

UNIVERSITY OF KWAZULU-NATAL

**Investigating the Selection and Recruitment Practices on Business Performance at
Richards Bay Minerals**

By

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of Business Administration.**

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DECLARATION

I **Nontuthuko Thobile Msane** student number **205518745** declare that:

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DEDICATION

I dedicate this work to my late father, Bongani Msane, who passed away earlier this year. May his soul forever rest in peace.

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It is very challenging to study, to be a mother, a partner and work full-time while taking on this demanding task. It requires both mental and physical strength. The help and support of family, friends and colleagues has played a very critical role during this period.

- First and foremost, I would like to thank the God Almighty who makes the impossible possible. Thank you for your protection and guidance throughout my journey. When I was at my lowest I always felt your presence. Thank you for endowing me with the strength, health and wisdom to complete this journey successfully.
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ABSTRACT

In recent times, companies have come to realise that much attention should be afforded to human resource management considering it is now one of the most significant developments in human resource practice. People are a key to an organisation's success and an enterprise's sustainability is highly dependent on the ability to recruit and select high-quality employees. The purpose of this study is to investigate the selection and recruitment practices on business performance and Richards Bay Minerals. The study focused on assessing the existing recruitment and selection practices adopted by the mining company, whether these recruitment and selection practices have an impact on business performance, identifying challenges encountered and making necessary recommendations for improvement based on the findings of the study. The study reviewed literature on recruitment and selection and business performance. The study obtained feedback from a total of 128 respondents, which comprised of one hundred and twenty-five employees in leadership roles and three staff members in the Human Resources Department, by using questionnaires. The Cronbach alpha coefficient was used to measure the internal reliability of the questionnaires and all coefficients were above 0.70. The results of the study revealed that out of all identified recruitment and selection methods, the most frequent used selection was, in the order of ranking, internal recruitment, internet and newspaper advertising. The studies showed that most of the respondents believed that the recruitment and selection practices had an impact on organisational performance. It was discovered that the selecting and recruitment methods were characterised with challenges such as ineffective job analysis, poor human resource planning and poor working conditions. Recommendations were made for RBM to develop and implement an effective communication strategy with all stakeholders involved in the recruitment process which will assist in aligning and understanding the recruitment and selection practices of the business.

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ACRONYMS

GDP	Gross Domestic Product
HR	Human Resources
HRD	Human Resources Department
HRM	Human Resource Management
KZN	KwaZulu-Natal
RBM	Richards Bay Minerals
UKZN	University of KwaZulu-Natal

CHAPTER ONE

INTRODUCTION

1.1. Introduction

The aim of this study was to investigate the recruitment techniques and selection practices and how they have an effect on the performance of the business conducted at Richards Bay Minerals. The mining industry in South Africa is one of the largest stems for economic growth and accounts for the largest share of the country's exports. Its growth and sustainability are becoming increasingly significant for the country's economic well-being as it invests in poor communities through, for example, upgrading poor infrastructure, building critical community structures, and creating employment. The mining industry is faced with the challenge of high staff turnover and poor business performance, which has led to the suspicion that this is due to poor recruitment and selection practices by mining companies. This chapter introduces the study as a whole by presenting a brief background, outlines the problem statement and the purpose. The study goes on to outline the objectives and research questions followed by a discussion on the dissertation outline.

1.2. Background of the Study

Along with the profits generated and market share gained, one of the most important indicators of success for is the calibre of people they employ. Companies in the twenty-first century are faced with a difficult task of ensuring that the right people with the right skills are employed within their organisations. To gain a competitive advantage and compete in the global marketplace, organisations must ensure they have the most effective recruitment and selection processes in place to attract the people needed to meet business objectives. Wright and Snell (2001) and Boxall (1999) argue that for businesses to sustain a competitive advantage, they must ensure that they have the right people in the proper roles. They must ensure that the methods and processes adopted are such that companies are able to find the best-fit employees. Catano, Wiesner and Hackett (2009) are of the opinion that a company's success or failure is reliant on whether there exists an effective recruitment and selection strategy in place. Companies that hire the right people are likely to do well in meeting business objectives, while

those that hire the wrong people usually result in poor financial positions. It can therefore be argued that there is a direct link between a company's success and those who work in it. According to Gamage (2014), recruitment is crucial to an organisation in so far as it has important implications for organisational performance.

Carrell, Elbert and Hatfield (2011) define recruitment as a practice where an organisation seeks those individuals who are willing and able to fill vacancies; while selection is the practice where the organisation has an opportunity to choose from a pool of applications, the perfect candidate who matches the job advertised.

Once the company has identified the pool of candidates through its recruitment process, the best suited individual is then identified through a selection process, which should use fair and effective assessment activities. Recruitment and selection is an important leg in the HR overall function. One of HRM's functions is to ensure that the recruitment and selection strategies of the organisation are compatible with business objectives. Researchers such as Wolf and Floyd (2017) argue that where companies are able to incorporate recruitment strategies with the overall business strategies, recruitment and selection has the potential to help the organisation realize its goals and it could boost the performance of the business as a whole. Considering this within the current content of advancing technology, globalisation and social trends, it may be argued that for recruitment and selection to be effective, they need to integrate and align with business requirements.

One can view a performing company as one which can meet the needs and expectations of its stakeholders which include shareholders, creditors, customers, suppliers and employees. The term "performance" originates from the Latin word *performare*, which means to carry out any ordered task. In relation to business activity, performance is defined by Achim and Borlea (2007:3) as "a state of competitiveness of the economic entity, reached by a level of efficiency and productivity that assures a sustainable presence on the market". They further break down the definition of performance of an organisation into the following concepts:

- Performance is the attaining of strategic objectives of the organisation;
- Performance is the uneven balance between efficiency and effectiveness;

The Human Resource Department (HRD) of an organisation is faced with the challenging task of having to recruit employees with the skills needed to carry out any given task to meet business objectives. Recruitment and selection have the ability to improve business

performance because labour is viewed as the main resource of the organisation and it has the ability to affect the future performance of the business. Martinez (2000) defines performance as the outcome of the attainment of the quality and quantity of work accomplished by the employee in carrying out their duties in accordance with the responsibilities delegated to him.

Recruitment and selection as an organisational process can be a costly exercise, in terms of time and money, for a company especially if not carried out efficiently and strategically. The steps involved in recruitment and selection range from advertising the job to screening candidates, followed by conducting job interviews and pre-employment testing. Companies invest much human capital in running this process, and it is therefore important that at the end, candidates who are hired have the necessary skill and competence. A poor recruitment choice can prove to be very expensive in the long-term.

The decision makers in the recruitment and selection process play a critical role in helping to identify the most suitable candidates. Organisations must ensure that the decision makers have a vested interest in hiring the most suitable candidate for the job. In addition, it is crucial that decision makers are objective in the process and understand the guidelines and processes to be followed when recruiting and selecting employees. Making the wrong decisions can have a negative ripple effect on the productivity and profitability of an organisation.

Recruitment and selection processes, however, have their own challenges especially in the context of the mining industry. Such challenges include a shortage of qualified talent, increasing labour costs and the uncertain regulatory environment surrounding the mining industry in South Africa. The current study examines recruitment and selection practices in a mining company in KwaZulu-Natal.

1.3. Problem Statement

The mining industry plays a crucial role in the economic and social development of South Africa. The success of this industry is therefore vital to success of the economy at large. Although the mining sector currently employs over half a million people and contributes 7% to South Africa's Gross Domestic Product (GDP), it faces various challenges. The mining industry requires a workforce that is different from the workforce needed by other industries and sectors. Although its workforce consists of mostly general semi-skilled and unskilled labour, the mining industry has numerous roles that require people with highly specialised skills and requisite experience. Considering this within the current context, the process of

recruitment and selection has become increasingly difficult for the mining industry. With the global market becoming ever more competitive, the market is moving at a rapid pace and businesses, including those in the mining industry, are challenged to maintain their position within this fast-paced global market. This has made it increasingly difficult to recruit, select, acquire and retain the best employees. Even though the country is seeing a lot of universities producing qualified and certified mining engineers, other countries are seeing a decline in numbers of qualifying mining engineers. Therefore, this is growing demand globally for mining engineers, which places further pressure on South African mining companies to retain their skilled talent.

For mining companies to operate profitably and remain sustainable, the performance output of employees needs to be monitored meticulously since it impacts on business productivity and growth. The HRD is tasked with recruiting workers who are competent, well-qualified and experienced for the company to meet high levels of efficiency and business objectives. Therefore, placing potential candidates using the appropriate processes is one of the keys to obtain the optimal performance of every employee. The objective of the study is to examine and evaluate whether the selection and recruitment methods are effective and how they have an impact on business performance at Richards Bay Minerals (RBM).

1.4. Objectives of the Study

The purpose of this research is to:

- Investigate the recruitment and selection practices at RBM.
- Determine whether the recruiting techniques and selection methods have an impact on business performance.
- Identify the challenges in recruitment and selection at RBM.
- Provide recommendations on how to minimise challenges and improve on recruiting and selecting practices at RBM.

1.5. Research Questions

The research questions which will serve as a guide to the study are:

- What are the recruiting and selecting practices at RBM?

- How do the recruiting and selecting practices impact on the business performance of RBM employees?
- What challenges does RBM face in the recruitment and selection of potential candidates?
- What recommendations can be made to RBM to minimise the challenges and improve its recruitment and selection practices?

1.6. Motivation for the Study

Considering how important mining is to South Africa's economy, it is critical to adopt recruitment practices that ensure mining companies remain profitable and sustainable businesses. Companies need not only ensure they employ the most highly skilled and qualified people, but also need to retain these individuals. There is a fundamental need for a study of this nature to be conducted as it has the potential to help RBM and other mining companies to adopt human resource (HR) measures that will help improve the performance of their businesses and to help in achieving future sustainability.

Although there is a wealth of literature written on HR planning and development, there is very little literature on mining companies operating within South Africa. This study stands to add to the existing literature that has been written, with a particular benefit for RBM in implementing a recruitment and selection strategy that will help improve business performance. This will help ensure that business objectives are met which in return will help increase profit margins, grow the business and increase shareholder value. The study will also afford the Minerals Council of South Africa the opportunity to identify challenges and gaps facing the mining industry in terms of skills shortages, development and long-lasting solutions that will address those gaps.

The research could also benefit scholars and other private as well as public organisations that are role players in the mining sector and to propose ways to improve this industry in South Africa. The study will assist in revealing to the country of how key the mining sector is to the growth and development of South Africa which includes offering employment to many people and the creation of infrastructure to mining communities.

Finally, this study could assist management to identify gaps as well as opportunities within the sphere of recruitment and selection and help them in creating and implementing strategies that would offer long term solutions.

1.7. Focus of the Study

The study focuses on HR planning and development and only takes place at RBM due to proximity and accessibility of information given the researcher's relation with the organisation. The study also considered only the participation of permanent employees of RBM since it was easier to access permanent employees compared to contractors. HR planning and development is mainly in relation to the permanent workforce. Focus was also placed on the nature and processes involved within the recruitment and selection of permanent employees and not contract employees. This was important since the study focuses on the long-term, not short-term, benefits of the recruitment and selection processes as permanent employees bring long-term benefits to institutions.

1.8. Limitations

The researcher came across a few challenges during the course of the study. One major challenge was soliciting information. Although the company granted permission to the research to solicit information from employees, there were some departments unwilling to provide certain information, making it difficult for the researcher to base her findings. If the researcher was afforded the opportunity to view certain information, it could have assisted in the production of more rigorous results. Another challenge was that of gaining access to participants. Due to the nature and organisational structure of the business, it became difficult for the researcher collect the required amount of surveys to adequately validate the information. Some of the prospective participants were working shifts and others were mostly based in mining operations not spending much time on computers making it difficult for the researcher to conduct the study.

1.9. Methodology

The study employed the quantitative research methodology. Quantitative research focuses on phenomena that can be observed and measured numerically (Leedy & Ormrod, 2015). It is linked to the positivist approach and "reflects a deterministic philosophy in which causes probably determine effects or outcomes" (Creswell, 2014:17). An advantage of this approach according to (Saunders, Lewis & Thornhill, 2015) is that it is an objective test rather than a subjective one and places significant weight on reliability of findings. The approach was used in this research study to establish the relationship of recruitment methods and selection techniques and the effect they have on business performance with the intention of highlighting

the various opportunities for and constraints on the deployment of these processes (Sekaran & Bougie, 2016).

The population was all the employees of RBM. A sample was drawn from a population of 215 employees. A purposive sample size of 125 employees from different departments and 3 employees from the HR department was chosen from the total of 215 employees. This was to ensure that the sample was representative enough to draw conclusions. The sample unit of the study comprised of permanent employees in leadership roles from the various departments of the organisation and staff from the HRD who specialised in recruitment and selection.

The researcher conducted the study by making use of primary sources of information as well as secondary sources of information. A questionnaire was distributed to the respondents in the collection of primary data. Secondary data was sourced through the use of journals, articles, books and the internet relating to HRM. Various ethical considerations, as detailed in Chapter Three, were also observed as part of an effort to enhance the validity and reliability of the study results. The questionnaires included both open-ended and close-ended questions. The aim of using open-ended questions was that the researcher wanted to elicit data from respondents as to whether they believed the practices of recruitment and selection affected business performance as well as their own performance. The questionnaires were not too long so as to encourage participation.

1.10. Organisation of the study

This paper consists of five chapters. Chapter one introduces what the entire paper will be about. It then goes further to outline the background, the problem statement, the purpose and the motivation for the study. The chapter goes on to discuss the focus of the study and lastly it talks about the organisation of the study.

Chapter two reviews the literature on past studies conducted on selection and recruitment. The chapter goes on further to look at methods, techniques and sources used and advantages as well as disadvantages. Furthermore, it looks at how business performance has a close direct nexus to selection and recruitment.

Chapter three places emphasis on the research methodology used. The methodology includes the research design, population and data collection instruments used.

Chapter four deals with the presentation of data, the results obtained from the survey and its analysis.

The final chapter deals with significant findings by the researcher. The study comes to its conclusion and the researcher puts forth recommendations for those who would like to attempt this line of research in the future.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter examines the literature that is related to the study, with a particular focus on the sources and techniques used in recruitment and selection processes. Furthermore, this chapter explores the concept of business performance and establishes whether recruitment practices together with selection processes in an organisation have an impact on employee productivity. The researcher looks at previous literature to establish whether there is a nexus between the two. The chapter further examines the role of HRM and their role in the recruitment and selection process.

2.2. The Concept of Recruitment and Selection

Selection and recruitment are viewed as some of the most important functions of HRM in any type of organisation. Authors, such as Gamage (2014) and Osemeke (2012), have in recent years conducted studies on recruitment and selection and there seems to be consensus between the two authors that a distinct difference between the two. Recruitment is considered as a process whereby an organisation receives applications for a vacancy posted and generates a pool of suitable candidates (Rees & French, 2010).

2.2.1. Definition of Recruitment

Armstrong (2010) defines recruitment as an exercise conducted by an organisation to obtain suitable and qualified applicants that will be able to satisfy business objectives and through such by using the most minimum costs. Otoo, Assuming and Agyei (2018) state that recruitment is the process where a large pool of qualified individuals are invited for employment. It involves planning for human resource to job design, job description, job analysis, creating awareness among others. Costello (2006) is of the opinion that recruitment is an exercise where an organisation utilises certain methods and processes to obtain qualified individuals in a legal manner who will in the long term serve optimum business interests as well as their own individual interests. Opatha (2010) on the other hand views recruitment as a

method of enticing individuals to apply for vacancies. The set of methods adopted by the company are used to entice those who have the required skills and abilities.

Henry and Temtime (2009) are of the opinion that recruitment is the admission point for all those who wish to enter the organisation and is also regarded as a path that the business must follow to ensure that they have appealed to the right candidates, who fit with the organisational culture and who have the potential to ensure that the strategic goals of the organisation are achieved.

From the above definitions, recruitment clearly involves the advertising of positions in the organisation with the aim to attract qualified and competent candidates and give them an opportunity to apply for these positions within the organisation. Recruitment involves the use of certain techniques that will help identify the pool of candidates.

2.2.2. Definition of Selection

Grobler et al. (2011), states that selection is the stage where, after all applications have been received and reviewed, the best and most suitable candidate is identified and chosen. The selection process involves making a judgment and finding a right fit between the applicant and the job. Selection is the process of identifying, while recruitment can be identified as the practice of enticing those individuals looking for jobs to apply. Selection is also defined by Otoo, Assuming and Agyei (2018) also define selection as the process in which a decision is taken of who will or will not be allowed to join the organisation. Mathis and Jackson (2006) are of the opinion that the process of recruitment should be channeled through preset selection standards such as the profiling of vacancies and person specification upon completion of the recruitment stage. One of the main objectives of selection is to create a link between a candidate's capabilities to the job requirements in an impartial and legal manner according to Robbins et al (2001). Selection is thus regarded as a second step in manpower planning and helps to choose the right candidates which match the skills and job requirement that is needed for that job, Jahan (2018). Selection thus entails the utilisation of different methods and techniques in assessing the received applications and making a choice on which candidate is best fit to take the role, taking into consideration both the business objectives as well as business requirements.

Traditionally, organisations would choose amongst applicants and hope that anyone would take the job. It has never been a problem for companies to get applicants to apply, however, the main concern has always been whether the company is employing the right people. With South Africa's current economic climate where job opportunities are scarce compared to the number of applicants, companies are faced with a huge challenge of having to make selections amongst an extensive number of applicants that are skilled, unskilled and often do not fit the job criteria. Employers therefore need to give due care when embarking on the selection process (Nzukuma & Bassin, 2011). Thus, selection may be regarded as a negative function because it involves the process of rejection. Only those few candidates are selected, and the rest rejected because of their unsuitability (Gamage, 2014). Organisations that choose suitable candidates are likely to see an increase in their productivity (Osemeke, 2012).

It is sometimes difficult for recruiters to go through the selection process without being influenced by certain subjective elements such as their background, beliefs, instincts, and hope that the candidate chosen is the most suitable. These subjective elements must be eliminated as far as possible to ensure validity of the process. There are different methods and techniques that can be used, which are more objective, reduce any chances of the recruiter being seen as biased towards the candidate, and also help in validating the process.

