suitable structure and institutional culture to ensure that all role players strive to achieve the vision, mission, goals, plans and strategies and improve service delivery (Van der Westhuizen, 2016:

55). Lastly, the impact of strategic planning should be monitored and evaluated to determine whether implementation was successful and to identify corrective actions if necessary.


Thus, SHRM involves a more comprehensive approach towards human capital planning, deployment and development with the following benefits: an improved understanding of the implications of the strategic planning of the institution's human capital; proactive recruitment of adequate talent and improved human capital development; improved analysis and control of labour costs by providing more relevant and objective criteria for the labour market; the training and development of talent; and remuneration (Nel, et al., 2001: 557).

According to Van Dijk (2008: 387), the Public Service Review Report of 2000 reported that one of the key challenges in the public service was to attract, develop and sustain capable managers and employees. As part of HRM, talent management directs how institutions attract, select, develop, train, deploy and retain employees (Van Rooyen & Whittle, 2011:1039). Pillay *et al.*, (2008: 313) concur that the attraction, development and retention of talent are key success factors for modern institutions including the South African public sector. This is affirmed by Vermeulen (2007: 277) who states that talent management should be integrated with existing HRM processes such as performance management, development of staff, succession planning and reward and recognition. As a set of typical HRM functions, activities and processes which include, inter alia, recruitment, selection, development and succession planning, talent management is irreplaceable. This is in line with Vermeulen's (2008: 408) assertion that talent management is not a single activity or a once-off process, but a continuous focus on human capital and ways in which it can optimise service delivery. A talented, skilled and motivated workforce or human capital can best achieve this by explaining the emphasis on recruitment, development and motivation to enhance the overall performance of an organisation (Vermeulen, 2008: 408). This is the reason Pillay et al., (2008: 308) describe talent management as a complex undertaking that operates within the strategic HRM framework.

Considering the above, Vermeulen (2008: 412) argues that public institutions should regard talent management as a strategic priority to ensure the recruitment and selection of competent staff with requisite skills and to ensure that this kind of staff is retained. Effective human resource planning guarantees the appointment of the right person at the right time and place and in the right numbers. The Public Service Regulations, 2001, as amended in 2016, and the Guidelines

on Integrated Human Resource Planning in the Public Service, 2002, emphasise the importance of integrated strategic human resource planning. In terms of the Guidelines on Integrated Human Resource Planning, (2002: 3), human resource planning refers to a process in which the human resource needs of an institution or department are reviewed on a continuous basis to ensure that the required number of skilled and competent employees is available. The Department of Public Service and Administration stresses, in the Strategic Framework Vision 2015 Human Resource Development Pack, the need to identify strategic interventions to develop the capacity of the public service.

2.10. ROLE OF SALGA IN SERVICE DELIVERY

The South African Local Government Association (SALGA) and its provincial associations are collectively referred to as Organised Local Government (OLG). It has been mandated and is recognised as the organisation that represents municipalities at the national and provincial spheres of government. SALGA is a Schedule 3A Public Entity, recognised in terms of the Public Finance Management Act, hence, the statutory need for it to submit its annual financial statements to the Auditor General (Phindela, 2012). It is funded through an array of sources but primarily through membership levies, national and CoGTA grants and project specific funds from international donors (Mathebula and alan).

The holistic mandate and function of South African Local Government Association SALGA is to represent local government at the national and provincial sphere of government whilst facilitating its transformation to enable it to fulfil its developmental goals (Mathebula and Malan, 2004). This process would be achieved through the two distinctive roles constituting the main objective of SALGA. First, the role of representing local government in other spheres of government and secondly, providing a service to its members that will help them to meet their mandates. The six thematic areas constituting SALGA's mandate place on it the onus of either representing its members or providing a service to its members.

The South African Local Government Association SALGA, as a representative of Organised Local Government OLG, is identified as one of the key stakeholders in the implementation and fostering of integration and coordination of stakeholders in ensuring effective service delivery. It is SALGA's role to facilitate and represent local government's interests through lobbying,

engagement and participation in the national and provincial structures of government, in order to enhance coordination and integration for service delivery purposes. Amongst others, its role is primarily to assert local government's voice through different means in national and provincial spheres and to measure and keep up to date with the impact of proposed or implemented legislation at local government level.

Municipalities are able to address and highlight issues of interest and concern for the constituency to the forum themselves. SALGA's role then becomes directed and focused on presenting strategic generic issues that arise from national and provincial matters. Its facilitation role becomes a formal channel for communicating provincial and national issues addressed in SALGA's executive structures.

Representation provided by SALGA to its members can be divided into three main objectives that form part of its strategic aims. These are representation, advocacy and lobbying in other spheres of government; acting as the employer body and strategic profiling locally and internationally (Layman, 2013). SALGA is predominantly an intergovernmental organisation that represents the voice of local government. An essential part of its function is to advocate and lobby on behalf of local government. As articulated in the previous chapters, the role of representation is seen and exercised in numerous national, provincial and even local structures, different bodies and councils such as the Bargaining Council. SALGA has played a major role as an employer representative in the process of local government employment negotiations at the Bargaining Council. Municipalities no longer negotiate individually for wages, salaries and conditions of employment with trade unions. This has assisted in eliminating irregularities, discrepancies of salaries and variations in conditions of service amongst the employees.

The same approach has been taken in relation to the lobbying and advocacy of national policies and legislation (Woolman, Roux & Bekink, 2004). SALGA is intensely involved in the process of analysing and advocating for policies and legislation that empower and enable local government to attain its developmental objectives. It is mandatory for SALGA to advocate, review and provide commentary on policies and legislation that will affect local government (Edwards, 2003). This is often achieved through a consultative process with members to gather their views on relevant legislation and policy.

2.11 PRINCIPLE OF COOPERATIVE GOVERNANCE IN SERVICE DELIVERY

According to the 1996 Constitution, South Africa is constituted by three spheres of government, national, provincial and local government (Thornhill, 2002). Cooperative governance of the respective spheres is a key driver in ensuring that service delivery and the needs of the communities are met. Section 40 (1) of the Constitution of the Republic of South Africa makes provision for the constitutional autonomy and interaction of the spheres, providing that they are 'distinctive, interdependent and interrelated'. The relationship of the three spheres is fundamental to the system of multilevel government. Thus, governments should not exercise their distinctive powers and functions in isolation of one another or in competition with each other.


The South African 1996 Constitution adopted a multi-level system of government comprising three spheres of government: the national, provincial and local government. This is a cooperative system of government since the three spheres of government are distinct, interdependent and interrelated (Thornhill, 2002). Each of the spheres of government is assigned its own powers and functions with some being assigned both exclusive and concurrent functions. Because of the distinct, interdependent and interrelated nature of the spheres of government, and the concurrency in the assignment of functions, cooperation and intergovernmental relations among the three spheres of government and within them becomes necessary. In this scheme, local government is assigned an important developmental and service delivery role.

Local government is the sphere that is closest to the people and, therefore, gives effect to government plans and strategies (Steytler, 2011). It is thus indispensable that national and provincial spheres ensure that local conditions and commitments give effect to national objectives. The principles of co-operative governance entrenched in Chapter 3 of the Constitution are key Intergovernmental relations IGR and cooperative government, but also highly reflect the underlying values of '*Ubuntu*' and '*Batho Phele*' instilled in the values of our developmental democracy (Steytler, 2011). Section 41 sets out a normative basis for intergovernmental relations. Government is constituted by three spheres that are distinct, interdependent and interrelated with clear objectives for each sphere. It is therefore essential that activities of the different spheres of government are aligned, cooperated and coordinated to ensure synergy in the delivery of services by way of cooperative

governance and friendly Intergovernmental relations IGR. The relationship between and amongst the spheres of government and all organs of state is one of close cooperation within a larger framework that recognises the distinctiveness of every constituency as well as the interrelatedness and interdependence of all constituencies.

Chapter 3 of the Constitution defines and sets out the framework for Intergovernmental relations IGR and cooperative government between and within the three spheres of government and organs of state. Section 40 (2) states that all spheres of government must conduct their activities within the parameters provided for by Chapter 3 of the Constitution. To give effect to the provisions of Section 40, Section 41 provides a normative description and limit as to how spheres of government are to co-exist in peace and unity. Section 41(e) highlights the positive obligations of cooperative government and Intergovernmental relations IGR. The Constitution states that spheres of government and all organs of state within each sphere must respect the constitutional status, institutions, powers and functions of government in the other sphere, not assume any power or function except those conferred on them in terms of the Constitution, exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere and cooperate with one another in mutual trust and good faith.

2.12. CONCLUSION

In Chapter 2 the researcher presented the theoretical framework, conceptualised the study and carried out an extensive review of literature that was informed by sources of information such as text-books, Internet (World-Wide Search), Journals published by accredited publishers, local government documents such as the Vhembe District Municipality Integrated Development Plan. The next chapter will be research design and methodology .

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Chapter 3 discusses the research methodology used in this study, the results obtained from empirical research, the results and findings of the semi-structured interviews and semi-structured questionnaire, and subsequently interprets the findings to make recommendations.

A semi-structured questionnaire and interview schedule, using information obtained from the theoretical framework, were the instruments used to gather data. This chapter explains the research design, methodology and approaches used in dealing with the data captured for this study. Data was obtained from Heads of Departments of the managers and from the Sub-Directorate, Human Resource Management of Vhembe District Municipality.

3.2. SOURCES OF DATA

The data for this study was drawn from two main sources; primary and secondary data sources.

3.2.1 Primary Data

The primary data sources were the original data collected and analysed by the researcher from the field. These were mainly obtained from the responses of respondents to self-completion of semi structured interviews and participant observation recordings.

3.2.2. Secondary Data

The secondary sources of data refer to data collected by a person or researcher other than the user of the information. This kind of previously collected information is not case-specific but it can be relevant to the studied problem (Lindstrom et al., 2010). This study to a significant extent depended on information on the four municipalities in the Vhembe District and their HRM practices from relevant materials and other documented relevant information. Available handbooks, annual reports, performance reports, employment policies, relevant information from the organisation's website, blogs, journals, newsletters and other documented materials made up the secondary data used by the researcher. The data obtained from these sources was

scrutinised for reliability, validity, adequacy and suitability in answering research questions. The use of multiple independent sources of data was to establish the truth and accuracy of any claim; thus, it is expected to enhance the reliability and validity of the study.

3.3. RESEARCH DESIGN

A research design is a general plan of how the researcher goes about answering the research question (Saunders et al., 2009: 136). According to Cooper & Schindler (2003:149), it is the blueprint for collecting, measuring and analysing data, informed by the kind of study being planned and the type of results being sought. Research activities are directed by the research design. Thus, a qualitative research design was developed as it was the most applicable to the purpose, techniques and context of the study. A research design is seen as directing the research to ensure that valid conclusions are reached. However, Welman et al., (2008:188) state that qualitative research is an approach rather than a design and entails the post-positivist and interpretive research paradigms (qualitative research approach) that seek to describe and evaluate the meaning of phenomena in social worlds, making it descriptive (Mouton, 2005:161).

For this study, the researcher used the interpretive research paradigm with various qualitative data collection instruments. Qualitative research methods involve certain approaches to knowledge production and include any research that makes use of qualitative data (Mouton, 2005: 61). Maree *et al.*, (2017: 51) summarise the purpose of qualitative research as that of describing and understanding a phenomenon within its context to understand the meanings revealed by the respondents.

