AN INVESTIGATION OF THE EFFECTIVENESS OF EMPLOYEE RECRUITMENT PROCEDURES IN THE HEADQUARTERS OF THE MINISTRY OF EDUCATION, ARTS AND CULTURE IN NAMIBIA

A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE MASTERS DEGREE IN BUSINESS ADMINISTRATION

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ABSTRACT

The main aim of this study was to investigate the effectiveness of employee recruitment procedures in the headquarters of the Ministry of Education, Arts and Culture (MEAC) in Namibia. The study made use of the qualitative method of research by identifying a single case study and distributing questionnaires to be completed by the selected respondents. The results of the data analysis revealed that MEAC follows the recruitment procedures as prescribed by the *PSM Circular 23 of 2001*. It was also found that the recruitment policy is not the only document that guides the recruitment of employees in MEAC. The ministry is also guided by the Affirmative Action Act, Public Service Staff Rules, the Ministerial Affirmative Action Report and the Labour Act. Recommendations are sent to the Public Service Commission in order to verify whether appointments were procedurally fair and whether exceptions are warranted. The study concluded that the recruitment procedure at MEAC is effective, and in line with the legal provision, but that there are potential loopholes in the system that can compromise the recruitment process. The study further recommends that the potential that allows the officials to deviate from the recruitment policy in certain instances, be regulated and monitored.

ACKNOWLEDGEMENTS

DECLARATION

I, **Ronald Mosementla Somaeb,** hereby declare that this investigation is a result of my own work, except to the extent indicated in the acknowledgments and references included in the body of the report, and that it has not been submitted in part or in full for any other degree at any other university.

Signed: …………………………….   **Date:** 21 November 2016

DEDICATION

This paper is lovingly dedicated to my respective parents who have been the source of constant support and inspiration. They have given me the drive and discipline to tackle any task with enthusiasm and determination. Without their love and support this project would not have been possible.

Contents

CHAPTER 1

INTRODUCTION

1.1   Background of the Study

Namibia gained its independence on the 21st of March 1990 after foreign occupation which lasted for nearly ten decades. The most notable of these foreign occupations was the apartheid regime which occupied this country for nearly eight decades. During this period, jobs were inequitably distributed and were skewed towards the apartheid regime. (www.namib.info). According to this website promotional positions in the public service were primarily reserved for whites and the salary levels of white and black employees were scaled differently even if they were performing the same type of work.

In response to this, the government of the Republic of Namibia introduced, after gaining its independence in 1990, the Affirmative Action Act, Act No.29 of 1998 to curb these discrepancies. The Act aims to prevent all discriminatory practices that exist within any organisation in terms of employment, and an enhanced representation of underrepresented categories in the workplace, with special emphasis on previously, racially, disadvantaged persons, women and persons with disabilities at all levels of the organisation. The Act is aimed at both the public and the private sectors of the economy. Although the implementation of this Act is difficult to measure and monitor in the private sector, its implementation of the recruitment procedures followed in the government are notable. In particular, this Act aims to promote the appointment of women in management positions and that preference will be given to women and people with disabilities in cases where they had similar qualifications with male and able bodied

people. The inequality between male and female employment patterns in the colonial period was characterised by women who were mainly restricted to household roles with limited access to education.

Upon independence in 1990 approximately 90 % of the management cadre in the public service were dominated by male and mostly white. The implementation of the new recruitment procedures in 2002 in the government changed this situation. Due to the government recruitment policy and charter the recruitment in the public service has totally eradicated apartheid practices which were designed to deny blacks the opportunities they deserved.

Bearing in mind the ethnic diversity as well as the ratio of women to men nationally, this research will therefore focus on how effectively the amended recruitment procedures followed in the civil service and in particular the Ministry of Education Arts and Culture had contributed to the alleviation of the inequalities caused by the apartheid regime. (The Constitution of the Republic of Namibia, Windhoek, 1990).

1.2   Problem statement

This study seeks to investigate the effectiveness of the recruitment procedures of employees in the Government of the Republic of Namibia, particularly at the MEAC head office. Although the legislative framework had been put in place after independence in terms of the recruitment and promotion of staff members in the public sector, there are still some problems experienced with regard to ethnic diversity in employment and equitable employment patterns (Employment

Equity Commission, 2014). Some of these problems are due to lack of adequately trained human resource potential as stipulated in this report. This has caused some sectors of the community to express their dissatisfaction with the administration of the recruitment procedures applied in the public sector.