Organisations must be careful of two things: over-recruiting or over-specification and under-recruiting. When over-specifying for a job vacancy, an organisation will run the risk of hiring people who are over-qualified or too experienced for the job. This would result in boredom, and people might leave the job or become disruptive in the long run. Organisations must also be careful not to hire people who cannot do the job. Attracting a pool of highly skilled and qualified candidates becomes critical in an organisation where skill is a key resource, especially in labour-intensive environments. The critical aspect becomes that of adequate quality required to perform the job.

2.3. The Concept of Business Performance

The concept of business performance refers to the level of achievement of the mission within an organisation that builds up an employee's job (Surdek, 2016). In most instances, researchers use the term performance to express the range of measurements of transactional, input and output efficiency (Fakhar, et al., 2012). According to Suar and Khuntia (2010), business

performance does not imply providing definitions to the problem, but rather providing solutions to the problem. Esra, et al. (2011) posit that business performance entails the company's capability to achieve its goals effectively and efficiently using resources. Kreitner and Kinicki (2010) argue that an organisation which realizes its organisational goals and objectives is likely to see in an increase in business performance. They further suggest that organisational success yields high return on equity, but this is only realized where the organisation has a sound recruitment strategy as well found selection techniques. According to Khashman and Al-Ryalat (2015) business performance is the organization's ability to achieve its objective using the resources in an efficient and effective manner. They go on further to state that there is no single measure for business performance and identify three aspects which are financial performance, operational performance and organisational effectiveness, when combined are categorised as business performance. Lastly they state that business performance is where an organisation shows the ability to meet stakeholder needs while maintaining their own survival and continuity. This is supported by a study conducted by Chummun and Bisschoff (2017) where the focus was how business success is measured in the insurance industry. It was shown that business success. They state that business success is not only focused on profits but other factors as well which supports the statement above that there is no single measure for business performance of business success.

The concept of business performance and its significance to selection and recruitment processes is stressed by Esra, et al. (2011) who argue that an organisation is like a human being. It is capable of making decisions and does what it thinks is right. In addition, it has its own legal weaknesses, moral limitations, and creates and implements its own rules and beliefs.

Several authors have discussed the importance of recruitment and selection practices influence employee performance (Suar & Khuntia, 2010; Kreitner & Kinicki, 2010). In a study conducted by Berkhout and Rowlands (2007) on personal and organisational values among workers of companies specializing in alternative energy sources (solar electricity, wind electricity and small hydro-electrical plants), it was found that those companies that focused on recruitment and selection practices tended to be significantly more successful in their work because workers had a higher level of job satisfaction. In another study conducted by Kaye and Jordan-Evans (2009), some employees were found to even perceive the importance of a good match between personal and organisational values to be more vital than the income they earned. Thus, business

performance is one of the most valuable variables in the management research and undoubtedly the most vital indicator of business success.

According to Liviu (2016), an organization is a group of people working together with the aim to achieve a common set of goals. An organization can be viewed as a system composing of a set of integrated subsystems aiming to achieve business efficiency and efficacy. And like any other system, an organisation uses inputs that are subject to a process of transformation to obtain outputs. According to Armstrong (2010), business performance can be defined as a planned and cohesive method that aims to deliver continuous realization for an organization by developing team capabilities and individual contributors as well as cultivating employee performance.

Recruitment and selection are core and fundamental activities that are functions falling within the HRM sphere and are an important drive impacting most critically on the overall performance of an organisation. Alaraqi (2017) supports this notion and states that HR has been identified as one of the most important factors for organisational success. Although HR is regarded as an important component of competitive advantage, employees are the most difficult asset to manage. To be a high-performance organization, HRM should possess the ability to help the company to identify the right people and place them in the suitable roles (Armstrong, 2010).

Vyas (2011) believes companies are moving towards recruitment and selection methods that require less effort and less time. Other authors however, such as the likes of Summers and Ferris et al. (2011) opine that processes of recruitment should translate to competitive advantage of an organisation. Sihna and Thaly (2013), state that the utilization and implementation of comprehensive objective systems in recruitment and selection aids organisations to expand because they help in matching the right people for the job. Furthermore, organisations are now able to choose from a variety of sources from which they can turn to for effective recruitment.

Therefore, poor recruitment has a negative impact in an organisation thus limiting an organisation from achieving its set of objectives. Therefore, recruitment needs be placed as a core activity of any organisation. Proper recruitment methods and appropriate selection techniques have a significant part to play in improving employee performance in alignment with the organisation's results. The selection of key employees not only occurs to replace those who are departing but also acts as an addition to the workforce currently existing. Rather, in

all probability, it aims to place workers who are competent, well rounded and demonstrate a sense of responsibility. Where an organisation can attain and retain employees who have the knowledge, skills and aptitude, the company avoids costs associated with staff turnover, poor work performance and unsatisfied clients. The result of an effective recruitment process is that it creates a mutually beneficial relationship and committed partnership between both the employer and employee.

According to Saddam (2015) performance is an indication of efficiency and efficacy for organisations through which a company provides services and products. He goes on further to argue that employee productivity is used to measure business efficiency. Researchers such as Trehan and Setia (2014) used various variables to investigate the link between operational measures and business performance. These measures included labour productivity, product quality and customer satisfaction.

2.3.1 Linking Recruitment and Selection to Business Performance

There are very few studies that have been conducted on how HRM can be linked to business performance. Those available have established the relationship between recruitment and business performance. A study which was conducted by Alansaari, Yusoff and Ismail (2019) that aimed at exploring the relationship between the company's recruitment processes, employee commitment and its supply chain performance used a structural equation modelling using AMOS to analyse the data, revealed that there is a positive and significant relationship between a company's performance, the recruitment process and employee commitment. Other authors in the likes of Pahos and Galanaki (2019) also support this theory. Research by other authors such as Gamage (2014) has indicated the significant and positive relationship between business performance and recruitment and selection. In agreement with Gamage (2014) are other authors such as Husein (2012) and Ekwoaba et al. (2012).

Research that was previously carried out by Bartel (1994) discovered that extensive efforts afforded to HRM for recruitment and selection improved immensely on business productivity. Extensive research conducted also found the relationship between HRM outcomes and product quality, such as that by Chuang and Liao (2010), who found that HR practices that improve employees' capabilities are linked with better service performance. HR policies and procedures

of a company play an important aspect in shaping employee behaviour and attitude. When policies are accurately designed, they assist in the induction of the right candidates who match the job requirements. The premise is that when the most suitable candidate is inducted, productivity is likely to increase. This statement is supported by Osemeke (2012), Rauf (2007), and Ichiniowski, Shaw and Prennushi (1999).

These results indicate that organisations wishing to improve productivity and employee performance should give attention in enhancing trust, commitment and cooperation amongst its employees. Hajer and Yusof (2013) highlight that companies are facing many challenges relating to increasing business performance, which is largely caused by ineffective HRM practices and planning. These authors are of the view that there is dire need for companies to strategize on the current practices and find ways to increase worker performance.

Other authors with the like of Montana and Charnov (2000) are of the opinion that recruitment as well as selection entails detailed and outlined process. This includes enticing candidates through the use of advertising mediums such as newspapers and internet. Thereafter, assessments and other forms of tests are conducted with the aim of screening prospective applicants, followed by selecting those applicants based on the outcomes achieved from assessments and tests, and employing those individuals based on their outcomes. Lastly, the process involves the on-boarding of successful candidates based on the results achieved with the main objective being to fulfil their new roles both effectively and efficiently. According to Huselid (1995), recruitment techniques have the ability to offer a large pool of competent individuals. When pairing these techniques with valid selection methods they are able to help the organisation to identify those individuals with requisite skills and talent fit for the job. In other words, the HR procedures and strategies of an organisation are critical factors that shape how workers think and how they perform.

For Gamage (2014), selection techniques will in most cases help an organisation to decide who does and does not get hired. More so, if they are well designed they help the company to determine who is hired; if properly designed, they will pinpoint those applicants who are most fit and helps in matching those individuals to the job. When the most suitable candidates get chosen for the job production is more than like to increase. Matimbwa, Ayuki and Ndekwa (2018), in his research sought to determine the influence of recruitment and selection criteria, which included education, work experience and job skills, and what influence they had on employees' performance. In his findings, it was established that work related experience,

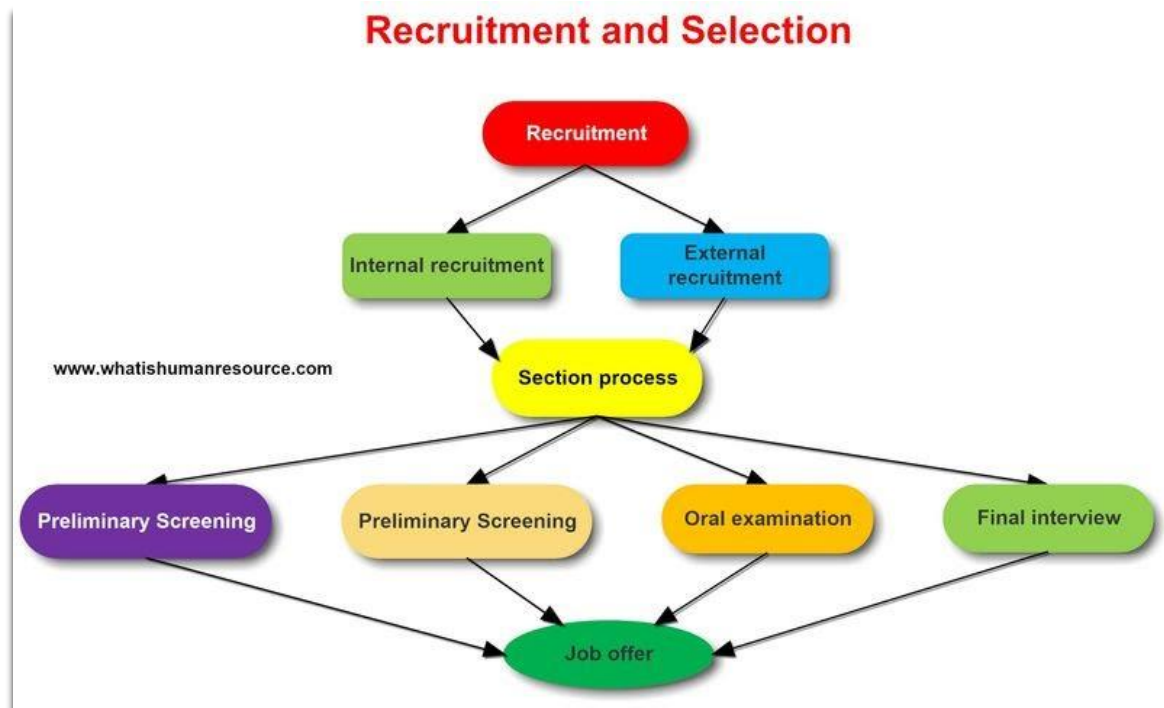
experience and skills has a significant positive link to employee performance. Terpstra and Rozell (1993) conducted a study which revealed that there is a positive link between recruitment and selection. Likewise, Rauf (2007) discovered that the performance of an organisation and the selection procedures used by the organisation are positively linked.

2.4. The Recruitment and Selection Process: An Overview

Having the right kind of folks in the right place at the right time performing the right job is a crucial component of the recruitment and selection practices that have the ability create an impact in the performance of the organisation (Saviour, 2016). Past studies show that some recruitment techniques are more effective than others relative to the worth of candidates employed. The recruitment and selection processes often involve a series of steps some of which are more effective than others. The steps adopted by organisations differ from company to company or from job to job.

It is not uncommon for recruitment and selection decisions to be taken by line leaders who are not specialists in the sphere of HRM, and HR specialists together with HR leaders offering a support and advisory function to such line leaders. Over the past years, recruitment and selection has become a very topical area because organisations have recognized that employees are an important source of competitive advantage. It has become of more interest for companies to adopt selection techniques that are valid, reliable and fair due because employees are now regarded as a huge asset in the organisational sphere. Recruitment and selection comprise many activities within the process which normally begins with sourcing a pool of candidates and ends with candidate selection. The figure below outlines the full cycle of the recruitment and selection process used by most HR specialists.

Figure 2.1: Recruitment and Selection Process



[www.whatishumanresource.com] accessed 05 March 2019

Source: internet source 1

2.5. The Recruitment Process

The HRD is usually the department tasked with managing the process of new recruits and they do so as and when positions become vacant. The HR recruiter's role is to build a supply of potential recruits that an organisation can draw from when there is a vacancy (Al-Dulaimy, 2015). When the organization takes a decision of filling a vacancy, the first task to be conducted by HRM, which is the first step in the recruitment process, is to outline an in-depth job analysis (Djabatey, 2012). Sometimes this task takes place during the HR planning stage. A job analysis provides and outlines the job requirements to an applicant and also gives an indication of where that particular job fits into the business setting.

According to Miyake (2002), even though it is common practice to advertise job vacancies, organisations sometimes recruit by getting referrals from employees within the organisation. This method of recruitment, besides being cost-effective, has shown that employees recruited by word of mouth are likely to stay longer and less likely to be fired (low involuntary turnover).

Employees who were recommended got into their roles with a clear understanding of what the job entailed and what was required of them in their new respective roles. Five studies reviewed by Miyake (2002) found that the average staff turnover of applicants recruited by advertising were 51 percent compared to 30 percent of turnover for those applicants recommended through word of mouth. The suggested hypothesis to support these finding is known as the “better information” theory. The findings revealed that individuals who were recommended for the role had a clearer idea of what the job entailed than those who applied through other means such as newspapers and internet; such candidates are better placed to evaluate their own suitability.

Companies can use to various sources to find applicants. Such sources help recruiters to predict how successful a candidate would be in the position. The success and failure of some recruitment processes are sometimes due to the methods used by organisations. Cook (2005) states that recruitment and selection can be complex and demanding processes primarily because the organisation is always aiming to retain employees for as long as possible. Decision makers are therefore required to make decisions that will impact the business in the long-term, with such decisions being made in a short space of time, usually ranging from one hour to three days, and taking such decisions based on the information provided.

The recruitment methods comprise of, but are not limited to, employment agencies, advertising, employee referrals, social media, e-recruitment, transfers, intranets and job portals. To deliver on the overall recruitment strategy, companies now use a combination of two or more of these recruitment methodologies (Sihna & Thaly, 2013). As to which recruitment methods the company decides to use depends on a variety of factors including the recruitment strategy, recruitment budget, job position, the recruitment team as well as the company brand. Companies should ideally use them all and establish, in the long run, which method fits best. All recruitment methods have benefits, limitations and work better for certain organisations compared to others. It is therefore key that companies embark on an exercise of gathering actual recruitment metrics in order to ascertain what metrics work best for a company given different circumstances. When the organisation has its recruitment metrics solution in place it must then use the recruitment techniques that are best fit, without neglecting to monitor and assess these as such techniques can become less effective over time (Ekwoaba, Ikeije & Ufoma, 2015).

In his research, Burack (1985) appraises the existence of a nexus between recruitment practices and employee performance and turnover and argues that there does exist a link between the

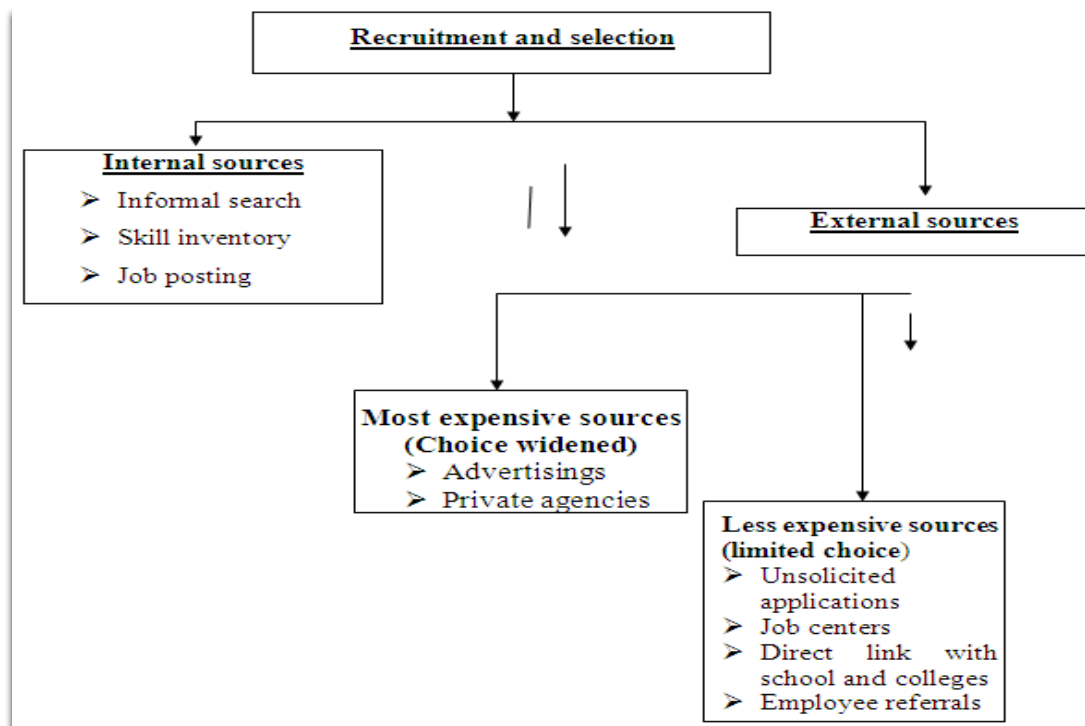
two. When respondents were asked to rate how effective nine recruitment methods were in yielding high-quality, high-performing employees in a study of 201 large US companies, the top three ranked in hierarchical order were employee referrals, university graduate recruitment and executive search companies. Burack (1985), however, warns that although the findings are valuable companies must however, conduct an investigation on the quality of employees yielded by different sources.

Different forms of tools are used in the recruitment process; Gregory (2004) identified a number of tools that are mostly used which are:

1. Questionnaires
2. Assessment centres
3. In-basket assessments
4. Mental reasoning tests
5. Character tests
6. Integrity tests
7. Testing by work sample
8. Situational tests
9. Interviews

There are two recruitment methods that organisations can adopt in the process. These can be internal or external recruitment. The type of instruments used in the organisation will depend on various factors which are determined by business needs. Organisations should therefore determine and measure which instruments are likely to yield positive results in enabling them to identify those candidates needed by the organisation. Instruments may change from time to time as well.