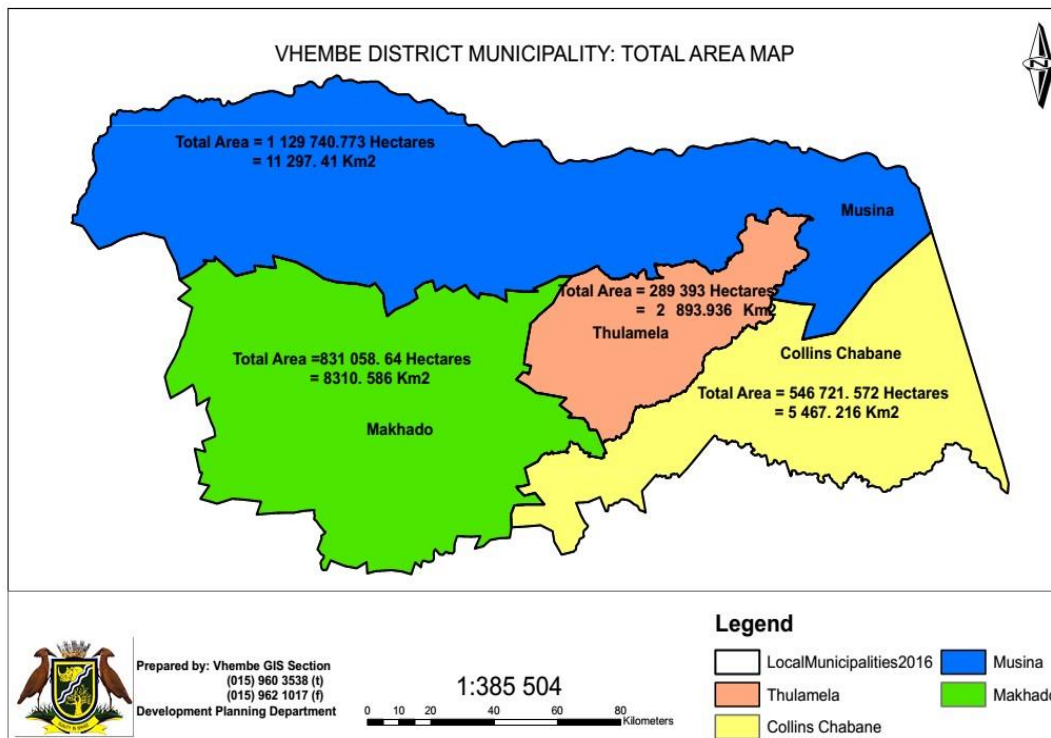
To meet the research objectives outlined in Chapter 1, data was gathered through a literature study, followed by an empirical study. The literature study as discussed in Chapters 2 and 3 consisted of relevant literature, legislation, policy documents, journal articles, books, conference papers, the internet, government reports about the requirements, purpose, functions, models, principles, practices and challenges about human resource and talent management in local government. For the empirical study, information was gathered through an interview to allow the researcher to draw conclusions from the data and make recommendations.

3.4. STUDY AREA

The study was conducted at Vhembe District Municipality, Thohoyandou, Limpopo Province. The Vhembe District Municipality is a Category C municipality located in the northern part of the Limpopo Province. It shares borders with Zimbabwe and Botswana in the north-west and Mozambique in the south-east through the Kruger National Park. The Limpopo River valley forms the border between the district and its international neighbours.

The district includes the former Transvaal, and areas that were previously under Venda and Gazankulu Bantustans administration. It is comprised of four local municipalities, namely; Musina, Thulamela, Makhado and Collins Chabane. The district municipal offices are located in the town of Thohoyandou. It covers a predominantly rural geographical area.

The figure 3.1 below indicates all local municipalities within Vhembe District municipality: Makhado, Thulamela, Musina and Collins Chabane.



Source: Vhembe District Municipality Integrated Planning Development IDP Review, 2020/21

3.5. SAMPLING AND RESEARCH POPULATION

Maruster & Gijsenberg (2013) state that population involves identifying those which, by virtue of their relationship with the research questions, are able to provide the most relevant, comprehensive and rich information. In terms of this research the population will be the workforce of Vhembe District Municipality which is 1530 employees. The workforce also comprises of different employee categories and in different disciplines. Sampling is a process of selecting a number of individuals (a sample) from a population preferably in such a way that the individuals are representatives of the larger group from which they were selected (Fraenkel, Wallen & Hyun: 1993). Fink (2014) states that there are two types of sampling methods which are random or probability and convenience samplings. In terms of probability sampling every member of the target population has a known probability of being included in the sample while convenience sampling participants have a chance of being chosen, but others do not because they are not present when the sample is assembled. Harding (2013) outlines that purposive sampling supports the researcher to be deliberately subjective, choosing those respondents who will best fit the purpose of the research. The researcher has determined to have the sample size which will mainly be heads of departments, organized labour, general staff members from different designations.

The research population or *universum* refers to the entire group of people that is the object of research and about who some specific data is required, and the subset of the population investigated and whose characteristics will be generalised to the entire population is called a sample. (Bless & Higson-Smith, 1995: 85-86). The *universum* (population) for this study consisted of the management/staff and the Sub-Directorate Human Resource Management specifically. A target population refers to a group of elements that possess certain characteristics relevant to the study.

Sampling is defined as the process of choosing a small group of respondents from a larger defined target population based on the assumption that the results discovered about the small group will allow the researcher to draw conclusions concerning the larger group (Du Plooy-Cilliers et al., 2014: 136).

For this study, purposive sampling was used. Welman et al., (2005: 69) aver that purposive sampling is the most important type of non-probability sampling in which the researcher relies on his/her experience to deliberately obtain units of analysis in such a way that the sample may be regarded as representative of the relevant target population. Non-probability sampling designs, such as purposive sampling, are used in both qualitative and quantitative research.

In qualitative research, this sampling can be used to select a predetermined number for the sample size, whereas in quantitative research the number of respondents is not determined in advance. In the latter, additional samples are continuously selected until the researcher reaches the data saturation point (Saldana, 2009). Thus, as explained in Chapter 1 of this study, there are no rules for a sample size in qualitative studies. In this regard Maree et al., (2017: 84) argue that 15 is the smallest acceptable sample size in qualitative studies.

For the purposive sampling used in this study, five senior human resource managers responsible for the human resource related divisions of the Human Resource Management Sub-Directorate were selected. This was based on the researcher's personal judgment that they were likely to have the required information needed to identify the effect of recruitment and selection process on organisational performance of Vhembe District Municipality.

Semi-structured interviews were conducted using an interview schedule with selected senior HR officers (public officials) of the Human Resource Management Sub-Directorate namely:

- The Employment Division, Payroll Division, Human Resource Benefits Administration Division, Work-study Division and Job Evaluation Division; and the General Manager: Human Resource Development and Training.

3.6. RESEARCH INSTRUMENT

According to Saunders et al., (2009: 395), the selection of a research instrument depends on the purpose of the research. In this study an interview schedule was used to conduct semi-structured interviews with selected public officials of the Human Resource Sub-Directorate of the VDM. According to Wellman et al., (2005: 167), an interview schedule or guide consists of a list of topics and aspects that have a bearing on the given topic and that the interviewer should

raise during the formal interview. Mcleod (2014) defines it as a set of prepared questions intended to be asked in a standardised worded format.

Although the interview schedule used in this study contained open-ended semi-structured questions divided into categories and sub-categories, the order of the questions varied from one interview to the next. The semi-structured interviews that were conducted with the municipality's human resource management managers for this study sought more than surface information regarding talent and human resource management practices in VDM.

A semi-structured questionnaire which contained both closed and open-ended questions was also used to elicit information from the selected Heads of Departments and the focus group regarding human resource and talent management practices and challenges at the VDM. The purpose of using these two instruments was to collect thick qualitative data about participants' perceptions.

3.7. DATA COLLECTION METHODS AND DATA ANALYSIS

Information for this study was gathered from both secondary and primary sources. This method is preferred because both information sources are readily available. According to Salkind (2018: 179), primary sources are original reports, journals abstract, scholarly books, documents, interviews, eyewitness records, and diaries. Secondary sources include reviews of research or syntheses of other works, and general sources include daily newspapers, popular magazines and indexes that provide an overview of the topic.

Specific information pertaining to human resource and talent management practices and challenges in the public sector and local government was extracted from annual review reports, State of Local Government Reports, recent dissertations, theses and information from semi-structured interviews conducted with selected senior human resource managers of the VDM. Additionally, secondary and primary sources were consulted for recent scholarly information about human resource and talent management theories.

In this study, the data analysis was qualitative and descriptive tables and figures were used to present the data collected from the semi-structured interviews and the semi structured questionnaire.

The data from the semi-structured interviews was transcribed (verbatim) and categorized into meaningful analytical units or themes by means of open coding with the assistance of a statistician. Conclusions were then drawn, triangulating what was in the literature review and the findings of the semi-structured questionnaire.

A Computer Assisted Qualitative Data Analysis Software (CAQDAS) *NVivo version 11 Pro* was used to analyse the data collected from the interviews and transcripts thereof also assessed lexical issues such as word frequency and text search queries to enhance the coding. The coding process followed Saldana's (2009) coding manual. To ensure credibility, accuracy and transparency, the researcher involved two qualitative data analysis experts in the coding process because "these kinds of checks are sometimes seen as indicators of trustworthiness of the coding process, and they contribute to the validity of the conclusions drawn from the codes" (Bazeley & Jackson, 2013:93). Although this does not completely preclude subjectivity, collaborative coding helps to reduce the subjectivity bias in qualitative data analysis considerably because it provides diverse standpoints in interpreting the data (Saldana, 2009:27; Guest, MacQueen & Namey, 2011).

For more accuracy and depth in data analysis, *Nvivo 11* was used. Following Braun and Clarke's (2006) thematic analysis procedure, the data from the semi-structured interviews was transcribed, prepared, coded and categorized, whereafter themes were created, refined and finalized. The thematic analysis was thus used to make sense of the data and to provide relevant themes that spoke to the research questions.

3.7.1. Data Gathering Procedures

Creswell (2007) highlighted that by embarking on a qualitative research all forms of data must be grouped into four basic types of information, namely:

- Observation (ranging from non-participant to participant);
- Interviews (ranging from close ended to open ended);
- Documents (ranging from public to private documents);
- Audio visual materials.

The strategies to be applied for the purpose of gathering or collecting data will be through interviews, documents from public to private sectors and participant observations including audio visual materials. Data collection will be through structured and unstructured interviews or mechanisms.

Before the administration of the questionnaires an introduction letter was obtained from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective heads of departments. After approval, the researcher secured a list of qualified respondents from the Municipality and selected suitable respondents with the aid of stratified and purposive sampling techniques. The respondents were given detailed explanations about the study and requested to sign the Informed Consent Form (Appendix 1). The researcher reproduced more than enough questionnaires for distribution after he appointed research assistants who assisted in the data collection process. Before real data collection, the research assistants were briefed and oriented in order to ensure questionnaire administration consistency

During the administration of the questionnaires, respondents were requested to answer fully and not to leave any part of the questionnaires unanswered. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires were checked for compliance with instructions.

3.7.2. DATA ANALYSIS.

According to Cohen, Manion & Morrison (2000), validity in qualitative data might be addressed through the reliability, depth, richness and scope of the data achieved, the participants approached, the extent of triangulation or objectivity of the researcher. Lacey & Luff (2001) alluded that data analysis of qualitative data usually goes through some or all of the following stages (though the order may vary):

- (a) Familiarisation with the data through review, reading and listening;
- (b) Transcription of tape-recorded material;
- (c) Organisation and indexing of data for easy retrieval and identification;
- (d) Anonymising of sensitive data;
- (e) Coding (may be called indexing);
- (f) Identification of themes;

- (g) Re-coding;
- (h) Development of provisional categories;
- (i) Exploration of relationships between categories;
- (j) Refinement of themes and categories;
- (k) Development of theory and incorporation of pre-existing knowledge;
- (l) Testing of theory against the data;
- (m) Report writing, including excerpts from original data if appropriate (for example, quotes from interviews).

The data was collected through interviews and analysed through themes and coding.

3.8. VALIDITY AND RELIABILITY

According to Maree *et al.*, (2017: 123), validity and reliability are the key measures in quantitative research while trustworthiness is more applicable to qualitative research. Validity refers to complying with sound research principles that allow certain deductions and conclusions to be made to arrive at findings. According to Van der Riet & Durrheim (2009: 90), validity refers to the degree to which research conclusions are sound and based on credible results that can be used to make certain generalizations.

Content validity is the simplest form and indicates the extent to which a test represents the universe of items from which it is drawn. The content validity of the semi-structured questionnaire was assessed by an expert who determined through a pilot study whether the items in the questionnaire assessed what they were intended to assess. Babbie and Mouton (2004: 122) maintain that results are valid when they provide the real and precise meaning of the concept they are intended to measure. Challenges regarding the effective implementation of talent management practices and strategies within the MMM could be identified through reliability indications and validity.

Reliability, in research, is obtained when a specific technique is applied repetitively to the same object and produces the same result (Babbie & Mouton, 2004: 119). Van der Riet and Durrheim (2009:93) explain that in interpretive research, such as this study, since the researcher is not investigating a stable and static reality, he/she is therefore not anticipating the same results over and over, but rather that the actions and views of individuals, groups and organisations may alter

and vary according to context. This means that the responses of the various Heads of Departments may not be similar because of reliability contradictions, validity, and the changing local government environment. This information, together with that of the literature review, the questionnaire and the focus group, was then triangulated to test its validity and reliability.

Triangulation is a multiple data-collection method that is often used in qualitative research by combining several or different data-collection methods such as the interview schedule and the semi-structured questionnaire that was used in this study. Conclusions are drawn and from the findings from the collected data and what were presented in the theoretical discussion or literature review of the study (Maree et al., 2017: 122-123). According to Welman *et al.*, (2005:142-143), triangulation is a form of construct validity, referring to the extent to which the instrument measures the intended construct.

