

**RECRUITMENT AND SELECTION PROCESSES IN THE DEPARTMENT OF ARTS AND
CULTURE: THE CASE STUDY OF ROBBEN ISLAND MUSEUM**

by

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DECLARATION

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I declare that **RECRUITMENT AND SELECTION PROCESSES IN THE DEPARTMENT OF ARTS AND CULTURE: THE CASE STUDY OF ROBBEN ISLAND MUSEUM** is my own work and that all the resources that I have used or quoted have been indicated and acknowledged by means of complete references.

.....

SIGNATURE

(MS NELISWA MDLETYE)

.....

DATE

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This research is dedicated to my parents, Mr PM Mdletye and my late mother Mrs BB Mdletye who instilled in me the value of prayer, hard work and perseverance to succeed in life.

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ABSTRACT

The purpose of this study was to examine how recruitment and selection processes are conducted at the Robben Island Museum and the challenges associated with it. Correct implementation of the recruitment and selection practices is crucial in order for the organisation to fill the right positions with the right people who are experienced and competent. In other words, organisations should strive for excellence in ensuring that there is conformity to legal prescripts whenever the recruitment and selection of employees commence. A qualitative research design was applied in order to achieve the primary aim of this study. Data collection techniques that were utilised to collect information comprised interviews and document analysis. A group of fourteen (14) purposively selected participants, namely seven operational staff members and seven managers were chosen for interviews. Data that was obtained was analysed through qualitative content analysis. The major findings of the study indicate that the Robben Island Museum recruits potential candidates through various means such as newspaper advertisements, employment agencies, headhunting, job posting and online recruitment. The study found that although qualifications are seen to be necessary during the recruitment and selection processes but do not seem to be seriously considered as part of the selection criteria. Essentially, the study identified some inconsistencies and failure to adhere to the recruitment and selection policy during recruitment and selection processes. Therefore, the processes of recruiting and selecting potential employment candidates should be undertaken in accordance with organisational policies and in a professional manner.

Keywords: employment candidates, interview, recruitment, selection, screening.

ACRONYMS

AA	Affirmative Action
CEO	Chief Executive Officer
DPSA	Department of Public Service and Administration
ERP	Inter-enterprise Software Application
HR	Human Resource
KPAs	Key Performance Areas
NEHAWU	National Education, Health and Allied Workers' Union
PSC	Public Service Commission
RDP	Reconstruction and Development Program
RIM	Robben Island Museum
RSA	Republic of South Africa
SMS	Senior Management Service
STAR (technique)	Situation, Task, Action and Results

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CHAPTER 1: GENERAL INTRODUCTION

1.1 INTRODUCTION

This study focused on recruitment and selection processes within the Department of Arts and Culture, with particular reference to the Robben Island Museum. The study aimed to examine the processes of recruitment and selection in the South African public sector, more specifically at the Robben Island Museum. The chapter commences by giving a background on these recruitment and selection processes as well as the rationale for the study. This is followed by a presentation of the problem statement as well as the objectives of the study. Further, different concepts that formed part of this study are defined and explained clearly. The limitations and delimitations conclude this chapter.

1.2 BACKGROUND AND RATIONALE

According to Franks (2014:48–49), democratic South Africa inherited a racially skewed public service in which 95.5% of the top 3 239 civil servants were white and only 0.6% were black African. Black Africans made up the vast majority of public servants in the lower ranks, with a few middle and senior-level public servants in the homeland governments. In order to address this imbalance the Reconstruction and Development Program (RDP) promised an extensive programme of Affirmative Action, including training and support, and stated further that within two years of its implementation, ‘...recruitment and training should reflect South Africa in terms of race, class and gender’. Despite warnings of the need to support appointees, the training and support promised were seldom forthcoming; nor was the situation adequately managed or monitored, as promised. Furthermore, the concept of ‘potential’ became a favoured loophole through which kin, friends and comrades were advantaged over more competent applicants.

Studies conducted by Davidson, Lepeak and Newman (2007:13) revealed that public sector organisations face significant staffing challenges and reported that they were only adequately staffed. An increasing number of reports further revealed that they are grossly understaffed in critical areas. Training and expertise of human resource (HR) professionals must be utilised to the fullest extent in order to address these challenges. The importance of human resources to the overall success of an organisation should not be underestimated. Furthermore, the constant push to do more with less means that many employees are now doing more than their fair share in taking on responsibilities outside their core area or scope. All of these issues contribute to the mounting pressure on human resource departments to identify and attract the right person for the right

position as quickly as possible. Necessity is the mother of invention, or in this context, the mother of innovation with specific reference to recruitment approaches. “Public sector organisations also face long-term challenges if they cannot improve the quantity and quality of their applicant pool or change the means through which they undertake their current workload,” says Stan Lepeak, managing director of Research and Knowledge Services for EquaTerra (cited in Davidson *et al.*, 2007:7).

A study conducted by the Public Service Commission (PSC) points out that a peculiar feature of the Public Service, which is often held to be a necessity, is protracted and cumbersome recruitment and selection processes (PSC, 2007:38). It can take months before an appointment is made. The guiding policies in this regard are usually consulted with stakeholders such as unions, as a means of ensuring employee participation. Equally, appointments are made in accordance with legislative frameworks such as The Basic Conditions of Employment Act, 75 of 1997, The Labour Relations Act, 55 of 1995 and The Employment Equity Act, 55 of 1998. Whilst these frameworks are necessary for the purpose of ensuring good governance and preventing corruption, the cumbersome and highly regulatory nature frustrates the speedy appointment of professionals who might instead be recruited by the domestic private sector (PSC, 2007:39).

Another study conducted by Development Network Africa (2006:4–21) reveals that, in his 2007 State of the Nation address, President Thabo Mbeki acknowledged the capacity constraints that exist throughout government, and pledged to keep the issue of capacity building high on the agenda of the state in the period leading up to 2009. For the purpose of this study, the term ‘capacity constraints’ refers to the lack of adequate and suitable human resources to deliver on the constitutional mandate of government or public entities. A further study conducted by The National Treasury in 2007 reveals that 30.6% of the surveyed 278 senior managers (municipal managers, chief financial officers and other senior managers) held a matric certificate or diploma, followed by 23.7% with an undergraduate or post-graduate degree. In addition, when broken down by qualification type, just 9.7% of senior managers held a finance qualification (Development Network Africa, 2006:17). This shows a major risk that many senior municipal managers are not qualified to achieve set goals and objectives for the municipality. In order to address improper recruitment of senior officials in public sector institutions, the Senior Management Service (SMS) was introduced, which developed a handbook defining a competency framework for the 10 000 senior managers in the Public Service as well as 250 000 junior managers (Franks, 2014:50).

Heynes (2007:1) highlights that, in order for a public sector organisation to deliver on its mandate to the public, employees are expected to perform the tasks that are assigned to them reliably and

at a desired standard while they deliver on their key performance areas (KPA) within the legislative and regulatory governing framework. Chapter 10, sections 195(h) and (i) of the Constitution of Republic of South Africa [RSA] 1996 stipulates that, in order for the departments in the public service to function effectively and efficiently, it requires good human resources and career development practices, to maximise human potential. Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation of RSA, 1998:99). In essence for any organisation to prosper, competent and professional employees should be employed. Therefore, it is imperative that the right person for the right job is selected, whether in a private or public sector organisation, thereby improving recruitment and selection processes. If done in an organised way, recruitment and selection could lead to the appointment of suitable candidates.

It can be argued that public entities need to attract quality employees in order to achieve set goals and objectives. Therefore, proper recruitment and selection of competent employees should be conducted without flaws. For instance, preliminary screening of candidates in the recruitment and selection process of the Western Cape government is transparent, reasonable and fair. The equity of all candidates is ensured with due regard to all applicable legislation. Under no circumstances is canvassing, favouritism, nepotism or similar practices allowed.

A person with any personal or vested interest in the process should declare such interest beforehand and should then withdraw from the process. Only relevant, objective and verified information, including that contained in curriculum vitae and other documents accompanying the application is taken into account during the screening process (Western Cape Government, 2002:3).

In October 1997, the Department of Public Service and Administration (DPSA), recognising the need for an ethos of service delivery, launched the Batho Pele initiative (a SeSotho phrase meaning 'putting our people first'), aimed at improving efficiency and accountability. The initiative failed to take root or show significant results in changing the political administrative culture. Instead, recruitment of public servants through political processes and affirmative action congealed around the notion of cadre deployment (i.e. selection of loyal party members for senior administrative positions) (Franks, 2014:50).

Another concern that needs consideration is the delegation of the responsibility of the HR function to HR practitioners; however, this field has become multifaceted. Managers often do not participate in and support HR functions. A single-minded focus on filling vacancies means that resources are

often misdirected towards recruitment rather than toward improving productivity within organisations (Development Network Africa, 2006:20).

The researcher conducted this research based on the outcome of the Robben Island Museums strategic workshop that showed that the Robben Island Museum had an unfortunate history of incorrect appointments (Robben Island Museum, 2014a:10). The outcome of the strategic workshop further revealed that the staff of the organisation at the time lacked the correct and appropriate skills required to serve the organisation properly. A question posed by a former chief executive officer (CEO) of Robben Island Museum, Dr Sibongiseni Mkhize, was whether or not Robben Island Museum employs the right kind of people to take Robben Island Museum forward (Robben Island Museum, 2014b:5). The researcher's view is that the organisational structure of the Robben Island Museum was created prior to the formulation of the organisational strategy and this, ostensibly makes it difficult to achieve its mandate as a museum. However, a decision was subsequently made to position Robben Island Museum to its rightful place for the future. It is for this reason that the Robben Island Museum recruitment and selection policy was drafted in order to correct the mistake of 60 staff members who were absorbed en masse in 2011 without assessing whether each candidate met the qualification requirements. This is concerning because stakeholders, such as trade unions, were included in the selection process for positions within the bargaining of the union to ensure that the recruitment and selection processes were carried out seamlessly, professionally, fairly and without bias (Robben Island Museum, 2017:1–4).

1.3 PROBLEM STATEMENT

Due to the nature of the business, Robben Island Museum commonly employs additional staff on contractual basis during peak seasons. These staff members are released at the end of their contract terms. Unfortunately, as mentioned earlier, this has not been the case in 2011 because 60 staff members who had been employed on a contractual basis were absorbed through negotiation processes with the union; thus, in accordance with the settlement agreement on wages and other conditions of employment between Robben Island Museum and the National Education, Health and Allied Workers' Union (NEHAWU) (Robben Island Museum 2010a:3). However, a strategic facilitation workshop conducted in 2014 revealed that staff absorption contributed to HR problems that had led to a staff quota, which lacked the correct skills, thus being regarded as a poor HR recruitment and selection process (Robben Island Museum, 2014a:5–10). Therefore, it is also important to state that this is a legacy problem at the Robben Island Museum (Robben Island Museum, 2014a:19). In other words, these are perennial problems that have been in existence and still remain unresolved.

1.3.1 RESEARCH PURPOSE

The purpose of this study was to examine the recruitment and selection process of Robben Island Museum employees and challenges thereof. Based on examining the recruitment and selection process of Robben Island Museum, the two questions below had to be answered.

1.3.2 RESEARCH QUESTIONS

The researcher outlined the research questions below in order to reach the research objectives.

- How are the recruitment and selection processes conducted at Robben Island Museum?
- What are the shortcomings of selection techniques and tools in relation to making selection decisions at Robben Island Museum?

1.4 RESEARCH OBJECTIVES

The following research objectives were outlined in order to answer the research questions.

- To examine how recruitment and selection processes are conducted at Robben Island Museum; and
- To describe and explain the shortcomings of selection techniques and tools in relation to making selection decisions at Robben Island Museum.

1.5 CONCEPTUALISATION

Sequeira (2015:1) defines 'conceptualisation' as a mental process of organising one's observations and experiences into meaningful and coherent whole. In the context of this study, 'conceptualisation' refers to the definition and analysis of key concepts analysed as discussed below.

1.5.1 Candidate

According to Motsoeneng (2011:11), a candidate can be defined as one who offers himself (or herself) or who is put forward by others as a suitable person for an office. A candidate can also be any individual who submits a completed application form for consideration for a job vacancy (Shafritz, Rosenbloom, Riccucci, Naff & Hayde, 2001:243). A candidate is further a person who is competing for a job or elected position; therefore, the term 'candidates' can be used to represent a group of individuals who are competing to be hired for a particular position (Cambridge Dictionary 2017). Further, Van der Westhuizen, Wessels, Swanepoel, Erasmus, Van Wyk and Schenk

(2011:214) define a 'candidate' as a person seeking a position that will provide him or her with both material and psychological rewards.

1.5.2 Human resource planning

HR planning can be described as an inclusive and dynamic process that involves the identification of both current and future HR needs as well as potential challenges in order for a department to achieve its objectives consistently (DPSA, 2009:3). The need for HR planning by government dates back to 1997 and has been identified in the White Paper on Human Resource Management in the Public Service. The need has been identified because the public sector recognises the challenges across the labour market related to recruiting, appointing and retaining the appropriate skills in the required environment. HR planning is a two-way operational link between high-level strategy and action-orientated implementation that can be monitored and evaluated regularly. Therefore, HR planning aims to ensure that a department has the right people, with the right skills, at the right place at the right time, all the time (DPSA, 2009:4).

Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2008:216) define 'human resource planning' as an integrated and holistic resource planning process that ensures that the right people are in the right roles to meet the current organisational profit plan. Nel *et al.* (2008:217) further add that by planning ahead, the HR function can provide managers with the right number of people, containing the right skills, in the right place and at the right time. In addition, an effective HR plan provides mechanisms to eliminate any gaps that may exist between supply and demand for human resources (Ivancevich, Konopaske 2013:129). Cardy (2014:144) argues that HR planning is the elementary task of forecasting.

An estimation of labour demand and supply for a future period has to be conducted to ensure that there is the right number and the right kind of people to deliver a particular level of output.

1.5.3 Interview

An interview is a formal opportunity for a job applicant and a prospective employee to learn more about each other. It allows a job applicant to go over information disclosed on the application and for the employer to ask questions and assess the applicant's personality, character, verbal skills and ability to reason through tough questions (Purdue University, n.d.:16–17). Recruitment Interviews (n.d.:1–2) defines 'interviews' as a purposeful exchange of ideas, the answering of questions and communication between two or more persons. Generally, an interview is the process of a private meeting or conversation between people, where questions are asked and answered, for obtaining information about qualities, attitudes and the prospectus. An interview refers to a

conversation with one or more persons – one acting as the interviewer who asks questions, while the person who answers the question is the interviewee. The primary purpose of an interview is to transfer information from interviewee to interviewer. Interviews can be either formal or informal, structured or unstructured. Interviews can be carried out one to one or in groups, and they can be conducted by telephone or via video conferencing. There are different meanings of the word 'interview', as different scholars define the term differently. However, interviews have some basic objectives, namely:

- Through interviews, recruiters can verify the information obtained through application forms and tests.
- Recruiters can obtain additional information about the candidates, which is not mentioned in the application forms or resumes.
- Interviews provide an applicant with the information and the necessary facts about the job and the organisation.
- Interviews establish a mutual understanding between the applicant and the organisation.

Although the job interview is probably the most common selection tool, it is often criticised for its poor reliability and low validity. Countless studies have found that interviewers do not agree with one another on candidate assessments (Cardy, 2014:161).