Figure 2.2: Recruitment and Selection



[www.talenthunt.com] accessed 05 March 2019

Source: internet source 2

2.5.1. Internal Recruitment

Internal recruitment is when an organisation recruits people who are already employees on the company's payroll. It is always best to consider the current employees of the organisation when vacancies occur because it offers various advantages (Azadeh et al., 2015), such as that the company already has a relationship with the candidate and the employee is familiar with how the organisation operates, its organisational culture and business objectives. In small companies, the recruiter will usually know the employee's capabilities because they would have been involved in monitoring and measuring the individual's performance over the years. An element of trust already exists between the employer and the business; the business is not creating new relationships, rather working on maintaining relationships with existing employees. Armstrong (2010) believes that internal recruits should be considered before

external recruits even though some organisations believe otherwise and maintain that recruitment should be afforded equally to both internal and external applicants.

Employees are generally looking for opportunities for growth within the organisation. If employees feel they cannot advance their careers, they are likely to leave and seek opportunities elsewhere (Cokins, 2009). Staying in one position can also lead to stress and boredom for employees, which will affect their performance and productivity. Recruiting internally gives employees opportunities to grow, which helps boost morale and consequently reduces staff turnover. Internal recruitment is also cheaper and faster (Cottrell, 2012) as the company does not have to spend time and money training internal employees who are already familiar with the organisation's operational methodology.

On the other hand, internal recruitment also has its disadvantages as it narrows the talent pool from which to draw suitable candidates (Azadeh et al., 2015). The organisation might also be missing out on new ideas from external candidates because the current workforce may think alike and possibly lack motivation and innovation. There might be better candidates externally who possess more knowledge, experience and qualifications than internal candidates, so recruiting internally limits the chances of getting these types of people.

2.5.1.1. Internal Sources of Recruitment

Internal sources of recruitment are used when the company is seeking to find a suitable candidate within the organisation (Azadeh et al., 2015). Employees are usually informed through internal advertisements such as the use of intranets, company newsletters, notice boards and other forms of internal communication platforms available to the organisation.

2.5.1.2. Transfers

When a person is moved from their present job to another similar type of job, it is regarded as a transfer or a unilateral move. In this respect, there is no change in ranking, pay and responsibility. Lastly, transfers do not have an impact on the staff numbers; the work population remains unchanged. Keshav (2013) believes that sections which are over-staffed with employees have an opportunity to transfer those individuals who are well qualified to other sections of the business.

2.5.1.3. Promotions

When a person is moved to a higher-ranking position it is a promotion, which usually comes with more responsibilities and a higher salary. As with a transfer, promotions do not increase or decrease the number of people within the organisation. When the person moves to the higher position their position becomes vacant. Promotions are always a great incentive to motivate employees to perform better.

2.5.1.4. Referrals

Many organisations have adopted the concept of referrals. These are individuals within the business who are recommended by other employees. This is usually done by line managers because they know the capabilities of those individuals and they understand job requirements making them better equipped to see future potential.

2.5.1.5. Job Posting

When the organisation invites all employees to apply for vacant positions within, it is referred to as job posting. This method affords all employees an equal opportunity to be selected. Job posting has become an adopted practice worldwide likely because of its cost effectiveness as compared to other methods.

2.5.1.6. Job Bidding

Job bidding is the process where an organisation advertises a post internally and invites applicants within the business to apply. These employees would be required to compete for the job. Sometimes an employer would request that the applicants bid for the salary and those bids will be used to assess who moves to the next stage. This method is used because companies face a major challenge when, for example, a management position is vacant and there are several people with the same level of experience, qualifications and skills interested in the job thus making it difficult for the recruiter to choose. Job bidding alleviates this problem for the recruiter. The advantage with job bidding is that the employees are already familiar with the organisation, its culture, structure and other information which puts them in a better position to be selected for the position.

2.5.2. External Recruitment

External recruitment is when the company sources potential candidates outside of the organisation. This may include various candidates both employed and unemployed. An organisation must assess on what type of jobs to fill using external methods of recruitment. Some organisations may find it difficult to employ internally because there is no one who possesses the requisite skills, experience and qualifications. This then leads companies to seek candidates externally. Specialised and executive positions are often difficult positions to fill internally.

Recruiting externally brings some advantages. The company may therefore need people who can bring a new perspective in the industry in order to boost its competitive edge. Fresh talent sometimes motivates old employees to achieve better and produce more because they view new people as competition. The other big advantage of external recruitment is that there becomes an unlimited supply and geographies of candidates to choose from.

One of the challenges of external recruitment is the need by new recruits to adapt to the organisation's culture, which can be difficult at first. Secondly, external recruitment may be viewed by the current workforce as exclusionary. Lastly, external recruitment may lead employees to leave the company because they may realise that there are no opportunities to grow their careers within the organisation.

The different methods of external sources are discussed below.

2.5.2.1. Advertising

This is the most common method used to gain applications externally. Different forms of advertising can be used, such as electronic print and forms of media which help access a larger pool. Although advertising is one of the most expensive sources, it is effective in attracting a wider pool compared to internal recruitment methods. It is also a challenging exercise to screen external applicants compared to screening internal applicants. The company relies on the information provided and must make a decision based on it alone.

2.5.2.2. Electronic Recruitment

Another method used to source external applicants is using online recruitment on the company's website. Electronic recruiting involves the process of attracting, screening, selecting and job offering of suitable candidates. Hiring applicants through electronic recruitment is a cost-effective exercise for a company. Authors such as Redman and Wilkinson (2006) are of the opinion that recruiting by way of internet creates opportunities for companies to have a wide range of pre-selection tools to choose from which in turn helps improve the likelihood of matching the job to the applicant.

2.5.2.3. Employee Referrals

Some organisations identify suitable candidates through employee referrals, which is when employees of the organisation recommend prospective candidates outside of the organisation. If the candidate ends up being hired, the employee receives some form of cash compensation. The appointed candidate is hired based on someone's recommendation and some organisations, depending on the skill required, are sometimes highly reliant on employee referrals. The mode of sourcing is both time- and cost-effective.

2.5.2.4. Employment Agencies

Employment agencies are private companies that assist organisations to identify potential employees who have the requisite skills, experience and qualifications needed for the vacancy. These companies charge a fee from either the employer or the candidate should they be hired for the job. Employment agencies do various things such as screening, interviewing and selecting the most suitable candidates. Some agencies only recommend candidates they believe to be the most suitable and the organisation must conduct further interviews to establish the candidate's suitability and compatibility in addition to the recommendations given. Using employment agencies in South Africa has been a contentious issue over the past few years with labour unions complaining of the abuse of contract employees. The major advantage of using the services of employment agencies is that the recruitment process is faster and efficient, while the disadvantage is the cost involved.

2.5.2.5. Educational Institutions

Some organisations source applicants by going to educational institutions, such as universities and technical colleges, where recruiting officers will meet with the faculties and persons responsible for student placements, who will recommend suitable candidates, usually those in their final year of studying or postgraduates. Recruiters might also attend career days and fairs usually held in educational institutions where they meet potential candidates. This is an opportunity for interested candidates to ask questions about the company and to showcase their talent to potential future employers. Other organisations might also send company representatives to attend conventions in order to identify candidates that might be needed by the organisation.

2.6. The Selection Process

Kamran, Dawood and Hilal (2015) posit that selection activities typically follow a standard pattern, which begins with interviews and concludes with deciding on whom to employ. Oforiri and Aryeetey (2011) argue by stating that selection is the practice whereby methods and techniques are used to identify and select from a huge number of applicants those best suited for the job. Thus, the end game of recruitment and selection within any organisation should be to employ people who have the right level of quality to fulfill business goals.

In any organization, it is important that managers have a clear understanding what objectives, policies and methods are used in the selection process when attempting hiring candidates. Relatedly, it is critical that persons who are involved in the selection process have the requisite skills, knowledge and data upon which to make these effectively. This is supported by Robbins (2005), who observed that the effective policies and practices of selection adopted in an organisation play an important factor in positively shaping employee behaviour and attitude.

Organisations must exercise utmost care when choosing employees, especially those that at managerial levels (Noe et al., 2008) as these decisions have a great impact on an organisation's ability to stay competitive. Therefore, these decisions are so important that the process cannot be left to untrained recruiters. An ineffective selection process can result in financial loss for the organisation and may lead to legal action being taken because of the company's inability to adequately discharge of their responsibilities.

2.7. Methods of Selection

A company need not only limit itself to one method of selection and combining the different methods might lead to better results. The common selection methods used by organisations are discussed below.

2.7.1. Screening

After the recruitment process has been completed, the next step is shortlisting the applications received. This can be regarded as the process of elimination. HR will determine whether the applications received match the job requirements as advertised. Those who do not meet the requirements should be disregarded. Recruiters must take due care not to discriminate against those who show future potential.

2.7.2. Selection Tests

Some organisations use selection tests as a selection method especially in cases where many candidates are required at one time. In this case, information pertaining to previous experience is used to predict whether candidates will be able to perform the job. Examples of selection tests include intelligence, aptitude tests and personality tests. An intelligence test is used to measure a person's intelligence levels; this is the only reliable method available to test this.

The aptitude test is more relevant to trades that require measurable skills and talent. A behavior test is helpful in identifying whether the person has particular characteristics that fit the job, which is usually the case with sales or customer service positions where personality is key. At the interview stage all results should be evaluated and compared to deduce which candidate is most suitable.

2.7.3. References and Background Checks

Nearly all organisations will conduct background checks on applicants before an interview is done. Selection entails a process where applications received are scrutinized, short-listed and prospective employees who possess characteristics matching the job profile are interviewed and a decision is taken on which candidate is mostly suited for the job. The process is finalised through offer and acceptance where the parties have negotiated the terms of employment.

2.8. The Recruitment, Selection and Organisational Performance Nexus

Khan (2010) believes that much effort must be dedicated to recruitment and selection practices because when poor recruitment decisions are made, they negatively impact on business performance. Effective recruitment and selection can result in several positive outcomes for an organisation. Firstly, it leads to improved organisational outcomes, which means these processes can influence bottom-line business results. Hall and Torrington (1998) are therefore of the opinion that money is well-spent when an organisation improves their selection systems to the extent that they are able to provide comprehensive information for the recruiter to base their decision on. Secondly, a company that has effective recruitment and selection processes will usually breed satisfied employees. This is because the process can identify those people who are most aligned to the organisation, share the same values, and are less likely to leave the company.

HRM has a fundamental role to fulfil when it comes to employee performance and meeting organisational outcomes (Ballantyne, 2009). HR managers should not only aim to fill vacant positions within the organisation by recruiting new employees, but additionally they should aim to employ people who can demonstrate that they can perform the job better than others (Meyer et al., 2010). Effective recruitment and selection processes are those able to identify people who have the requisite skills, knowledge, personal traits and aptitudes, and can make accurate predictions on people's future abilities to improve business performance. Effective recruitment can save the company money associated with unhappy customers, staff turnover and poor performance (Jackson & Schuler 2006).

Pilbeam and Corbridge (2006) are of the view that having a well-planned selection and recruitment business strategy is important for the existence of an organisation and there are very compelling reasons why HRM must always get it right the first time because failure here will reduce organisational effectiveness. If a company uses inappropriate selection methods, it runs the risk of suffering long-term costs. The job of an HR manager should not stop once the person is employed; rather, it should be ongoing in developing and training people regularly to increase employee performance and sustain the company (Ballantyne, 2009).

Employment of individuals with desirable qualities often results in an organisation building a satisfied workforce. Saddam (2015) interprets inspired and competent employees as an essential attribute for the accomplishment of an organization. This is substantiated by

Kokemuller (2019), who asserts that retaining employees and a positive workplace morale eventually influences superior productivity and profits.

An inspired workforce creates countless advantages to the company. Satisfied employees stimulate the production of greater quality goods and services, thus designing an excellent recipe for customer satisfaction. This is supported by (Gebauer et al., 2011) who insist that an enduring and sustainable competitive advantage is accomplished as a result of good customer service which triggers customer satisfaction. The assumption is therefore that a sound recruitment process that offers a comfortable remuneration package, benefits and good work conditions, is bound to yield motivated employees who are motivated to excel in their performance thus benefitting the employer and the business in the long term.

While the recruitment and on-boarding process may seem to be a financially cumbersome and laborious exercise, it is important to note that it may become even more expensive when a company is “trapped” with an employee who is unable to perform and contribute to the organisation. It is therefore highly imperative that when recruitment is done, the company invests in well-resourced and experienced recruiters who will ensure the company benefits from the incumbents recruited. Unfortunately, failure to do so may result in the employment of unfit incumbents, which will compromise the company’s quality output.

2.9. Summary

The current chapter reviewed the literature that is related to the study. The literature indicated that for organisational performance to be realised, there is a significant need for the right people to be identified, assessed and recruited for the right jobs. Failure to do this will undermine and frustrate the goals and objectives of the organisation. Evidence has also shown a direct positive nexus between business performance and selection and recruitment. (Gamage, 2014). Thus, it is concluded that recruitment and selection processes remain the cornerstone of business success.

The next chapter presents the research methodology chosen in conducting the study

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The section discusses and explains the research methodology used in conducting the study. The chapter justifies the rationale behind choosing the method as outlined in Chapter One. It discusses the research design that was adopted and the strategies which were used to conduct this study. The chapter goes on further to discuss the research instruments used by the researcher, explains how data was analyzed, discusses how the data is validated, outlines the limitations, and discusses the ethical commitments made in the study. The objective of the study is to assess recruitment as well as selection processes of the company and to evaluate the impact they have on business performance and what other methods can be used to gain a more positive impact to meet business needs.

3.2. Aim of the Study

The aim of this paper was to get to know and understand of the recruitment and selection techniques utilised by RBM, and how these techniques have an influence on business performance. In addition, the study sought to examine how these processes assisted organisations in achieving their own business objectives. Using RBM, a mining company in the KwaZulu-Natal Province as a case study, this study investigates recruitment and selection processes of businesses with the intention of observing impact on performance. Furthermore, the study assesses whether the current recruitment and selection processes of the company are effective.

3.3. Research Design and Methods

Research design refers to the various techniques and logistics employed by researchers to establish the nature of the problem to be studied, how data should be collected in the study and how such data should be interpreted (Marshall & Rossman, 2011). The types of research design include exploratory, descriptive explanatory, correlational and causal experimental. In the current study, both descriptive and exploratory designs underpinned by surveys were used to

achieve the objectives of the study. The major aim was to explore the current recruitment and selection processes used by RBM to draw out the causal relationship between the two variables and to evaluate whether these processes had an overall impact on how employees perform and whether they meet business goals.

Descriptive research design afforded the researcher the opportunity to observe and provide explanations to the company's recruitment and selection processes (Babbie, 2013). Considering the quantitative needs of the research problem and questions as outlined in Chapter One, the descriptive design option was considered most suitable for the study.

Regarding the research method, the study used a quantitative approach, which, according to Leedy and Ormrod (2015), is one that provides explanations and predictions that will generate more avenues of investigation to other researchers. According to these authors, the "intent is to establish, confirm, or validate relationships and to develop generalizations that contribute to theory" (2015:102). Quantitative research begins with identifying a problem or a gap which leads to the formulation of a theory, which is then followed by reviewing past literature conducted by other researchers and ends with statistical data analysis and interpretation. Creswell (2014:18) argues that the approach "employs strategies of inquiry such as experimental and surveys, and collects data on predetermined instruments that yield statistical data". The quantitative approach gathers data that can be reducible to numbers during interpretation so that the results can be used to support or reject "alternate knowledge claims" (Creswell, 2014:153).

The quantitative research method was used for this research to measure the impact of recruitment and selection processes of the company. The approach was also used for the following reasons:

- The respondents that took part in the research study were easy to identify, known to the researcher and were in a position to provide meaningful information.
- The findings would assist the organisation to fulfil its mission and vision.
- Conducting a quantitative study would provide numerical information which would help leaders in recognizing the salient areas which require urgent attention.

Quantitative research examines the relationship among variables. Variables can be measured so that they can be analysed using statistical procedures or methods (Creswell, 2014). Quantitative research can be carried out with positive attitude and generalisation of results

(Sekaran & Bougie, 2014), and using this approach is to assign numerical and statistical information to emotions as well as feelings.

3.4. Research Paradigm

The quantitative research approach is predicated on the positivist paradigm. A paradigm is a point of reference (Chowdhury, 2014) held by researchers of similar interests regarding how the data for certain topics should be collected, analysed and interpreted. It is the set of assumptions and people's views of how things work. The positivist paradigm is based on the views of August Comte, and it seeks to establish facts which are gathered by directly observing and measuring the gathered results empirically using statistical methods (Saunders et al., 2016). It "reflects a deterministic philosophy in which causes probably determine effects or outcomes" (Creswell, 2014:77). Easterby-Smith et al. (2012:7) posit that positivists "pursue causality and fundamental laws. At the ontological level, positivists assume that knowledge is objective and that it can be quantified". Some scholars, however, question the relevance of this paradigm for social science research (Babbie, 2013). Understanding positivism as a theoretical framework was important since it was the researcher's conviction that business studies can be considered a social science.

3.5. Organisational Profile

RBM is the economic centre of the King Cetshwayo District Municipality. The district comprises six local municipalities, namely uMhlathuze, Mbonambi, Mthonjaneni, Nkadla, Ntambanana and uMlalazi. RBM was established on 1 April 1973 in the KwaZulu-Natal Province, South Africa (see Figure 3.1). RBM became a subsidiary of one of the biggest and successful international major companies; it is a world leader in heavy mineral sands extraction and refining and is the world's largest minerals sand producer and beneficiation company. RBM is situated in Richards Bay which has one of the largest harbours in the country. It contributes fifty percent of the province's mining sector by value of production and represents three point three percent (3.3%) of the country's mining sector yield. The Richards Bay area has some of the country's largest manufacturing companies situate in the area and hosts five smelter operations including RBM. Production that takes place in this area contributes seventy-three-point five percent (73.5%) of overall gross geographical product of KwaZulu-Natal and five point five percent (5.5%) of the aggregate formal employment.