To test the content validity of and reliability of the semi-structured questionnaire and the trustworthiness of the interview guide, a pilot study was conducted with the former Head of Corporate Services of the VDM and former Acting Municipal Manager who are both familiar with the responsibilities of the various divisions of the Human Resource Management Sub-Directorate.

3.9. ETHICAL CONSIDERATIONS

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

Permission was sought to adopt the standardized questionnaire on employee's selection and Organisation Performance through a written communication to the Vhembe District Municipality Head Office. The respondents in this study were coded instead of reflecting the names. Solicit permission through a written request to the concerned officials of the organisation were included in the study. Request the respondents to sign in the Informed Consent Form (Appendix 1) Acknowledgement for authors was quoted in this study and the author of the standardized instrument through citations and referencing. Findings were presented in a generalized manner.

The study adhered to the ethical standards and issues with regard to voluntary nature of participation and the right to withdraw by identified individuals from the process. The following concepts will be considered:

- (a) Ethical clearance: Ethical clearance will be obtained from the University's Research Ethics Committee (REC) in the case where the study involves human subjects.
- (b) Informed consent and voluntary participation

The researcher explained to all participants the nature and purposes of the study and also emphasized that their participation was voluntary, meaning that at any time if they so wish, they could withdraw. The principle of honesty relates to truthfulness in giving participants all necessary information about the study. All this information should enable a participant to make an informed decision as to whether or not to participate. Consent form was prepared and participants asked to sign it in order to confirm willingness to participate.

3.9.1. Privacy, Confidentiality and No Harm

The researcher should explain how the privacy of the participant and confidentiality of the information obtained will be protected. (Researcher could include a statement that names of participants will not be disclosed except with their written consent).

Apart from the physical form, harm can also be of a mental, emotional and psychological nature and these can arise from the type of questions that are asked or the manner in which they are asked. Avoidance of harm can be achieved through, among other measures, careful design of questions to avoid any offence, avoiding language that may be too explicit, depending on cultural norms and values (for example, crafting of questions around sexual practices and behaviours, ethnicity, race, for example, have to consider cultural context and settings).

3.10. CONCLUSION

This chapter focused on the research methodology. It dwelt on the nature of the study, type of design, purpose, population, location, sampling, data collection and methods, data collection instrument, data management and analysis and ethical considerations. The following chapter 4 will dwell on the presentation, interpretation and analysis of research findings.

CHAPTER 4

PRESENTATION AND INTERPRETATION OF RESEARCH FINDINGS

4.1. INTRODUCTION

The previous chapter presented the research design and methodology applied in this study. This chapter presents the findings of this study regarding the effect of recruitment and selection process on organisational performance of Vhembe District Municipality. The chapter examines how recruitment and selection processes are undertaken at Vhembe District Municipality and the effect of recruitment and selection process on organisational performance. In this section the researcher presented and interpreted the findings gathered in this study. The qualitative data analysis method was used. Descriptive tables and figures were used to present the data collected from the semi-structured interviews. Data from semi-structured interviews was transcribed (verbatim) and then categorised into meaningful units for analysis of the themes by means of open coding.

4.2. PROFILE OF RESPONDENTS

The population of this study was composed of employees from the Vhembe District Municipality.

Table 4.1: Respondents Profile by Profession.

Number	Category of Respondents	Target Population	Sample Size
1	Human Resources Personnel	23	19
2	Municipal Top Management	5	5
3	Lower Level Employees	65	41
	Total	93	65

Table 4.2: Detailed Respondents' Profile.

Categories		Percent
Sex		
Male	38	58
Female	27	42

Total	65	100
Age-Group		
Below 30 years	5	8
30-40 years	31	48
41-50 years	23	35
50 years and above	6	9
Total	65	100
Education Level		
Certificate	23	35
Diploma	17	26
Degree	23	35
Masters	2	3
Total	65	100
Employment status		
Contract	14	22
Permanent	46	71
Probation	5	8
Total	65	100

Table 4.2 above shows that majority of respondents who made contributions to this study were males who made up 58% (n=38) and women made up 42% (n=27) of the total sample of the study. On the age-groups, majority of respondents, who were within 30-40 years, made up 48% (n=31), followed by those aged 41-50, who made up 35% (n=23) of the total study's sample. Those aged 50 years and above made up 9% (n=6) of the total population sample. On education level, those with Certificate made up 35% (n=23), and those holding Degrees made up 35% (n=23) of the total population of the study. Respondents holding Diplomas made up 26% (n=17) of the total population, and lastly, those with master's Degrees made up 3% (n=2).

4.3. PRESENTATION OF FINDINGS.

The following presentation outlines the verbatim responses of the interviews with the five senior managers at the municipality. Open-ended questions were presented to the participants during the interview using the interview schedule. Their responses were recorded with a voice-recording device (Dictaphone). Field notes were also made of their behaviour and feelings. The recordings were then transcribed by an expert transcriber. The interview schedule consisted of the following categories: biographical information, talent management as part of human resource management divided into seven sub-categories, namely: the human resource management plan, attraction and selection, training and development, managing performance, reward and recognition, succession planning, and retention and engagement.

4.4. RECRUITMENT METHODS USED AT VHEMBE DISTRICT MUNICIPALITY.

Recruitment methods are the “means through which job seekers learn about job openings and which attract job candidates to a certain extent” (Fleck, 2016: 8). The literature indicates that once the organisation decides on the appropriate means through which to recruit potential candidates for a job, the next task is to identify the most appropriate and effective method to use in order to select the right person (Reynolds, 2011: 28; Saviour *et al.*, 2016: 26).

It is crucial for public entities to recruit and select knowledgeable employees who will deliver good service to the public. In supporting good HR management practices, high standards of professional ethics and maximising human potential should be promoted as enshrined in the Constitution of the Republic of South Africa (RSA, 1996: 103). This is because the South African government believes in promoting the principle of Batho Pele (‘people first’), which requires public servants to be service orientated and strive for excellence in service delivery (Pietersen, 2014: 254). Equally importantly, the chapter describes and explains shortcomings of the selection techniques and tools in relation to making selection decisions at the Vhembe District Municipality.

The findings of this study revealed that Vhembe District Municipality recruits externally and internally. The various recruitment methods used to attract potential job candidates are identified and discussed next.

4.4.1. Advertisements

Van Hoyer (2013: 4) refers to advertising as an organisation-independent dimension due to the control it has over the source. It is considered in the literature that a newspaper advertisement is the most popular method of attracting applicants (Bogatova, 2017: 9). However, its success depends on the level of attraction of the advertisement, and if followed blindly, very little may be achieved (Li, 2015: 99). For instance, if an advertisement is correctly placed and the right language is used, a large pool of applicants can be accessed, and responses from job seekers can be solicited (Saviour *et al.*, 2016: 27). Furthermore, just publishing an advertisement in a newspaper may not bring the expected results. Therefore, an employer needs to take the correct steps to increase the effectiveness of this recruitment method. To obtain successful results from advertising, employers should address two major issues: selecting the correct advertising medium and developing the advertising construction in a proper manner. As revealed in this study, several operational staff members share sentiments regarding advertisements as a source of recruitment:

Respondent 5: Municipal Manager

The Municipality must ensure that it establishes job qualifications and appoint candidates based on relevant skills, qualifications, experience as well as the level of competency that matches the job advert.

Respondent 9: Assistant Salary Officer

Yes, because the Municipality advertises jobs internally before they are advertised externally.

From the above responses, it is clear that the Vhembe District uses their website and newspapers to advertise positions. In order for the Vhembe District Municipality to enhance its recruitment methods, radio and television advertising could be used to reach rural communities. When radio is used in conjunction with posting on the notice boards within organisations, it can serve the purpose of announcing the post in surrounding localities where advertisements are posted (Van der Westhuizen *et al.*, 2011: 216). By using radio and television, a wide range of

members of the public can be reached and therefore a suitably qualified candidate could be employed.

4.4.2. Employment Agencies

A recruitment agency is an organisation that contracts for the responsibilities of recruiting and selecting employees for an organisation, for an agreed consideration. This involves advertising a vacancy, receiving applications and conducting the first round of interviews before providing employers with a short list of candidates (Muscalu, 2015: 355; Oaya, Ogbu & Remilekun, 2017: 36).

Employment agencies are categorised into two kinds: private and public employment agencies. The former specialises in recruiting white-collar employees and the latter functions under the auspices of the state and is best known for recruiting, as well as placing people in operational jobs (Shafique, 2012: 892). In this regard, it is important for an organisation to be transparent in disclosing the job description and specification to the agency from the initial stage of the recruitment process. In corroborating this statement, Florea (2014: 81) predicts the success of an agency in locating a suitably qualified applicant, if it is equipped with an accurate job specification.

Oaya *et al.*, (2017: 36) highlight the advantages and disadvantages of using recruitment agencies, which are, inter alia, that agencies have qualified personnel, a wide choice of candidates, they bring fresh talent, infuse a competitive spirit among candidates and there is less chance of favouritism. Another advantage that recruitment agencies have is that their whole business is about recruitment, therefore one can be sure that they will have invested sufficient time and resources in order to identify suitable candidates (Mornet, 2017: 10). At the same time, the disadvantages of using the services of employment agencies as recruitment sources are dissatisfaction among existing staff members, a lengthy process, costly processes, the chances of a wrong selection and an increase in labour turnover (Florea, 2014: 83).

However, it is also significant to note that by using a recruitment agency, management can concentrate on maximising efficiency. Research conducted by Florea (2014:82) indicates that

recruitment agencies remain the most popular method of sourcing managerial and professional candidates. This is evident from the feedback received from one of the consultants.

Respondent 12: Consultant

Yes, they follow the recruitment agency.

From the above response, it is clear that Vhembe District Municipality also uses employment agencies in recruiting professionals in order to avoid wasting time, and to focus on shortlisting and selection decisions. This view endorses the findings of Florea (2014: 80), whose study of using recruitment agencies to obtain suitably qualified candidates, reveal that through recruitment agencies, organisations source talent which may not otherwise have been accessible. In other words, through using recruitment agencies, employees of the competitors of the organisation can be approached and the latest recruitment innovations can be accessed.

4.4.3. Job Posting

Research participants indicated that job posting is used by the Vhembe District Municipality to recruit suitably qualified employees internally. The procedure for informing employees within an organisation that a job opening exists, is called a job posting (Shafique, 2012: 889). It is considered in the literature that employees can be appointed from within by publicising job openings on bulletin boards, electronic media and similar outlets. Internal job posting requires issuing a circular regarding a vacancy to all employees in the organisation, which provides an opportunity for those who meet the requirements of the position to apply (Shammot, 2014: 41). Findings by Kumar & Garg (2010: 327) reveal that organisations place job postings on their websites, as it is relatively easy and inexpensive to attract candidates. Furthermore, internal job-posting programmes are an excellent method of providing promotion opportunities for employees and thus further minimise employees' complaints of unfair treatment and discrimination. One of the disadvantages is that it is generic in nature (Kaur, 2015: 81). Operational staff members commented as follows:

Respondent 4: Accountant

Yes, the Municipality makes use of both internal (Municipal website) and external sources (newspapers) to advertise its vacancies whereafter candidates are selected and shortlisted for the post.

4.5. PERSONNEL SELECTION METHODS USED BY THE VHEMBE DISTRICT MUNICIPALITY

The research findings reveal that participants are aware of only three types of personnel selection techniques used by the Vhembe District Municipality, namely: application forms, employment interviews and competency-based assessment.

4.5.1. Application Forms

Application forms are useful in the selection process, because they can indicate whether a candidate meets the job requirements as specified in the advertisement. The literature has confirmed that application forms are usually the first step in the selection process for most organisations. For instance, information is normally categorised into bio data, education, work experience, skills and knowledge, and recreation (Chungyalpa & Karishma, 2016: 1). In addition, a completed form provides four types of information. Firstly, one can make judgements on substantive matters, such as whether the applicant has the education and experience to do the job. Secondly, one can draw conclusions about the applicant's previous progress and growth, which is especially important for management candidates. Thirdly, one can draw tentative conclusions about the applicant's stability based on the previous work record. Fourthly, one may be able to use the data in the application to predict which candidates will succeed in the job and which will not (Dessler, 2011: 167).

Application forms prove to be a cost-effective way to deal with selection. In order to achieve its purpose, care should be taken in designing the application form. Through applications, a standardised assessment can be realised, but the application form should be structured in a manner in which all important information can be obtained. The application-form method presents two advantages. It is a mechanism for screening and also a reference source for

addresses or references. For these advantages to be realised, the application form should focus on key competencies that can be easily accessed through the form. Other aspects, such as motives, values and personality characteristics, cannot be obtained from the form (Nde, 2012).