1.5.4 Organisation

Naturally, there are many definitions of 'organisations', but this study focused on a working definition to assist in understanding what organisations are. According to Daft (2008:33), organisations are social entities that are goal-directed, designed as deliberately structured and co-ordinated activities systems, and linked to the external environment. The key element of an organisation is not a building or a set of policies and procedures; organisations comprise people and their relationships with one another. An organisation is a group of people who work together to pursue a goal. They do so by attaining resources from their environment, and they seek to transform those resources by accomplishing tasks and applying technologies to achieve effective performance of their goals, thereby attaining additional resources (Rainey, 2014:13).

1.5.5 Public sector

In general terms, the public sector consists of government and all publicly controlled or publicly funded agencies, enterprises and other entities that deliver public programmes, goods or services (Institute of Internal Auditors, 2011:3). Therefore, the public sector is that portion of an economic system that is controlled by national, state or provincial and local governments (Institute of Internal Auditors, 2011:3).

1.5.6 Qualified

The term 'qualified' has a broad meaning, but for the purpose of this study, 'qualified' refers to a person with the required credentials to fill an open vacancy. According to Arthur (2012:10), despite the effect the economy has on employment – that is, regardless of who's in the 'driver's seat' at any given point, applicants or employers –it is critical that recruiters continually work hard to attract and compete for top performers.

1.5.7 Recruitment and selection

Recruitment refers to organisational activities that influence the number and types of applicants who apply for a job, and whether the applicants accept jobs that are offered. Selection is the process by which an organisation chooses from a list of applicants the person or persons who best meet the selection criteria for the position available, considering current environmental conditions (Ivancevich & Konopaske, 2013:188, 219). The major objective of recruitment can be said to be the generation of an adequate number of qualified applicants from which a good selection decision can be made (Shafritz *et al.*, 2001:243).

Recruitment and selection are intertwined processes because they are concerned with placing individuals in jobs (Barrick, Field & Gatewood, 2011:9). Recruitment and selection of staff can be seen as processes clearly defined by a number of sequential steps, each of which holds great significance in the sourcing and employing of appropriate candidates. Once the organisation has identified the need for staff and successfully conducted a job analysis, they must then decide on the recruitment techniques they will use in order to attract the best candidates. During this stage alone, the organisation must decide whether to recruit internally or externally along with how they will advertise the available positions and attract candidates (Reynolds, 2011:28).

According to Vance and Paik (2015:194), although the terms 'recruitment' and 'selection' are often used synonymously, they are distinct and different processes. Recruitment involves considering both internal and external sources to produce viable candidates to fill a given position, whereas selection involves gathering appropriate information and deciding from among those candidates, whom to choose to fill the vacancy. Ekwoaba, Ikeije and Ufoma (2015:22) define 'recruitment' as the process of identifying and attracting potential candidates from within and outside of an organisation, and to begin evaluating them for future employment. Ntiamoah, Abrokwah, Agyei-Sakyi, Opoku and Siaw (2014:5) argue that 'recruitment' and 'selection' play an important role in advancing organisational effectiveness, and improving work performance. At the same time, through recruitment and selection, organisations are able to acquire employees who possess

relevant knowledge, skills and aptitudes, and are also able to make significant contributions to the organisation.

Barrick *et al.* (2011:3, 9) define 'selection' as the process of collecting and evaluating information about an individual in order to extend an offer of employment. Shafritz *et al.* (2001:242) further state that selection is the process of reviewing the job candidates and deciding who will be offered the position. Once the organisation has decided on the appropriate means through which they will recruit potential candidates for the job, their next task is to identify the most appropriate and effective method to use in order to select the right person. At this stage, organisations have a wide variety of approaches to choose from, often combining a number of approaches in order to maximise their chances of identifying the best fit (Reynolds, 2011:28). Cardy (2014:157) argues that selection is a duty to extrapolate, as inappropriate hires may lead better employees to seek employment elsewhere.

1.5.8 Recruitment policy

A recruitment policy is a formal document with expansive guidelines of how an organisation should conduct the recruitment policy. In brief, the recruitment policy stipulates the institution's position concerning the general objectives of recruitment and the principle of equal opportunities in recruitment. A proper recruitment policy includes transparent procedures, which assist in recruiting the right calibre of people for the job at the right time, and by so doing contributes to the high-performance team culture (Benedict, 2012:27–28).

It is imperative for every organisation to have a recruitment policy as it can be used as guideline to determine whether to recruit within the organisation or from outside. According to Van der Westhuizen, Wessels, Swanepoel, Erasmus, Van Wyk and Schenk (2011:206), the recruitment policy stipulates broad guidelines on the way in which a public sector institution intends to deal with recruitment. Obviously, the general objectives of recruitment imply that a number of HR decisions need to be taken in terms of the way in which recruitment should be dealt with in the workplace. For example, what is meant by 'acceptable candidates' and who takes decisions about this? Which types of recruitment action can be taken to influence a public sector institution's image positively? How can fairness be measured? The only way of ensuring that the recruitment process achieves these objectives is to develop and implement appropriate policies and procedures.

1.5.9 Recruitment practices

Recruitment practices are procedures that the organisation integrates into its recruitment processes. The primary goal of assessing candidates in order to fill vacancies is to identify the

people who best meet the staffing goals of the organisation. It is also important to identify potentially bad hires because sometimes not hiring poor fits is more valuable than hiring good performers (Philips & Gully, 2014:175). Best practices pertaining to recruitment and selection add value to the organisation as they enhance the recruitment and selection processes and benchmarking, thus, enabling the organisation to make the best possible appointments (Catano, Wiesner, Hackett & Methol, 2009:3).

1.5.10 Screening

'Screening' refers to the process employers undertake when hiring new employees. This is done to determine whether an applicant possesses the required qualifications and experience needed for the position for which he or she is applying (Doyle, 2017:1). According to the Society for Human Resource Management (2016), screening can be done in different ways across various stages of the recruitment process, including application tracking, pre-screening candidates and verifying the selected candidate for employment. Screening is further done to determine whether the applicant's skills, abilities and job preferences match any of the available jobs in the organisation, to explain to the applicant the available jobs and their requirements, and to answer any questions the applicant has about the available jobs or the employer (Byars & Rue, 2011:127).

1.6 DELINEATIONS AND LIMITATIONS

This study focused on recruitment and selection processes within the Department of Arts and Culture, with particular reference to the Robben Island Museum. In essence, the study examined the efficacy of recruitment and selection process in the Robben Island Museum. In addition, the selection techniques applied by the Robben Island Museum are also described and explained in order to comprehend the intensity of the challenges in this regard and proposing alternative ways of addressing such problems. As pointed out, the major area of focus of the study was the Robben Island Museum and not the National Department of Arts and Culture. Therefore, if it is necessary to examine recruitment and selection processes in the National Department of Arts and Culture, a separate study may need to be undertaken in the future. The current study did not address issues relating to induction, dismissals, employee benefits and remuneration.

1.7 SEQUENCE OF CHAPTERS

This dissertation comprises the following five chapters.

Chapter 1: General Introduction

This chapter provides the background and rationale, problem statement, research objectives, key concepts definition, delineations and limitations and sequence of chapters.

Chapter 2: Literature review – recruitment and selection

This chapter provides a comprehensive review of literature on recruitment practices and policies, recruitment strategies, recruitment sources, selection processes or methods, as well as the challenges associated with recruitment and selection in public sector institutions.

Chapter 3: Research design and methodology

This chapter presents the research design, the research methodology, sampling strategy, data collection procedure, methods and data analysis applied in this study.

Chapter 4: Research findings and discussion

This chapter presents the findings and discussion of the study based on the empirical data. The strengths and weaknesses of the recruitment and selection processes at the Robben Island Museum are discussed. Moreover, the various selection techniques applied by the Robben Island Museum are also clearly defined and explained.

Chapter 5: Summary of main findings, conclusion and recommendations

This chapter will provide a summary of the main findings followed by the conclusion, the contribution of the study and recommendations for further study.

1.8 SUMMARY

This chapter introduced the purpose of the study, provided the background and rationale, the problem statement, research objectives and definitions of key concepts. Moreover, the delineations and limitations of the study as well as the sequence of chapters were clearly presented. The next chapter provides a comprehensive background for the process of recruitment practices and policies, recruitment strategies, recruitment sources, selection processes, selection methods, selection decisions, and challenges of recruitment and selection in the public sector.

CHAPTER 2

LITERATURE REVIEW – RECRUITMENT AND SELECTION

2.1 INTRODUCTION

The previous chapter provided a general introduction to the study by stating the background and rationale to the study, the problem statement, aim of the study, research objectives, research questions and the significance of the study. This chapter provides a more comprehensive background for the process of recruitment practices and policies, recruitment strategies, recruitment sources, selection processes, selection methods, selection decisions, and challenges of recruitment and selection in the public sector.

2.2 RECRUITMENT PRACTICES

As illustrated in Vance and Paik (2015:193), recruitment involves vigorously filling vacancies with appropriately qualified individuals in a timely fashion in order to meet the organisation's strategy. Vance and Paik (2015:193) further add that recruitment not only involves bringing new people into the organisation but from a broader perspective, recruitment also encompasses the many activities related to moving employees into, through and out of an organisation in the pursuit of satisfying work demand and meeting organisational objectives.

In today's hyper competitive business environment, employees are a source of competitive advantage. It is unquestionably critical for organisations to appoint the right people, with the right skills, knowledge and the right attributes, at the right time and for the right job (Chungyalpa & Karishma, 2016:1). Adu-Darkoh (2014:9) agrees with the above assertion by stating that the result of effective recruitment is the reduction of labour turnover, good employee morale and improved organisational performance. It is therefore equally important for every organisation to recruit qualified and competent candidates in order to maintain its sustainability. This statement is constant with Louw's (2007:3) definition of recruitment as the process of generating a pool of capable candidates applying to an organisation for employment. Applicants with experience and qualifications most closely related to job specifications may eventually be selected. Karthiga, Karthi and Balaishwarya (2015:1) state that capable candidates who meet the requirements of the positions for which they are applying, are first shortlisted. Organisations become concerned when the cost of a mistake in recruitment is high. The aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. An organisation attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants (Louw, 2007:4).

It can be argued that employing competent candidates helps to maintain the organisational sustainability, as there are also important factors to note, such as –

- organisational identity (the value the organisation can add to the field or its community);
- a long-range strategic plan (a four- to five-year road map that identifies the goals towards which the organisation will work to meet its mission and vision);
- annual financial plan (an organisational budget with process to monitor the financial health and well-being of the organisation);
- long-range fund-raising plan (a plan to assist the board and staff in order to ensure that there is enough funding to sustain the annual operation plan); and
- annual board development plan (a strong and sustainable organisation has a board of directors that is engaged in the strategic vision of the organisation whose members are willing to help the organisation meet its programmatic and fund-raising goals) (Hauser & Huberman, 2008:1–5).

In brief, the recruitment process marks the first step in the employment process, and lays the foundation for the selection process (Mashaba, 2013:11). It is therefore sensible to provide a detailed brief to the HR team in order to commence with the recruitment process. The HR team usually creates a shortlist of candidates to be interviewed after checking their curriculum vitae (CV). The interview panel usually consists of HR team members' specialists whose role it is to look for a suitable cultural fit while the manager's interest is in the technical aspects of the job. It is essential that any new employee meet the organisational expectations and be able to reflect the culture of the business. However, most recruitment and selection processes have elements of biased judgement inherent in them. Treating job applicants in a professional and positive manner is likely to leave them, whether they are successful or not, with a positive view of the organisation and how it has dealt with the applicants (Saviour, Kofi, Yao & Kafui, 2016:25).

It can be argued that the recruitment and selection process has become one of the key processes determining the success of an organisation. Although organisations have moved from product focus to market focus to selling focus to customer focus to employee focus, it has become common to hear organisations speak of their human resources as their biggest organisational asset. Indeed, ultimately the capabilities of an organisation fall upon the shoulders of its employees. An organisation is only as good as the capabilities of its employees (Chungyalpa, Karishma 2016:1). Benedict (2012:24) emphasises that success can no longer be measured only by the amount of money an organisation has. Pearsall (2016:22) further adds that, through attracting and appointing

the correct talent with the required skills in the current and anticipated vacancies, organisations are able to operationalise organisational strategies.

For Richardson (n.d:3), successful recruitment begins with proper employment planning and forecasting. In this phase of the recruitment process, an organisation formulates plans to fill or eliminate future job openings based on an analysis of future needs, talent available within and outside of the organisation, and the current and anticipated resources that can be expended to attract and retain such talent. Erasmus, Swanepoel, Schenk, Van der Westhuizen and Wessels (2005:220–227) outline thirteen recruitment steps processes as follows:

- an exact need for filling the post should be considered;
- budget approval is imperative to ensure that there is funding to fill the vacant post;
- equally important is the approval from senior management to ensure that recruitment is aligned with the overall institutional strategy;
- compilation of the job description and specification is crucial;
- KPAs of the job should be determined;
- in order to get an indication of whether recruitment should be conducted internally or externally, the recruitment policy and procedure should be conducted;
- a proper source should be selected depending on the position to be filled;
- the best method of recruitment should be chosen without the exclusion of other;
- decision of the preferred recruitment method should be implemented, and time that should be allowed for responses should be stated;
- screen responses should be determined according to the criteria set for the job;
- an initial shortlist of candidates should be drawn up;
- applicants (both unsuccessful and those interviewed) should be advised of outcomes; and
- the final step should be inviting qualifying applicants for interviews (a detailed discussion of the selection process is provided in section 2.6).

In its report on Peace Officer Standards and Training, it is stated that the California Commission undertook a project to identify best practices in recruitment and selection to assist the California law enforcement agencies to obtain the best candidates during one of the challenging and competitive periods in the history of law enforcement agencies across the United States of America (Thulo, 2014:25). The project of identifying best practices yielded rich information that could be used by the Robben Island Museum to address the current and future challenges of recruiting and retaining the best candidates.

2.3 RECRUITMENT AND SELECTION POLICIES

According to Erasmus *et al.* (2005:207), a recruitment policy stipulates broad guidelines for the way in which a public sector institution intends to deal with recruitment. In brief terms, the recruitment policy must indicate the position of the institution concerning the general objectives of recruitment and the principle of equal job opportunities in recruitment. The code of conduct of the organisation is stipulated in the recruitment policy, encompassing the rules and the standards to be adhered to and from a principled perspective (Stredwick, 2014:46). Stredwick (2014:46) further adds recruitment policy key areas such as appointment of successful applications without being discriminated, thoroughness in the processing of applications, consideration of internal applicants if they meet the requirements of the job, and meticulously drafting of job advertisements.

Van der Westhuizen, Wessels, Swanepoel, Erasmus, Van Wyk and Schenk (2011:206) provide broad recruitment policy guidelines in very brief terms to indicate the position of the institution regarding the general objectives of recruitment and the principles of job opportunities. A basic recruitment policy should at least be able to answer questions in terms of addressing the objectives of recruitment in the public sector institution, legal prescriptions on fairness and discrimination, conducting recruitment within budget limitations, urgency in filling vacancies and a designated person responsible for the implementation of the policy (Van der Westhuizen *et al.*, 2011:206–207). Van der Westhuizen *et al.* (2011:206–207) add that government policy and regulations are the most strategic factors to take into account in determining recruitment policy. Legislation – such as the Labour Relations Act 66 of 1995 and the Employment Equity Act 55 of 1998 that protects the interests of public officials during the recruitment process are already in place.