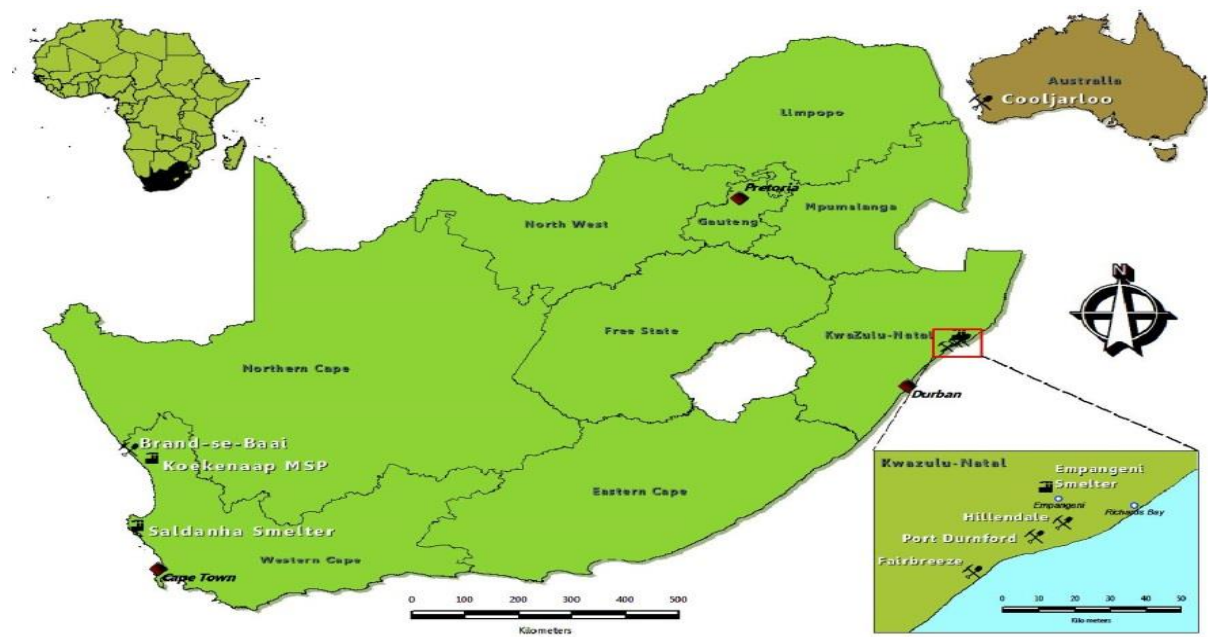


Figure 3.1: Location of the Study Area

Source: United States Securities Exchange Report

The district has developed significantly over the past few decades. The area has seen an increase in industrial infrastructure which includes the building of tar roads in rural areas, water pipelines, installation of electricity lines on the deeper outskirts of the district away from urban Richards Bay, railway lines as many other forms of infrastructure. While the bigger part of the area has been developed, other areas in the district are still characterised by moderately low levels of growth and development, and around eighty percent (80%) of the population live in rural areas. The company's lease areas fall within the local uMfolozi and uMhlathuze municipalities. Operations began with the Tisand mineral lease in the KwaMbonambi area. In the late 1980's, operations expanded to the KwaSokhulu area with the Zulti North mineral lease.

3.6. Population and sample of the study

The population of the study was defined as all employees of RBM (Creswell, 2014), made up specifically by leaders within the business and broken down in supervisors, superintendents, managers and general managers of the different departments as well as staff from HR. The total study population was 215 employees.

3.7. Sampling method

According to Babbie (2013), sampling is a research process that allows researchers to select a portion of units (or) people from the larger collection (population) in order to meet the requirements of their study. It is not always possible for the researcher to study the whole population. This is only possible where the population is very small, for example, as was the case in this study. However, where the population is larger, the researcher may be unable to include all units for several reasons including time and budget challenges (Sekaran & Bougie, 2014). It is for these reasons that the researcher settled for a purposive sample size of 125 employees from other departments and 3 employees from the HR department. Thus, a total of 215 participants took part in the study and 128 of responses were received. The researcher wanted the sample to be representative enough in order to draw findings.

There are two main types of sampling in research studies namely probability and non-probability sampling. Probability sampling is the process of selection which aims to ensure that all elements of the target population have an equal opportunity of being selected for a sample (Babbie, 2013). Non-probability sampling is the opposite of probability sampling. It is a form of sampling that is not random; it can be subjective as well as purposive. The researcher gets to decide on his/her sample based on his/her requirements of the study (Saunders et al., 2016). The non-probability types methods include convenience, quota, purposive, snowball and maximum variation. In this study, purposive sampling was used to include only relevant participants.

The total breakdown of the population and sample size is reported in **Table 3.1** as shown below:

Population type	Number	Sample	% of population
Junior Management	115	57	53.5
Middle Management	60	60	27.9
Senior Management	36	8	16.7
Human Resources	4	3	1.9
Total	215	128	100

Table 3.1: Target population and sample of respondents

3.8. Research Instrument

The researcher made use of questionnaires as the data collection instrument. A questionnaire is a set of fixed-format, self-report items completed by interviewees at their own times and often without supervision or administered by the researcher (Babbie, 2013). According to Creswell (2014), this instrument is used to gather facts and opinions about a phenomenon from people who are informed on the issue. The question items are usually close-ended. The use of questionnaires has many advantages including that answers from closed-ended questions are easy to analyse, cost-effective and able to collect larger amounts of quantitative data requiring less human effort compared to other research instruments. Furthermore, the questionnaires encourage frankness from the participants and finally they are a convenient mechanism of collecting data. Questions can either be administered manually, be sent through emails or distributed by post.

The researcher formulated two questionnaires to assist them in the collection of data. The first questionnaire was for employees of the organisation while the other questionnaire was directed to the HRD. The reason for choosing two sets of questionnaires was due to the following:

- Leaders, in their different levels, were identifiable and could provide significant information towards the study.
- There are certain processes that the recruiter would be involved in that employees would not have knowledge of and because recruitment is their area of speciality, therefore are able to provide in-depth information on issues relating to recruitment.
- The research objectives were able to profile the respondents using numeric basis such as age, gender, years of experience and job level.
- The use of self-administered questionnaires allowed the researcher to access a sample that would normally be inaccessible considering the time constraints of the study.
- The research approach undertaken aimed to link numerical data to both leaders' and the HRDs' beliefs and attitudes regarding the execution of the organisation's employment strategy and its impact on the performance of the business.

3.9. Questionnaire Construction

All the questionnaires had an introductory text that gave an explanation on what the study was about and what roles they were expected to fulfil. The first questionnaire, attached as **Appendix**

1 comprised a total of 26 questions which covered demographic profiles and various issues directly related to the study. Participants were required to choose a response from those presented. Thus, the questions were mostly close-ended in design. In cases where participants were expected to provide more details, space was provided in which participants could elaborate through writing down their views.

The second questionnaire, attached as **Appendix 2** comprised of a total of 36 questions. It also comprised of close-ended and semi-close-ended questions in which participants were provided with enough space to elaborate their views. The questions were grouped per objective, which allowed for the testing of reliability and consistency.

Questionnaires had some introductory text which explained to prospective participants the nature of the study and what they were expected to do. Both sets of questionnaires began with biographical information and ended with questions which required more thinking from the respondents. The researcher also ensured that the questions asked were not ambiguous, were simple and easy to understand and were well formulated in order to ensure their validity and reliability. A deadline was set for the completion of the questionnaires.

3.10. Administration of Instruments

The researcher distributed the questionnaires to prospective participants to complete through the company's internal email system. The email distribution list easily identifies the employee's role and level within the organisation, which made it easy to administer the questionnaires. The biggest disadvantage of this method is the low response rate that is usually experienced. Rowley (2014) goes on further to state that a 20 percent rate of response is regarded as sufficient.

3.11. Data Analysis

Data from the participants was first entered in each questionnaire by the participants themselves. The questionnaires were coded after completion of the data collection exercise. An exercise of cross-checking took place in the field as a quality check of the data received. Data was thereafter captured in a MS Excel spreadsheet and fed into the computer-based programme titled Statistical Package for Social Sciences (version 25) which is used for analyzing data as

well as interpreting and generating results. The descriptive data focused on simple statistical interpretation and analysis using frequencies and percentages. This made it easier to detect and observe patterns that emerged in the data. Data was summarised using Tables and Figures as detailed in Chapter Four.

3.12. Reliability

Babbie (2013) posits that reliability relates to the consistency that is achieved by a research instrument when it is used in different studies. An instrument that is considered reliable is one that produces analogous results every time. In the current study, reliability was estimated by use of the Cronbach's alpha coefficient. Measures of reliability are found in various literatures according to Marr-Lyon et al. (2013) and these include the generalizability theory, half-split techniques, factor analysis, item-response theory and the Cronbach alpha coefficient.

Bryman (2014) promotes the Cronbach alpha coefficient as the most reliable measure of internal consistency. A similar view is shared by Babbie (2013) who advocates the use of Cronbach alpha to report internal consistency when using a Likert type scale. Flick (2014) describes Cronbach's alpha as the accurate estimation of reliability, and is defined by Flick (2014) as a number between 0 and 1 covering the different acceptability ranges as reported in **Table 3.2.**

Table 3.2: Cronbach Acceptable Ranges

Alpha > 0.9	Excellent
0.7 < Alpha < 0.9	Good
0.6 < Alpha < 0.7	Satisfactory
0.5 < Alpha < 0.6	Poor
Alpha < 0.5	unacceptable

Source: Flick (2014)

The Cronbach alpha coefficient was used to measure the internal reliability of the measuring instrument. The Cronbach alpha coefficient for all questionnaire items completed by employee respondents ($n = 128$) is 0.832. For the questionnaire items to be valid and reliable the Cronbach alpha coefficients should be above 0.70 (Flick, 2014).

The reliability of this research was determined using Cronbach's alpha for the following reasons:

- Most reliable measure of internal consistency for social sciences or business research.
- Research questions in a questionnaire are grouped in a set of four questions per objective, making it easier to measure reliability as questions measure the same theme).
- The questions were answered using a five-point Likert scale as recommended by Babbie (2013) and Flick (2014).

3.13. Validity

Validity is the confirmation that the measurement is well-founded and that the study did in fact measure what it had planned to measure; reliability is a measure through recurrence of study results over a period of time (Saunders et al., 2016). Validity strengthens the research conclusions, inferences and propositions. Flick (2014) defines additional types of validity generally tested in social research:

- Ending validity, which explores the relationship between the two sets of variables.
- Internal validity, which explores the causal relationship.
- Construct validity, which is difficult to understand as it seeks to generalise.
- External validity, which is the ability to apply the result of the research to general settings.

3.14. Ethical considerations

For this study, the ethical aspects that needed to be met included informed consent, confidentiality and anonymity, privacy, as well as safety from harm. The informed consent aspect was satisfied through inserting an introductory text on the questionnaire to explain the study and enable participants to make informed choices about whether or not to participate. Confidentiality refers to a binding agreement between people that information shared will be

limited to only a few people. This may be confused with ‘anonymity’, which is instead about participants not being identifiable to anyone after the questions have been completed (Strydom, 2011).

The researcher gave guarantee to all the participants that the replies received would be treated with the utmost confidentiality, and that their names would also not appear in the final study. The researcher did not coerce any of the participants to take part in the study. It was made very clear that participation in the study was purely voluntary. The researcher uploaded the questionnaires on the website, emailed it using the company’s distribution list and did not approach anyone to participate. Prospective participants received the questionnaires and made personal choices to complete it if they regarded it valuable. In addition, the nature of the study and the questions were meant not to cause any discomfort during participation, and therefore, it is the researcher’s considered view that it did not cause any harm to participants.

3.15. Study limitations

Every research project has its limitations and downfalls according to Rowley (2014) and the researcher has the obligation to overcome challenges in the quest for perfection.

One of the challenges faced by the researcher was that some of the leaders were often out at the plants and spent little time in the offices which made it difficult for the researcher to receive the completed responses on time.

Another challenge for the researcher was that HR employees were time-constrained because of the shortage of labour within their department. They were faced with many commitments which made it difficult for them to complete the questionnaires timeously, so the researcher was tasked with the job of occasionally reminding them via emails.

The biggest challenge was that questionnaires were emailed at a time when the company suspended its operations due to operational challenges which meant that some of the respondents were unable to access the site. When they returned, they had work backlogs and other priorities, which resulted in a delay in questionnaire completion.

3.16. Summary

This chapter described the various methodological aspects that were used in the execution of this study. Considering the nature of the study, the chapter demonstrated how the quantitative research approach was suitable. This approach afforded the researcher the opportunity to collect data and analyze the results in order to realise the research objectives and questions as outlined in the chapter one.

This chapter also spoke on the questionnaire design, including the design layout, sequence of the questions and reasons why the questionnaire was the chosen instrument of collecting the data.

The researcher went on further to explain the reliability and validity measuring instruments, what challenges took place during data collection and how those challenges were overcome. The final section discussed the ethical considerations of the study and what was undertaken to ensure that the questionnaires were completed by participants freely and without undue influence or pressure.

The next chapter presents and analyses the data that was collected.

CHAPTER FOUR

FINDINGS AND DISCUSSION OF RESULTS

4.1. Introduction

In this section of the paper the researcher presents the findings; provides an analysis into these findings and provides an interpretation so as to meet the research objectives as outlined in the first chapter. The section is divided into two. Descriptive analysis which covers demographical information of the respondents such as gender, age, education, experience, type of recruitment often used and challenges of recruitment and selection is discussed in the first section. The aim was to gain an understanding of the importance of recruitment and selection processes utilised by a case study mining company, and to explore how these processes impacted on business performance. In addition, the study sought to examine how these processes assisted organisations in achieving their own business objectives. The second section discusses the empirical results generated from the discussions on what the link is between selection and recruitment together with business performance. Furthermore, the study assesses whether the current recruitment and selection processes of the company are effective. Both the results from employees and the HRD are integrated in presentations and discussions throughout this chapter. The bulk of the questions posed to participants were answered using the Likert scale where others were open-ended which allowed the researcher to understand perspectives of respondents that allows the study to ascertain answers to the fourth research objective. The results are presented in line with the study objectives below:

- To investigate the selection and recruitment techniques used at RBM.
- To ascertain whether the selection and recruitment methods adopted at RBM have an impact on business performance.
- To identify the challenges on recruitment and selection.
- To provide recommendations on how to minimise challenges and improve on recruitment and selection practices.

This chapter outlines the results obtained and such results are explained through the use of tables and graphs. Reliability of the measurement was done by determining the Cronbach's alpha coefficient.

4.2. Demographic Details

- **Questionnaire Response Rate**

Out of the total 215 questionnaires distributed to respondents, a total of 128 representing 59.5% valid questionnaire responses were received back for analysis. **Table 4.1** below indicates a, 49.6% response representing junior managers, 100% representing middle managers, 22.2% representing senior managers and 75% representing others. These results confirm the argument made in the previous chapter that various ethical aspects were upheld in the study; had the participants been coerced or bribed into participating, a 100% response rate would have been realized versus the 59.5% received. The nature of the study ensured only those participants who wanted to could take part in the study.

In addition, the participation of more than 50% of participants indicates the importance of the nature and content of the study. Reviewed literature in Chapter Two indicated that recruitment and selection processes impacted either positively or negatively on performance.

Table 4.1: Response Rate of Questionnaires

Participants	Questionnaires Handed Out	Surveys Obtained	Surveys Analyzed	Response(%)
Junior Management	115	57	57	49.6
Middle Management	60	60	60	100
Senior management	36	8	8	22.2
Others	4	3	3	75
Total	215	128	128	59.5

Source: Field Survey, 2018.

- **Experience of Respondents**

Table 4.2 below indicates that most of the respondents have worked in the company for more than 10 years, i.e. 47.6% while only 8.6% had been less than a year with the organisation. This was particularly important in ensuring that participants with the right information be

considered. From these results, it can be discerned that most of the participants had worked long enough for the company to gather important experience and understand the nature and content of processes that the company uses in its recruitment and selection processes in order to boost company performance.

Table 4.2: Experience of Participants

Years	Frequency	Percentage
< 1 year	11	8.6
1 – 5 years	22	17.2
6 – 10 years	34	26.6
11 – 15 years	25	19.5
16 years and above	36	28.1
Total	128	100

Source: Field Survey, 2018.

- **Gender Distribution of Respondents**

Out of the total sampled respondents of (n=128), the majority (76%) were male whereas (24%) were female. From **Table 4.3**, the results indicate that the company has a high number of male staff in senior positions compared to the female counterparts. The results are expected given the history of the mining industry in South Africa where there is a legacy of high male dominance in senior leadership roles.

Table 4.3: Age Profile of Respondents

	Frequency	Percent
Male	97	76
Female	31	24
Total	128	100

Source: Field Survey with employees, 2018.

- **Professional Qualifications of Respondents**

The study also established, as presented in **Figure 4.1**, that the participants were highly educated, with 56% possessing higher national certificates, 33% with first degrees, 11% with postgraduate degrees and 0% possessing a matric-only qualification. Considering this, the researcher believes that these participants provided information of higher quality to meet the objectives of the study.

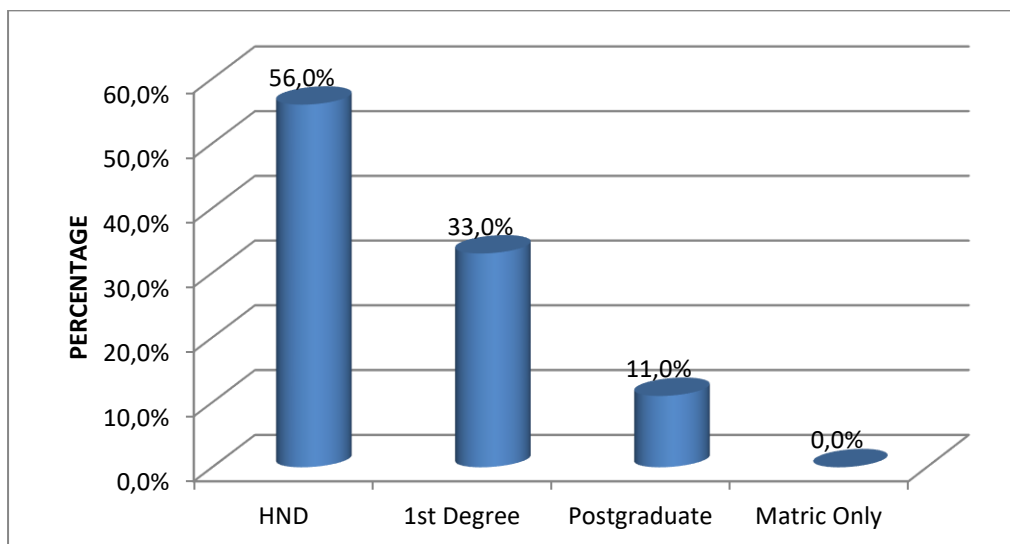


Figure 4.1: Qualifications of Participants

Source: Field survey, 2018.