Equally important, according to Clarke (2008), further advantages of using application forms are determining what information should be included whereas a cover letter and curriculum vitae may provide the selection panel only with the information that the applicant seeks to provide. The other advantage of application forms is that it is easy to compare important qualities, which helps in the initial shortlisting of candidates. Applications forms are widely used selection tools (Eva, 2018).

This is attested in the following statement by the operational staff member interviewed:

4.5.2. Qualifications

Some of the research participants in this study revealed that qualifications are considered during the selection process within the Vhembe District Municipality. Qualifications refer to the professional, technical or academic qualification required for the advertised job that the candidate should have taken (Armstrong, 2012). Qualifications should be a major prerequisite in selecting public sector employees. It could be costly to reject an applicant because of an oversight in checking qualifications. Qualifications add value to the organisation and improve performance.

A study conducted by Barrick *et al.*, (2011) reveals that the cost in qualification oversight is less visible to the organisation and typically borne primarily by applicants. For instance, if Motorola failed to appoint a person who developed the next innovative feature for the Apple cell phone, such a decision could be extremely costly. Nonetheless, it is typically assumed that there is no cost to the organisation for rejecting suitably qualified applicants. In order to maximise predictions, the focus should be on selecting a greater proportion of qualified applicants. However, with regards to qualifications, the following participants offered contrasting views:

Respondent 5: Municipal Manager

The Municipality must ensure that it establishes job qualifications and appoint candidates based on relevant skills, qualifications, experience as well as the level of competency that match the job advert.

Respondent 21: Intern

No, political influences make the process to lack quality and consistency, comrades with no qualifications are selected for position that require certain qualifications.

Respondent 25

No, it is politically biased, and no qualifications are considered.

Respondent 26: Manager

No, a remarkable number of incumbents are occupying positions of responsibility with qualifications different to the position's requirements, let alone lack of discipline and alarming poor performance.

Respondent 19: Assistant Salary Officer

No, because the process does not consider qualifications, experience, focus and commitment of their personnel.

Respondent 7

The Municipality needs to appoint prospective employees based on their experience and qualifications and not on the basis of political affiliation.

Respondent 5

Candidates are appointed based on their skills and expertise and qualifications. However, it is necessary for management to conduct training to the newly appointed employees.

The above views by respondents of this study reveals some contrasting perspectives on whether or not Vhembe District Municipality puts qualifications first in its recruitment. These contrasting

views in a way open up areas for further investigation into the issue of consideration of qualifications in Vhembe District Municipality's recruitment criteria or process.

4.5.3. Work Experience

Work experience refers to the types of achievements and activities that are likely to predict success (Armstrong, 2012). Evaluation of the previous work experience is a common part of the initial screening. Sometimes evaluation is purely subjective and informal, and sometimes it is accomplished in a formal manner according to the standardised method. Evaluating job experience is not as easy as one may think, because experience includes both qualitative and quantitative components that interact and accrue over time.

However, using experience as a predictor of future performance can pay off. These findings explain why the results of the survey of more than 200 staffing professionals of the National Association of Colleges and Employers revealed that experience-based hires were evaluated more highly than new graduates on most characteristics (Cascio & Aguinis, 2011). The following statements capture feedback from participants on how they view experience as a selection method for the Vhembe District Municipality.

Respondent 34: Manager: Strategic Management

If less talented and less experienced people are recruited it will impact negatively on the performance of the organisation. Therefore, recruitment and selection processes are at the centre of organisational performance.

Respondent 4: Accountant

No, they deploy instead of checking experience and qualifications.

Respondent 7

The Municipality needs to appoint prospective employees based on their experience and qualifications and not on the basis of political affiliation.

Respondent 13: Risk Management Officer

They check the necessary qualifications of the potential candidate and the amount of experience.

4.5.4. Employment Interviews

Research participants indicated that employment interviews are used by the Vhembe District Municipality's Human Resources Recruitment and Management in order to select the most suitably qualified candidates for vacancies, although the efficacies of job interviews are not clear. According to the literature reviewed in this study, the practice of making use of employment interviews is helpful, as they are a useful tool to identify the right candidate and a common selection method with high predictive validity for job performance (Ullah, 2010; Bagatova, 2017).

Similarly, the interview is the most common selection method because of its easy execution, quick outcome and cost effectiveness (Eva, 2018). While preliminary interviews should be done in order to determine whether the applicant's skills, abilities and job preferences match any of the available jobs in the organisation, a normal employment interview has to follow in order to screen out unqualified or uninterested applicants. In this regard, interview questions must be job related and are subject to demonstration of validity (Byars & Rue, 2011).

When asked: "How does the Vhembe District Municipality improve its selection and promotion tools to enhance the predictive validity of talent decision-making?"

The responses that the researcher obtained from the interviews are as follows:

Respondent 1: Intern

Yes, interviews are conducted to find the right suitable candidates

Respondent 23: Manager: Risk Management

Through screening and interviews.

The Municipality recruits talented people hence all candidates are subjected to oral interviews prior appointment.

However, Armstrong (2012: 229) highlights the following disadvantages of employment interviews:

- Interviews can lack validity as a means of making sound predictions of performance and lack reliability in the sense of measuring the same things for different candidates.

- Interviews rely on the skill of the interviewer. Many people are poor at interviewing, although most think that they are good at it.
- Interviews do not necessarily assess competence in meeting the demands of the particular job.
- Interviews can lead to biased and subjective judgement by interviewers.

Owing to the above feedback, it is clear that employment interviews, as a method of selecting applicants, should be conducted by someone with the ability to assess candidates. Therefore, interviews may be done by someone with knowledge of the technical requirements of the position (Tarique, Briscoe & Schuler, 2016).

4.5.5. Competency-Based Assessment

The research participants mention that Vhembe District Municipality does not use or implement a competency-based assessment model as one of the categories of the selection methods. Competency-based tests can be used by institutions to assess knowledge, skills or aptitudes of job applicants. In particular, a situation, task, action and results (STAR) technique is used to assess knowledge and problem-solving skills of individual candidates. The STAR method is a structured manner of responding to a behavioural-based interview question. Basically, this means that a candidate has to discuss the specific situation, task, action, and result of the situation being described.

According to Byars & Rue (2011), competency-based assessments are a form of aptitude tests that measure a person's capacity to learn and perform a job. Competency-based assessments focus on the required behavioural competencies, as set out in the person specification (Armstrong, 2012). Some of the more frequently used tests measure verbal ability, perceptual speed, spatial ability and reasoning ability. In a scenario whereby an informal selection procedure that has an adverse influence is being used, the user should eliminate the adverse influence or modify the procedure to one which is a formal measure (Barrick *et al.*, 2011). What is critical here is whether such assessments are reliable and valid for predicting expatriate success (Tarique *et al.*, 2016). Validation by managers who use instruments for assessments should be attained in order to ensure that they are reliable. One of the coordinators and PMS Officer revealed that competency-based assessment is used as a selection method at the Vhembe District Municipality:

Respondent 6: Centre Coordinator

Currently, most selection tools are being utilized and they can improve by including Skills-Assessment like Computer Proficiency to measure Administrative Skills. However, the municipality does not have promotion tools.

Respondent 10: PMS Officer

Employees are annually assessed on a monetary value. Continuous assessment of employees. Attending to developmental needs of individual employees.

However, in contrast to the above views, the Assistant Salary Officer had this to say when asked a question on: "Whether supervisors or line managers received any training concerning the performance management systems used within the municipality?":

Respondent 18: Assistant Salary Officer

No, because other supervisors and line managers do not treat their subordinates fairly, they use favouritism to assess their subordinates.

Findings in this study indicate that questions on competency assessment are indeed designed to establish typical behaviour of the candidate in work situations. Therefore, each question targets a specific competency or skill. For instance, candidates are required to back up their answers with concrete examples. According to Armstrong (2012), the aim is to select people who will behave in accordance with the values of the organisation. Furthermore, the advantage of basing interviews on behavioural competencies is that information will be obtained on how candidates will behave at work.

4.6. SHORTCOMINGS OF THE SELECTION TECHNIQUES USED BY THE VHEMBE DISTRICT MUNICIPALITY

Vhembe District Municipality appears to be experiencing some challenges in relation to the selection techniques used during the personnel selection process.

4.6.1. Lack of Transparency during the Selection Process

As revealed in this study, transparency is overlooked in the selection, as reported by operational staff members. It has been confirmed in the literature that the recruitment policy of the Department of Human Settlements ensures fairness, employment equity, efficiency, professionalism and transparency in their employment practices (Department of Human Settlements, 2015). According to Breede Valley Municipality (2013), labour unions and councillors may attend the proceedings of the selection process as observers only. It is important that unions are provided, at their request, reasonable access to applications received to verify the correctness of the master list information. The Vhembe District Municipality confirms that stakeholders, such as trade unions, are included in the recruitment and selection processes in positions within the bargaining of the union to ensure that the recruitment and selection processes are carried out seamlessly, professionally, fairly and without bias.

4.6.2. Invalid and Unreliable Personnel Selection Techniques.

Operational staff members specified that personnel selection techniques used by the Vhembe District Municipality are unreliable. This entails that selection techniques could be viewed as being invalid. According to the literature, personnel selection techniques have to stand the test of time in terms of their validity. Validity denotes that the test should measure what it purports to measure and should provide consistent results (Van der Westhuizen *et al.*, 2011). Validity is separated into two parts, namely: content and construct validity. Content validity refers to the extent to which the content of a selection procedure is representative of important aspects of job performance. Construct validity refers to the extent to which a selection criterion measures the degree to which job candidates have identifiable characteristics determined to be important for successful job performance (Byars & Rue, 2011).

Findings of this study indicate that some of the participants question the validity and reliability of personnel selection techniques. Below are the views that were expressed by most of participants:

Respondent 22: Administrator

Not recruiting qualifying candidates has a negative impact on overall performance for the whole Municipality. Sometimes it is not reliable, because candidates canvas or lobby for the positions that they are not qualified for.

Respondent 21

No, political influences make the process to lack quality and consistency, comrades with no qualifications are selected for positions that require certain qualifications.

Respondent 24: OHS Officer

No, it does not. The selection is more biased and more influenced by political side and people recruited end up doing what they want.

It should be noted that The Employment Equity Act 55 of 1998 requires selection instruments to be scientifically shown to be reliable, objective and valid (Van der Westhuizen et al., 2011). Equally importantly, valid employment tests are a great tool to predict who will be successful on the job (Bogatova, 2017).

This section presented various recruitment and selection methods at the Vhembe District Municipality, as well as associated shortcomings. Research findings indicated that though the Vhembe District Municipality conducts its recruitment and selection practices based on a draft recruitment and selection policy, its implementation is sometimes questionable. It is clear that despite the fact that human resources plays an essential role in the recruitment and selection process, crafting of recruitment and selection methods cannot be the responsibility of an individual. This could result in inconsistent, unreliable, opaque and unjust recruitment and selection methods. Interviews that are conducted without involving someone with technical requirements for the position can lead to subjective judgement by interviewers.

Unjustifiable and incorrect usage of psychometric tests could invalidate the selection process. Therefore, the effectiveness of the recruitment and selection process at Vhembe District Municipality depends on the readiness of management to address the concerns highlighted above. At the same time, if no measures are taken to deal with selection problems, this could result in the perpetuation of incorrect recruitment and selection practices. The next chapter

provides the summary of the main findings, followed by a conclusion and recommendations for further study.

Profiling of Respondents.

Respondent 33: Wellness Officer, female, aged 40-49,

Degree, use of adverts, interview, orientation provided, political influence, yes, we once employed a candidate who did not perform and was lacking experience, selection bias.

What can the Vhembe District Municipality do to ensure that it recruits a proportionate number of high-calibre talent?

The Municipality must first check if there is a need to fill the vacant position, then hire suitable candidates based on qualifications and experience related to the position.

Is the recruitment and selection process at Vhembe District Municipality fair and reliable? Please give a reason for your answer.

No, because of Cadre Deployment from political components, the municipality will end up not employing the right candidates for the positions. Recruitment policy that is not properly implemented will also present challenges.

Does the Vhembe District Municipality recruit employees only to fill vacancies or does it recruit talented people with high potential?

They recruit employees just to fill in the vacancies and get the salary. Most of these employees do not have qualifications and as a result they perform poorly. There is a very high salary bill which is out of kilter with work quality being produced.

Would you say the current recruitment and selection process improves organisational performance? Please, provide a reason for your answer.

Not at all because even the internal recruitment and selection policy is not being followed. The Municipality performs poorly in terms of service delivery due to people who are employed based on political affiliation, being family members of politicians and managers.

How does the Vhembe District Municipality improve its selection and promotion tools to enhance the predictive validity of talent decision-making?