According to Breede Valley Municipality (2013:1–7), the aim of the recruitment and selection policy is to match human resources to the strategic and operational needs of the Breede Valley Municipality and to ensure the full utilisation and continued development of these employees. All aspects of the recruitment, structuring, recruitment, selection, interviewing and appointment of employees are non-discriminatory and also afford applicants equal opportunities to compete for vacant positions, except as provided in the policy with reference to affirmative action and employment equity. The Breede Valley Municipality recognises that its employment policies, practices and procedures must comply with the principle of the rule of law. The principle of the rule of law includes the principle of legality, which requires the Breede Valley Municipality, its political structures and political office-bearers as well its employees, to comply at all times and without exception with the relevant legal prescripts governing the situation concerned. No person below the post of manager chairs the selection process. No power can be sub-delegated to an official

below the level of the manager to be the chairperson of the selection or recruitment process, except for persons acting as managers. Labour unions and councillors may attend the proceedings as observers only. At their request, unions are provided reasonable access to applications received to verify the correctness of the master list information. It is the responsibility of the HR manager to take all reasonable steps and actions to establish the validity and accuracy of any certificates and other information supplied by an applicant.

It is equally important for organisations to implement anti-nepotism policies in order to prevent the employment of close relatives, especially relevant to placement of candidates in the same department or work groups (Louw 2007:4). This statement is consistent with the recruitment policy of the Department of Human Settlement, which ensures fairness, employment equity, efficiency, professionalism and transparency in their employment practices (Department of Human Settlement n.d:1).

According to Richardson (n.d:4–5), documenting the organisation's policy on recruitment, the criteria to be utilised, and all the steps in the recruitment process is as necessary in informal setting of in-house selection as it is when selection is made from external sources. Documentation satisfies the requirement of procedural transparency and leaves a trail that can be followed easily for audit and other purposes. According to Saviour *et al.* (2016:26), it is often argued that a policy of internal recruitment is superior to a policy that looks outside the boundaries of the organisation because it allows individual development. Furthermore, employees have a right to advance in their jobs and therefore should be given first consideration when vacancies open up. Letshokgohla (2015:19) concurs with Saviour *et al.* (2016:26) by adding that employees recruited through informal sources have higher job satisfaction than employees who are recruited by means of formal sources.

Kumba Iron Ore's Recruitment and Selection Policy emphasises acquiring, building talent and core competencies in order to lead the organisation towards the fulfilment of its long-term vision. Selection of potential candidates is conducted in a fair and open manner, and the organisation abides by the Basic Conditions of Employment Act (No 75 of 1997), which emphasises that recruitment processes should focus on the applicant's potential to be successful in the job (Kumba Iron Ore 2017:1–2). Recruitment activities are aimed at achieving or improving the agreed employment equity targets of the organisation. In terms of dealing with unsolicited employment applications in the form of hard-copy documentation or electronic application, it is the organisation's stated policy not to accept such applications. Unsolicited employment applications refer to applications and/or curriculum vitae, which are randomly submitted and do not relate to any specific position advertised by the organisation. Once a vacancy has been filled, records (regarding

advertisements, applications, interview questions and answers, psychometric assessment reports, medical examinations, security clearance and reference checks) are kept for one year. Medical records of successful applicants are kept as prescribed by law (Kumba Iron Ore, 2017:1–2).

The policy of the Ekurhuleni Metropolitan Municipality regulates the need for HR provisioning in the most efficient, professional and cost-effective way and is compliant with legislation, collective agreements and the Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices (Ekurhuleni Metropolitan Municipality Recruitment, 2015:3).

In Ladysmith Municipality (2005:7), external sourcing of candidates should only be considered once the internal process has been exhausted and when no qualifying candidate could be found based on legal or operational requirements. Under special circumstances, where such expertise does not exist internally, Council may advertise externally. Non-South African citizens are considered only under special circumstances and on agreement with the registered trade unions after prior approval of the municipal manager has been obtained to consider such candidates. Any party who believes that there has been flaws in the way recruitment and selection has been conducted has three working days in which to lodge a dispute in the normal way through the grievance procedure. They must motivate the reason(s) for their dissatisfaction with the choice of applicant with the failure of management to make any appointment in writing on a specific pro-forma form. The grievance will be heard by the municipal manager or an ad hoc committee appointed by the municipal manager within seven days, unless reasonable circumstances exist to extend the time. Should the employee or union representative still be dissatisfied, a dispute may be declared within three working days and referred to Council. If the dispute remains unresolved after being referred to Council, the union may refer the matter to the Bargaining Council (Ladysmith Municipality, 2005:11–16).

Finally, the recruitment policy of the public sector institution must be clarified as soon as possible. For instance, if preference is given to AA candidates or to promotion from within or to employment of the handicapped, the policy must state this clearly, and certain procedures must be implemented to ensure the execution of the policy. It is also recommended that all the stakeholders in the organisation should be included in the process of determining the institutional recruitment policy (Erasmus *et al.*, 2005:213).

2.4 RECRUITMENT STRATEGIES

Naff, Riccucci and Freyss (2014:400) highlight two ways in which recruitment strategies could work for or against the creation of a diverse and inclusive environment: firstly, the manner in which the organisation utilises its recruitment strategies, and secondly, the way it establishes selection criteria. Recruitment, as an HR management function, is one of the activities that have the most

critical effect on the performance of an organisation (Richardson n.d:1). It is therefore vital for an organisation to understand the recruiting process and to have a recruiting strategy. Before recruitment commences, line managers should inform the HR department about the need to fill the post. The HR department will then have to conduct job evaluation with regard to the existence of the post on the department structure, its salary level and whether it has been budgeted for. The need to advertise the post could arise from the creation of the new job or from a vacancy created by someone who had resigned or had been promoted (Letshokgohla, 2015:20). Adu-Darkoh (2014:8) highlights five different questions an organisation has to answer to have an effective recruitment strategy in order to follow its survival and success. These questions are:

- whom to recruit;
- where to recruit;
- which recruitment sources to use;
- when to recruit; and
- which message to communicate.

While it is understood and accepted that poor recruitment decisions continue to affect organisational performance and limit goal achievement, it takes a long time for public service agencies in many jurisdictions to identify and implement new, effective recruitment strategies. In some areas, existing laws inhibit change; in others, the inhibiting factor is managerial lethargy (Richardson, n.d:1). According to Nabi, Wei, Husheng, Shabbir, Altaf, and Zhao (2014:13), in order for organisations to achieve their goals, recruitment strategy can be very productive if the right person is selected in terms of appropriate skills mix, but it can also be very non-productive if the wrong one is selected, which could lead to failure of an organisation. It can be argued that selecting unsuitable qualified people could be costly to an organisation leading to some serious inefficiencies and poor performance.

2.5 SOURCES OF RECRUITMENT

The sources from which an organisation recruits potential candidates are critical to the success of its overall recruitment strategy (Thebe, Van der Waldt 2014:5). Saviour *et al.* (2016:26) report that the methods of recruiting depend on the source of recruitment the organisation intends to use. For instance, where an organisation decides on a policy of recruitment from within, the methods of recruitment will include:

- job posting on public boards in order to inform all employees and 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 welcomed.

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. The two sources of recruitment (internal and external) depicted in Figure 2.1, are discussed further below.

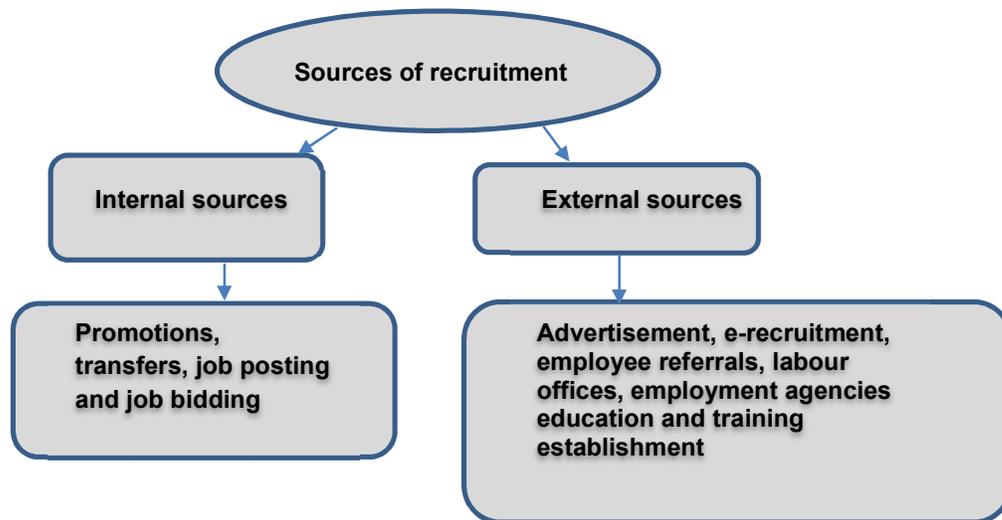


Figure 2.1. Sources of recruitment

Source: Adu-Darkoh (2014:11)

2.5.1 Internal sources of recruitment

Muscalu (2015:353) refers to sources of internal recruitment as filling of vacancies by members of the organisation by giving them better jobs (in terms of working conditions) or advancement in the hierarchy of jobs (such as higher qualifications, greater responsibility and higher remuneration). Moreover, internal recruitment resources are preferred by organisations because they allow vacancies to be filled in from a known pool of employees (Shammot, 2014:40).

2.5.1.1 Promotions

The term 'promotions' refers to promoting existing employees within the organisation who make considerable contributions, such as when an employee is promoted to a higher position with high responsibilities, facilities, status and pay. Usually, many organisations fill higher job vacancies by promoting employees who are considered fit for such positions. This is done because it has a great psychological influence over other employees in terms of their motivation towards better

performance. Promotion signifies rewards for past performance and encourages employees in their efforts (Adu-Darkoh, 2014:12–13). By promoting existing employees, organisations promote career advancement, reduce career plateaux, and increase loyalty and job satisfaction.

2.5.1.2 Transfers

According to Mathis and Jackson (2009:71), many organisations choose to fill vacancies through transfers from within whenever possible. Once employees are transferred to other positions, it is important to ensure that additional staff members are recruited to fill the vacancies. Equally important, planning on how to fill these vacancies should occur prior to job transfers.

2.5.1.3 Job posting

Employees can be appointed from within an organisation by publicising job openings on bulletin boards, electronic media and similar outlets. In fact, internal job posting is concerned with issuing a circular regarding vacancies to all employees in the organisation, which provides an opportunity to apply for the positions posted (Shammot, 2014:41). One of the important advantages of this method is that it facilitates the transfer and promotion of qualified candidates within the organisation (Yaseen, 2015:82). For an organisation with a high staff turnover, this can be a costly exercise and might consume HR time and resources (Slezak, n.d.:1). On the other hand, Erasmus *et al.* (2005:212) posit that despite the above-mentioned principles and options, an organisation might fill a vacant post without advertising the post –

- if the department can fill the post from the ranks of supernumerary members of equal grading;
- if the department plans to fill the post as part of a programme transferring members to enhance organisation effectiveness and skills;
- if the post is filled in terms of section 3B of the Public Service Act 103 of 1994 (deployment of heads of departments) before and
- if the post is upgraded and the incumbent employee or member complies with the stipulation in Regulation C6 of Chapter 1 of the Public Service Regulations of 2001.

2.5.1.4 Job bidding

Job bidding is part of a career development programme in which employees are made aware of opportunities available to them within the organisation. For example, HR departments may provide new employees with literature on job progression that describes the lines of job advancement, training requirements for each job, skills and abilities needed as they move up the job-progression

ladder (Adu-Darkoh, 2014:13). Employees who work hard benefit from this process, as it is one of the rewards for better performance.

2.5.1.5 Former employees

Another source of applicants for vacancies to be filled up in the organisation is former employees. This implies that retired or retrenched employees may be called back to the company to work on a part-time basis. Former employees whose data is stored in a database could be very good internal resources for recruitment and recruitment could be conducted in a short space of time because certain things are already known about them (Muscalu, 2015:354). Although employing former employees could promote good relations in the organisation along with high levels of staff morale, the organisation could also run the risk of filling vacancies with substandard employees (Reynolds, 2011:29). Muscalu (2015:354) summarises advantages of internal recruitment sources as follows:

- reduced costs for posts;
- recruitment is faster;
- mentoring of employees on jobs is reduced; and
- it is easy to attract candidates and to promote morality.

In addition, there is no need for extra reference checks since these would have been carried out when the staff member initially joined the organisation. Moreover, previous performance gives a much better indication of future performance than an additional interview. An internal recruit is less likely to demand a huge pay rise and this could be another cost saving. Internal appointments might also reduce training time, for instance, an employee might have performed some of the tasks in his or her previous role (Slezak, n.d:1). The following drawbacks highlighted by Jones (2017:3–9) are associated with internal recruitment:

- a suitably qualified candidate who is from outside the organisation might be overlooked, which could create conflict amongst employees, especially if a manager already has someone in mind;
- other staff who apply for the job might feel betrayed or they might feel that their hard work is not being recognised, which could lower their productivity; and
- recruiting internally could also limit the talent pool to choose from as one needs to advertise to fill the position, which in essence suggests that two people will have to be trained.

Beal and Ford (n.d:1) point out that public organisations ranked in the top quartile of employee engagement achieve an increase their productivity by 3.9% than organisations with low employee engagement.

2.5.2 External sources of recruitment

External sources of recruitment are utilised by organisations when they consider that the internal sources cannot provide suitable candidates for a particular job (Muscalu, 2015:355). Sources of external recruitment refers to efforts to attract suitably qualified people from outside the organisation.

2.5.2.1 Advertisement

Advertisement is the most common form of external source of recruitment. According to Bogatova (2017:9), there are certain advertisement placement strategies that should be applied in order to increase the chances of finding first-class applicants via advertising. Advertising should, for instance, capture and hold the job hunter's attention, and it should be designed in such a way that it will be the last one a job hunter wants to read. In other words, it is important to consider the location of the advertisement, its title, placement of the logo and graphics carefully. The advertisement should further provide just enough information and use the right language. Organisations advertise vacant positions both electronically and in the printed media to access a large pool of applicants. As cited by Saviour *et al.* (2016:27), an advertisement has communication as its basic underlying principle and it should be worded in a manner that elicits responses from job seekers. Recruiters should further formulate the wording of advertisements in a manner that is not discriminatory. Van Hoye (n.d:4) refers to advertising as an organisation-independent dimension due to the control the organisation has over the source. According to Shammot (2014:41), advertising in the general media as a source of external recruitment means that an organisation has no control over who will have access to the advertisement since job seekers can access information concerning vacancies through the medium used to advertise. Although it is costly to advertise job openings, the advantage is in attracting a larger pool of applicants compared to internal recruitment processes. It is, however, more difficult to evaluate external applicants than those who are already employed within the organisation (Adu-Darkoh, 2014:16).

2.5.2.2 Employment agencies

Public sector institutions utilise the services of employment agencies to recruit suitable candidates. It is the prerogative of the institution to do its own selection or to leave it in the hands of the agency (Van der Westhuizen *et al.*, 2011:216). In this context, recruitment agencies work on behalf of employers to help them fill the vacancies (Florea, 2014:80–81). Building on Florea's statement, it is the employer's duty to discuss with the agency the reasons for rejecting all or any of the applicants. State agencies provide information about jobs and potential candidates nationwide (Muscalu, 2015:355) for a fee collected from either the employee or employer, usually the

employer. These agencies conduct some preliminary screening for the organisation and put the organisation in touch with applicants. Private employment agencies differ considerably in terms of 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 (Saviour *et al.*, 2016:27).