4.3. Empirical Results of the Study

The first objective of the research study was quantified by giving respondents a set of questions below. The discussion was centred on methods that are currently used for recruiting and selecting employees at RBM.

- **Recruitment Policy**

The study explored whether employees were aware of the existence of formal policies on recruitment and selection in the organisation. **Figure 4.2** shows that 80% of the participants were aware, 16.8% denied the existence of a policy, while a total of 3.2% did not know completely. Considering that the highest percentage of employees are aware that the company has a recruitment and selection policy in place, it may be posited that this percentage are aware of the various processes that are inherent in the placement of its personnel. The existence of a formal policy is very crucial in ensuring that proper decisions that will boost performance are made (Azadeh et al., 2015).

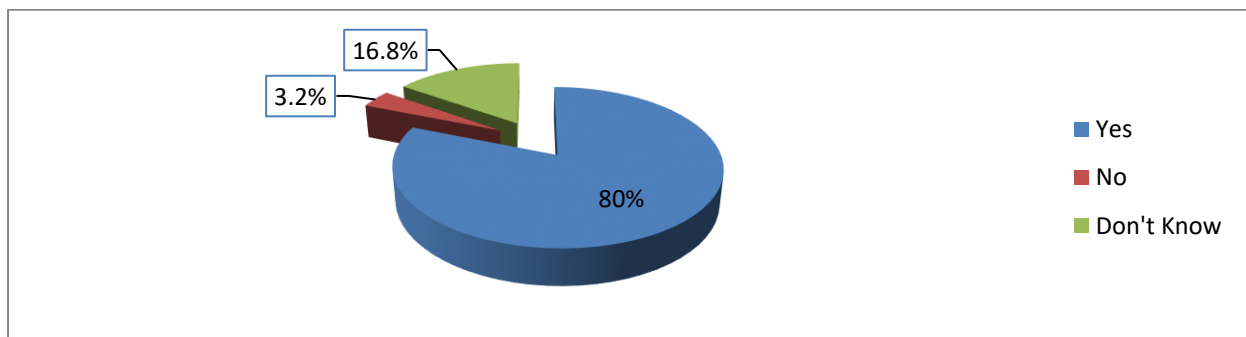


Figure 4.2: Recruitment Policy

Source: Field survey, 2018.

- **Leadership Positions of Respondents**

The study also analysed the managerial categories within the organisation with the aim of examining whether there exist adequate managerial personnel to monitor the company's recruitment and selection processes in order to improve company performance. This is because HR activity does not only require HR managers, but other people within the organisation are sometimes required to assist and provide input in the process. Line managers have a very

important role to play in the employment of new candidates. The results in **Figure 4.3** indicate that 39.3% were junior managers, 45.1% were middle managers, 6.6% were executive managers and 9% represented other managerial positions in the organisation. Reviewed literature showed that the HRD works together with all these managers in order to make the correct job placements that will boost organisation performance. The HRD shares the recruitment and selection responsibility with line managers and supervisors of the different departments within the organisation. Line managers play a participative role in the employment of staff, workforce expansion or reduction, training and development. Line managers are usually the ones who are more able to identify the level of skill and knowledge that a candidate would have (Alaraqi, 2017). They are able ask the right questions and easily identify candidates who can carry out the job. Line managers must be involved in the selection stages because the prospective employees would have to work with them in their respective departments. Line managers are also able to make a better judgement than the recruitment officers given that they better understand the job and what is required of it. It is therefore important to involve managers from the initiation stages of recruitment and selection that being job analysis.

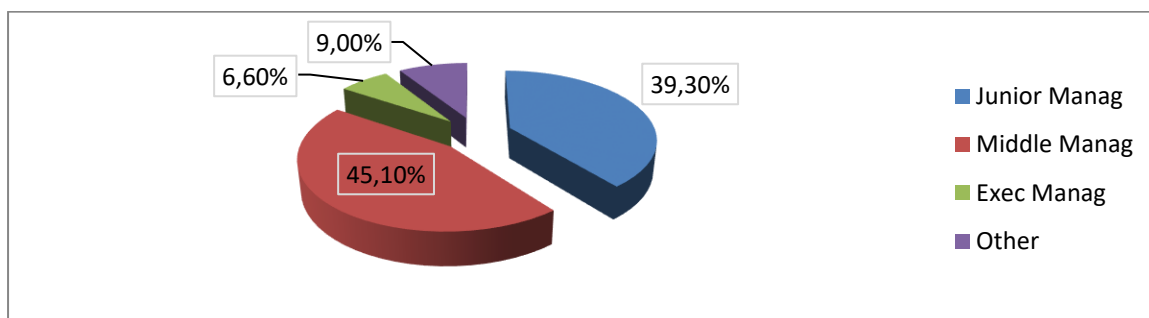


Figure 4.3: Leadership Positions

Source: Field survey, 2018.

- **Outlining of Job Analysis**

Most of the participants (93.4%) were aware of the importance of job analysis during recruitment while only 6.6% believed it was not required when a particular job is advertised (see **Figure 4.4**). This statistical data shows that a huge number of participants, possibly owing to high levels of professional training as detailed above, are aware and in support of formal policy procedures in order to realise a well-advised recruitment and selection process. Literature also indicates that it is important that a job analysis is conducted before the

recruitment process begins. The job analysis will be able set out key requirements, such as job description and job specifications, for a given vacancy.

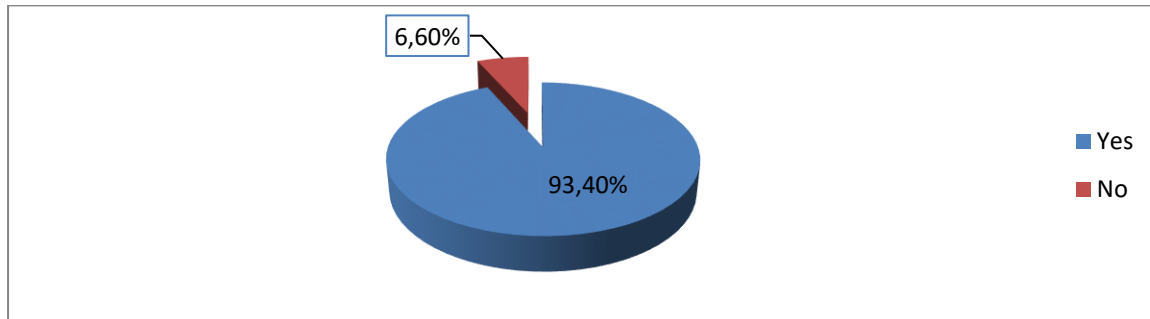


Figure 4.4: Outlining of Job Analysis

Source: Field Survey, 2018

A job description outlines the responsibilities than a person must perform; a job specification summarises the skills, work experience, and traits that a candidate should possess to carry out the job. The recruiter should always aim to match an applicant to a job, which is successful when a job analysis is carried out effectively. One mistake that companies make is choosing recruitment methods that are inappropriate for the job positions. Organisations must be able to know and identify which methods to use for the different type of job positions.

- **Recruitment and Selection Methods**

The first research objective was to identify and analyse what recruitment methods the mining company utilises to identify potential and suitable candidates. The participants were presented with a list of the different types of recruitment methods to choose from and were asked to identify the most common ones that the company adopted; they were allowed to choose more than one answer which explains why the percentages are above the 100% response received. The results in **Figure 4.5** indicate that the mining company does not advertise job vacancies through television and radio advertising. As stated by Al-Horr (2011), companies have now adopted seeking job applicants using the internet. The results of this study indicate that 67.2% of respondents believe that job vacancies are done through this method. The results also show that internal recruitment (77.9%) is more common in the company. Newspaper advertising was the third highest method that was believed to be used by the organisation (31.3%). Internal

recruitment has the advantage that the organisation already has a relationship with the candidate and the employee is also familiar with the organisation and how it operates. The employee understands the organisational culture and knows what the business objectives are. They have experience in working within the organisation and are familiar with other employees within the organisation.

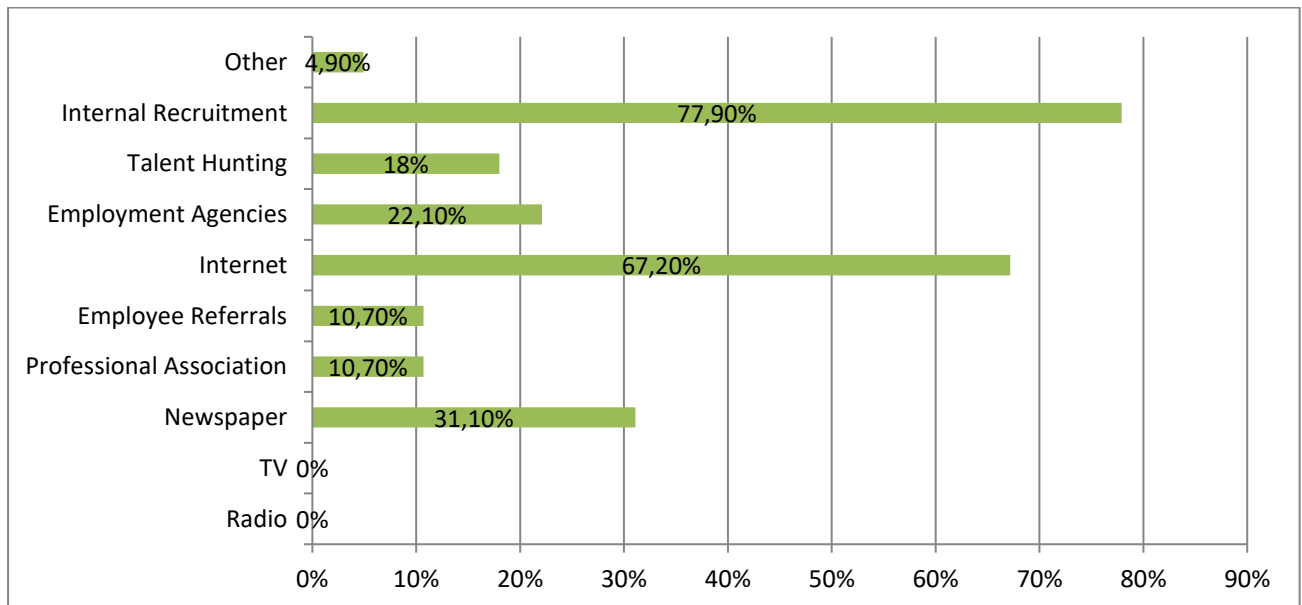


Figure 4.5: Recruitment and Selection Methods: Evidence from Employees

Source: Field Survey, 2018.

The recruiting officers are familiar with most employees within the organisation, depending on how large the organisation is. According to Armstrong (2010), internal recruits should be considered before external recruits. However, dependence on internal recruitment limits the pool of the externally available expertise for the organisation.

The above data was not very different from the results obtained from participants from the HRD whose methods of recruitment and selection are presented in **Figure 4.6** below.

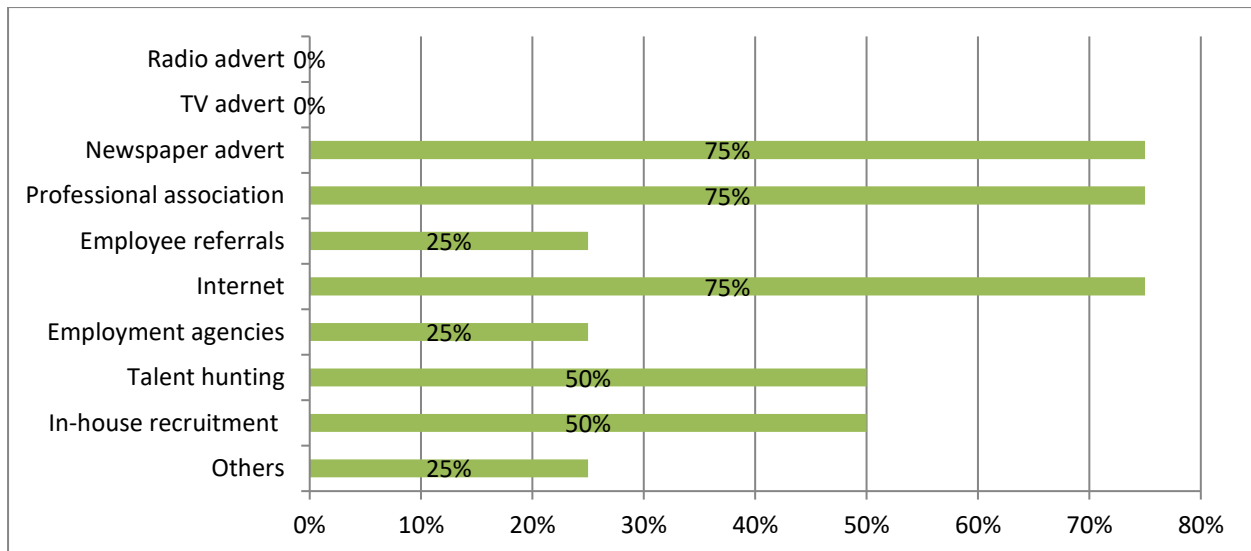


Figure 4.6: Evidence from HR

. **Source:** Field survey, 2018.

Radio and televisions advertising were 0%; newspaper advertising was 75%, professional association was 75%, employee referrals was 25%, internet was 75%, employment agencies was 25.5%, talent hunting was 50%, in-house recruitment was 50% and other forms of recruitment was 25%.

- **Structured Recruitment and Selection Practices**

The study also sought to understand whether the company had planned selection techniques as well as recruitment methods in place to identify new candidates. It was found, as shown in **Figure 4.7**, that most (55.6%) of the participants agreed that the company does has a structured recruitment and selection practices, 18.3% disagreed and 5.6% strongly disagreed. The figure of participants who disagree and strongly disagree 23.9% is too high in the case study company, which might represent a problem that urgently needs to be dealt with. This evidence speaks to goal-setting theory, which espouses that goals have the strongest influence on performance. Goals help to stimulate effort as well as assist in helping employees to direct their attention to priorities. The 29.3% shows the lack of structured goals. Goals provide information on the level of performance expected from people and what they should achieve. Performance feedback gives an indication to the employee how well they are doing in relation to the set goal. The goal-setting theory supports the notion of setting objectives, reviewing and providing feedback as the main features of performance management.

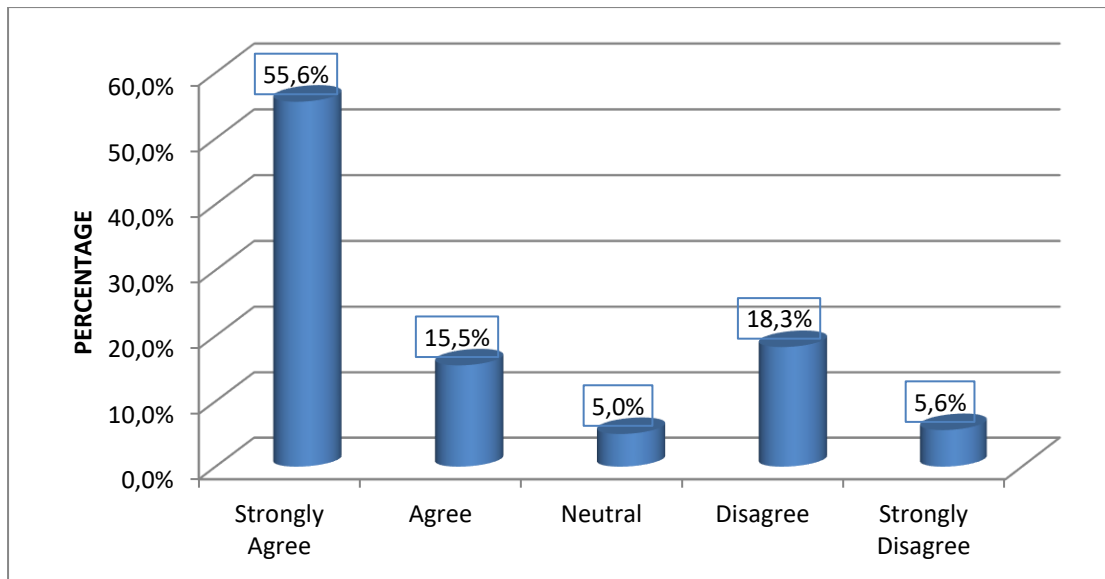


Figure 4.7: Recruitment and Selection Methods

Source: Field Survey, 2018.

- **Factors Considered for Recruitment and Selection of Employees**

Participants were asked whether the given factors were considered in determining candidate suitability during recruitment and selection as represented in **Figure 4.8** below.