The Municipality can only improve by following recruitment policy, perform background checks for potential employees. There should be psychometric tests and qualifications screening before any position can be filled.

4.7. ORGANISATIONAL PERFORMANCE

How does the Vhembe District Municipality ensure that its staff are performing optimally?

The salaries that employees get are higher compared to other workplaces or government departments, but not enough is being done on career development of employees to enhance performance.

Does the Vhembe District Municipality have a learning and development plan in place to meet the current and future skills needs?

Skills Development Plan is in place although it is not being properly implemented. Only if the plan can be implemented fully, then the Municipality will be able to close the gap on the current staff development to get future required skills.

In your opinion, what are the effects of recruitment and selection process on the organisational performance of district municipality?

The process impacts negatively for service delivery to service the consumers because the Municipality employs incompetent people that are not productive at all.

Have the supervisors or line-managers received any training concerning the performance management system used within the municipality?

Most of the time managers are also not properly trained on performance management hence the poor performance of the Municipality as a whole.

How does the Vhembe District Municipality reward and recognize its staff members?

The only motivation that employees get here is the salary which I think is not even enough. They should start by building supportive working environment and occasionally have recognition

ceremonies for best performers and also encourage a sense of belonging and ownership in the workplace.

What are the current vacancy and labour turnover rates of the Vhembe District Municipality?

The staff turnover is lower than the vacancy rate because lots of useless positions are created and with minimal number of employees looking for greener pastures elsewhere. Positions should be filled by competent and qualified employees.

On average, how long does it take to fill each vacancy, especially ones that are critical to the business operations of the municipality?

It does not take time, maybe about 3 months because that is where political cadres will be rewarded. The only time it takes long is when there is in-fighting on who should get the position.

4.8. THEMES THAT EMERGED FROM THE FINDINGS: EFFECT OF RECRUITMENT AND SELECTION ON ORGANISATIONAL PERFORMANCE IN VHEMBE DISTRICT MUNICIPALITY

The study interrogated the raw data in attempting to answer the research questions and to assess the topic. Themes were generated from the data as part of analysis. The table below presents the list of themes and sub-themes developed during data analysis. In many instances, once the researcher identifies different themes that emerged from data collection, then common ideas are paraphrased and written down (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2015: 533). Furthermore, the themes below were generated in reaction to each of the research objectives highlighted in blue.

The effect of recruitment and selection on organisational performance
<p>Theme 1: Improved outcomes for targeted objectives</p> <p>Theme 2: Internal and external factors (for example, availability of qualified personnel to fill vacant posts and organisational change)</p> <p>Theme 3: Conflict</p> <p>Theme 4: Communication</p>
Types of recruitment used by the Vhembe District Municipality

Theme 1: Internal recruitment
Theme 2: External recruitment
Gaps or challenges hindering the implementation of effective recruitment and selection practices
Theme 1: Unwillingness/ failure to adapt to new ways of doing things
Sub-theme 1: Flawed policies (Cadre deployment)
Theme 2: Unavailability of experienced personnel
Recommendations to improve recruitment and selection
Theme 1: Promotion and nurturing of diversity in Vhembe District Municipality
Theme 2: Hiring qualified personnel to do the job

4.8.1. Improved outcomes for targeted objectives

This research points to the fact that Vhembe District Municipality can improve organisational performance through increased labour productivity by the use of compensation and rewards systems that recognised and reward performance. Compensation policies, structures and procedures should be able to bring out the best in employees and motivate underperforming employees to improve performance. Compensation structures should also incorporate non-financial benefits that provide intrinsic and extrinsic motivation. The research also revealed that employee performance can be sustained to impact on organisational performance by maintaining appraisal and performance management systems that develop the employee and increases employee commitment and satisfaction. When this happens, productivity is boosted to match external competition and improve organisational performance. Planning performance, appraising performance, providing appropriate feedback and counselling employees can greatly improve performance. Performance management develops individual and teams who in turn impact on organisational performance.

Studies have emphasised the significant correlation between employment security and organisational performance. This study revealed that apart from employment security opening up the doors for employees' free contribution of knowledge and efforts at enhancing productivity;

it also eggs on employees to take a longer-term perspective on their jobs and organisational performance. This study also shows that maintaining employment security over a long period of time yields innovativeness, trust and cooperation all of which improve organisational performance.

4.8.2. Internal and external factors (for example, availability of qualified personnel to fill vacant posts and organisational change)

One of the findings of this study shows that organisational performance can greatly be improved if Vhembe District Municipality could incorporate into human resource management functions the practice of job designing. Through job design, organisations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal fulfilment in meeting the challenging responsibilities of one's work. Job enlargement, enrichment, rotation, simplification can be used to elicit flexibility and productivity which will impact on organisational performance. Alternatively, Vhembe District Municipality can resort to secondment, mentoring and coaching to bring about efficiency and organisational effectiveness.

4.8.3. Communication and conflict management.

This study revealed that employee voice or participation ensures that employees share in the stated goals of the organisation and therefore will do anything in their power to achieve them. It was also found that there comes improved organisational decision-making and problem-solving capabilities, creativity, commitment, empowerment, job satisfaction and motivation which will lead to increased productivity across the organisation.

4.8.4. Promotion and nurturing of diversity in Vhembe District Municipality and hiring qualified personnel.

Additionally, this study found that the proper management of human resources through career planning can greatly impact on the organisational performance of Vhembe District Municipality. Vhembe District Municipality introduced this HRM practice that has to do with the identification of needs, aspirations and opportunities for employees' career; develop and implement HR programmes to support that career. With a well maintained and a well-planned career development system with internal advancement opportunities based on merit, motivation among

employees, Vhembe District Municipality's impact on organisational performance will be elevated.

This research found that practices such as merit-based appointments, providing training strategy and coherent training programmes, the exercising of independent thought and action in executing employees' jobs, and the use of appraisal data for decisions related to promotion, job rotation, training, compensation, transfer and discharge all have medium to high positive impact on the Vhembe District Municipality's ability to achieve its goals and objectives.

4.8.5. Flawed policies (cadre deployment) and lack of experienced personnel.

It was also found that employee motivation and job satisfaction are at their lowest ebb. Human resources policies were found not to be reviewed and that compromised the credibility on recruitment and selection process within the municipality. Cadre deployment has resulted into incompetent personnel being employed at the municipality.

4.9 CONCLUSION

The researcher presented the data the effect of recruitment and selection processes on organisational performance of Vhembe District Municipality with the aim to recommend the adoption of best practices in recruitment and selection processes on organisational performance of Vhembe District Municipality. The primary and secondary findings presented in this study show that various recruitment and selection practices are utilized within Vhembe District Municipality and the pros and cons of these methods have as well been discussed in this chapter. The next chapter will be concluding the summary of findings, conclusion and recommendations.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.

5.1. INTRODUCTION.

This chapter presents the summary of findings that were made by the researcher in chapter 4 on the effect of recruitment and selection on organisational performance in the Vhembe District Municipality. This chapter also makes recommendations about what should be done to improve recruitment and selection practices at Vhembe District Municipality for effective service delivery provision.

5.2. SUMMARY OF FINDINGS

The summary of findings in this section starts with a recapture of the research objectives in this study which were outlined as follows:

5.2.1. To assess the effects of recruitment and selection on the organisational performance of Vhembe District Municipality

The researcher managed to achieve this objective in this study by the formulation of questions that were posed to the participants. The review of literature, (primary and secondary data sources) enabled the researcher to address the pertinent questions in so far as the recruitment, selection and organisational performance at Vhembe District is concerned. Vhembe District Municipality complies with the Public Service Regulations 2001 as amended, and the Employment Equity Act 55 of 1998 in selection of employees. It uses fair selection processes when conducting interviews. The selection panel is also represented in terms of gender and race.

5.2.2. To analyse the recruitment and selection process of Vhembe District Municipality.

A set of questions were formulated to address and achieve the objective of recruitment and selection processes at Vhembe District. The analyses of information obtained from secondary sources was carried out from chapter 2 of this study and the findings that were presented and analysed in chapter 4 were then simultaneously analysed, thereby representing any changes

from what was reported in the previous studies. The need to compare the previous findings to the latest findings noted in this study is of paramount importance as that adds to the validity and reliability of current findings. Also, the need to identify research gaps is significant in any academic study and in this study, a number of research gaps in relation to recruitment, selection and organisational performance were singled out namely: the need to investigate entrenched systematic flaws within the South African Public Service and the need for constant review of the laws and policies.

5.2.3. To recommend approaches on how to improve the recruitment and selection process on organisational performance of Vhembe District Municipality

The need to improve recruitment, selection and organisational performance within Vhembe District Municipality is also one of the main reasons why this study was conducted. Improving the recruitment, selection process and organisational performance will undoubtedly improve efficiency within Vhembe District municipality. Improving the Public Service stems from how the recruitment and selection process is done. The findings presented in chapter 4 are evidence that if the recruitment and selection processes are not properly carried out by adhering to the set rules, policies and procedures, the municipality will end up attracting the wrong candidates to fill in some of the delicate roles that require professionals who are qualified for such positions and roles.

5.2.4. Recruitment and selection procedures

From the findings gathered in this study, it is apparent that the staff recruitment and selection processes at the Vhembe District Municipality are marred by nepotism and corruption. From the responses gathered it was also noted that there were some striking differences on what the respondents said are the procedures and this points to inconsistencies in how the recruitment and selection is conducted at Vhembe District Municipality. A number of recruitment and selection procedures were mentioned by the respondents namely: preliminary screening, advertisements, employment agencies, interviews, and background checks, and job-posting.

5.2.5. Adherence to Vhembe District Municipality recruitment policy

The findings gathered in this study show that the Vhembe District Municipality has serious problems in adhering to recruitment policies. The unfairness of the recruitment and selection process has continued to affect various departments within the municipalities in Vhembe District. In turn, the failure to adhere to set policies will ultimately lead to poor service delivery in the district. This is because when proper recruitment procedures are sacrificed at the expense of cadre deployment, incompetence will in turn become the order of the day in all administration departments within the municipality.

5.2.6. Provision of training to new employees or induction.

Majority of respondents indicated that new employees are provided with the necessary induction or training depending on the vacancies they will be filling. The aim of providing training or induction to new employees is to equip them with the requirements of their new jobs so that they make fewer mistakes and perform better. One of the notable issues in this study has been the contrasting viewpoints expressed by the Vhembe District Municipality's staff in their responses to the questions that were posed to them. Some respondents indicated that employees were provided with the required induction or training.

5.2.7. Effect of recruitment and selection processes on performance.

To a large extent, in referral to what has been happening within the district and the collected responses, it is fit to say that the recruitment and selection processes at Vhembe District have not been satisfactory. The respondents indicated that this has been worsened by the lack of qualifications and fore-sight among the recruiter and the employees that they recruit as well. This is in addition to the already mentioned difficulties with the overall working conditions. Also, the respondents indicated that there is lack of synergy between the internal and external sources of recruitment. The lack of a positive connection between external and internal recruitment sources implies that there would definitely be difficulties in achieving maximum performance within Vhembe District Municipality. Therefore, the need to align the recruitment and selection processes between external and internal stakeholders is apparent in achieving maximum performance at the Vhembe District Municipality.

5.2.8. Effectiveness of the training and selection methods used

From the findings collected in this study it becomes evident that there is a dire need to reform and restructure the training and selection methods used at Vhembe District Municipality. With regard to the training and selection methods, the research participants revealed that personnel selection techniques used by the Vhembe District are invalid and unreliable. The Employment Equity Act 55 of 1998 requires that the selection instruments should be scientifically shown to be reliable, objective and valid (Van der Westhuizen *et al.*, 2011).

5.2.9. Administering internal and external communications.

The majority of the respondents highlighted that it is important to keep employees informed about changes that are taking place in the municipality such as the moratorium on the filling of posts and infrastructure development as these factors contribute to their dissatisfaction, which ultimately results in low morale, depression and stresses. These factors lead to high turnover if there are not properly managed. Employees find it difficult to tolerate irregularities which take place on a frequent basis, which, although reported, have not been addressed for years. Many grievances remain unresolved by the human resources department. This problem has created a hostile relationship among employees and between employees and the HR department.

5.2.10. Bias during recruitment and selection activities.

It was realised from the study that bias constitutes the greatest challenge in recruitment and selection of employees in Vhembe District Municipality. It is therefore recommended that management of the Vhembe District Municipality should put measures that ensure fairness in the selection process. This would ensure credibility in the selection process and the most qualified candidate is selected for any job opening in the district.