2.5.2.3 Educational and training institutions

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 it is one of the cheapest methods of recruitment. It introduces final-year students to the organisation. The recruiter normally makes a presentation to final-year students and invites desirable students to visit public organisations exposing them to different areas within such organisations (Saviour *et al.*, 2016:27).

2.5.2.4 Word of mouth

This is a referral technique whereby an employee can refer a candidate from outside the organisation. This is a sound and effective technique in finding candidates with specific skills quickly (Van der Westhuizen *et al.*, 2011:217). Naff *et al.* (2014:400–401) however state that organisations who rely on word-of-mouth referrals from current employees for identifying prospective candidates and then promoting them from within, especially for senior level positions, are inadvertently hampered as this practice perpetuates homogeneity. Van Hoye (n.d:4–5) refers to “word of mouth” as an organisation-independent source because it is not directly controlled by the organisation but can only be influenced indirectly through other recruitment activities.

2.5.2.5 Poaching

Employee poaching is described differently by different scholars. Chima (2016:43) refers to it as lateral, talent-predatory hiring and employee raiding, etc., which takes place when an organisation appoints an employee from a competitor. For Kellman (2014:1), “poaching” takes place when one is adamant about appointing an employee from a competitor who has not expressly shown an interest in joining one’s organisation. Employee poaching is also considered an act whereby one organisation lures good employees away from its competitor by making them offers they cannot refuse. It has therefore become a norm for organisations to eye best talents from rival organisations (Kellman, 2014:1). It is believed that the reasons for employee poaching are that organisations compete for limited resources, such as qualitative and skilful employees. Therefore, any organisation is free to deploy the most lethal strategy to secure maximum advantages, in order to

produce high performance as it enables society to put assets to their best use, and to bring in someone who already knows the industry. This is deemed the easiest way of securing people while saving recruitment costs, and new appointees could assist in identifying other potential candidates to poach from previous employers (Chima, 2016:43–44). However, employees who have been poached might disclose the former organisation's secrets (Chima, 2016:43). Furthermore, a poached employee may gain a poor reputation as someone who may quit his or her current position easily and is therefore seen to be vulnerable. Encouraging employees to leave their current job and defect to one's organisation may however assist one to get good talent (Kellman, 2014:1).

2.5.2.6 E-recruitment

E-recruitment comprises job postings on company homepages as well as curriculum vitae uploads to central databases. Louw (2007:4) is of the opinion that the use of e-recruitment is increasing because of its cost-effectiveness. However, Louw (2007:4) states that e-recruitment (job boards included) will soon be surpassed by Twitter and cell phone recruitment. In addition, global organisations are increasingly utilising their organisations' websites for online recruitment. Today, social media are used by nearly everyone to keep in touch with friends and family and now, job prospects (Argue, 2015:19). Louw's (2007:4) explanation for the increase in online recruitment is that it reduces costs and that the time spent on the hiring process is also reduced. Furthermore, the range of applicants can also be expanded. According to Holm (n.d:91), the most reported benefits of electronic recruitment are faster information exchange between potential employees and employers as well as improved organisational attraction. Furthermore, an online recruitment process is regarded as being more cost-efficient, and a faster route to finding the right candidates than traditional paper-based recruitments (Holm, n.d:91). Richardson (n.d:14) concurs with Louw's (2007:5) view that job websites offer unlimited space, which can be used by management to sell the organisation thereby allowing candidates to become familiar with the organisation. Job websites provide a proper path to securing quick responses to job openings. Robben Island Museum can also use social networks, such as Twitter and Facebook, to reach out to large number of possible candidates for open positions all over South Africa. This could help ensure that the most suitably candidate is identified and appointed to a position. Besides, in South African context, such effort could also assist in ensuring that the job advertisement reaches diverse groups in order to promote diversity and employment equity in public institutions. In the same vein, it can be argued that using technology in the field of recruitment could bring efficiency into organisational recruitment (Nabi, Wei, Husheng, Shabbir, Alaf & Zhao, 2014:14).

Louw (2007:4–5) however cautions that online recruitment also has disadvantages. One of the drawbacks is that prospective employees who do not have access to the Internet or who are not using it for job searches due to their low socio-economic status, are consequently overlooked in the recruitment process. Other drawbacks of e-recruitment are associated mainly with curriculum vitae overload, increased diversity in quality of candidates, a lack of personalised response to applicants, and issue-related candidate confidentiality (Holm, n.d:91). Nonetheless, online recruitment attracts applicants who have high expectations, who are achievement-orientated and who are self-driven (Louw, 2007:5).

2.5.2.7 Employee referrals

Saviour, Kofi, Yao and Kafui (2016:27) define an employee referral programme as a system where existing employees recommend prospective candidates for the job offered. This is an informal source in the recruitment process that does not rely on formal intermediaries (such as advertisements) to reach job-seekers. Furthermore, employees recruited through informal sources show higher job satisfaction, better performance and lower turnover than employees recruited through formal sources (Van Hoye, n.d.:4). In some organisations, if the recommended candidate is appointed, a referring employee receives a cash bonus. Under this method, a candidate is appointed on the recommendation of some currently working employee. Hence, the HR managers of various organisations depend on present employees for referrals of candidates for various jobs. This source reduces the cost and time required for recruitment. Employee referrals are also the easiest source of recruitment because they do not require an organisation to put more details pertaining to a vacancy since the onus is on the refereeing employee to convey accurate and exact information about a vacancy (Shamot, 2014:41).

Although recruitment from within the organisation has lower costs, it could lead to conflicts arising from the candidate's peers if he or she is not considered suitable for the post (Muscalu, 2015:35). Mashaba (2013:16) agrees by adding that this form of recruitment is cost-effective and safe since the applicants are already known.

2.5.2.8 Radio and television

According to Louw (2013:2–3), the recruitment officer could utilise various recruitment and selection techniques and methods that are at his or her disposal. For instance, sources like radio and television are regarded as recent external resources. Moreover, radio advertising can be used to reach rural communities and when used in conjunction with posting, it could serve the purpose of announcing localities where advertisements are posted (Van der Westhuizen *et al.*, 2011:216).

By utilising radio and television, a wide range of the population can be reached and therefore the right candidate can be employed.

2.5.2.9 Signs and billboards

According to Cameron (2017:2), organisations should consider job board integration with websites and an application tracking system as an effective external recruitment source. To aid its recruitment process, Shell has developed an Enterprise Resource Planning (ERP) software application that provides a common database and a common workflow process (Vance & Paik, 2015:192). Robben Island Museum can therefore learn from Shell's great effort by creating a strong recruiting function.

In summary, advantages of external recruitment are expanding the talent pool, breathing fresh life into an organisation, pushing current employee development and improving diversity (Kokemuller, 2017:1–2). In addition, Cameron (2017:3–4) highlights advantages of external recruitment as follows: external candidates offer different methods and ideas to clients, external recruitment increases the number of potential appointees, and helps establish an employer brand that attracts high-quality candidates. Nevertheless, disadvantages of external recruitment are: better morale and motivation associated with internal recruiting is denied to the organisation, it is costly, it increases chances of false positive and false negative errors creeping in, and adjustment of new employees to the organisational culture takes longer (Klementová, Hvolková & Klement, n.d.:4).

2.6 SELECTION PROCESSES AND METHODS

Stredwick (2014:91) regards selection as not just a process of progressively eliminating unsuitable candidates but also of finding a suitable candidate to fill a vacancy. In some cases, once a suitable candidate has been found, a process of searching for a candidate stops. This is based on the premise that the ultimate goal of the selection is usually choosing the best person for the job. The end results are seen by having suitably competent candidates from the pool of people. Suitable and productive persons are selected according to the requirements of the job. This process can be done by assessing the candidates by various tools or measures and making a rational decision followed by an offer of employment (Yaseen, 2015:85). Kumari (2017:35) concurs with Yaseen (2015:85) by elaborating that selection is much more than just choosing the best candidate, as it is also an attempt to strike a balance between what the applicant wants to do and what the organisation requires. It is therefore vital that the selection process be carried out effectively so that the process results in the appointment of a person who would fit the job (Saviour *et al.*, 2016:25).

Yaseen (2015:86) summarises the aims and objectives of the selection process as follows:

- gathering as much relevant information as possible to analyse facts;
- organising and evaluating the information to make a rational choice;
- assessing each candidate in order to choose the best person for the job;
- forecasting performance of a candidate on the job and his or her compatibility with the firm;
and
- providing knowledge to applicants so that they can judge whether or not they are ready to accept an offer of employment, considering the hardships and opportunities.

According to Stredwick (2014:91), significant steps in selection are:

- shortlisting candidates for the next stage, when it is a requirement for shortlisted candidates to write assessments;
- interviewing candidates and giving feedback in terms of the written tests;
- choosing successful candidates, and asking for references if this was not done during the interview process;
- offering the candidate the position by way of a written letter and also accepting the offer in writing;
- organising the induction process; and
- assessing the appointee.

2.6.1 Shortlisting

Initial screening, popularly known as 'shortlisting', is the first step after the recruitment process has been completed and applications have been received. In this step, all the applications that have been received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement, are immediately eliminated (Mashaba, 2013:19). Pobal (n.d.:3–4) summarises shortlisting as the process whereby the candidates' curriculum vitae together with their application forms are assessed by at least two members against agreed criteria. These members also comprise the interview panel. Based on the information provided in the application documentation, unsuitable candidates are eliminated and candidates who most closely meet the criteria are identified for further assessment. This brings objectivity to the process, and eliminates allegations of biasness. It is recommended that, in a position where an agency is undertaking shortlisting on behalf of the organisation, at least one member of the panel should be involved (Human Resources HRG161, 2015:9). Pobal (n.d.:4) adds that the shortlisting board should agree on the shortlisting criteria in advance of the shortlisting process and consistency should be maintained in respect of all applicants.

2.6.2 Selection tests

Once the applicants have been screened by means of the application blank, the next step is for the successful candidates to undergo employment tests. 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.*, 2011:244). However, significant challenges facing these assessments based on a psychometric approach, include their difficulty in measuring predictive success and reliability due to the questionable quality of data from the greatly variable and diverse work environment. Employment assessment tests also may tend to be more cumbersome (Vance & Paik, 2015:221). According to Stredwick (2014:95), there are more than 1 000 selection tests that can be divided up into categories for measuring ability, aptitude, performance and personality. Employment testing is used in more than 60% of all organisations and it is a great tool to predict who will be successful on the job (Bogatova, 2017:16).

2.6.3 Selection process various steps are as follows:

The selection process step is concerned with the selection of the best potential candidate by minimising the pool of applicants (Sardar & Talat, 2015:32). Screening tools that include application forms and employment interviews are discussed below.

2.6.3.1 Application forms

Application forms are usually the first step in the selection process for most organisations. Details are sought about the prospective candidates. Information is normally categorised as biographic data, education, work experience, and recreation (Chungyalpa & Karishma, 2016:1). Candidates are required to complete application forms in order to ascertain their credentials for the position and to decide who can be selected for interviews.

2.6.3.2 Employment interviews

An employment interview is a face-to-face interaction during which the employer and prospective employee get an opportunity to learn more about each other. Interviews are conducted to determine the qualification of a given individual for a particular position (Levashina, Hartwell, Morgeson & Campion, 2014:243). Employment interviews have emerged as very useful tools utilised to identify the right candidate, and is a very common selection method with a high predictive validity for job performance (Ullah, 2010:106–107). Ullah (2010:106–107) further explains the purpose of the interview as selecting the right candidate for the right job and the most valid method in determining an applicant's organisational fit, level of motivation and inter-personal skills.

According to Bagatova (2017:16), employment interviews help to identify whether a person will adapt to the organisation's culture and stay in the company for a long time.

2.6.3.3 Preliminary interview

This initial interview is usually quite short, and its objective is the elimination of the obviously unqualified person. In many instances, it is a standing interview conducted at a desk or railing (Mustapha, Ilesanmi & Aremu, 2013:638). The purpose of preliminary interviews, as explained by Hansen (n.d.:1), is the assurance by organisations that they appoint qualified and reliable employees. Preliminary interviews precede the formal interview process. After initial phone screenings, employers use a pre-screening technique early in the interviewing process before the first face-to-face interview (Hansen, n.d.:1). "Many organisations are moving looking beyond just past credentials and past experience to using pre-appointing techniques, which are more accurate predictors of future success in a new job and work culture", says Jan Margolis, founder and managing director of Metuchen, N.J.-based Applied Research Corporation (Hansen, n.d.:2).

2.6.3.4 Interview structure

In general, there are two types of interviews: guided and unguided. For the guided interview, a list of questions is prepared based on an analysis of the job specification. Such a list is quite helpful to the untrained interviewer, but with the passage of time and development of skill, one tends to depart from this detailed pattern. The second type of interview (unguided interview) is not explained here as it is more often used in situations such as counselling, processing of grievances, and exit interviews rather than in employment interviews (Mustapha *et al.*, 2013:640). Interviewing an applicant requires training and skills because one has to analyse the applicant whether he or she is suitable for the job or not, whether he or she will contribute well in the profit maximisation or not. Designing application and interview questions is both an art and a science. The art is determining which questions will help to identify the competency capabilities of an applicant. The science is determining whether this applicant will enhance the productivity of an organisation or not (Yaseen, 2015:86). Interviewers should be trained to make rational and logical decisions while asking questions and investigating potential employees' behaviour on the job and forecasting their performance and contribution towards the welfare of the company (Yaseen, 2015:86–87).

2.6.3.5 Structure style interview

In recent years, the superiority of the structured interview over the unstructured interview has been endorsed. There are advantages in standardising questions, recording information and rating applicants (McKenna & Beech 2014:235). Structured interviews facilitate the collection of new

information by providing the flexibility to explore different topics in depth with different interviewees in order to make meaningful comparisons across interviewees. Using a standardised list of questions helps interviewers to avoid the problem of obtaining inconsistent or no comparable data across interviewees. Structured interviews are developed to examine in detail interviewees' knowledge, attitudes, beliefs and reported practices (Weller, n.d.:364, 371).

2.6.3.5.1 Components of a structure style interview

The interview includes a discussion about job requirements, situational questions, job-related questions, job simulation questions, worker necessary queries, validity assessment, checking of responses, multiple raters, short notes taken by interviewers and imitative procedures consistently applied to each applicant and standardised questions. Structured questions and weighted interview processes produce greater chances of selecting an appropriate employee (Yaseen, 2015:87).

2.6.3.5.2 Unstructured style interview

According to (Weller, n.d.:364) unstructured interviews tend to rely on open-ended questions, and responses are limited by memory bias, meaning that people can recall fewer items (reasons, cases, etc.) than they can recognise when presented with a complete list of relevant questions. This means that spontaneous, unstructured requests for information, while retrieving important information, may not retrieve all of it. When a respondent does not mention a particular item, it may mean that the item is unimportant or that it has been forgotten. Some informants may provide long, detailed answers while others give short ones. Using different probes or different amounts of probing across individuals effectively changes the questions and makes it difficult to compare responses across individuals. In addition, unstructured interviews have no predetermined script or protocol. Questions are not prepared in advance, and there is no attempt to guarantee that applicants are asked the same questions. When used by some highly skilled interviewers, the unstructured interview may lead to useful insights about an applicant (Ivancevich & Konopaske, 2013:228). Unstructured interviews are said to have shortcomings, among them their casual nature, random questions and their short duration (McKenna & Beech, 2014:236).