According to the 2000 Census Report women as the marginalised group constitute more than 60% of the total population of Namibia but they are still a minority in management positions in the civil service. This implies that the overwhelming majority employed in the management positions are able-bodied men. The Affirmative Action Act No. 29 of 1998 and government directives are very explicit on the preference of the recruitment of previously disadvantaged people in the country. However, this skewed representation has an adverse effect on the effectiveness of the recruitment procedure in the Government of the Republic of Namibia and in particular in MEAC.

Many human resource management researchers have argued that the survival and success of an organization lies on how effective the practices of recruitment and selection are taking place (Ofori & Aryeetey, 2011)

1.3   Research Objectives

The main objective of this study is to investigate the effectiveness of the recruitment procedures of employees in Ministry of Education ,Arts and Culture. The study further seeks:

- To investigate the effectiveness of the recruitment procedures that play a significant role in the recruitment in Ministry of Education, Arts and Culture,

- To determine the impediments to effectiveness of the recruitment procedures in Ministry of Education, Arts and Culture,

- To evaluate the causes of impediments to effective recruitment procedures in Ministry of Education, Arts and Culture,

- To provide suggestions and recommendations that will be useful for the effective implementation of the recruitment policies in Ministry of Education, Arts and Culture.

1.4   Research Question

The study aims to What are the recruitment procedures of employees in the headquarters of MEAC in Namibia?

1.5   Significance of the study

The study is important because it will clarify the purpose and functions of an excellent recruitment procedure in MEAC. It will also equip Human Resources Practitioners in MEAC with new insights aimed at equitable employment of all Namibians without discrimination and in line with the relevant policies and acts. This research will contribute to the existing academic knowledge and will serve as a basis for new research. Finally, the entire staff complement will benefit from the improved promotion procedure from MEAC. The study will make recommendations on the effectiveness of recruitment procedures to the Public Service Commission of Namibia.

1.6 Limitations of the Study

The study will be limited to the MEAC Head Office in Windhoek. The study also takes due cognisance of the fact that there is limited literature available in this area of study in Namibia. The review of literature will heavily depend on literature available in other countries. It is also possible that the respondents may not be truthful in providing accurate information during the interviewing process.

CHAPTER 2

LITERATURE REVIEW

2.1   Introduction

In this research, relevant theories and previous studies on recruitment and promotion remain indispensable. Literature review is carried out in order to identify gaps and research is done in order to fill the gaps. The literature review in this study will focus on recruitment procedures currently available. The review will centre on the examination of the effectiveness of the policies in recruitment at the ministry. Recruitment practices carried out elsewhere will also be considered.

2.2   The Concept Recruitment

To be a successful business entity it is imperative that of recruiting and selecting a competent labour force for the organisation should respond to change in the global business environment. Recruitment is the process of finding and attracting qualified or suitable applicants to fill vacancies (Glueck, 1978). It is one of the main functions of human resource management. Recruiting and selection of "wrong" labour can be a liability for the organisation rather than a valuable asset. Recruitment and selection also have an important role to play in ensuring work performance and positive organisational outcomes. For a business to be successful it needs to establish during the recruitment process whether the candidate has the ability to perform. It is often claimed that the selection of workers occurs not just to replace departing employees or add

to a workforce but rather aims to put in place workers who can perform at a higher level and demonstrate commitment (Ballantyne, 2009).

Price (2007), in his work Human Resource Management in a Business Context, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that recruitment is not a simple selection process, and needs management decision making and broad planning in order to appoint the most appropriate staff. The existing competition among business enterprises for recruiting the most competent workers is on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company.

Harris and Foster (2005) defines recruitment as "encompassing the array of organisational practices and decisions used to affect the number or types of individuals who are willing to apply for, or to accept, employment in a given vacancy". This surmise that recruitment combines with selection and placement procedures to bring people into positions, specified by some type of job analysis, that were previously unfilled. If, through recruitment, a large number of candidates can be identified for a particular position, selection procedures may be used to determine which are most likely to pass the test provided by future performance evaluations; it is thus possible to skim the cream off the top of the applicant pool. But if recruiting yields only just enough people to fill vacancies, there will be a long way from the cream level. Successful recruiting thus is the sin qua non for successful selection and staffing. Without it, organisations will not have the human resources to implement their strategies effectively (Fraser, 2008).