Contrary to the findings of this study, Devaro (2016) posits that it is common for organisations to make use of external and internal recruitment processes although they are inclined to giving preference to internal recruitment methods. Unfortunately, this does not appear to be the case with the Vhembe District because research participants complain about the fact that external candidates are given preference when positions are advertised. Moreover, this suggests that there is a contradiction between what the recruitment and selection policy says and what is

happening in practice. In this regard, the Recruitment and Selection Policy of the Vhembe District Municipality indicates that all vacancies are first advertised internally for a period of seven days and the external recruitment methods are applied when no suitable candidates could be found internally (Vhembe District, 2010).

In line with the findings of this study, Denisi and Griffin (2016) assert that applying external recruitment methods could have some negative ramifications for an organisation because current employees may tend to feel that they are being deliberately overlooked for higher vacant positions while external candidates are being preferred despite being less qualified and experienced.

Findings of this study indicate that some of the participants questioned the validity and reliability of personnel selection techniques. Reicheinberg (2016) argues that finding qualified employees is the most challenging aspect of the recruitment and selection process, particularly in the public sector institutions. While the assertion by Reicheinberg (2016) can be sustained as legitimate and valid, it emerged from the findings of this study that although tertiary qualifications are specified by the Vhembe district's recruitment teams when positions are advertised, it appears that they are less considered during selection processes.

Brody (2010) highlights the importance of qualification checks with relevant institutions because it is not uncommon for job applicants to falsify their academic credentials or qualifications. Further, Brody (2010) states that when conducting background checks, it is essential to ensure accuracy since high profile individuals are often found to have misrepresented their achievements. Despite the importance of qualifications checks, some of the research participants have expressed mixed reactions in respect of qualifications checks within Vhembe district.

5.2.11. Retention strategy

The two concepts of recruitment and selection highlighted above are the principal source for employee retention. The main aim of retention is to put a halt to the loss of skilled employees. The findings gathered in this study show that the retention policy used by the Vhembe District Municipality is not effective because line employees with scarce skills leave as a result of lack of a career pathing, lack of adequate working tools to perform duties as required, lack of

development opportunities, lack of succession plans and mentorship programmes to support new employees, the stressful working environment and poor communication. Among the points raised was that a *“lack of clear direction from management”* contributed to ineffective retention of specialised staff. Hospitals were said to be *“less adept at marketing themselves to prospective employees than they are marketing their clinical services”* and this could be seen as part of the broader signs that *“the retention strategy for the municipality’s employees is mostly neglected”*.

5.3. Conclusion

The findings of this study indicate that Vhembe District Municipality is experiencing numerous challenges in relation to its recruitment and selection and organisational performance processes. Firstly, the findings reveal that cronyism, nepotism and favouritism for positions is rife, which suggests that friends and relatives of senior personnel responsible for recruitment and selection are given undue preference for advertised vacancies.

Secondly, the absence of transparency and fairness during the selection process is another matter of concern because employees are of view that union representatives should be invited to interviews in order to observe the processes, thereby improving transparency and fairness. Thirdly, the findings suggest that the personnel selection tools used by the Vhembe District Municipality are invalid and unreliable personnel. In other words, the personnel selection techniques are incorrectly applied to test competencies not related to the advertised vacancies.

Fourthly, there is less recognition of tertiary qualifications in respect of advertised positions although the reasons for such an observation are unclear. Fifthly, the findings show some degree of uncertainty regarding the processes and procedure followed within Vhembe District to verify the qualifications of job candidates. This could place an organisation in a precarious situation whereby degenerate individuals can take advantage and submit fraudulent qualifications where vacancies are advertised. Lastly, the external job applicants are given preference over internal job applicants despite the fact that the recruitment and selection policy provides for exhausting internal recruitment processes.

Certain findings that originated from the research indicated that respondents/municipality employees were less knowledgeable about the strategic approach to recruitment. The strategic approach included aspects such as job analysis, job descriptions, job specifications, job

evaluation and HR planning. It was noted that these aspects are the cornerstone of a well-planned recruitment programme. However, many of the respondents indicated that they have not viewed these documents over the last six months. This is a concern because job analysis is used to perform multifunction roles in South African municipalities including defining specific tasks and responsibilities to be performed by the employees. Respondents pointed out that their knowledge of the processes underpinning organisational performance in Vhembe District is very limited. This situation does not bode well for the strategic approach to attract skilled personnel within Vhembe District HoDs, and Human Resources Managers do not have a full understanding of the job to be performed. In this regard, there is a likelihood that an individual who is not a good fit may be appointed.

Nonetheless, this background lay the groundwork that enabled the respondents to examine their understanding of the HR framework in relation to the identified aspects. Respondents to the qualitative questionnaire in this study indicated that they were not aware that HR frameworks must be viewed as the ‘backbone’ or ‘cornerstone’ of all HRM activities such as recruitment and selection. Many scholars and writers, including Schuler and Jackson (1996:180; Sherman, Bohlander and Snell, 1998:90; Dessler, Cole and Sunderland, 1999:127 cited in Siddique, 2004:220) agree that the HR framework is a rich source of information to recruitment and selection. Continuing this line of thinking, respondents pointed out that a lack of knowledge of this piece of legislation hindered them from effectively contributing to the overall achievement of the recruitment process.

5.4. LIMITATIONS OF THE STUDY

Nonetheless, there is a limitation of this study. A limitation to this study is the number of participants who participated in the qualitative research. The researcher had targeted eighty (80) participants instead of eighty-five (85) and the latter stated work commitments as a reason for not participating in the qualitative research. This problem could be attributed to the culture of most South Africans who still disregard the importance and value of research issues. In this regard, the researcher acknowledges that had number of participants been more, the findings would have been more diverse and broader. According to Agbodo-Otinpong (2015: 80), this is not “fatal” to the contributions of this research as research numbers are less of a concern as it seeks to assess issues in-depth because of the interpretivist nature of the study. To overcome

such a limitation the researcher is of the opinion that a culture of research must be cultivated in the public service.

5.5. RECOMMENDATIONS.

It is recommended that the HRM department endeavours to make available a plethora of documents relating to the strategic recruitment approach to all municipality employees. Although job analysis and job evaluation falls within the jurisdiction of the Organisational and Development Sub-Directorate, HRM department has a responsibility to facilitate distribution to enable a quick recruitment process. These documents should indicate, among other things, clear objectives, goals and channels of communication for municipal workers.

Consistency with HR framework, job descriptions and job specifications must be regularly updated and refined. For this to happen, strong leadership and support from HRM is required. In continuing with this recommendation, these aspects of strategic approach to recruitment must be monitored and evaluated, presumably on a six-month basis to identify any deviations.

Based on the finding outlined above, it is important for the Vhembe District to consider reviewing its recruitment and selection policy in order to rectify the shortcomings associated with the current policies in its municipalities. By so doing, the organisation would be able to work on transparency in relation to recruitment processes, thereby addressing the scourge of nepotism, cronyism and favouritism. At the same time, reviewing the policy could offer the organisation an opportunity to improve its selection tools by making sure that they are valid, reliable and legally compliant. This study recommends the following for the Vhembe District Municipality

5.5.1. Adopting various recruitment sources.

The revelation that Vhembe District Municipality' recruitment principally relies on internal source of recruitment to fill vacant positions means that the organisation cannot be devoid of organisational inbreeding and limited knowledge. It is therefore recommended that management gives equal attention to external sources for the provision of the much-needed diversity and external talents and skills necessary for the company to stay in competition and grow. Again, due to the proliferation of radio and television stations nationwide, they must be extensively used

to advertise to prospective applicants since Vhembe District has a large audience to draw employees from.

5.5.2. Methods used in the selection process.

In spite of the numerous selection methods available, Vhembe District concentrated a lot on employment interviews. It is therefore recommended that the other selection methods must be stretched to their outmost limit so as to have a fair and general idea of all applicants. Training orientations offered to new employees should be improved to achieve an improved performance of employees and hence improvement in organisational performance.

Furthermore, it is recommended that management should keep full records of the whole selection process. For instance, reasons for their acceptance and/or rejection of candidates detailed CV'S, and application forms must be properly recorded.. In this light, candidates' performance records before and after probation should be detailed enough right from the date of employment to the period of ending their contractual relationship. A record of recommendations is so pivotal in the day to day administration of the organisation because they can be used for several analysis and other research purposes. Moreover, results based on complete records are assumed to be valid and are therefore used in decision making.

Also, a performance management system and other management best practices should be introduced and applied regularly to put employees on their toes to work assiduously at all times. Closely linked to the above is the fact that the records taken on performance, tests and related activities should not have disparities or inequalities hence their authenticity could be very reliable. Furthermore, the company should also consider the use of assessment centres which would give an in-depth study on the abilities, behaviour and the general characteristics of candidates. This would greatly avoid bias, subjectivity and ensure fairness and credibility in the selection process.

5.5.3. Development of a model and checklist for recruitment, selection and retention.

Based on chapter 2's presentation of models for recruitment, selection and retention as well as the results presented in chapter 4, there is a need for appropriate intervention in order to address the problems and challenges associated with recruitment, selection and organisational

performance in Vhembe District. The intervention takes the form of a model which must be conceptualised from an HRM perspective.

Models are designed to provide a “solution” to a research problem (Babbie & Mouton, 2001; Van der Waladt, 2013:12 cited in Thebe and Van der Waladt, 2014:15). Based on the assertion by Van der Waladt (2013:12), models can be described as approaches, cases or scenarios; as simulations, conceptual frameworks and as graphical presentations or visual aids. In this regard, the following model was developed as a graphical presentation taking into account all the processes for a successful HR activity (recruitment, selection and retention).