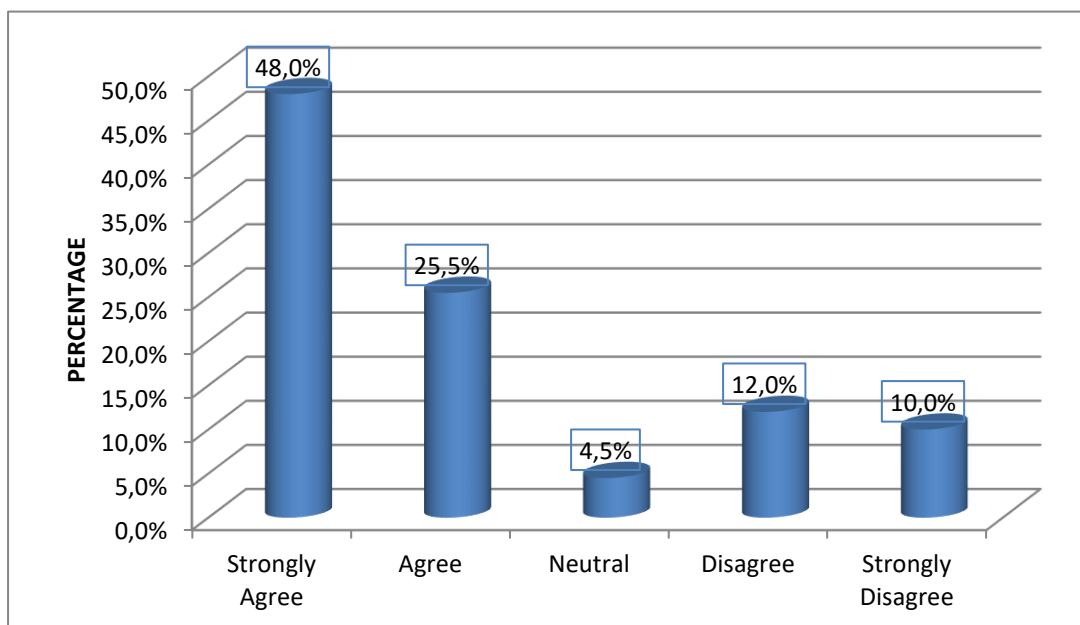


Figure 4.8: Factors Considered: Evidence from Employees

Source: Field survey, 2018.

The results illustrate that 48% of the participants believed that the company does consider the applicant's academic qualifications, work experience, tests, referrals and interview outcomes as determining whether the candidate is most suitable for the job, while 10% strongly disagreed. Reviewed literature indicated that some organisations identify suitable candidates through employee referrals (Alaraqi, 2017). This is when employees of the organisation recommend prospective candidates outside of the organisation. The appointed candidate is hired based on someone's recommendation and some organisations, depending on the skill required, may be highly reliant on employee referrals. On the same note, the results presented in **Figure 4.9** below show that the HRD is of the strong view that all factors play a critical role during the recruitment and selection stages. This is evidenced by the 100% of respondents who strongly agreed.

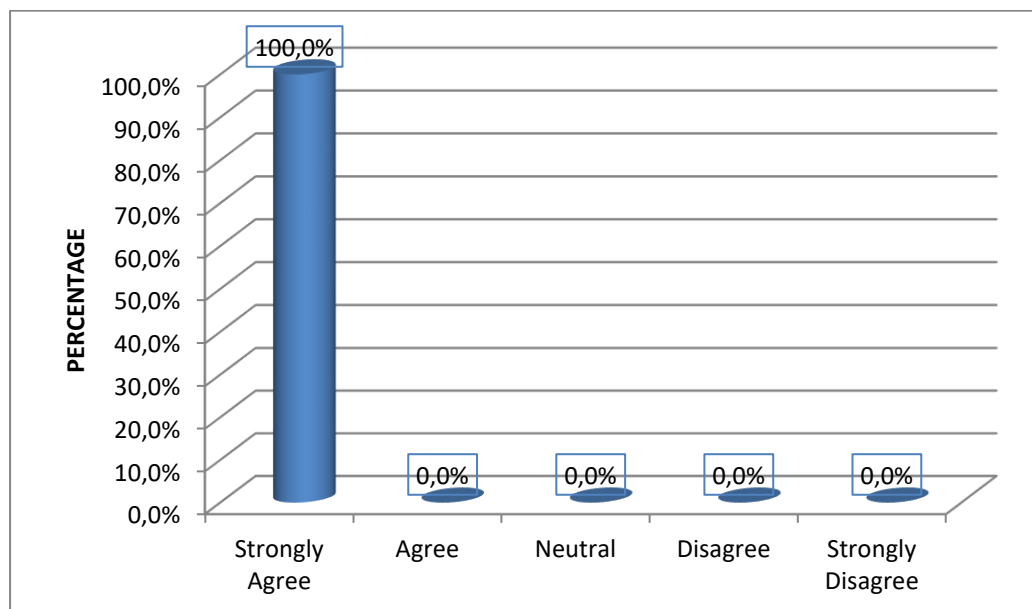


Figure 4.9: Factors Considered for Recruitment and Selection: Evidence from the HR

Source: Field Survey, 2018.

- **Equal Opportunities for all would-be Employees**

The participants were asked whether they believed the company afforded equal opportunities for all employees within the organisation when a vacancy arose. **Figure 4.10** below illustrates a mixed response from the respondents. Only about 30% strongly agreed, 25% agreed, while a staggering 22% disagreed and 22.6% strongly disagreed to the questions of whether they though the company created equal opportunities for prospective employees.

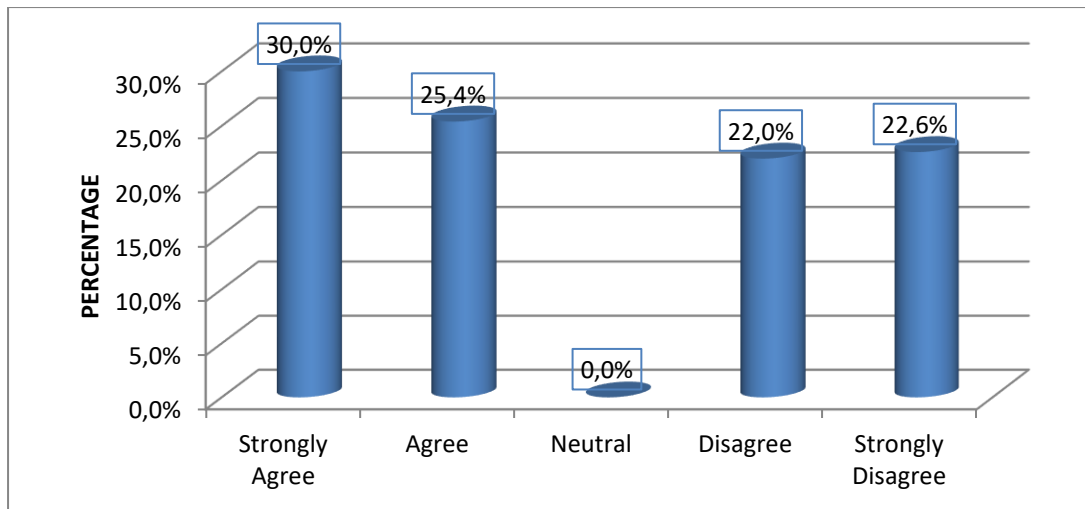


Figure 4.10: Equal Opportunities for Prospective Employees

Source: Field Survey, 2018.

The evidence found here is contrary to social cognitive theory, which emphasises the concept of self-value. This theory suggests that what people believe they can or cannot do has a great impact on how they perform. In the current study, employees believe they are simply discriminated against since their abilities are not being considered during selection. While Armstrong (2010) established that many organisations are now showing a great interest in valuing employees' self-value, the case study company was revealed as not investing in this important aspect.

- **Suitability of Recruitment and Selection Practices to Fill Vacancies**

Figure 4.11 illustrates that collectively 71.6% agreed that the available recruitment and selection practices were adequate to ensure proper job placements in the company. This was disputed by 25.4% of the participants, as collectively some participants believed that the available processes were not suitable for all positions within the organisation, and that this negatively impacted on performance.

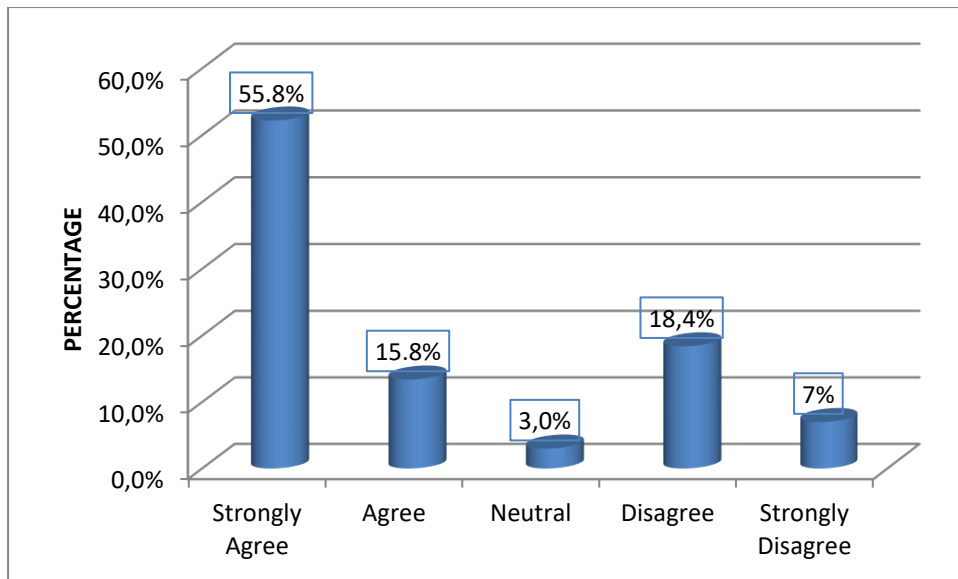


Figure 4.11: Suitability of Recruitment and Selection Process in Filling Positions

Source: Field Survey, 2018.

Considering the challenges faced in this company, deploying the control theory can be a solution as indicated in reviewed literature. The theory compares the actual behaviours of employees and aims to reduce the discrepancies found to exist between the two. The control process acts as a regulatory device, as it regulates the primary behaviour of people through a feedback process and allows for continuous attention to be affected. In this way, the company's recruitment and selection processes would enable the company to make proper placements that will boost business performance.

- **Recruitment and Selection Practices and Competent Identification**

Figure 4.12 shows that collectively 70.3% agreed that the practices adopted by the company were adequate to guarantee the identification of competent staff.

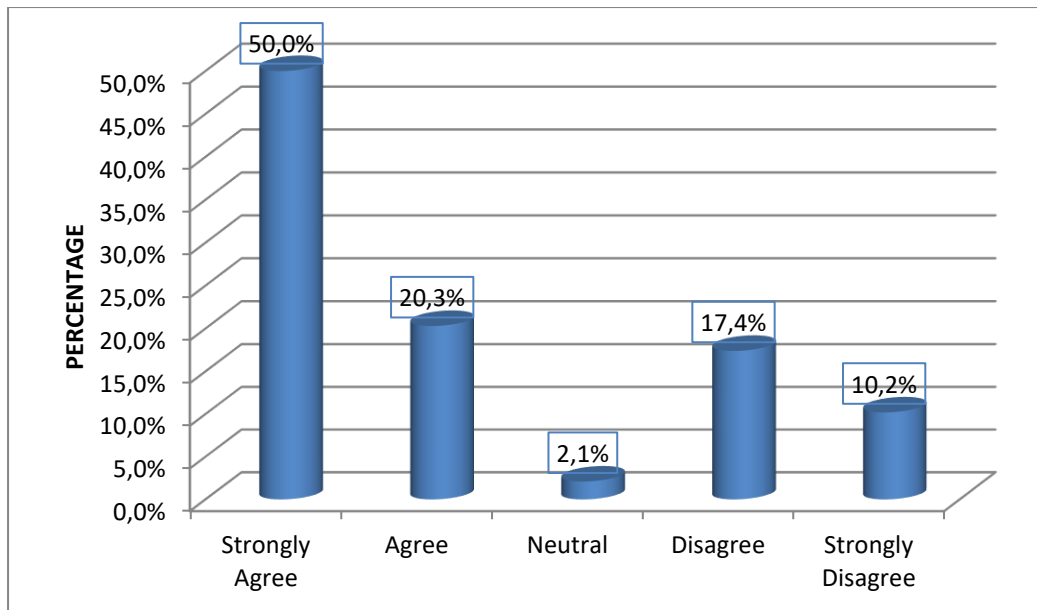


Figure 4.12: Recruitment and Selection Practices and Competent Identification

Source: Field Survey, 2018.

About 27.6% collectively disagreed and 2.1% were neutral. In reviewed literature, it was pointed out that the decisionmakers must ensure that they have a vested interest in hiring the most suitable candidates for the job (Hyland et al., 2015). This will make them adopt and deploy only the best practices that will enable them to identify only the competent staff.

Literature also indicated that recruitment and selection processes, however, have their own challenges especially in the context of the mining industry. Such challenges include a shortage of qualified talent, increasing labour costs and the uncertain regulatory environment surrounding the mining industry in South Africa (Lorincova, 2015). Participants reported that qualifications, nepotism and favouritism have become the ways of identifying personnel in the company.

- **Training of Leaders on Recruitment and Selection**

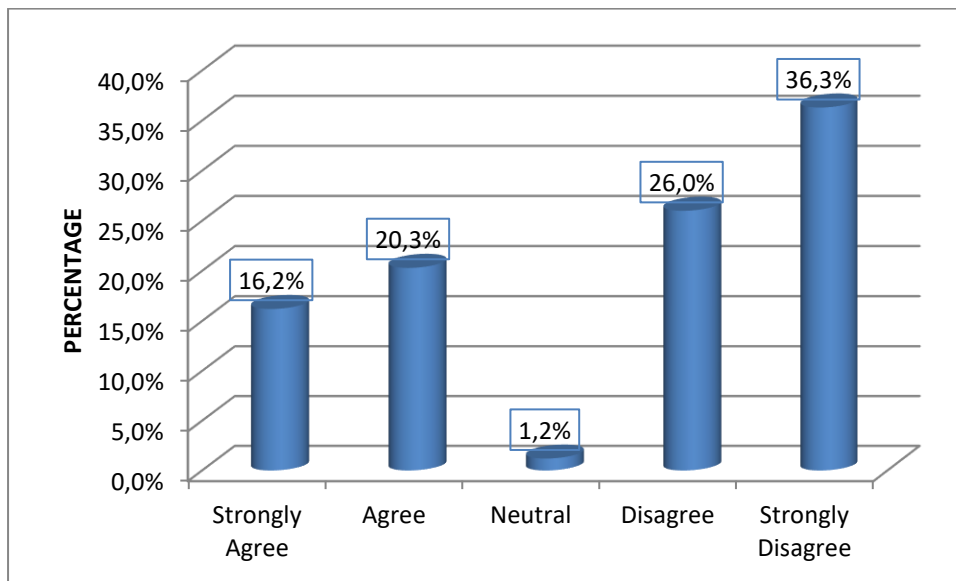


Figure 4.13: Training of Leaders in Recruitment and Selection

Source: Field Survey, 2018.

Figure 4.13 depicts that a staggering 62.3% collectively disagree that the company provided training to leaders on recruitment and selection, while 36.5% revealed that there was training provided. It is posited by some scholars that training, both for managers and for employees, is a lifelong activity that should be included in the overall business strategy of the organisation (Wolf & Floyd, 2017), and that the focus must move away from viewing it as a mere acquisition of qualifications (Tourish, 2014). The aim of training and development is thus to create a culture of learning where the company constantly reviews both its failed and successful processes and adapts its activities appropriately. Organisational leaders therefore need to be trained for them to be able to make informed decisions.

Participants from the HRD also mentioned the importance of training. A total of 50% felt that it should take place quarterly, while 25% were of the view that it should occur annually (see **Figure 4.14**).

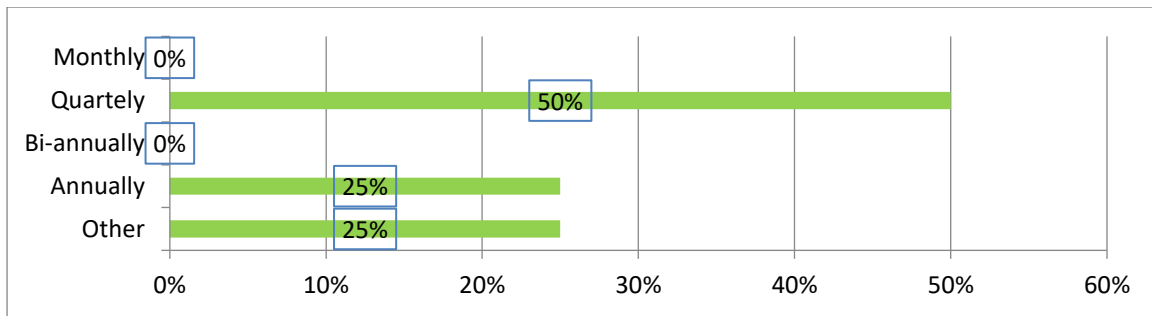


Figure 4.14: Training on Recruitment and Selection

Source: Field Survey, 2018.

- **Company Mission Statement**

When respondents were asked whether the company's mission statement was clear, the majority of respondents, representing 89% collectively, were of the view that the company did have a clear mission statement in place, while 11% of the respondents were neutral as shown in **Figure 4.15** below.

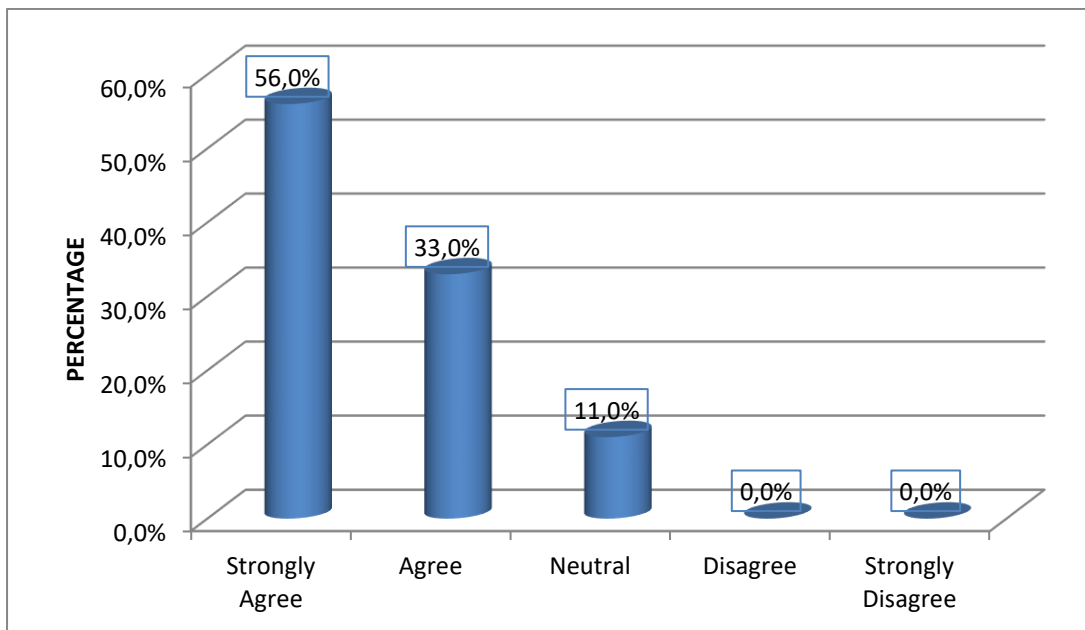


Figure 4.15: Clear Mission Statement

Source: Field Survey, 2018.