2.6.3.6 Summation

According to Stredwick (2014:113), summation is the final stage of the interviewing process. It comprises capturing all the required information and closing the interview. Candidates are also given an opportunity to ask questions, thereby allowing the interview to be a two-way process. Recording the interview is vital, especially for giving feedback to unsuccessful candidates. This

serves as evidence to be utilised as proof should there be a dispute in relation to discrimination during selection.

2.6.3.7 References

Reference checks are intended to verify that the information on the applicant's application form is correct and accurate (Ullah, 2010:108). The primary purpose of any reference check is to verify information provided by an applicant throughout the application process and to establish job sustainability (Arthur, 2012:244). Furthermore, an applicant provides the organisation with a list of people whom he or she believes would generally speak favourably about him or her (Ivancevich & Konopaske, 2013:237). An employee referral system is a system whereby an employee speaks on behalf of the employer and is justified to be operating within the framework of established relationships (Kellman, 2014:1). McKenna and Beech (2014:245) caution organisations to be aware of imminent litigation by applicants if they were to receive an unsatisfactory reference even if it amounted to an honest assessment.

2.6.3.8 Offering the position

According to Amos, Ristow, Ristow and Pearse (2008:125), once the decision has been made to appoint a particular applicant, a letter of appointment to congratulate the person should be formulated. Furthermore, an appointee should be requested to respond in writing whether he or she would be accepting the offer. An employment offer is made to the successful candidate as soon as satisfactory reference checks have been finalised. Once the candidate accepts the offer, a letter of welcome including a formal contract of employment should follow. This should be given to the employee within two months of him or her starting employment. Unsuccessful candidates should also receive outcomes of the interview process in the form of a letter or by telephone (Stredwick, 2014:120–121).

2.6.3.9 Final selection, induction and probation

Final selection, induction and probation refer to the final selection of the candidate. At this stage, selected candidates are issued employment letters (Chungyalpa & Karishma, 2016:2). Candidates who meet the credentials for the vacancy are considered. If a potential employee's final selection has been made, induction and probation are the last steps of the recruitment and selection (Yaseen 2015:88). The objectives of the induction process are to familiarise candidates with organisational procedures, rules and regulations (Chungyalpa & Karishma, 2016:2).

2.7 CHALLENGES OF RECRUITMENT AND SELECTION IN THE PUBLIC SECTOR

It is a requirement of most organisations to recruit and select effective candidates who will stay long and be inventive, but this is not always the case. Some new appointees leave shortly after their appointment due to a number of reasons, such as not fitting in with the organisational culture. Nabi *et al.* (2014:14) assert that organisational politics affect the employee's reaction, and it is found that in the public sector organisations, employees prefer silence by showing negligent behaviour if they feel politics around them as they do not want to quit the job. One of the paradoxes in the recruitment and selection process in the public sector is that procurement strategies and techniques, despite their importance, seem relatively insignificant compared with the American socio-political environment within which this function takes place. Furthermore, politicians make public employment hard by both 'bashing the bureaucracy and starving it of resources needed for high-quality recruitment (such as pay and adequately signing bonuses for hard-to-fill classifications). Criticism of public sector employment, its salaries and its pensions has become particularly pronounced since the great recession of 2008. Moreover, public service is based on patronage, and patronage positions are therefore among the most influential in government. The bulk of senior positions are supposed to be based strictly on technical merit; nonetheless, the influence of 'political' or personal factors is common. Although there are drafted policies, personal factors cannot be discounted (Berman, Bowman, West and Van Wart, 2018:98).

According to Yaseen (2015:84), an organisation has to see different issues while recruiting an applicant and make a rational decision that there should not be any biasness or corruption in the process because it will damage the reputation of the organisation. Yaseen (2015:84) then elaborates that, according to the laws and various civil rights legislation in United States, equal employment opportunities are applied to all without any discrimination of race, age, deficiency, military jobs, complexion, religion, sex, pregnancy and national language. Robben Island Museum can improve on its recruitment by developing a planned and methodical recruitment policy.

Nabi *et al.* (2014:15) suggest that researchers should focus on the political and ethical aspects of the recruitment and selection practices rather than look into the economic and technical aspects. Another issue facing organisations is the unavailability of objective system for assessing which applicant is 'best qualified' for the job. Certainly, merit systems within public sector agencies are designed to achieve as objective as object a process as possible, but no system can be installed that does not involve someone's judgement at some point. Most public sector organisations, in an effort to be objective, develop a crediting plan. This is done by attempting to determine in advance

the qualifications needed for success on the job and the weight each particular qualification should be given.

2.8. SUMMARY

It is without doubt that the HR department of each organisation should develop employment planning and forecasting strategies that would serve as parameters for organisations to achieve successful recruitment. If an organisation wants to acquire and retain the best candidates, it needs to subject itself to best practices of the recruitment and selection process. This means that best practices of recruitment and selection process should serve as broad guidelines in recruiting and selecting competent employees. If recruiters accept the recruitment guidelines, their employment practices should comply with the principle of the rule of law. In addition, the assumption is that, through an effective recruitment strategy, suitable employees can be acquired. An organisation should take cognisance of advantages and disadvantages in choosing sources of recruitment as this could affect the bottom line of the organisation. It is apparent that effective selection processes and methods should be carried out in order to appoint candidates who would fit into the organisation. One fact stand that stands out clearly is that organisations need a planned and methodical recruitment policy in order to improve on their recruitment practices and to address their recruitment challenges.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This chapter presents the research design and methodology for the study. In the second section, the philosophy that reinforces the methodology chosen for this research is outlined, thus elaborating the researcher's interpretivist research approach, and the significance of the qualitative method. The sampling strategy, data collection procedure, method, data analysis, and trustworthiness of the collected data are also explained. The chapter concludes with sections on the ethical considerations and limitations.

3.2 RESEARCH DESIGN

By the design of a research project, social scientists usually mean the following: the specification of the way in which data will be created, collected, constructed, coded, analysed and interpreted, to enable the researcher to draw warranted descriptive, explanatory or interpretive inferences. The warrant is calculated to strike a reasonable trade-off between competing virtues. The standards of warrant may vary slightly, but are based on a core set of virtues for each type of inference (Perri & Bellamy, 2012:20).

For the purpose of this research, a qualitative case study was used as the preferred design. The case study design is widely used in the social sciences, and there is a growing confidence in its applicability as "a rigorous research strategy in its own right" (Lehman, 2008:103). Lehman (2008:103) adds that the case study approach provides considerable insightful information regarding organisational behaviours and also offers a particular richness of detail of process in context, providing an opportunity to analyse how behaviours and/or processes influence context, and context might influence behaviours or processes.

3.2.1 PHILOSOPHICAL PERSPECTIVE (INTERPRETIVISM) / PHENOMENOLOGICAL WORLD VIEW

There are many research philosophies to take into consideration, depending on the field of one's specialisation in research. Saunders, Lewis and Thornhill (2009:29) classify them as positivism, realism, interpretivism and pragmatism. Interpretivism is the philosophical perspective that was used in this research, with the aim to seek many views, rather than restricting meanings to a few ideas. This view is supported by Creswell (2014:8), who adds that it is up to the researcher to make sense of these meanings, which others had about the world. 'Interpretivism' was used to describe views about the status of social science knowledge, which considered a causal explanation to be epistemologically suspect (Perri & Bellamy, 2012:241). In management research, interpretivists

take the view that the subject matter of the social sciences, i.e. people and their institutions, is fundamentally different from that of the natural sciences according to (Lehman, 2008:98). Therefore, in the interpretivist paradigm, understanding subjective meanings regarding persons in the studied areas is of great importance, though there are disadvantages associated with biasness, individual perceptions and experiences (Lehman, 2008:99). Through interpretivism, the researcher gained knowledge of how selected interviewees who participated in the research, reacted in certain circumstances. Through observation, the researcher took into consideration certain factors, which were shared amongst the interviewees. The metaphor that people are social actors, to associate humans as playing a part on the stage of human life, in line with actors of a theatrical performance playing a role which they interpret in a particular way, was used (Saunders *et al.*, 2009:116).

3.3 RESEARCH METHODOLOGY

It is of paramount importance to define the concept 'methodology' applied in this study. According to Perri and Bellamy (2012:1), 'methodology' is the understanding of how to proceed from the findings of empirical research to make inferences about the truth, or at least the adequacy, of theories. Anderson (2009:50) refers to methodology as the philosophical framework or orientation within which the research is based. Anderson adds that the research methodology forms the basis for the justification of the research design that the researcher formulates and the specific tactics of data gathering that are used. This research relied heavily on a qualitative research methodology, because the study is aimed at explaining and describing how recruitment and selection can contribute to the demise, existence, survival and prosperity of an organisation. In this case, the focus was on the Robben Island Museum. Using a qualitative research methodology helped the researcher to collate data from executives, senior and middle management, and representatives from the trade union. Neuman (2011:424) says, "a researcher attempts to capture all the details of a social setting in an extremely detailed description and convey an intimate feeling for the setting and the inner lives of the people in it" (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014:173). A qualitative research methodology is applied to scenarios where in-depth information has to be collected (Argue, 2015:30). It is essential to point out that a qualitative research methodology provides variety and in-depth data required to understand the phenomena under study (Lehman, 2008:99). It involves naturalistic inquiry, studying real-world settings inductively to create detailed narrative descriptions and constructive case studies (Thulo, 2014:71). Criticisms against qualitative research include that it is purely descriptive, not rigorous, and flawed due to the subjective role of the researcher (Lehman, 2008:100). In contrast, a quantitative approach aims to test theories specified at the start of a study, and generalising is a common aim with quantitative research (Lehman, 2008:99). Qualitative research does not necessarily seek to provide generalisable results

(Lehman, 2008:101). Instead, in the context of qualitative research, applicability of research findings to other settings is important.

3.4 DATA COLLECTION METHODS

According to Nieuwenhuis (2014:9), the two objectives in data gathering are the saturation of data (no more new data emerge) and thick descriptions (to make meaning clear). Halcomb (2016:2) adds that there are many ways of gathering data to capture the multiple realities and gain a deep understanding of the human experience. Whilst there are various ways to gather research data, document study and interviews were the most common methods of data collection used by the researcher. These are discussed below.

3.4.1 Document study

Document study is a thorough examination of documents with relevant information that would assist in understanding the subject matter that is being investigated. It is a data collection technique that allowed the researcher to access documented information (Motsoeneng, 2011:13). In addition, a qualitative researcher typically relies on analysing documents and material culture with varying emphasis (Marshall & Rossman, 2016:141). Documents that were analysed for this study include the Robben Island Museum strategic documents, minutes of meetings, human resources policies on recruitment and selection, key organisational and policy context documents, reports, as well as other documents that were publicly available. These documents were accessed and used after receiving permission for doing so.

3.4.2 Interviews

This study made use of semi-structured interviews as a data collection instrument. The main aim of a structured interview is to give all interviewees the same interview questions (Reynolds, 2011:60). Reynolds says that by using a structured approach to interviewing, the researcher will ask all interviewees the exact same questions, which will typically be very specific. Furthermore, the interest in this process was due to its simplicity, as it was challenging to investigate by means of close-ended questions that typify quantitative methodology. The reason for choosing semi-structured interviews was for the researcher to ask specific questions in a specific sequence, sometimes with follow-ups (Marshall & Rossman, 2016:150). The advantages of interviews were that they allowed respondents greater freedom of expression during the interview process and a greater depth of information was obtained. According to Taylor (2014:203), in semi-structured interviews the interviewer plans a series of questions to cover during the interview, but follows up

on what individual interviewees say, with supplementary questions. A voice recorder was used to record interviews in order to gather information.

Executives that were interviewed include the chief executive officer, chief financial officer, chief heritage officer and the executive manager of the infrastructure and facilities unit. The senior human resource manager, employee relations specialist, recruitment officer and two union representatives were also selected for interviews. In addition, the chairperson of council sub-committee of human resources, governance, ethics and integrity was also interviewed because of his expertise in areas relevant for the research. Prior to the interviews, interviewees were sent letters by email explaining the objective of the study and requesting them to participate. Follow-ups were made through telephone calls and personal visits to their offices by appointments.

3.5 SAMPLING

According to Du Plooy-Cilliers *et al.* (2014:134), sampling refers to a list of people with whom a researcher would like to make contact, or a list of the objects that will be analysed. Quin (2014:39) stipulates that the choice of sampling techniques to be used depends on the “feasibility and sensibility of collecting data to answer one’s research questions and to address one’s objectives from the entire population”. This study made use of non-probability, purposive sampling to select the Robben Island Museum officials in the executive, senior-, middle- and lower-level positions. According to Maxwell (2013:97), with purposive sampling, particular settings, persons, or activities are selected deliberately to provide information that is relevant to one’s questions and goals, and that cannot be obtained as well from other choices. Maxwell (2013:98) outlines the five objects for purposively selection as follows:

- The first goal is achieving representativeness, typically of the settings, individuals, or activities selected.
- The second goal that purposeful selection can achieve is to capture the heterogeneity of the population adequately.
- The third possible goal is to select deliberately individuals or cases that are critical for testing the theories with which one began the study, or that one have subsequently developed.
- A fourth goal in purposeful selection can be to establish particular comparisons to illuminate the reasons for differences between settings or individuals.
- Finally, a fifth goal can be to select groups or participants with whom one can establish the most productive relationships. These are relationships that will best enable one to answer the research questions.

The sample in this study was a group of fourteen purposefully selected participants, drawn from the larger population group. As this research was conducted within a single organisation, the researcher decided to use only a few relevant people involved in the recruitment process, including both recruiters and employees. For instance, the senior human resource manager, recruitment officer and the employee relations specialists were selected, based on their direct involvement in the recruitment and selection policy design and implementation, in order to ensure that the Robben Island Museum complied with labour law. Furthermore, they had to emphasise the criteria used to hire staff, as they were the main three officials at the Robben Island Museum human resource department. Executives that were also deemed suitable for the sample for this study included the chief executive officer, chief financial officer, chief heritage officer, and the executive manager for infrastructure and facilities. Their selection was based on their involvement in the strategic drive of the Robben Island Museum recruitment and selection process. The chairperson of council human resource, governance, ethics and integrity sub-committee was also selected because of the involvement of the committee in approving recruitment and selection policies of the Robben Island Museum before implementation. According to Marshall and Rossman (2016:159), individuals in positions of power and influence are deemed as a population for this study since they are considered to be influential, prominent and or well informed in an organisation. The sample also included two union representatives in order to find out if there was no exclusion of union members in the recruitment and selection process and if the process was fair and transparent. Not everyone could have an equal chance of being included in the sample, as this could cause a sampling error, leading to obtaining limited information. Quinn (2014:39) acknowledges that using a larger sample may lead to both unavailability of resources and ability to gain access. "Most of the qualitative interview studies do not use samples at all, but panels – people who are uniquely able to be informative because they are experts in an area or were privileged witnesses to an event" (Maxwell, 2013:97).