Poor recruitment can result in wastage of costs and other valuable organisational resources. The importance of this should not be underestimated because a poor recruitment decision can cost an employer an amount equal to 30% of the employee's first year earnings (Hacker 1997). These costs can include: lower productivity; potential loss of clients; training costs; advertising costs; recruitment fees and redundancy packages (Smith and Graves 2002). Therefore, to avoid the wastage of costs the organisation must assure that they have a good, reliable and effective means of recruitment and selection processes within the organisation.

Recruitment can also be defined as the set of activities for an organisation to attract job candidates who have the capabilities and attitudes needed to assist the organisation accomplish its goals (Glueck 1978). In order to achieve the strategic goals of the organisation and improve organisational outcomes better recruitment and selection strategies are crucial. This is because the recruitment and selection of a committed and skilled labour force would know the goals and targets of the organisation. Working towards the accomplishment of the organisation's goals. To effectively face the new challenges recruitment and selection needs to be integrated with business strategies (Lam & White 1998).

As a result of globalisation and enhanced customer expectations in today's business environment, competition among organisations has become more intensive (Newell 2005). In order to respond, organisations need to attract and retain high-quality individuals who can respond effectively to this changing environment (Newell 2005). Dainty (2000) holds the view that a workforce can save the organisation a lot of money and at the same time add competent

staff to the organisation to surpass its business target. Therefore, it is important to have a good and effective recruitment process in the organisation itself and ensure by an effective process that the organisation has the best pool of competent applicants to fill the job vacancies when required.

Griffin, (1997) defines recruitment to mean, "Securing the right people for particular jobs, and it may take the form of advertising for large groups of employees or tracking out a lightly skilled individual for specific work". This means that not any person with paper qualifications is eligible for recruitment. A choice has to be made on who is the right candidate for a particular post. This is very important due to the fact that it is through this process that the government or organisation can achieve its sets of goals and objectives.

According to Monday and Noe (2005), "recruitment is a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organisation and encouraging them to apply for jobs within it". By implication it means that recruitment exercises are not conducted all year round but at a designated time and only when the need arises. The need arises as a result of vacant positions created by those who left the organisation as a result of their retirement, withdrawal from the service or other reasons. During this process, efforts are made to inform the applicants fully about the selection criteria of the required competencies that will lead to effective performance, as well as career opportunities the organisation can provide the employee. Clear knowledge of the job helps the potential employees to put in their best when employed because it is only when you know what you are going to do that you can understand not only how to do it but how to do it best (Yaro, 2014).

Finding, attracting and keeping the best people can be a laborious task, but with effective recruitment and selection processes, an organisation will be guaranteed the right calibre of people for the effective recruitment and selection processes guarantee total success for an institution. Nel, Haasbroek, Schultz, Sono and Werner (2008) support the assertion that there is no guarantee in making the correct selection decisions, but one can only attempt to make it as successful as possible by best utilising all.

2.3 Recruitment in the Government of the Republic of Namibia, particularly in the Ministry of Education, Arts and Culture

According to the *PSM Circular No.23 of 2002* the Office of the Prime Minister is responsible for advertising posts within and outside the Public Service according to the standards set by the Public Service Commission.

The Circular further states that the Public Service Commission may delegate this responsibility to -individual offices/ministries/agencies for job categories found only in those specific offices/ministries/agencies or to any offices/ministries/agencies in terms of any recruitment policy issued by the Public Service Commission and approved by the Prime Minister. The Ministry of Education, Arts and Culture have certain job categories only found in it and are responsible for advertising such categories like teaching and institutional workers in school hostels.

The Circular furthers states that the Public Service Commission has the Constitutional responsibility to ensure fair personnel policy. In terms of recruitment advertising this is

manifested in the principle that recruitment must be inclusive of all Namibians who may qualify rather than exclusive. Therefore, all promotion posts must be advertised, the areas of search and the medium for advertising must be fairly determined and should allow for all Namibians within the area of search having a reasonable opportunity to compete for the position, a balanced structuring of the Public Service must be achieved, reflecting the diversity of the Namibian population.

If an office/ministry/agency wishes to advertise a post with relaxation of prescribed requirements, the Public Service Commission must first be approached (in each case) with full motivation to consider such relaxation of requirements. In each case the office/ministry/agency must indicate in its submission if its serving employees, if any, will comply with the relaxed requirements to enable them to compete for such posts.

Where legislation other than the Public Service Act, 1995 (Act 13 of 1995) prescribes any appointment requirements such as professional registration, specific educational qualifications, training, experience etc., the Public Service Commission cannot be approached for relaxation of these requirements as these falls outside the Public Service Commission's authority.