The results indicate that the company overall does have a mission statement in place, and it is known by a larger population of leaders. This would imply that most of the leaders in the organisation are aware of what the company's objectives are and what approach it is taking to meet those objectives.

- **Recruitment and Selection Effect on Employee Performance**

The study also sought to establish whether the recruitment and selection criteria used by the company had any effect on business performance. The majority of participants collectively (86.5%) felt that the recruitment and selection methods used had an effect on an organisation's performance, while collectively 11.3% was of the opinion that recruitment and selection methods did not have an impact on an organisation's performance (see **Figure 4.16**). The views of the majority are in consistency with Khan (2010) who believes that much effort must be dedicated to recruitment and selection practices because they impact on organisational performance either positively or negatively. Effective recruitment impacts the company's image and can result in a number of positive outcomes for an organisation. It leads to improved organisational outcomes, which means that the processes can influence bottom-line business results such as an increase in employee productivity and good financial performance. In this view, the goal-setting theory becomes useful for the organisation to set goals that will ensure that appropriate personnel are recruited and deployed in the organisation.

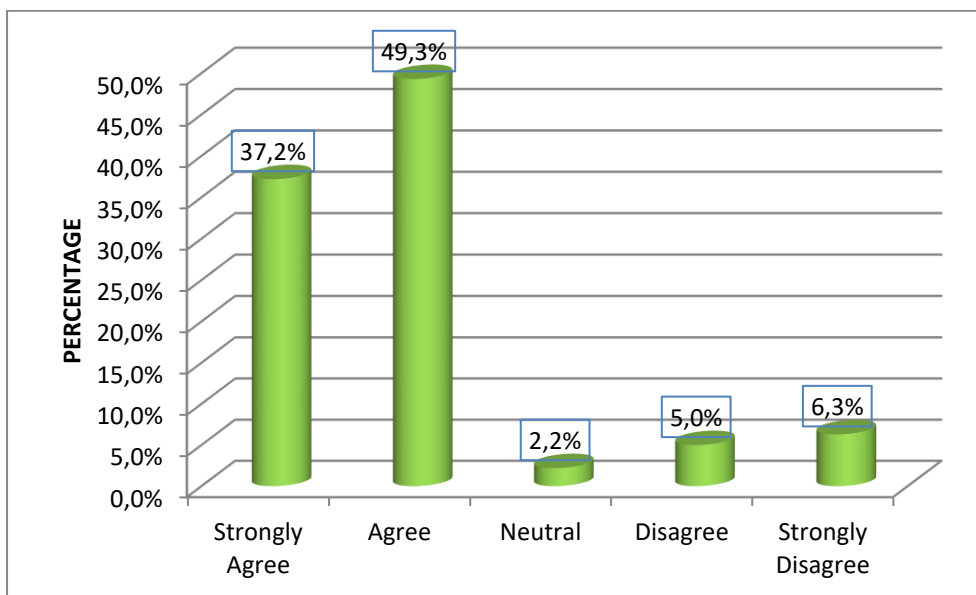


Figure 4.16: The Recruitment and Selection and Performance Nexus

Source: Field Survey, 2018.

- **Recruitment and Selection Practices' Effect on Worker Performance**

Reviewed literature indicated that proper recruitment and selection practices always enable those who are employees to do their jobs better and hence, improve on business performance (Kosgei, 2014; Lorincova, 2015). Companies that hire the right people are likely to do well in

meeting business objectives, while those that hire the wrong people usually end up in financial disasters.

In the current study, participants were asked whether the companies' recruitment and selection practices influenced their own performance. The majority of participants (70.7%), collectively as indicated in **Figure 4.17**, agreed that the practices adopted did affect employee performance, while 27.4% collectively were in disagreement that the practices did not have an impact on their own performance. These results may be due to a lack of understanding by participants or else, participants disapproved the existing recruitment and selection practices, and hence simply dismissed them as useless.

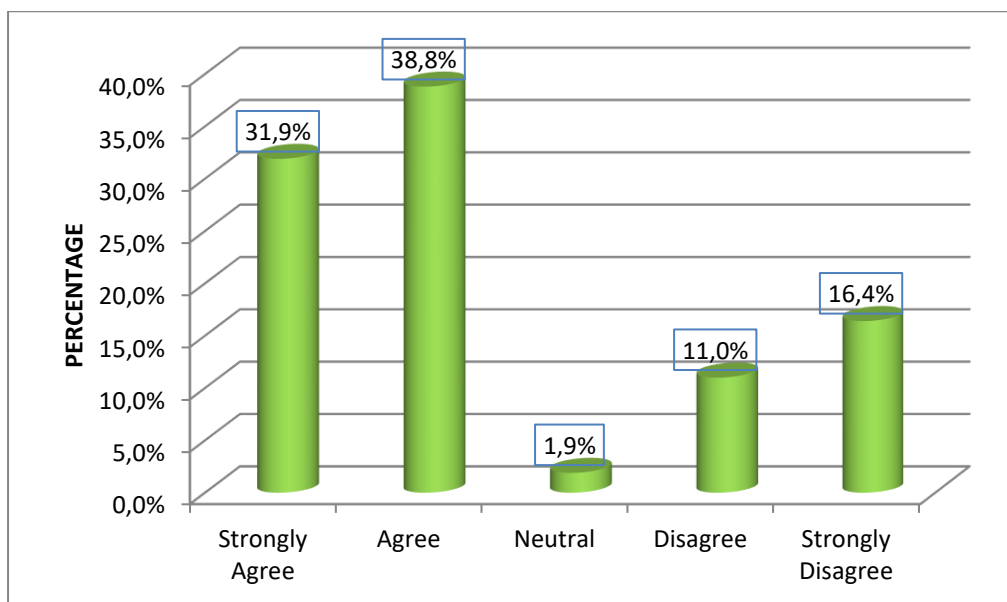


Figure 4.17: Effect on Worker Performance

Source: Field survey, 2018.

- **Success of an Organisation and Calibre of Employees**

When asked whether they believed the success of the company was dependent on the calibre of people employed in it, **Figure 4.18** reveals that 86.9% collectively agree that business success is reliant on the quality of employees, while 11.5% collectively disagreed (see Figure 4.17). Pilbeam and Corbridge (2006) believe that well carried out recruitment practices and selection techniques are important for the long term sustainability of an organisation since the success of every business is hinged on the nature of the people who work for it. This explains

why it is crucial that the HRM always gets it right the first time because failure to do so will reduce organisational effectiveness.

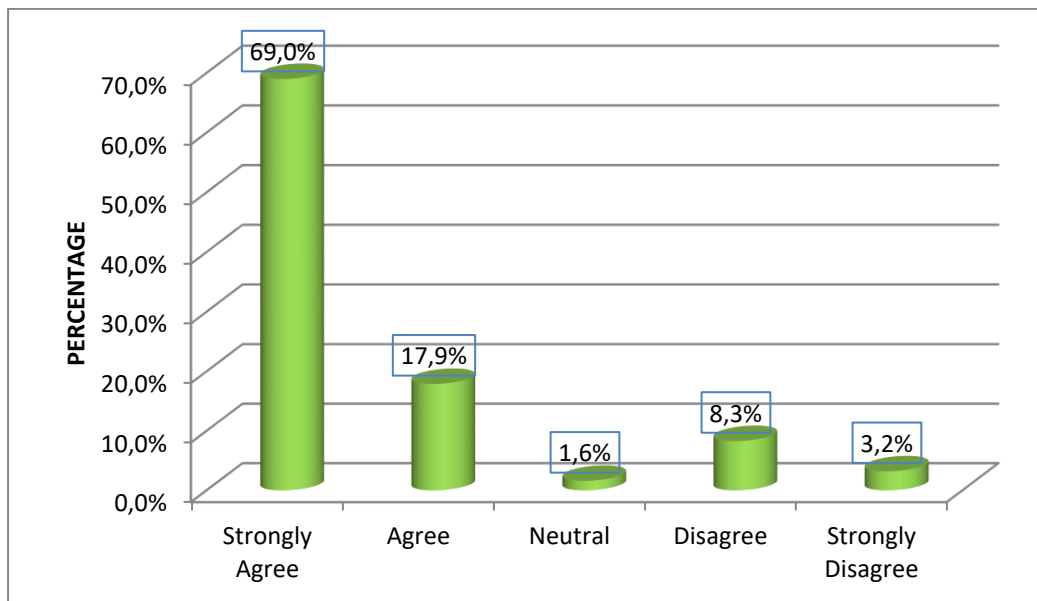


Figure 4.18: Calibre of Employees and Organisational Performance

Source: Field Survey, 2018.

The results received from HR also share the same view and above. All the HR respondents (100%) were of the strong view that organisational success relied highly on the quality of employees it had.

- **Business Performance is Regularly Measured**

It was important to find out whether the organisation measured business performance regularly. **Figure 4.19** below depicts that 78.3% collectively are in disagreement that the business measures performance frequently, while 21.7% were of the view that it did. This result indicates that the business is not making it well-known to its employees whether it is meeting its set objectives and whether such employees are in line with meeting business expectations. Further to this, the results indicate that the performance measurement systems that are in place are not effective enough to make employees aware of productivity outputs of the business regularly.

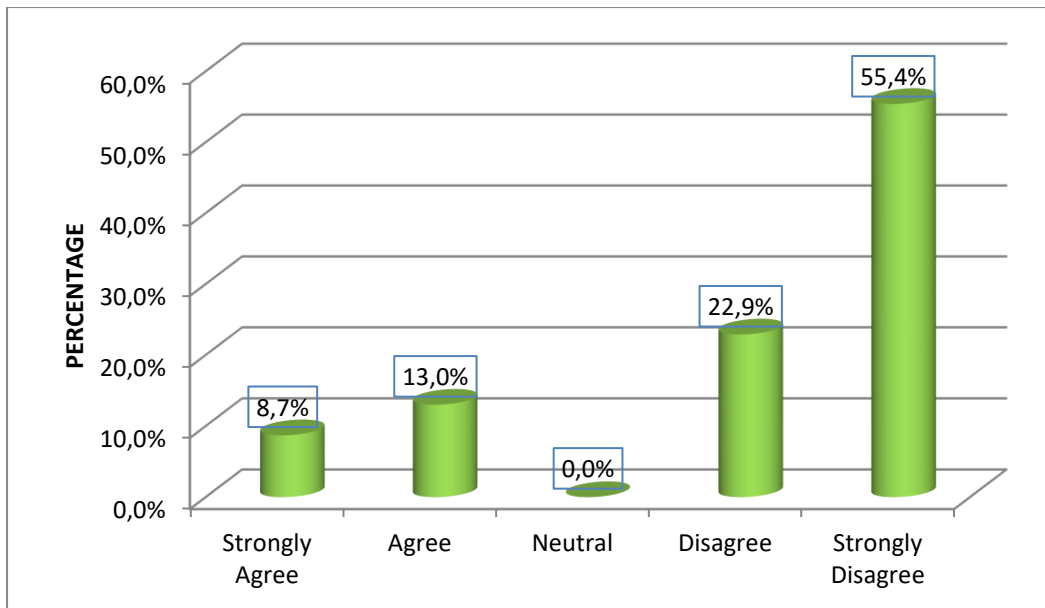


Figure 4.19: Measuring Business Performance

Source: Field Survey, 2018.

- **Poor Employee Performance Decreases Overall Productivity**

Figure 4.20 as seen below provides an illustration of the results on whether respondents believed that the overall productivity within the organisation decreases because of poor performance of employees. The results indicate that many respondents believed poor performance decreases productivity. The proportion of respondents who agreed is represented by 80.8%, while those who disagreed are presented by 16.2% collectively.

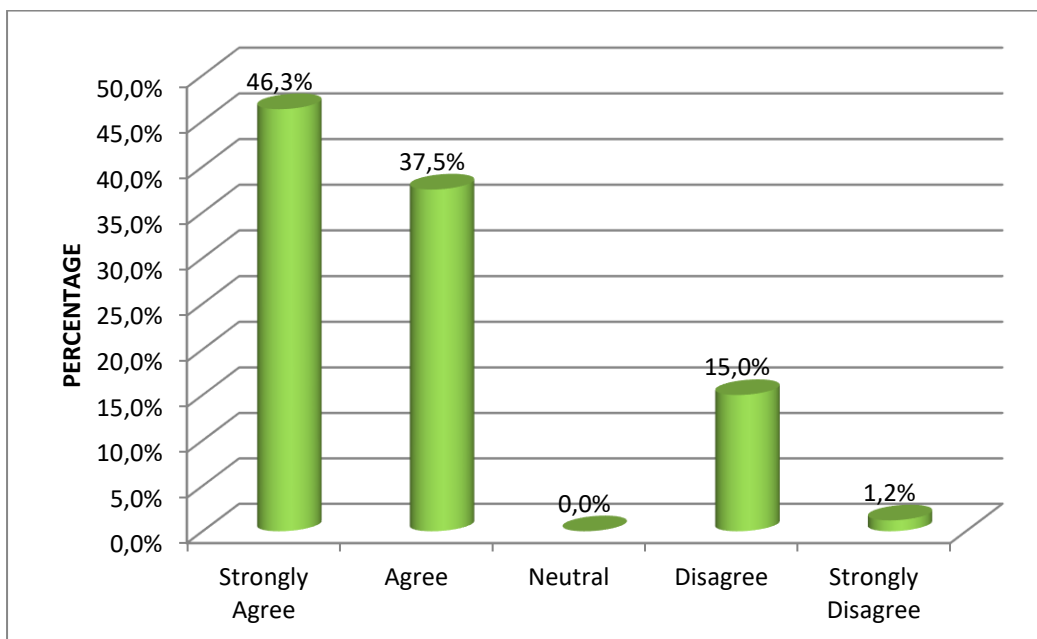


Figure 4.20: Employee Performance and Productivity

Source: Field Survey, 2018.

- **Challenges of Recruitment and Selection Practices**

In posing this question, the researcher wanted to establish if there were any obstacles that contributed having a non-effective and non-efficient selection and recruitment strategy in place in the case study company. This was with the view to satisfy the third research objective. The information that was collected from the participants was ranked accordingly as seen in **Figure 4.21** below:

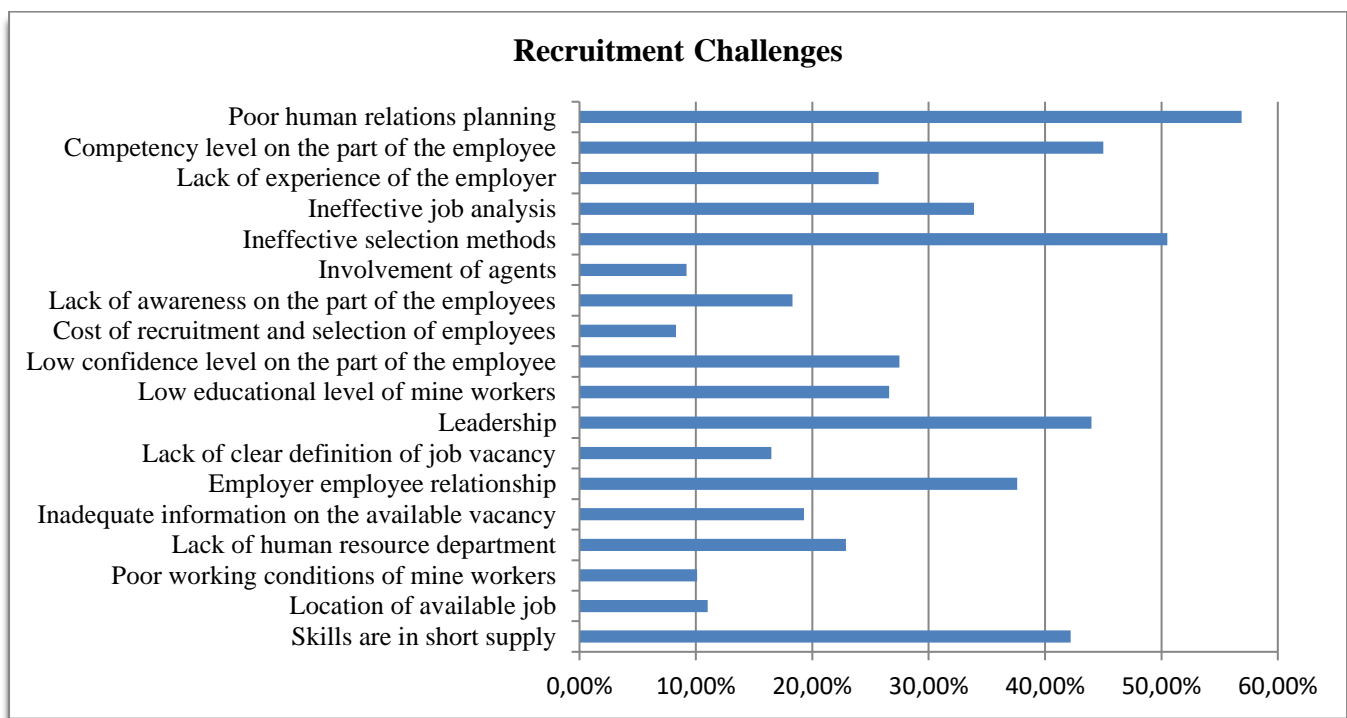


Figure 4.21: Recruitment and Selection Challenges: Employee Perspective

Source: Field survey, 2018.

The data that was collected on the challenges of recruitment and selection are summarised in **Figure 4.22** below, which shows that 46.4% of the respondents believed that the major challenges were HR planning, leadership and ineffective selection methods. About 26.4% pointed to ineffective job analysis, lack of HR planning and the competency level of the employees as the major challenges faced by mining companies. A total of 16.8% believed one major challenge is a lack of skills supply; it was believed that mining companies lacked people with relevant skills needed to carry out business objectives. Employer and employee relationships and the low educational levels were identified by 6.4% of the participants to be

other challenges that faced mining companies in recruitment and selection. Lastly, 4% of the respondents believed that the major challenge for the company was that of employment agencies. They were of the view that using employment agencies did not guarantee that the company acquired the best employees.