Figure 5.1: Recruitment steps

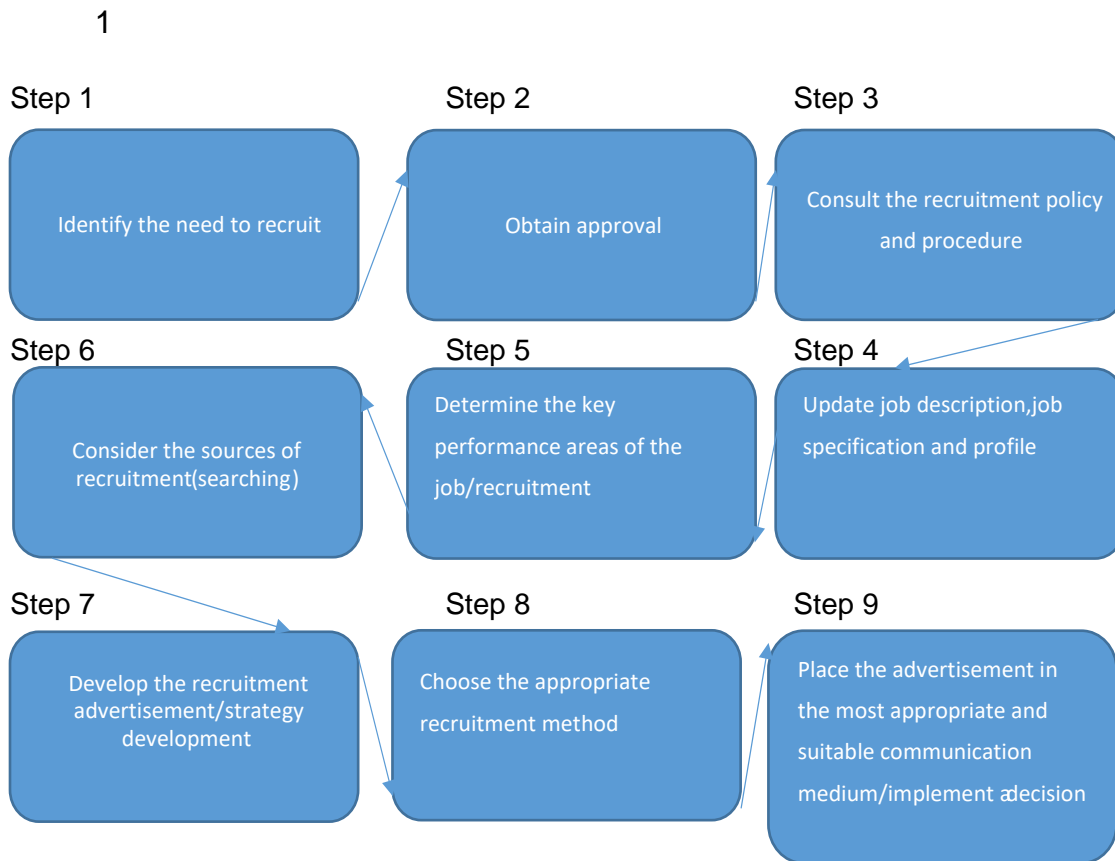
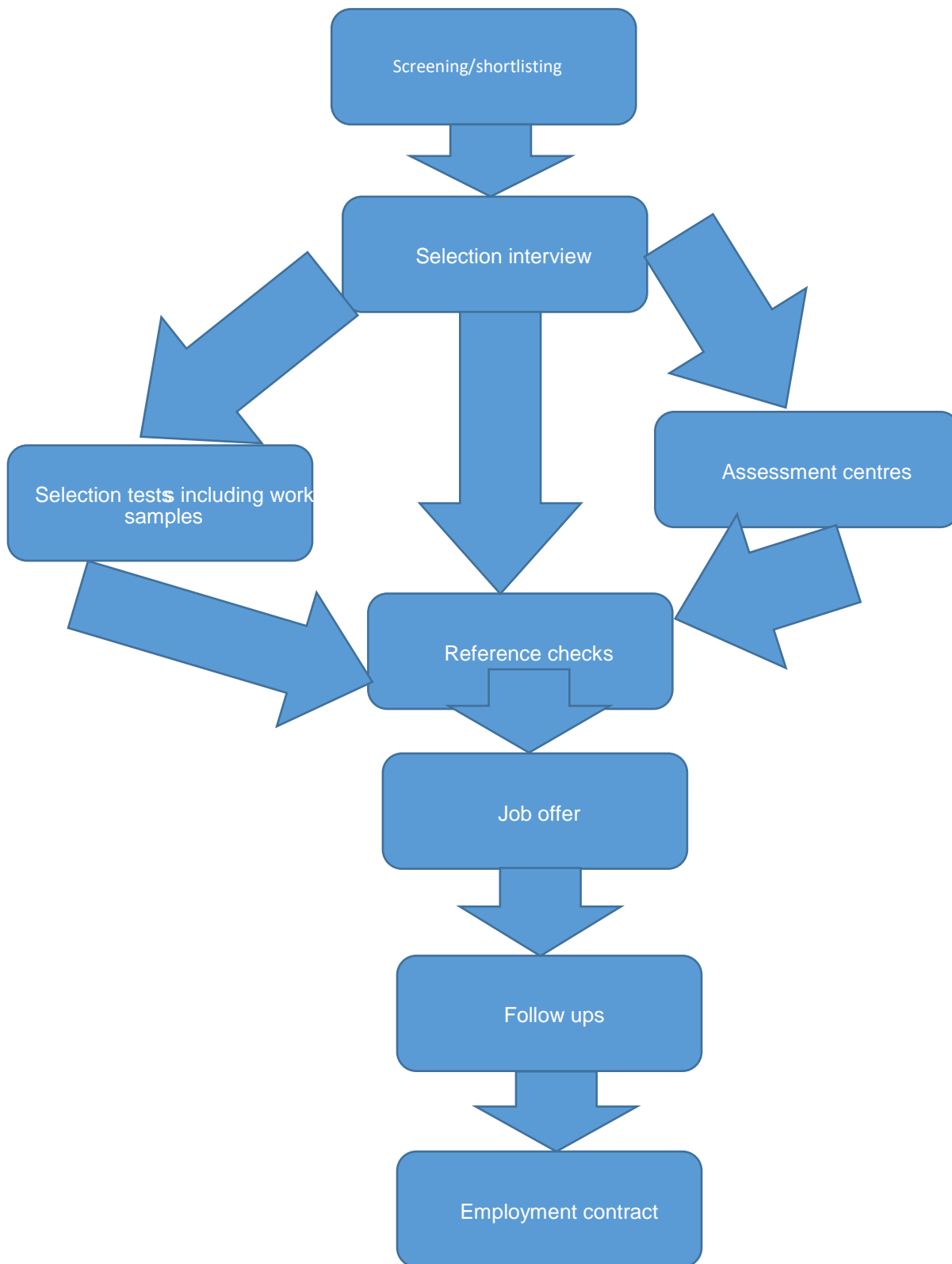


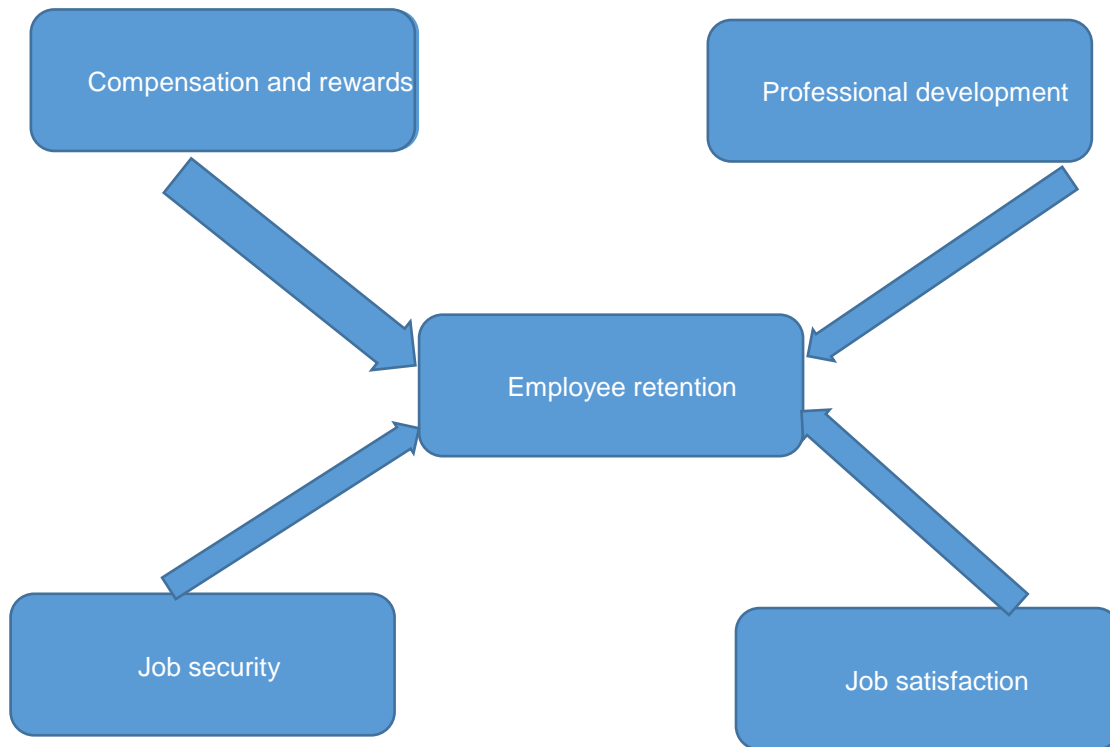
Figure . Depicts a recruitment systematic process that commences with the identification of the need to recruit up to the step of implementing a decision

Figure 5.2: Recommended steps in the selection process



Source: Adapted from Nde (2012:12). Consistent with recruitment, Figure 5.2 depicts the steps in the selection process starting with screening/shortlisting including interviews up to the decision to make an offer and the signing of the employment contract.

Figure 5.3: Study model



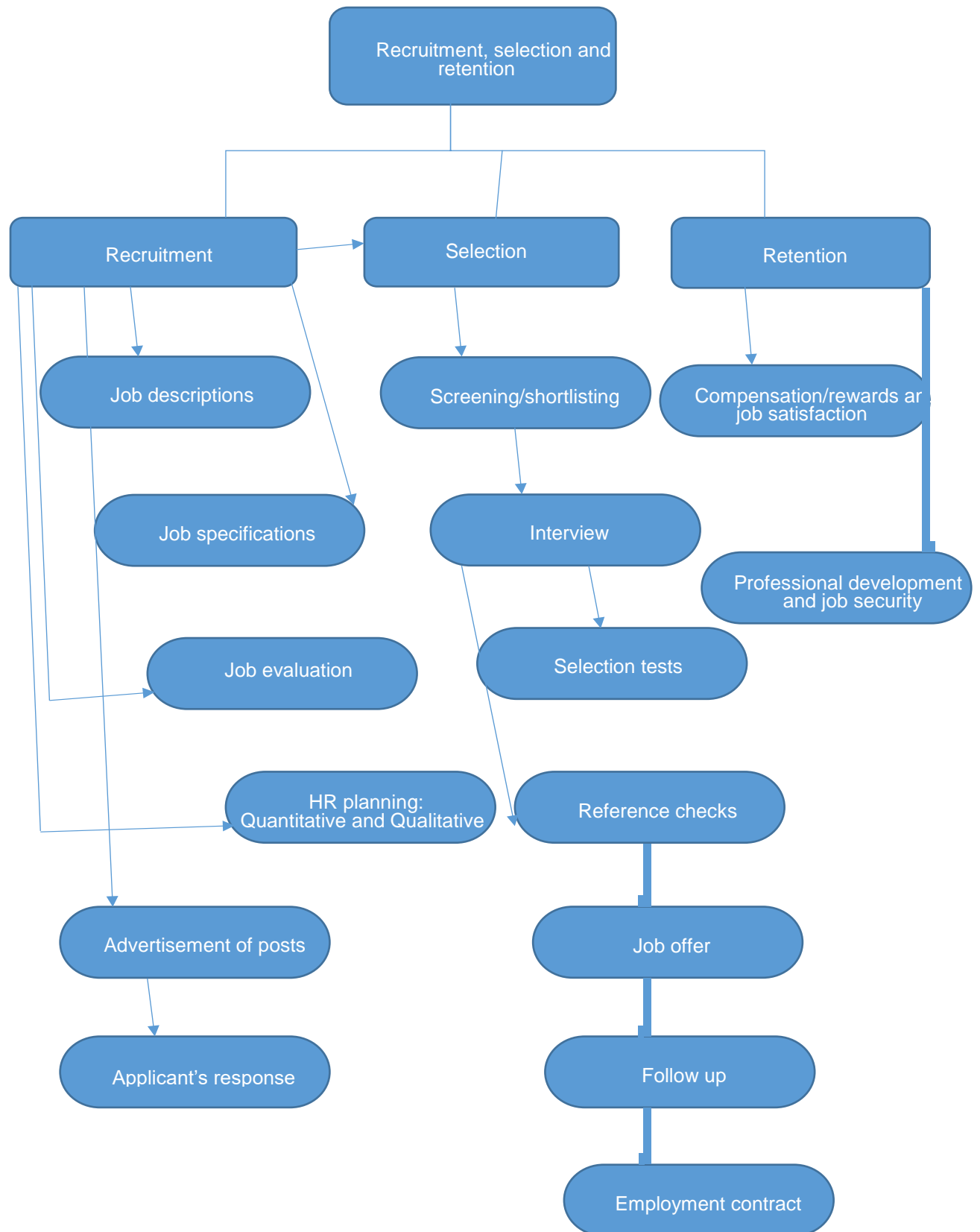


Figure 5.4: Steps in recruitment, selection and retention: Deriving from the literature

The literature review and the empirical findings highlighted that the implementation of the HR activity (recruitment, selection and retention) should be a shared responsibility between senior management, line managers, HR practitioners/specialists and HR managers, guided by the statutory and regulatory framework. The next section explains the checklist designed to address key aspects of recruitment and selection (independent variables).

5.6. IMPLICATIONS OF THE STUDY

Some implications of this study were observed, as the recruitment, selection and retention in municipalities in South Africa is the cause of nuisance for government decision-makers and policy-makers. Based on the findings of this study and related literature reviewed, defining prediction values of the recruitment and selection process in accordance with public service's self-efficacy and personal characteristics remains a challenge. This definition must be regularised to disseminate recruitment, selection process and retention, procedures, criterion and policies in public institutions for the better understanding of the roles that municipalities are expected to perform. This study has contributed towards policy formulation for creating awareness about recruitment, selection process and retention of municipality employees. It has also contributed in the existing theoretical exposition and scholarly academic methodology wherein the contexts can be used to develop a corresponding model that can inform the recruitment, selection and retention of public service personnel within Vhembe District. Results of this study showed significant correlations between independent variables and dependent variable for awareness about the criterion's persistence.

5.7. SUMMARY

This chapter provided conclusions that were drawn from the findings of the study. In this chapter, various recommendations were made. It assessed various mind-maps with the aim of developing of a model and checklists for recruitment, selection and retention. The chapter presented the strengths and limitations of the research. In conclusion, it also highlighted recommendations for further research as well as implications of research. There is a clear need for the proposed model to address the problems of recruitment, selection and retention of municipality employees.