3.6 DATA ANALYSIS

Data analysis methods are procedures for manipulating data so that the research question can be answered, usually by identifying important patterns (Perri & Bellamy, 2012:10). Content, thematic and narrative analyses of what was said by the selected sample were used. According to Maxwell, (2013:105) "the initial step in qualitative analysis is reading the interview transcripts, observational notes, or documents that are to be analysed" Listening to interview tapes prior to transcription is also an opportunity for analysis, as is the actual process of transcribing interviews or rewriting and reorganising one's observation notes (Maxwell, 2013:105). Garner (2016:34) agrees with the former statement by Maxwell and adds that constant comparative analysis is also vital thorough

examination of data. Therefore, transcripts were examined and notes were made on feedback from interviewees that seemed to attend to research questions. This was done immediately after the completion of interviews, in order to avoid work overload and fatigue. The research questions focused on interviewees' feedback on how the recruitment and selection process was conducted at the Robben Island Museum, and if they perceived it to be successful or not. In a situation where transcripts had the same information, the researcher concluded that there was enough data. Fortunately, it happened at the last interview and the project had to be closed. Garner (2016:34) says that a completed project should result in taken-for-grantedness where a researcher is no longer surprised by new data. This was the case with the last interview.

Data was analysed as follows.

- Firstly, a recorder was used to record interviews and this was the raw data.
- Secondly, the recorded information was saved and typed word for word.
- Thirdly, data was analysed in order to decide what to include or exclude.
- Finally, a decision was made whether to use summarised versions of interviews or to incorporate everything.

3.7 TRUSTWORTHINESS OF COLLECTED DATA

According to Perri and Bellamy (2012:21), a trustworthy system or coding is consistent in that each time it is used on the same data, it yields the same measure. For instance, if two researchers work together and both follow the same procedure on the same data they should produce the same measure or codes.

3.7.1 Credibility

Credibility is defined as the confidence that can be placed in the truth of the research findings, according to Anney (2014:276). Marshall and Rossman (2016:46), put forward alternative constructs to capture credibility, dependability, confirmability and transferability, and moreover offer a set of procedures to help ensure that these standards of trustworthiness would be met.

The following were adhered to make sure that research findings were credible.

- The researcher got access to appropriate documents as she was familiar with the culture of the organisation.

- A trust relationship had already been established between the researcher and participants, as the researcher was in the executive office and understood the organisation.
- The researcher had lengthy discussions with participants in order to check the credibility of data.
- Accuracy of data was checked at the end of each data collection discussion. The researcher went through the recordings on the tape to verify accuracy of the recorded information, and participants were also asked to read through the transcripts in order to check whether the information was accurately captured.
- Research of the similar finding was examined to assess consistency in terms of outcomes of previous studies.
- Findings were discussed with critical people relevant to the research, in order to check consistency.

3.7.2 Transferability

Transferability relates to the extent to which the results of a particular research programme can be extrapolated with confidence, to a wider population (Moon, Brewer, Januchowski-Hartley, Adams & Blackman, 2016:3). Along this line, Cameron (2011:6) says that transferability (in preference to external validity or generalisability) requires the researcher to provide sufficient data and context to enable the audience to judge whether the findings can be applied to other situations and contexts.

The researcher adopted Shenton's principle that ensured that a sufficiently thick description of the phenomenon under examination was provided, in order for it to be understood by readers. This would enable readers to compare instances of the phenomenon described in the research report, with those that they saw emerge in their situations (Shenton, 2004:8–11).

3.7.3 Dependability

Dependability refers to the consistency and reliability of the research findings and the degree to which research procedures are documented, allowing someone outside the research to follow, audit, and critique the research process (Moon *et al.*, 2016:2). According to Perri and Bellamy (2012:114), dependability implies that a case study should be undertaken in ways that allow one to demonstrate, by direct reference to research instruments, coding frames and data sets, that the project was conducted with due attention to faithfulness to the data. Furthermore, this indicates that research instruments were used consistently, and that data was gathered and analysed in ways specified by the research design. For this reason, one should always be able to produce an

audit trail, showing how data is used to produce the findings reported at the conclusion of the project. The researcher evaluated the interconnectedness of data analysis and data collection in order to check accuracy and consistency. The research further documented details of data collection.

3.7.4 Conformability

Confirmability is “concerned with establishing that data and interpretations of the findings are not figments of the inquirer’s imagination, but are clearly derived from the data”, according to (Anney, 2014:279). In Cameron’s (2011:6) view, confirmability (in preference to objectivity) refers to ensuring that the findings of the study are the result of the experiences of the informants rather than the preferences of the researcher(s), and can be achieved through an audit trail of the raw data, memos, notes, data reduction and analysis.

The researcher ensured that the findings were supported by collected data and described the research process in order to assist others to examine the research design (Du Plooy-Cilliers *et al.*, 2014:259). According to Shenton (2004:10), the researcher should take steps to help ensure as far as possible that the findings of the work are the result of the experiences and ideas of the informants, rather than the characteristics and preferences of the researcher. The researcher acknowledged the method embraced with the research report. Critical to this process was the ‘audit trail’, which allowed any observer to trace the course of the research step-by-step via the decisions made and procedures described.

3.7.5 Authenticity

Authenticity refers to the extent to which one can draw sound inferences from one’s data (Perri & Bellamy, 2012:92). Perri and Bellamy (2012:92) further state that authenticity can be measured in order to deduce if statements approximate the truth. Mertens (2005:10) differentiates authenticity into two, namely: ontological authenticity whereby an individual’s or groups’ conscious experience of the world become more informed and sophisticated, and catalytic authenticity, whereby an action gets stimulated by the inquiry process. The authenticity of data gathered from participants was evaluated through follow up on the examination of information relevant to the study. In terms of fairness, the researcher presented all value differences, views, and conflicts. According to Billups (2014:4), all realities signified in the study should give meaning to the findings.

3.8 ETHICAL CONSIDERATIONS

Denzin and Lincoln (2013:176) state that research ethics have been most often tied to entitlement that legitimises engagement in the research and the right to ‘know’ the other. According to Marshall

and Rossman (2016:50), the potential trustworthiness and goodness of a study should be judged not only by how competently it is designed (according to the norms and standards of a discipline), but also by the stipulated plan for how the researcher will be ethically engaged. The ethical considerations that the study embraced are discussed below.

3.8.1 Informed consent

Informed consent was obtained from participants in order to obtain their approval prior to participating in this study. The researcher wrote a letter to participants in order to exchange information, explained the purpose of the research and the expected period of the research. Participants were given enough time to engage with the information as the information about particular subjects can sometimes be complex. The purpose to give participants a waiting period was to allow participants to discuss their likely participation with their managers. Participants were also emailed as a way of following up in order to ensure that a written letter was not the only form of communication.

3.8.2 Right to privacy

Marshall and Rossman (2016:50) refer to the right to privacy as the anonymous capturing of participants responses in order to ensure that people who participate in the study are not used as the means to an end, and that their right to participate or not, is within their free consent.

The following were adhered to ensure that participants remained anonymous.

- Identification information of participants e.g. their names and addresses were not disclosed.
- Pseudo codes were used to refer to the participants.
- The information identifying participants or applicants was not collected.
- Participants did not sign their names on consent forms.

3.8.3 Confidentiality

Respect for privacy and confidentiality is of supreme importance so as to build trust with the participants. The researcher should ensure that all participants' information is kept private and confidential (Benedict, 2012:42).

The following measures were put in place to increase the level of confidentiality.

- Research data was coded and access to information was restricted.
- No names or addresses of the participants were acquired.
- Unwanted data was properly discarded.

- Access to computerised information was limited through security codes, and other data was stored in locked places.

3.8.4 Right not to be harmed

According to Marshall and Rossman (2016:50), the researcher should do whatever is reasonable to ensure that participants are not harmed by participating in the study. This therefore means that there was no form of harm to the participants in the research.

The following steps were taken to ensure that participants were not harmed psychologically, physically or emotionally as a result of this study.

- In order to avoid physical harm, comprehensive information was provided to participants to allow them to decide whether to be part of the research.
- Researcher did not apply forceful measures to obtain answers in order to avoid psychological harm. Information was provided to participants prior the commencement of the research in order to attend to any misconceptions that might arise.
- Participants were given the right to withdraw from the study at any time.
- Anonymity and privacy of participants were maintained.
- Misleading practices were not used when designing the research.

3.9 LIMITATIONS TO RESEARCH METHODOLOGY

There are criticisms that qualitative research is purely descriptive, therefore not rigorous and it is too subjective and impressionistic (Lehman, 2008:116). A further criticism by Lehman (2008:116) is that there is a lack of transparency in qualitative research processes, which implies that it is difficult to see why and how researchers might reach their conclusions. Importantly, the findings of this study cannot be generalised to other settings, because it is based on a small sample that was purposefully chosen. However, since semi-structured interviews were used to draw information from the research participants, the research was able to make thick descriptions of the phenomenon under investigation. This suggests that although the findings of this study cannot be generalised, they are transferrable to similar settings. In view of the methodological limitations noted above, the researcher is of the opinion that a quantitative or mixed method can be applied in future studies to improve the finding of this study.

3.10 SUMMARY

This chapter examined the research methodology applied in the study. The preferred design for this study was a qualitative case study. The philosophical perspective that was used in this

research is interpretivism, with the aim to seek several views rather than restricting meanings to a few ideas. This research relied heavily on qualitative research methodology as the study aimed at explaining and describing how recruitment and selection can contribute to the demise, existence, or survival of the Robben Island Museum. The most common methods of data collection used by the researcher were interviews and studying documents. Documents with relevant information were thoroughly examined in order to assist in understanding the phenomena under study. This study made use of non-probability, purposive sampling to select Robben Island Museum officials. Data was analysed through listening to the tape recordings and through examining transcripts. The trustworthiness of data in terms of credibility, reliability, dependability, transferability and authenticity were outlined. The ethical consideration that the study embraced, was discussed.

Research findings will be discussed in the next chapter.

CHAPTER 4

FINDINGS AND DISCUSSION: RECRUITMENT AND SELECTION PROCESSES

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 recruitment and selection processes. In particular, the chapter examines how recruitment and selection processes are undertaken at the Robben Island Museum.

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 require 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 Robben Island Museum.

4.2 RECRUITMENT METHODS USED BY THE ROBBEN ISLAND MUSEUM

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).

The findings of this study revealed that the Robben Island Museum recruits externally and internally. Therefore, the various recruitment methods used to attract potential job candidates are identified and discussed next.

4.2.1 Advertisement

Van Hoye (n.d: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. In order to obtain successful results from advertising, employers have to 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 with regard to advertisements as a source of recruitment below. Please note that all quotations are reproduced verbatim and unedited.

Posts are advertised on national newspapers to enable access to the advert (Operational staff member 6).

Positions get advertised internally through emails and noticeboards. Externally, through newspapers and [the] website (Operational staff member 7).

From the above analysis, it is clear that the Robben Island Museum uses their website and newspapers to advertise positions. In order for the Robben Island Museum 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. Since uMhlobo Wenene and Metro FM sometimes broadcast from Robben Island, perhaps as a starting point, they could be approached to advertise vacancies.

4.2.2 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. "The *raison d'être* of most recruitment agencies revolves around striving to supply a desirable product (the 'good' worker) to their clients (Mornet, 2017:9). 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 with 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. Further, Oaya *et al.* (2017:36) highlight the advantages

and disadvantages of using recruitment agencies, which are as follows: agencies have qualified personnel, a wide choice of candidates, bring fresh talent, a competitive spirit among candidates and 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) indicate that recruitment agencies remain the most popular method of sourcing managerial and professional candidates. This is evident from the feedback received from managers.

At the level of professional or unit managers, a recruitment agency is used in order to broaden the search. Recently, a portal has been added in one of the career websites in order to increase coverage on the Internet (Manager 6).

Vacancies are advertised externally through recruitment agencies (Manager 7).

From the above analysis, it is clear that the Robben Island Museum also uses employment agencies in recruiting professionals in order to avoid wasting time, focusing 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.

4.2.3 Head hunting

Head hunting, also known as executive search firms, are service firms that have been included in those that participate in the “contestable market” (Baldó, Cabrera 2015:14). According to Sadar and Talat (2015:22), there are two types of head hunters: contingent and retained. Further ore, Sadar and Talat (2015:22) highlight that head hunting is the only option for recruiting executive staff and the employer pays regular fees for such services. In this process, the potential individuals prospected and their backgrounds are checked, before the rest of the procedure, for instance interviews and the evaluation of the candidates. The literature has confirmed that through headhunting, good employees could be attracted from a competitor by making them offers they would find difficult to decline (Kellman, 2014:1). Essentially, the best talent could be picked from

rival organisations. Concerning the recruitment process at the Robben Island Museum, one of the managers expressed his thoughts as follows.

Vacancies are advertised through recruitment agencies, newspapers and [the] Robben Island Museum website. However, if the organisation fails to find a relevant resource through advertising, then headhunting is explored especially for senior management positions (Manager 3).

As revealed in the study, an executive search process is a type of business that has an influence around the world. This was proven by the engagement of organisations in non-traditional markets and non-profit initiatives in their searches for suitable people in leadership positions. Headhunting can be of great value in searching for candidates who are hard to find, although head-hunters can be expensive. However, due to the level of specialisation, some positions require an executive search firm in order to achieve cost efficiency (Baldó, Cabrera 2015:13–14).

4.2.4 Job posting

Research participants indicated that job posting is used by the Robben Island Museum 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 and 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.

Vacancies are advertised on [the] RIM website and Job Portal (Operational staff member 4).

HR, or rather the recruitment officer, craft their own recruitment methods which are unique to the organisation. For the sake of "fairness" advertising of posts is circulated internally, just to say internal processes have been followed and exhausted, and there are no proper candidates. This happens 99'9% of the times when RIM [name of the company withheld] is looking for a suitable candidate (Operational staff member 3).

Based on the findings above, there is a perception that the recruitment officers craft their own recruitment methods. Therefore, according to the research conducted by Kumar and Garg

(2010:327), the quality of the recruitment option that an organisation offers, can influence how effective it perceives its recruitment strategies to be. Similarly, the failure to remove old job postings can lead to employers to continue to be flooded with resumes for jobs that are no longer open (Kaur, 2015:80). In order to move with the times, organisations should use commercial job boards, though little is done to assure the legitimacy of the recruiters whom they allow to access their site. In addition, most applicants give personal information such as social security numbers, not realising that those sites are run by applicant tracking systems, and not the employer to whom they are applying (Wanjiku, 2015:17).

4.2.5 E-recruitment

The research informants revealed that the Robben Island Museum makes use of e-recruitment. In research conducted by Wolfe and Hartley (2005:12–36), e-recruitment has been described as any recruitment process that a business organisation conducts via web-based tools, such as the public Internet site of a firm, or its corporate intranet. The surge of online recruitment methodology coincides with the development in the use of technology in the HR function as a whole, for example e-HR initiatives and online learning and development applications. Clear business cases for the adoption of online recruitment methods include improved candidate relationship management, and increased competitiveness in the recurring ‘war for talent’. According to a survey of 50 organisations using e-recruitment, it was reported that the primary drivers behind the decision to pursue e-recruitment were to:

- improve the corporate image and profile;
- reduce recruitment costs;
- reduce the administrative burden;
- employ better tools for the recruitment plan;
- reduced time to hire and improved candidate experience is better than using traditional methods, which typically takes 40 to 50 days for the best candidate to be located;
- allow people to break off part way through, and come back to their application and as well as providing curriculum vitae storage and filtering;
- to provide potential candidates with job alerts so that they will automatically be informed of jobs that meet the search criteria.