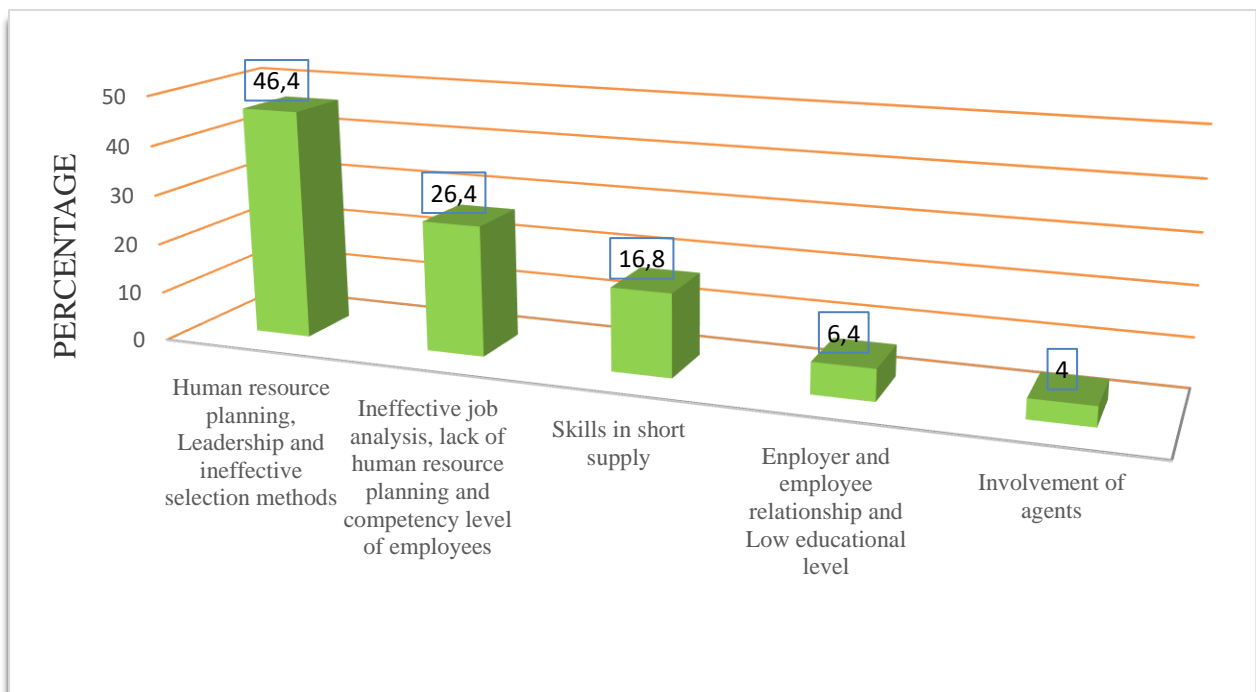


Figure 4.22: Recruitment Challenges: HR Perspective

Source: Field survey, 2018.

The challenges associated with recruitment and selection are also noted in reviewed literature, which indicated that the contemporary economic climate is very unpredictable worldwide, and therefore, there is a need for organisations to become more flexible. This would help companies keep up with the rapid economic and environmental changes whilst also trying to maintain a competitive advantage. Some identifiable problems affecting recruitment are the high unemployment rates facing countries and delegation of the HR function relating to recruitment and sources utilised in recruitment (Grobler et al., 2007). This has resulted in organisations settling for less qualified and less experienced candidates and relaxing of job qualifications. Khan (2010) is of the opinion that the poor human resource planning is a significant factor that causes problems when recruiting and selecting new employees. Policies and procedures that are not aligned to business objectives are an indication of poor HR planning.

Out of the various challenges revealed by participants, both employees and HR representatives, the researcher analysed the top three. Poor human relations' planning was identified by the respondents to be the highest challenge faced by the organisation in recruitment and selection (56.9%). This is supported by Kaplan and Norton (2004) who view poor HR planning as the most common problem in recruitment and selection. It can therefore be concluded that poor HR planning can have negative consequences for an organisation.

The second highest challenge identified was that of the company having ineffective selection methods of recruitment and selection. This was supported by 50.5% of the employee participants and by some participants from the HRD. The failure to have proper methods of selection is disastrous particularly for organisations that are already established and depend on highly skilled labour.

The third highest challenge was that of the competency level of employees. This was reported by about 45% of the participants and also by the HR representatives. Reviewed literature shows that companies are moving towards recruitment practices that aim to identify employees who can fit in the organisation (Mone, et al., 2018; O'Reilly, et al., 2014). Considering this, the participant HR representatives all confirmed that their role was to ensure that a high calibre of future leaders are recruited and selected within the organisation. They specified that they handle the strategic side of recruitment and selection.

The participants from the HRD also confirmed that they have had experiences where they saw colleagues revealing biases during recruitment and selection. This was confirmed by 75% of the HR participants, while by only 25% from employee respondents. Those who responded were asked to elaborate. It was mentioned that sometimes the interviewer was aiming to satisfy the demographic requirements of the company, and hence would make a bias towards a certain gender. Another participant mentioned that some leaders involved in the interview generally have a tendency to lean towards a particular characteristic type of person that they feel would be better suited for their roles and this is where they, as HR, intervene to ensure that the process is managed and decisions are made objectively. Another participant mentioned that in the mining environment, several jobs require one to use more physical strength than mental strength, which leaves an uneven perception of which gender is better suited for a specific job before the interview is even concluded.

4.4 Factors that Could Improve Recruitment and Selection Techniques

The last section of the questionnaire aimed to establish from the participants whether there were any factors that could improve how employees were being recruited and selected at RBM. The data for this objective was collected from both questionnaires using open-ended questions. Employee participants mentioned that the situation in the case study company could be redeemed through transparency in the placement of personnel at all levels. It was also mentioned that people with the right skills, experience and professional qualifications need to be prioritised; thus, placements need to be made based on merits. In addition, all the participants from the HRD mentioned that leaders needed to be trained to understand how interviewing works and the correct process. It was also reported that succession planning could help prevent having to undergo frantic recruitment on filling critical roles. Lastly, it was reported that a move from manual processes to the use of technology would help in improving turnaround time and administration proficiency.

4.5. Conclusion

This chapter outlined, analysed and explained extensively the results obtained by the researcher in conducting their study. The results indicated that RBM faces various opportunities for and constraints on its recruitment and selection processes. There are various factors that are viewed by participants as contributing factors of these outcomes. While participants from the HRD applauded the methods and nature of recruitment and selection in the organisation, other employees highlighted that there was insincerity in the manner job placements were made. Issues such as nepotism, corruption and favouritism were, time and again, mentioned by participants. However, it was found that participants agreed on the notion of that company's would cease to exist if they failed to implement proper and well-structured recruitment practices and selection methods. Participants from the HRD reported the company's future continued to lay in efforts to train recruiters and employees on their jobs and to ensure that those selected are trained to put their skills to productive use in the organisation.

The next chapter concludes the study.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

In chapter four the study looked at the finding, analysed the findings and discussed them in great length. The current chapter concludes the study as a whole. It then goes on to summarize all previous chapters and revisits the research objectives as outlined in the first chapter. Drawing from the fieldwork data collected at RBM and from the reviewed literature, the chapter makes the final major conclusions. In addition, the chapter makes recommendations and highlights areas that need further research.

5.2. Findings from the Study

The findings of this study are summarised in two categories as detailed in the next sub-sections.

5.2.1. Findings from the Literature

Past literature highlights that companies can only improve performance if they employ the right kind of people. These are people who are motivated, inspired, are positive-thinkers and are able to provide answers to future problems. (Das, Kumar & Kumar, 2011; Fakhar, Rana, Ayesha & Lalarukh, 2012) also state that these are the people who are most likely to develop a competitive advantage for the organisation, and who have the drive to see the company achieve greater heights. These are the kind of people who are eager to learn and grow with the organisation (Kosgei, 2014). Furthermore, they have the capability to create, maintain and influence long-lasting and effective relationships with stakeholders.

It was also established that to be a high-performance organisation, the HRD are tasked with assisting the organisation to identify the right people fit for the job (Ching, 2005). Evidence has shown that there is a close nexus between business performance, selection and recruitment (Gamage, 2014; Fakhar et al., 2012). Fedderke and Mengisteab (2017) believe that good recruitment techniques are such that they have the ability to offer a large pool of competent individuals to an organisation. When pairing these techniques with valid selection methods

they are able to help the organisation to identify those individuals with requisite skills and talent fit for the job.

It was also established that HR activity does not only require HR managers, but other people within the organisation may be required to assist and provide input in the process. Line managers, in particular, are tasked with playing a critical role in recruiting and selecting new employees as they are usually the ones who can better identify the level of skill and knowledge that a candidate would have. They are able ask the right questions and easily identify candidates who will be able to carry out the job. This is further important because the prospective employees would have to work with them in their respective departments. Line managers are also able to make a better judgement than the recruitment officers given that they understand the job requirements better. It is therefore important to involve line managers from the initiation stages of recruitment and selection, that being job analysis. Line managers are now viewed as owners of the recruitment process while HR managers are viewed as facilitators.

Reviewed literature also drew attention to the various challenges that may be linked with the recruiting as well as selecting techniques of companies. Some identifiable problems affecting recruitment identified are the high unemployment rates facing countries and delegation of the HR function relating to recruitment and sources utilised in recruitment (Briggs, 2007). This has resulted in organisations settling for less qualified and less experienced candidates and the relaxing of job qualifications.

5.2.2. Findings from the Primary Research

Empirically, the study found that most of the participants had a lot of experience as workers in the case study organisation. **Table 4.2** indicates that the majority of the respondents had worked for over 10 years at RBM. The study also established, as presented in **Figure 4.1**, that the participants were highly educated with 56% possessing higher national diplomas; 33% with first degrees; 11% with postgraduate degrees while there was 0% who had a matric-only qualification. This can easily translate to improved performance. It is in this considered view that the researcher believes that these participants provided information of higher quality which assisted the researcher in meeting the objectives of research. It was revealed during the course of the study that RBM had a recruitment policy in place. It was further revealed that the policy promoted internal recruitment before seeking external recruiting. The study found that 80% of

the participants were aware that a recruitment and selection policy existed while 3.2% were not aware and 16.8% denied its existence.

The results in **Figure 4.5** indicate that the mining company did not advertise job vacancies through television and radio advertising, and that internal recruitment (77.9%) is more common in the company. Newspaper advertising was the third highest method believed to be used by the organisation (31.3%). This was also confirmed by the results obtained from the HR participants as seen in **Figure 4.6**.

The study also sought to understand whether the respondents were of the opinion whether that the company had a structured recruiting and selecting strategy in place to identify new employees. It was found, as shown in **Figure 4.7**, that 71.1% of the respondents collectively agreed that the company has a structured recruitment and selection process, while 23.9% collectively disagreed. The figure of participants who disagree is too high in the case study company. This might represent a problem that needs to be dealt with.

Regarding factors considered as important for hiring an applicant for a job, the study found that 73.5% of the participants collectively believed that the company considered factors such as experience, qualifications and tests as determining whether an applicant is suitable for the job, while 22% disagreed. Reviewed literature indicated that some organisations identify suitable candidates through employee referrals (Alaraqi, 2017). This is when employees of the organisation recommend prospective candidates outside of the organisation.

The findings also show that HR considers that these factors play a very important role as a determining factor in identifying whether a person is the best fit for the job as seen with the 100% response who strongly agreed as presented in **Figure 4.9** from the previous chapter. The researcher wanted to establish whether the recruitment and selection practices were adequate to ensure proper job placements within the organisation and the findings, as shown in **Figure 4.11**, reveals that a majority of 55.8% were in strong agreement and 7% were in strongly disagreement.

It is important to mention that providing training on recruitment and selection for leaders and HR employees involved in recruitment and selection process is a very important and necessary ingredient of ensuring that the recruitment and selection strategy is achieved. This is to procure the best talent in the industry which in the long run will assist the company to meet its objectives through employee performance. The study revealed that the company did not provide training to leaders and this should be viewed as a concerning matter requiring attention from a business

point of view. To add to the concerning revelation, HR respondents also revealed that they were not receiving adequate training on recruitment and selection and 50% were of the view that training should be provided regularly (every quarter).

The study was able to reveal a positive connection between recruitment, selection and business performance. This implies that an improvement in recruitment and selection practices would also improve the business performance of RBM. Furthermore, the company's provision of training for leaders and HR also had the capacity to improve the performance of the business

Participants were also asked whether they believed that their own performance was in any way influenced by how the company carried out the way it recruited and selected people into the organisation. The study reveals that many employees (70.7%) strongly believed that the practices adopted by the organisation had some impact on their own performance.

The results in the previous chapter also revealed that a significant percentage of the respondents strongly believed that poor employee performance decreases overall productivity.

The study revealed that the company was confronted with a lot of varying challenges in its recruitment and selections activities. It was revealed that poor HR planning constitutes a major challenge in recruitment and selection activities. Other challenges identified were that the company had ineffective job analysis, ineffective selection methods, skills shortage, poor working conditions and competency level, among others.

In view of the above major findings, the conclusions in the next section are made.

5.3. Conclusions

It may be concluded that RBM has no overwhelming leadership crisis in its HRD. This was confirmed both by employees as well as by participants from the HRD itself.

It is also noted that the success of this company might be based on the highly qualified nature of its workforce as shown in **Figure 4.1**. The company, however, does not have well-established recruitment and selection practices, and hence, it makes errors time and again in its recruitments. This has resulted in discredit and loss of confidence from its employees.

Considering that the highest percentage of employees (see **Figure 4.2**) are aware that the company has a recruitment and selection policy in place, it may be concluded that these

employees are aware of the various processes inherent in the placement of company personnel.

The findings establish that there is no transparency in the company's recruitment and selection processes. For this reason, the company's recruiters are viewed as being biased, corrupt and making decisions based on favouritism rather than merit, which has created an environment of mistrust between the employees and the business.

Lastly, it is concluded that the company faces various challenges including ineffective job analysis, involvement of agents, inadequate information, and poor working conditions, among others.

5.4. Recommendations

In considering the aforementioned findings above discovered by the study, the researcher puts forth the following recommendations:

- **Clear recruitment and selection processes**

RBM mining company should implement clear recruitment and selection processes that can be understood by all relevant stakeholders, particularly the employees who are the lifeblood of the organisation. This can assist in lowering the level of unnecessary distrust within the company. Where current recruiters are inadequate, appropriate personnel can be assigned (Maurin & Petrongolo, 2014).

- **Employee participation**

The company should, as far as possible, involve employees in making comments on some of the processes that may improve the company's recruitment and selection practices. This will ensure that employees are being recognized, and hence lower the levels of distrust and further entrenching transparency.

- **Communication**

RBM needs to analyse and rework on the current communication strategy that is carried out throughout the business. It is important to do this task so that the recruitment and selection practices can be widely understood by all stakeholders of the company and this will ensure aligning across the board. Communication should also not just be top-down or bottom-up, but it should also be horizontal so that everybody has access to and clearly understands what

message is being conveyed by the organisation. RBM should invest in developing its communication networks and strategy.

- **Training for recruiters and leaders**

In addition, the company needs to provide training for its HRD and leaders; especially those who are play an active role in the process. It is important that these role players have the requisite qualifications and aptitude to do the work which will assist them to support the recruitment and selection strategy of the organisation. They must be able to make well-informed decisions and training will provide such skills.

- **Adoption of new technologies**

The company's HRD must also make use of contemporary technological processes, such as the use of social networks when advertising job vacancies. These social media platforms include Facebook, Twitter and many others. This will ensure that the company receives a wide pool of applications to choose from when considering job placements. Furthermore, the organisation will receive a larger audience since these platforms are the most used in the twenty-first century.

- **Need for update**

There is also an important need to ensure proper channels for updates. The organisation must ensure that strategies are created and linked with the systems and methods that are needed to achieve the best recruitment and selection practices. These systems and methods, once created, should then direct all the activities and decisions made within the company.

- **Assessment centres**

The company should consider making use of assessment centres as this will allow for an in-depth study on the candidates' abilities, behaviour and characteristics. This will help avoid any form of bias and decrease subjectivity; it will ensure fairness and give more credibility to the selection process.

- Furthermore, the organisation should investigate adopting a performance management system and best practices, which will assist in getting employees to perform and monitoring their performance to ensure alignment with business requirements. A performance measurement system must be adopted, and this must be communicated regularly to employees in a way that they can always understand the requirements .

5.5. Future Research Areas

Future research should focus on the content and nature of the job advertising platforms being used by the company. Focus should be placed on how such platforms should be developed to assist in reducing the challenge of erroneous job placements. Research is also needed to establish how best communication flows can be constructed in a way that will enhance understanding by all relevant stakeholders particularly the employees. Lastly, the current study was only limited to leaders of the organization, which means that future research can focus on including other categories of employees in the organisation. The study could go further and compare studies of other mining companies within the area.

5.6. Conclusion

It was the researcher's main objective when taking on the study to gain an understanding of the importance of recruitment and selection processes utilised by mining companies, with particular reference to the RBM mining company in KwaZulu-Natal, South Africa. In addition, the study explored how the recruitment and selection processes used impacted on business performance. Further, the study sought to examine how these processes assisted organisations in achieving their own business objectives. The current chapter concluded the study by summarising the major findings of the study and making recommendations. For the various areas that have indicated as requiring further research, the researcher recommends that a research method which is different from the one that has been used in the current study be deployed.

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20 November 2018

Ms Nontuthuko Thobile Msane 205518745
Graduate School of Business and leadership
Westville Campus

Dear Ms Msane

Protocol Reference Number : HSS/1978/018M

Project title: Investigating the selection and recruitment practices on business performance at Richards Bay Minerals

Full Approval – Expedited Application

In response to your application received 29 October 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

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

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

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

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

Yours faithfully



Dr Shamila Naidoo (Deputy Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

Cc Supervisor: Dr Bibi Zaheenan Chummun
cc Academic Leader Research: Professor M Hoque
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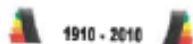
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