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ANNEXURE B: PERMISSION FOR DATA COLLECTION

To: The Municipality Manager:
Vhembe District Municipality

University of Venda
Private Bag X5050
Thohoyandou
0950

26 September 2020

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO COLLECT DATA FOR MASTER OF PUBLIC MANAGEMENT (MPM) STUDIES OF MR. MPHAPHULI TK, STUDENTS NUMBER 19020683

The above matter bears reference:

I, Dr LR Kone, lecturer in the OR Tambo Institute of Governance and Policy Studies: University of Venda, confirm that Mr. TK Mphaphuli, Student Number: 19020683 is a registered student for Master of Public Management (MPM) in the OR Tambo Institute of Governance and Policy Studies at the University of Venda. The student is researching on: **“The effect of Recruitment and Selection on Organisational Performance: A Case Study of Vhembe District Municipality”**. In order for Mr. Mphaphuli to complete his project, I, on behalf of the University of Venda request you to assist him (the student) with the information that he might need for use in his project. Furthermore, the findings that will be gathered in this project may assist the Municipality in a number of ways on the effects of recruitment, selection and organisation performance in Vhembe District Municipality.

Your cooperation in this regard is wholly appreciated. For queries and clarification on this matter, please contact me on, Cell Number: 076 682 4517 or electronic mail: lufuno.kone@univen.ac.za or reggie.kone@gmail.com

Yours Sincerely



Date: 26 September 2021

Dr LR Kone
Lecturer & Supervisor: OR Tambo: Institute of Governance and Policy Studies

ANNEXURE C: VDM DATA COLLECTION PERMISSION

VHEMBE DISTRICT MUNICIPALITY

PRIVATE BAG X5006, THOHOYANDOU, 0950

TEL: 015 960 2000, FAX: 015 962 1017

Website: www.vhembe.gov.za



Ref: 4/2/1
Enq: Muofhe T.G.

Mr. Mphaphuli T.K.
PO Box 1644
THOHOYANDOU
0950

RE: APPROVAL TO CONDUCT ACADEMIC RESEARCH: YOURSELF

1. The above matter refers.
2. It is with pleasure to inform you that your application to conduct research on the **"Effect of recruitment and selection on organisational performance"** at Vhembe District Municipality is hereby granted.
3. Kindly liaise with Acting General Manager: Corporate Services upon assumption of your research with the municipality.
4. Regards,



MUNICIPAL MANAGER
NDOU T.S

26/10/2020
DATE

ANNEXURE D: LETTER TO PARTICIPANTS

ANNEXURE D: LETTER TO PARTICIPANTS

Enquiries : Mphaphuli TK

Cell : 0722389895

Email : mluketo@gmail.com

P.O. Box 429

LEVUBU

0929

18 November 200

Dear Sir/Madam

I, Tshovhona Kenneth Mphaphuli, Student Number: 19020683, am a registered student at University of Venda studying Master of Public Management (MPM). I am requesting you to participate in my study by giving your opinion on the research project entitled “The effect of Recruitment and Selection on Organisational Performance: A Case Study of Vhembe District Municipality”.

In anticipation, please accept my sincere appreciation for your willingness to participate in my research study.

Yours sincerely

.....

TSHOVHONA KENNETH MPHAPHULI

STUDENT NUMBER: 19020683

ANNEXURE E: INFORMED CONSENT LETTER

RESEARCH ETHICS COMMITTEE

UNIVEN INFORMED CONSENT

Annexure E

LETTER OF INFORMATION

Title of the Research Study : **THE EFFECT OF RECRUITMENT AND SELECTION ON ORGANISATIONAL PERFORMANCE: A CASE OF VHEMBE DISTRICT MUNICIPALITY**

Principal Investigator/s/ researcher : Mr Tshovhona Kenneth Mphaphuli (Masters)

Co-Investigator/s/supervisor/s : Dr LR Kone (PhD) & Prof N Nkuna (PhD)

Brief Introduction and Purpose of the Study:

In this project the researcher carried out a study on the effect of recruitment and selection on organisational performance in Vhembe District Municipality. This study investigates the effect of recruitment and selection on organisational performance. The undertaking of this study will help contribute towards improving organisational performance within Vhembe District Municipality. Improved organisational performance will contribute to efficiency in Vhembe District Municipality and hence improved efficiency leads to improved service delivery.

Outline of the Procedures: A qualitative approach is used in this study because the study focuses on assessing how recruitment and selection improves organisational performance within Vhembe District Municipality. In this study time series data on the recruitment and selection on organisational performance within Vhembe District Municipality has been obtained from the Vhembe District Municipal the Managers as well as from the records at local and national level. Thereafter, an interview guide has been chosen as a data collection instrument.

Risks or Discomforts to the Participant: None

Benefits: Participants will contribute to the devising of mechanisms necessary in recruitment and selection on organisational performance within Vhembe District Municipality, placing more emphasis on

recruitment, selection and organisational performance of Vhembe District Municipality. The researcher will fulfil the requirements of a Master's Degree and also produce Publications, Journals, Books, and Conference papers.

Reason/s why the Participant May Be Withdrawn from the Study: None

Remuneration : None
Costs of the Study : None
Confidentiality : Confidentiality is assured. The participant details and information will be treated as confidential. No information will be shared without the Participant's Permission.
Research-related Injury : None

Persons to Contact in the Event of Any Problems or Queries:

Dr LR Kone on 076 682 4517/ lufuno.kone@univen.ac.za. Please contact the Researcher, Mr TK Mphaphuli on [/mluketo@gmail.com](mailto:mluketo@gmail.com) or the University Research Ethics Committee Secretariat on 015 962 9058. Complaints can be reported to the Director: Research and Innovation, Prof GE Ekosse on 015 962 8313 or Georges Ivo.Ekosse@univen.ac.za

General:

Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants. The information letter and consent form must be translated and provided in the primary spoken language of the research population

CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, Mr TK Mphaphuli, about the nature, conduct, benefits and risks of this study.
- I have also received, read and understood the above written information (*Participant Letter of Information*) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerized system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant	Date	Time	Signature
I,

(Name of researcher) herewith confirm that the above participant has been fully

Informed about the nature, conduct and risks of the above study.

Full Name of Researcher

Tshovhona Kenneth Mphaphuli

.....

Date.....

Signature.....

Full Name of Witness (If applicable)

.....

Date

Signature.....

Full Name of Legal Guardian (If applicable)

.....

Date.....

Signature.....

Please note the following:

Research details must be provided in a clear, simple and culturally appropriate manner and prospective participants should be helped to arrive at an informed decision by use of appropriate language (grade 10 level- use Flesch Reading Ease Scores on Microsoft Word), selecting of a non-threatening environment for interaction and the availability of peer counseling (Department of Health, 2004)

If the potential participant is unable to read/illiterate, then a right thumb print is required and an impartial witness, who is literate and knows the participant e.g. parent, sibling, friend or pastor should verify in writing, duly signed that informed verbal consent was obtained (Department of Health, 2004).

If anyone makes a mistake completing this document e.g. a wrong date or spelling mistake, a new document has to be completed. The incomplete original document has to be kept in the participant's file and not thrown away, and copies thereof must be issued to the participant.

References: Department of Health: 2004. *Ethics in Health Research: Principles, Structures and Processes*

<http://www.doh.gov.za/docs/factsheets/guidelines/ethnics/>

Department of Health. 2006. *South African Good Clinical Practice Guidelines*. 2nd Ed. Available at:

http://www.nhrec.org.za/?page_id=14.

ANNEXURE F

RESEARCH INSTRUMENT-INTERVIEW SCHEDULE

INTERVIEW SCHEDULE, SEMI-STRUCTURED INTERVIEWS

THE EFFECT OF RECRUITMENT AND SELECTION ON ORGANISATIONAL PERFORMANCE: A CASE OF VHEMBE DISTRICT MUNICIPALITY

Purpose of the Interview

I am Mr Tshovhona Kenneth Mphaphuli currently undertaking my Master in Public Management degree. The purpose of this interview is to find out your views or thoughts on “the effect of recruitment and selection on organisational performance: A Case Study of Vhembe District Municipality”.

Note to the respondent

- ❖ I would appreciate your willingness to participate in this research project.
- ❖ Your contribution to the interview will remain private and confidential and no one will be able to trace your responses back to you as an individual.
- ❖ Your permission to use these responses is required for this master study.
- ❖ The researcher is only interested in your opinion regarding the effect of recruitment and selection on organisational performance.

BIOGRAPHICAL INFORMATION

Population Group/Race

African	Indian	White	Coloured	Asian
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Gender

Male	Female
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Age Group

18-29	30-39	40-49	50-59
60-69	70-79	Older	

Current Position/Occupation:

QUALIFICATIONS

Basic Education

Primary	Secondary
---------	-----------

Higher Education

University/University of Technology/College

Degree	Diploma	Certificate
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Post-Graduate Qualification

Honours Equivalent	Masters	Doctorate
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ATTRACTION AND SELECTION

Which of the following external sources of recruitment do you often use?

Advertisements	[]
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Educational Institutions	[]
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Employment Agencies	[]
---------------------	-----

Professional Associations/Bodies	[]
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Which of the following selection methods do you conduct on applicants before you offer them employment?

Preliminary screening []

Employment test []

Employment interview []

Background checks []

Who is responsible for final selection of employees for the Municipality?

Chairperson []

Director []

Municipal Manager []

H.R.M []

Interview Panel []

Do you provide orientation/induction training to new employees in your Municipality?

YES []

NO []

Which of the following influences your Municipality's recruitment and selection policy and procedures?

<input type="text" value="Socio-cultural influences"/>	<input type="checkbox"/>
<input type="text" value="Political influences"/>	<input type="checkbox"/>
<input type="text" value="Gender influences"/>	<input type="checkbox"/>
<input type="text" value="Disability influences"/>	<input type="checkbox"/>
<input type="text" value="Religious influences"/>	<input type="checkbox"/>

Have you employed a candidate who could not perform?

<input type="text" value="YES"/>	<input type="checkbox"/>
----------------------------------	--------------------------

<input type="text" value="NO"/>	<input type="checkbox"/>
---------------------------------	--------------------------

If yes, which of the following was the cause of his/her under performance?

<input type="text" value="Lack of qualification"/>	<input type="checkbox"/>
<input type="text" value="Lack of experience"/>	<input type="checkbox"/>
<input type="text" value="Poor working condition"/>	<input type="checkbox"/>
<input type="text" value="Indiscipline"/>	<input type="checkbox"/>

Which of the following challenges do you encounter in your recruitment and selection practices?

Inferiority of compensation

[]

High Cost

[]

Selection bias

[]

Lack of preparation for interview

[]

What can the Vhembe District Municipality do to ensure that it recruits a disproportionate number of high-calibre talent?

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Is the recruitment and selection process at Vhembe District Municipality fair and reliable? Please give a reason for your answer.

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Does the Vhembe District Municipality recruit employees only to fill vacancies or does it recruit talented people with high potential?

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Would you say the current recruitment and selection process improves organisational performance? Please, provide a reason for your answer.

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How does the Vhembe District Municipality improve its selection and promotion tools to enhance the predictive validity of talent decision-making?

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ORGANISATIONAL PERFORMANCE

How does the Vhembe District Municipality ensure that their staffs are performing optimally?

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Does the Vhembe District Municipality have a learning and development plan in place to meet the current and future skills needs?

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In your opinion, what are the effects of recruitment and selection process on the organisational performance of district municipality?

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Have the supervisors or line-managers received any training concerning the performance management system used within the municipality?

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How does the Vhembe District Municipality reward and recognize its staff members?

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What are the current vacancy and labour turnover rates of the Vhembe District Municipality?

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On average, how long does it take to fill each vacancy, especially ones that are critical to the business operations of the municipality?

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ENGAGEMENT AND RETENTION

How does the Vhembe District Municipality engage with each staff member so that he/she is motivated to perform optimally over time and to remain engaged and committed to the municipality?

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What retention strategies are offered by the Vhembe District Municipality?

Housing Scheme:

Motor Scheme:

Medical Aid Scheme:

Child Care Facility:

Gym:

Any other retention strategies:

ANNEXURE G: ENGLISH LANGUAGE EDITOR'S LETTER



Cell: 072 373 5410

4036 Makwarela Ext 3. Thohoyandou. 0950 | P.O, Box 2928, Thohoyandou.
0950. konani328@gmail.com

CERTIFICATE OF ENGLISH EDITING

It is hereby certified that the document indicated hereunder has been edited for grammar, punctuation, sentence structure, phrasing, and overall style by our specialist editors.

Title: The Effect of Recruitment and Selection on Organisational Performance:

A Case of Vhembe District Municipality.

Author: Tshovhona Kenneth Mphaphuli (Student Number: 19020683)

We guarantee the quality of English language in this document, provided changes have been accepted and further changes to the document are checked by our editors. Neither the research content nor the author's intentions were changed in any way during the editing process.

Khuliso Nemadzivhanani (MA English Literature and Philosophy- McMaster University, Canada).

Signature: 

Capacity: Director

Date: 21/10/2021

Registration number: 2016/147382/07

ANNEXURE H: TURNITIN RECEIPT



Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

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File size: 5.55M
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