The key limiting factors of e-recruitment mostly reported are:

- the cultural approach of the organisation towards recruitment;

- the lack of knowledge of e-recruitment in the HR community;
- the capability of Internet usage by target candidates; and
- commitment from senior management.

It has been reported that there is no quicker, easier, handier or more cost effective way to contact hundreds of thousands of qualified candidates around the clock with quicker and measurable results, than with e-recruitment (Shafique, 2012:889). Along with this statement, the Robben Island Museum also uses Internet technology and the Internet as platforms for recruiting candidates. Managers interviewed reported this.

Recently, [a] portal has been added in one of the career website[s] in order to increase coverage on the Internet (Manager 6).

Vacancies are advertised internally through an email and externally, through [the] Robben Island Museum website and electronic recruitment sites (Manager 7).

From the above analysis, the Robben Island Museum can improve its e-recruitment to be first-class by providing job related resources for the job seeker, including resume writing tips, career planning resources, and continuing education resources (Shafique, 2012:889). In addition, by keeping up with modern ways of recruitment, such as LinkedIn, social media and Skype interviews, could be other ways that the Robben Island Museum could refine its recruitment methods.

4.3 PERSONNEL SELECTION METHODS USED BY THE ROBBEN ISLAND MUSEUM

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

4.3.1 Application forms

Applications 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, recreation, etc. (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 forms. 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 has to focus on key competencies that can be easily assessed through the form. Other aspects, such as motives, values and personality characteristics, cannot be obtained from the form (Nde, 2012:23).

Equally important, according to Clarke (2008:24), further advantages of using application forms is 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, 2018:30). This is attested in the following statement by the operational staff member interviewed.

Application forms are a selection tool utilised by [the] Robben Island Museum to appoint candidates for vacant positions (Operational staff member 7).

From the above finding, it is clear that application forms prove to be a cost effective way to deal with selection. Additionally, IRB Barcelona (2015:9) state that in order for application forms to be a more cost effective selection tool, forms can be uploaded into an internal application tool. At the same time, having an application form that can be sent electronically may assist people with a disability who use technical aids such as a voice activated reader on a computer. However, it is not a good practice to invite online candidates to send photographs electronically with their application, as this could be interpreted as either giving them an unfair advantage over applicants who send no photographs, or putting them at a disadvantage in that it might invite discrimination based on stereotypes of age, ethnicity, etc. However, when a work permit or visa is required by an overseas candidate who is not interviewed in person, it may be necessary to request a photograph (Clarke, 2008:16–17).

4.3.1.1 Qualifications

Some of the research participants in this study revealed that qualifications are considered during the selection process at the Robben Island Museum. Qualifications refer to the professional,

technical or academic qualification required that the candidate should have taken (Armstrong, 2012:221). 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.* (2011:307) 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. With regard to qualifications, the following participants commented as follows.

Qualifications, knowledge and skills are the selection techniques and tools that are used to select staff for the museum (Operational staff member 1).

Qualifications are the most common form of the selection method in order to make a concrete decision in appointing Robben Island Museum staff (Operational staff member 7).

Education[al] qualifications, and attitudes are the selection criteria used during the selection process (Manager 6).

4.3.1.2 Work experience

Work experience refers to the types of achievements and activities that would be likely to predict success (Armstrong, 2012:221). 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. Specifically, a study including more than 800 U.S. Air Force enlisted personnel, indicated that ability and experience seem to have linear and no interactive effects. Another study that also used military personnel, showed that the use of work experience items predicts performance above and beyond cognitive abilities and personality. 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 2011:263). The following statements capture feedback from participants on how they view experience as the selection method for the Robben Island Museum.

Work experience and attitudes are the selection criteria used during the selection process (Manager 6).

Most of the times candidates complain of the selection techniques. Workers have the necessary experience and qualifications and in most cases they have acted in those positions. Robben Island appoints candidates from outside who have less experience and must be taught by the very employees ignored (Operational staff member 2).

4.3.2 Employment interviews

Research participants indicated that employment interviews are used by the Robben Island Museum in order to select the most suitably qualified candidates for vacancies, although the efficacies of job interviews are not clear. According to the literature, to make 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, 2010:106-107; Bagatova, 2017:16). Similarly, the interview is the most common selection method because of its easy execution, quick outcome and cost effectiveness (Eva, 2018:30). While preliminary interviews have to 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 and Rue, 2011:127).

According to Armstrong (2012:229), the advantages of interviews are as follows.

- Provide opportunities for interviewers to ask probing questions about the candidate's experience and to explore the extent to which the candidate's competencies match those specified for the job.
- Enable interviewers to describe the job and the organisation in more detail, providing some indication of the terms of the psychological contract.
- Provide opportunities for candidates to ask questions about the job and to clarify issues concerning training, career prospects, the organisation, and terms and conditions of employment.
- Enable a face-to-face encounter to take place so that the interviewer can make an assessment of how the candidate would fit into the organisation and what it would be like to work with him or her.

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.

Most participants expressed the use of employment interviews at the Robben Island Museum as follows.

Interviews are used for recruitment and selection (Operational staff member 2).

After the advertisement of [a] post, qualifying people are short-listed for interviews and the best candidate from the interviews gets appointed (Operational staff member 4).

Interviews are selection techniques used to select candidates (Operational staff member 6).

Interview schedules are the most common form of the selection technique for the museum (Operational staff member 7).

Currently it is the scoring system, the highest score in interviews is the preferred candidate. If the highest scoring person in the interview is not the preferred candidate, the panel writes a motivation why they are selecting somebody else (Manager 6).

As a result of 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, 2016:259).

4.3.3 Competency-based assessment

The research participants mention that the Robben Island Museum uses 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 and Rue (2011:128), 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, 2012:231). 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.*, 2011:45). What is critical here is whether such assessments are reliable and valid for predicting expatriate success (Tarique *et al.*, 2016:259). Validation by managers who use instruments for assessments, should be attained in order to ensure that they are reliable. One of the managers revealed that competency-based assessment is used as a selection method at the Robben Island Museum.

Questions are designed to test the competency of the candidate in order to evaluate his/her credentials (Manager 1).

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 (2012:231), 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.

4.4 SHORTCOMINGS OF THE SELECTION TECHNIQUES USED BY THE ROBBEN ISLAND MUSEUM

The Robben Island Museum appears to be experiencing some challenges in relation to the selection techniques used during the personnel selection process.

4.4.1 Absence of transparency during the selection process

As revealed in this study, the trade union is overlooked in the selection, as reported below by operational staff members.

Sadly the union is not involved in any of these processes and that is not fair, more specially for the positions that are in the bargaining (Operational staff member 3).

Checks and balances are not in place when it comes to the selection process. The process is left to individual managers who can influence the process. The union is not even part of the interviews to ensure that there is fairness (Operational Staff member 2).

The interview panel does not represent all stakeholders as indicated. [The] union as a stakeholder, must be involved [...] in the process to see that it is fair and transparen[t] (Operational staff member 2).

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, n.d.:1). According to Breede Valley Municipality (2013:1–7), 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 Robben Island Museum (2017:1–4) 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.

4.4.2 Invalid and unreliable personnel selection techniques

Operational staff members specified that personnel selection techniques used by the Robben Island Museum 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.*, 2011:245). 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, 2011:137).

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.

Validity of the selection technique is questionable, but [the] technique can be reliable when the process is transparent (Operational staff member 2).

RIM's selection is not valid and not even close to be reliable (Operational staff member 3).

It is difficult to say that they are valid to an extent that a lot of it depends on how well the chosen candidate performs.

Validity and reliability could be questioned if critical processes such as psychometric tests are not conducted (Manager 5).

Questions are repetitive and less technical (Manager 4).

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.*, 2011:244). Equally importantly, valid employment tests are a great tool to predict who will be successful on the job (Bogatova, 2017:16).

4.5 SUMMARY

This chapter presented various recruitment and selection methods at the Robben Island Museum, as well as associated shortcomings. Research findings indicated that though the Robben Island Museum conducts its recruitment and selection practices based on a drafted recruitment and selection policy, its implementation is sometimes questionable. It is clear that despite the fact that human resources play 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 inconsistency, 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 the Robben Island Museum 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.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter presented the findings and discussions on how recruitment and selection processes are undertaken at the Robben Island Museum. This chapter reports on major findings relating to recruitment and selection processes at the Robben Island Museum. The study notes that a recruitment and selection policy exists at Robben Island Museum in order to guide the recruitment and selection of suitably qualified or potential employees. However, the research identifies some inconsistencies concerning compliance with the recruitment and selection policies at the Robben Island Museum. This chapter draws overarching conclusions of this research based on the findings, thereby outlining the contribution of this study and recommendations for implementation by the Robben Island Museum. Finally, this study also suggests areas for future research in order to enhance or broaden the scope of knowledge and understanding relating to recruitment and selection processes.

5.2 SUMMARY OF MAJOR FINDINGS

The major findings of this study are drawn in line with the following objectives of the study. Firstly, to examine how recruitment and selection processes are conducted at the Robben Island Museum. Secondly, to describe and explain shortcomings of selection techniques and tools in relation to making selection decisions at the Robben Island Museum.

5.2.1 Recruitment methods and selection processes

With regard to the recruitment and selection methods used by the Robben Island Museum, it has transpired from the study that organisations need to adhere to the best practices of recruitment and selection process if the best candidates are to be attracted and retained.

One of the main findings of this study indicates that positions are advertised internally through emails and noticeboards, and externally through websites and newspapers. The Robben Island Museum can strengthen its recruitment processes by advertising positions through radio and television broadcasts in order to broaden its search. In harmony with this statement, Van der Westhuizen *et al.* (2011:216) uphold the view that by utilising radio and television, the Robben Island Museum can enhance its recruitment and access rural communities. For instance, when radio is used simultaneously with posting, coverage with regard to job advertisements can be widened.

If the salary scale for the job advertised is not indicated on the advertisement, this creates challenges during negotiations with a preferred candidate. At the same time, this may also lead to capable candidates losing interest in applying for the advertised job. In this regard, the organisation should provide the salary range for any job that is advertised in order to attract candidates who are willing to be in that salary band. By so doing, transparency will be increased, while reducing an unnecessary spirit of animosity within an organisation considerably. In this regard, Bogatova (2017:9) maintains that job advertisements should provide enough information and use the right language.

The findings of this research reveal that though job posting is amongst the methods of recruitment used to attract suitably qualified employees internally. Some of the employees revealed that job postings are used most frequently to advertise positions internally in order to demonstrate this method has been exhausted and to justify that no suitable candidates for positions could be identified internally. Additionally, the Robben Island Museum recruits externally more frequently when looking for suitably qualified candidates. Indeed, 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 (Kaur, 2015:81). Moreover, it is a relatively easy and inexpensive recruitment method to attract credible candidates (Kumar & Garg, 2010:327).

It is important to note that the research informants reveal that the Robben Island Museum makes use of e-recruitment. The Robben Island Museum can improve its e-recruitment to be first-class recruitment by providing job-related resources for the job seeker, including resume writing tips, career planning resources, licensure information and continuing education resources (Shafique, 2012:889). By keeping up with modern ways of recruitment such as LinkedIn, social media and Skype, interviews could be another way that the Robben Island Museum could refine its recruitment methods.

Research findings show that application forms are a selection tool used by the Robben Island Museum to appoint candidates for vacant positions. It has also been said that application forms are a cost effective way to deal with a selection process. IRB Barcelona (2015:9) state that in order for application forms to be a cost effective selection tool, forms can be uploaded into an internal application tool. An advantage related to application form is that it can be sent electronically to people with disabilities who use technical aids such as a voice activated reader on a computer to fill in required information.

Although some of the employees mentioned that qualifications are considered for appointing new staff members at Robben Island Museum, it must be emphasised that such a practice ought to be consistently applied. In this regard, it should be noted that some employees who occupy key positions without proper qualification could influence equitable recruitment and selection practices negatively. This area needs intervention, since this could be one of the factors preventing the organisation from making progress regarding recruitment and selection processes. It is for this reason that Shell has developed an ERP inter-enterprise software application that provides a common database and a common workflow process in order to aid its recruitment process (Vance & Paik, 2015:192). The Robben Island Museum can learn from the great deal of effort from Shell to create a strong recruiting function.

The other finding is that most of the time candidates complain of invalid and unreliable selection techniques, as there are employees who have the necessary experience and qualifications, but who are overlooked for vacant positions. In most cases, they have acted in those positions, but the Robben Island Museum appoints candidates from outside who have less experience, and who must be taught by the very employees who have been overlooked. According to the recruitment and selection policy of Kumba Iron Ore, the selection of potential candidates should be fair and conducted in an open manner. The organisation should abide by the Basic Conditions of Employment Act, which emphasises that recruitment processes should focus on the applicant's potential to be successful in the job (Kumba Iron Ore, 2017:1–2).

Research findings show that employment interviews are used by the Robben Island Museum in order to select the most suitably qualified candidates for vacancies, although the intricacies associated with such job interviews are not clear. The Robben Island Museum uses a scoring system and the highest score in interviews is the preferred candidate. It is clear that employment interviews as a method of selecting applicants should be conducted by someone with the ability to assess candidates as the scoring system might be risky. Therefore, employment interviews need be undertaken by someone who understands the technical requirements of the vacant position (Tarique *et al.*, 2016:259). Furthermore, an independent person could be appointed to validate the integrity of the interview scoring system.

The research findings do not show whether or not there is detailed and thorough process in the recruitment of senior management in relation to the application of psychometric tests. In the same vein, there is less evidence that the induction process is undertaken by the HR department at the Robben Island Museum. It is essential to ensure that once a potential employee has been finally selected, the induction should commence as the last step of the recruitment and selection

processes (Yaseen, 2015:88). The objectives of the induction process are to familiarise candidates with organisational procedures, rules and regulations (Chungyalpa & Karishma, 2016:2).

Another finding of this research reveals that there are employees who believe that the selection criteria are not based on merit. Following this assertion, one staff member confirmed that internal applicants for vacant positions are overlooked while preferential treatment is given to external job applicants who appear to be less experienced. This is a significant inconsistency and therefore some caution is required when dealing with it. The researcher's assumption is that there could have been biasness in the recruitment and selection process, or it could be that certain individual managers influence the recruitment process.

It has emerged from this study that there is little consultation with all stakeholders, especially with the union, for inputs on recruitment and selection policy review. Erasmus *et al.* (2005:213) recommend that all the stakeholders in the organisation should be included in the process of determining the institutional recruitment policy. The researcher holds a view that there is a lack of consistency in information sharing, as it has been discovered during the study that there are satisfaction surveys that are conducted annually to receive feedback about an HR service delivery model, of which employees are not aware.

5.2.2 Shortcomings of selection techniques used in making selection decisions

Research findings indicated that there is a lack of transparency during selection processes. In this regard, the study findings show that the involvement of the trade union in the recruitment and selection processes is minimal. According to the Department of Human Settlement (n.d.:1), transparency in employment practices should cut across all levels in appointing new staff in order to ensure fairness, employment equity, efficiency and professionalism. Furthermore, public officials who are involved in the selection of employees should safeguard the process to make sure that their integrity is not questioned.

A merit system should be applied as a measure of addressing selection errors and lessening the continuation of incorrect recruitment and selection practices. Richardson (n.d:6) maintains that openness and transparency in recruitment and selection practices are crucial. Further to increase fairness in selection decisions, line managers should exercise more control and a role in selection decisions, as they have control over daily activities of their subordinates, compared to HR officials who do have indirect control.

Another discovery regarding the shortcomings of selection techniques and tools, is the invalidity and unreliability of personnel selection techniques and tools in making selection decisions at the

Robben Island Museum. There is a view that the selection process is left to some individual managers who could potentially influence the process. The selection techniques and tools can be viewed as invalid if the selection test used does not measure what it is supposed to measure and does not provide consistent results. Therefore, it is important to use valid employment tests that can predict the success of a candidate on the job (Bogatova, 2017:16). The researcher agrees with the aforesaid statement, in the sense that authentic employment tests can contribute to the appointment of productive and competent employment candidates. Therefore, it is vital for an organisation to be meticulous in its selection criteria, in order to add value to the validity of the selection processes.

5.3 CONCLUSION

The main reason for this study was to examine how recruitment and selection processes are undertaken at the Robben Island museum. The particular focus was on the effectiveness of recruitment methods through fair, transparent, reliable and valid selection techniques and tools. Participants who were interviewed are operational staff members and management.

The study indicated that careless and vague recruitment and selection practices should be avoided in order to find suitable candidates. For instance, no person should be appointed without following the recruitment and selection policy of the organisation. Failure to comply with institutional policies may result in dissatisfaction among employees, culminating in employees' grievances. In this sense, staff morale could be affected negatively.

Research findings revealed that although the Robben Island Museum is guided by a draft policy on recruitment and selection practices, the implementation of this policy remains blurry. This could be attributed to the increased concern that there are managers who were appointed to positions without proper qualifications. As a result, some of the employees who are disgruntled believe that they are being overlooked deliberately because the Robben Island Museum does not have a clear succession plan in place. Therefore, employment decisions that are unethical should be avoided at all costs since that would result in the selection of incompetent employees who will not add value to the Robben Island Museum. Going forward, the Robben Island Museum can improve on its recruitment and selection processes by developing a planned and methodical recruitment and selection policy.

5.4 RECOMMENDATIONS FOR IMPLEMENTATION

The following recommendations are considered as essential by the researcher, based on the identified research findings on how recruitment and selection processes are undertaken at the Robben Island Museum.

- The Robben Island Museum should conduct a skills audit in order to identify staff members who are appointed to positions without relevant qualifications. A skills audit could assist to identify staff members with relevant qualifications, but placed incorrectly within the organisation. Moreover, this process could assist in identifying individual employees who can be trained, coached and mentored to occupy managerial positions in the future.
- Newly appointed employees should be taken through an induction process immediately after joining the Robben Island Museum, as there is a concern that this has not been the case.
- A salary scale should be included on a job advertisement, as it has been stated that currently adverts are without the salary scale.
- An independent person should be present during the selection process in order to check the fairness and objectivity with regard to the performance scoring of candidates.
- Competency assessments should be compulsory for senior positions, since not everyone can express themselves in verbal communication. In particular, this should include competency assessment tests (psychometric, health, aptitude or practical tests) for posts such as vessel skippers, drivers, and tour guides.
- Workshops on recruitment and selection policy reviews should be arranged on a regular basis and communicated to all internal stakeholders. All stakeholders in the organisation should be included in the process of determining the institutional recruitment policy.
- Finally, it is recommended that in order to reach a wide range of the population, vacancies should be advertised through radio stations. Perhaps, as a starting point, UMHlobo Wenene and Metro FM can be approached as they sometimes broadcast from the island. Keeping up with modern ways of recruitment, such as LinkedIn, social media and Skype interviews could be another way that the Robben Island Museum could refine its recruitment methods. Application forms can be uploaded onto an internal application tool to be a more cost effective selection tool. At the same time, having an application form that can be sent electronically, may assist people with a disability who use technical aids such as a voice activated reader on a computer.

5.5 CONTRIBUTION OF THE STUDY

The study makes a valuable contribution by providing comprehensive and substantial empirical findings on recruitment and selection processes using the Robben Island Museum as a case study. In this regard, the research has successfully made this contribution through first-hand interviews with staff members as well as assessments of the Robben Island Museum policies on recruitment and selection processes.

The study makes the following contributions: firstly, this study contributes to previous research already conducted on recruitment and selection processes by highlighting recruitment and selection methods applied by the Robben Island Museum. The various challenges associated with recruitment and selection methods were identified, described and explained. Secondly, the study contributes to the existing literature on examining recruitment and selection practices, by highlighting new information relating to identified inconsistencies and blurred implementation affecting recruitment and selection processes in public sector institutions. Thirdly, the study affirms that recruiting and selecting applicants who meet the prerequisites of advertised positions benefit the organisation in meeting its overall objectives. Fourthly, this study also makes a contribution to recruitment and selection processes in public sector institutions, particularly in South Africa. The findings of this study could benefit HR practitioners who are involved in personnel recruitment and selection in both public and private sector institutions. At the same time, the study could draw interest from academics, researchers and experts interested in issues relating to recruitment and selection processes in the public and private sector institutions.

5.6 AREAS FOR FURTHER RESEARCH

Due to the research topic being streamlined and time constraints for this research, some of the issues that were uncovered from findings are absolutely essential, but could not be discussed. The researcher proposes areas for further research as follows.

- There is a need to test the prevalence of the observations made by this research within the Department of Arts and Culture or public sector institutions using different research methodologies. The researcher is based in Cape Town and had time constraints, as well as financial constraints, hence the choice of a single entity, the Robben Island Museum, even though the Department of Arts and Culture manages at least 21 public entities. Furthermore, the issue of recruiting and selecting employees is a global practice and therefore, further research can be extended to different public sector institutions with similar or dissimilar mandates within South Africa and worldwide. Such research can amplify results of this research with more empirical evidence.

- Research on the effective application of skills audit and job grading techniques in public sector institutions is necessary. This could assist in terms of proper alignment of the organisational structure and recruitment of staff. Premised on the findings of this research, which revealed that there are certain managers who are occupying managerial positions without proper qualifications and a concern that there are employees with proper qualifications who are being overlooked for career progression at the Robben Island Museum, there is a need to undertake more research using either qualitative or quantitative research methodologies in order to investigate these concerns.
- There is a need to undertake research on organisational culture within public entities in order to understand how it influences recruitment and selection. It appears, however, that the organisational culture could be one of the major challenges at the Robben Island Museum, since it is characterised by conflict, entitlement and abuse of power or authority.
- Finally, it is essential to conduct research within public sector institutions in order to establish how recruitment and selection could be effectively undertaken to promote the appointment of disabled people and women in senior positions within the institution, thereby advancing employment equity or AA goals.

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APPENDIX A

INTERVIEW SCHEDULE

INTERVIEW SCHEDULE

Dissertation Title: Recruitment and selection processes in the Department of Arts and Culture:
The case of Robben Island Museum.

General rules

1. This interview is based on research about recruitment and selection processes in the Robben Island Museum.
2. You have been invited to participate in this study because of your extensive experience about the topic under study.
3. You are kindly requested to answer the interview questions as honestly and completely as possible.
4. The interview will take a maximum of 60 minutes to complete.
5. Participation is anonymous: You are not requested to disclose your identity. Your privacy will be respected.
6. No one will be able to connect you to the answers you give.
7. The information collected from you will be treated with strict confidentiality and used for research purposes only.
8. You have the right to withdraw your participation at any time. Hence, your participation is regarded as voluntarily.
9. You will not receive any payment or reward, financial or otherwise, and the study will not incur undue costs to you.
10. The survey data will be stored in a locked cupboard and the data stored in a computer will be protected by the use of a password.
11. The survey data will be destroyed when it is no longer of functional value (after five years).
12. A copy of the dissertation will be available in the library at the Muckleneuk Ridge Campus of the University of South Africa (Unisa), Pretoria.

A. Recruitment and selection process

1. In your opinion, do you think the recruitment and selection policy of Robben Island Museum is effective? Please support your response.
2. How often is the recruitment and selection policy reviewed?
3. Accordingly, which recruitment methods are used by the Robben Island Museum?
4. To what extent are tertiary qualifications cited as prerequisites when recruiting and selecting candidates for all positions?
5. In your opinion, how often does management appoint subordinates who are more qualified than they are?
6. What system is put in place to ensure that credentials of candidate are verified prior to appointment?
7. In your opinion, which selection criteria is used during the selection process and why?
8. To what extent does an organisation ensure that candidates are selected on merit?
9. Who are the people involved in recruitment and selection decisions?
10. What are the roles of each stakeholder involved in recruitment and selections process in the organisation?
11. How does management ensure that recruitment and selection processes are fair?

B. Selection techniques and tools

1. Which selection techniques and tools are used by the Robben Island Museum?
2. In your opinion, what are shortcomings of the current selection techniques and tools used by the Robben Island Museum?
3. In relation to the shortcomings, what do you think should be done to address the challenges that you highlighted?
4. To what extent do selection techniques and tools contribute quality selection decisions in the Robben Island Museum?
5. How often do employment candidates express dissatisfaction with any of the selection techniques and tools used by the Robben Island Museum?
6. Which corrective measures are taken to address complaints and dissatisfaction about selection techniques and tools used by the Robben Island Museum?
7. To what extent are your selection techniques valid and reliable?
8. What measures does your institution take to deal with selection errors?
9. Do you have any issue that you would like to raise in connection with our conversation?

End of interview schedule

APPENDIX B

PARTICIPATION INFORMATION SHEET

PARTICIPATION INFORMATION SHEET

Dear Prospective Participant

Research project on recruitment and selection process in Robben Island Museum

Please be informed that I am currently doing research towards a Masters' Degree at the University of South Africa under the supervision of Mr. P. Hlongwane whom is a lecture in the Department of Public Administration and Management. You are invited to participate in the aforesaid study.

The research purpose of this study is to examine the recruitment and selection process of Robben Island Museums' employees and challenges thereof. Furthermore, this study will contribute to the improvement of the recruitment and selection strategies of Robben Island Museum. The criteria for choosing prospective participants is based on the fact that they can provide information on the subject matter based on their positions within the organisation. A group of fourteen (14) purposefully selected participants from executive, senior, middle and lower level positions are invited to partake based on their involvement / experience in the recruitment and selection process. The study involves semi-structured interviews with interview questions on recruitment and selection process, selection techniques and tools. Duration of interviews will last for 45 minutes. The venue for interviews will be at workplace and at your most convenient time.

The research is conducted not to harm anyone but purely for academic purposes. To increase level of confidentiality, no names of participants will be disclosed. All information of recordings during interviews will not be revealed and will not be used for purposes other than this study. To ensure this, codes will be used to achieve anonymity. Only the researcher and the supervisor will have access to your answers and may be people like members of the Research Ethics Review Committee to ensure that the research is done properly. The researcher will abide by ethical standards and assures you that your rights will not be violated. The researcher will store hard copies of your answers in a lockable cabinet for a period of five years for academic purposes. Future use of stored hard copies will be subject to prior approval if applicable. Electronic information will be protected by a password. After a period of five years, hard copies will be shredded and electronic copies will be permanently deleted from the hard drive through the use of a relevant software programme. Participants will not be paid to partake in this study. It is in the above context that the researcher seeks your approval to participate in this research. Should you agree to partake in this study, please sign this letter, return it to the sender and keep a copy for your records.

Kindly be informed that the Research Ethics Review Committee of the Unisa and Department of Public Administration and Management and the College of Economic and Management Sciences Ethics Review Committee has approved this study. You may contact my Supervisor, Mr. P. Hlongwane on 012 429 8499 / email him hlongp@unisa.ac.za should you require any information about this research. Alternatively, contact the research ethics chairperson, Ms C Alers, contact no: 012 429 6286, email address: alersc@unisa.ac.za.

A copy of final research findings will be made available when it has been finalised. Should you require more clarity about any aspect of this study, please contact the researcher on 072 952 3178 or neliswam@robben-island.org.za.

I would like to thank you for taking time to read this information sheet and for participating in this study.

Yours sincerely

Ms. Neliswa Mdletye

UNISA MPA Dissertation Student

Student Number: 38773694

APPENDIX C
UNISA ETHICAL CLEARANCE LETTER

DEPARTMENT: PUBLIC ADMINISTRATION AND MANAGEMENT
RESEARCH ETHICS REVIEW COMMITTEE

Date: 12 July 2018

Ref#: PAM/2018/018 (Mdletye)
Name of applicant: Ms N Mdletye
Student#: 38773694

Dear Ms Mdletye

Decision: Ethics Clearance Approval 12 July 2018 to 11 July 2021

Researcher: Ms N Mdletye student#: 38773694, neliswam@robben-island.org.za,
tel: 021 413-4213

[Supervisor: Mr P Hlongwane, tel: 012 429-8499, hlongp@unisa.ac.za]]

Research project 'Recruitment and selection processes in the Department of Arts and Culture: Case of Robben Island Museum' **Qualification:** Master of Public Administration

Thank you for the application for **research ethics clearance** by the Department: Public Administration and Management: Research Ethics Review Committee, for the above mentioned research. Ethics approval is granted for the period **12 July 2018 to 11 July 2021**. If necessary to complete the research, you may apply for an **extension** of the period.

The decision will be tabled at the next College RERC meeting for notification/ratification.

For full approval: The low risk application was **expedited and reviewed** in compliance with the *Unisa Policy on Research Ethics* and the *Standard Operating Procedure on Research Ethics Risk Assessment* by the RERC on 12 July 2018.

The proposed research may now commence with the proviso that:

- 1) The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics.
- 2) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to this Ethics Review Committee.

- 3) The researcher will conduct the study according to the methods and procedures set out in the approved application.
- 4) Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
- 5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study, among others, the **Protection of Personal Information Act 4/2013**; **Children's Act 38/2005** and **National Health Act 61/2003**.
- 6) Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
- 7) Field work activities may **not** continue after the expiry date given. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number PAM/2018/018 (Mdletye) should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,


Dr C Alers
Chairperson:
Research Ethics Review Committee
Office tel. : 012 429-6286
E-mail : alersc@unisa.ac.za


Prof MT Mogale

Executive Dean:
College of Economic and Management Sciences
E-mail : mogalmt@unisa.ac.za

APPENDIX D

**PERMISSION LETTER FROM
ROBBEN ISLAND MUSEUM**



15 May 2018

Dear Ms Mdletye

**RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH ON
ROBBEN ISLAND MUSEUM, RECRUITMENT AND SELECTION OF
EMPLOYEES**

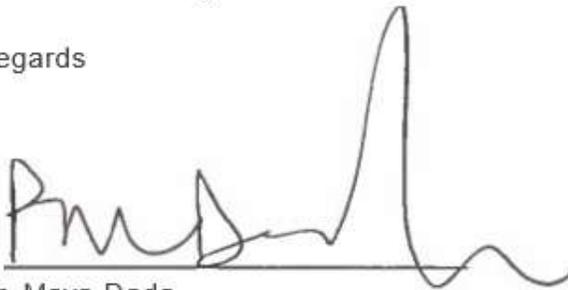
On behalf of Robben Island Museum, I would like to thank you for your consideration to participate in this study.

The institution recently conducted organisational review and welcomes this research as it is believed that it will add value to the overall objectives of the institution going forward. The current executive is keen to understand business decisions which previous predecessors undertook and the environment in which they were made.

Approval to your request is granted and I wish you best of success in your studies.

Please contact Mr. Bonginkosi Mcanyana at bonginkosim@robben-island.org.za or 021 413 4245 for your research.

Regards



Mr. Maya Dada
Robben Island Museum Chief Executive Officer (CEO)