As advertising is an expensive process, re-advertising which does not attract suitable applications must be guarded against. As a rule, a particular post should not be advertised more than once in any year or more than once in the same medium.

Since only the candidature of staff members who apply for advertised posts may be considered, Permanent Secretaries must ensure that vacancy circulars are given the widest possible circulation with a direction to all heads of offices to bring the circulars timeously to the attention of all staff who qualify (Republic of Namibia. (2002). *PSM Circular No.23)*.

Internal advertisements are circulated monthly within the public service only. Candidature is restricted to staff members. External advertisements are placed in the public media. Candidature includes staff members as well as persons from other sectors. This is normally the second area of search if an internal advertisement has been unsuccessful. It is also the area of search for job categories where critical technical and professional or specialized expertise is needed and very few if any staff members may qualify. External advertising is also appropriate where a balanced structuring of the Public Service needs to be achieved and the desired designated group needed for the balanced structuring is underrepresented in the Public Service (Republic of Namibia. (2002). *PSM Circular No.23*).

2.4   Sources of Recruitment

Recruitment is the process of generating a pool of capable candidates applying to an organisation for employment (Gold, 2007). Applicants with experience and qualifications most closely related

to job specifications may eventually be selected. Organisations become concerned when the cost of a mistake in recruitment is high. According to Armstrong (2006) the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. The organisation attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. El-Kot and Leat's (2008) observation is that recruitment begins with advertising existing vacancies.

For most organisations, direct applications by mail or by individuals applying in person, form the largest source of applicants. The usefulness of direct applications will often depend on the image the organisation has in the business community and the eventual quality of such applicants (Beardwell, 2007). Other sources of recruitment include personal contacts, walk-ins, university and school campus recruiting, career fairs, recruitment agencies, newspaper advertising and direct mail postings to suitable candidates (Beardwell, 2007).

These are referred to as traditional sources whilst radio, television and Internet recruitment (e-recruitment) and job boards are regarded as recent sources. The latter includes technologically advanced methods such as Twitter and cell phones (Tucker, 2012). E-recruitment includes job postings on company homepages as well as curriculum vitae (CV) uploads to central databases. Other researchers (Pollit, 2005) are of the opinion that the use of e-recruitment in the recruitment process is increasing because of its cost-effectiveness. However, recent authors (Tucker, 2012) are of the opinion that e-recruitment (job boards included) will soon be surpassed by Twitter and cell phone recruitment.

In addition, McManus and Ferguson (2003) found that global organisations are increasingly utilizing their organisations' websites for online recruitment. In 1998, these researchers found that 29% of the companies surveyed are making use of online recruitment, but in 2002, it increased to 91%. Stone et al.'s (2006) explanation for the increase in online recruitment is that it reduces costs and that the time spent on the hiring process is also reduced. Furthermore, the range of applicants can also be expanded. Wuttke (2009) warns that online recruitment also has disadvantages. One of them is that prospective employees who do not have access to the Internet or who are not using it for job searches due to a low socio-economic status, are consequently overlooked in the recruitment process. Stone et al. (2006) are; however, of the opinion that online recruitment attracts applicants who have high expectations, who are achievement-orientated and self-driven. According to these authors such advantages overshadow the disadvantages of online recruitment.

When recruitment takes place an organisation can either recruit internally or externally. The choice of recruiting internally or externally is mainly influenced by the cost involved and the urgency of the vacancy to be filled. Sometimes it is influenced by the expertise available inside and outside the organisation. A study conducted by Yadav and Kumar (2014) describes the internal and external recruitment in the following paragraphs.

2.4.1   Internal Recruitment

(i)   Present employees

A good source for recruitment can be promotions and transfers among present employees. The advantages are that it builds morale among employees and encourage ambitious individuals to perform. It also improves the selection since the individual's qualifications are clearly available. Recruitment within the company is cheaper and it ensures the employee's familiarity with the organisation. Transfers are preferable if the company want their employees to acquire multi-skills (Yadav and Kumar, 2014).

(ii)   Employee referrals

Yadav and Kumar (2014) asserts that this can be a very effective way of recruiting and a good source of internal recruitment. In a large organisation a large number of potential applicants can be reached at a very low cost, and the employees usually help the company to promote the job to their family and friends. They know the requirements and therefore it enables them to identify persons suitable for the job.

 (iii)   Former employees

Former employees that used to work in the organisation sometimes may be willing to come back. Some retired employees might want to come back and work on a part-time basis, or it could be a person who left the company and now wants to return. The advantage is that the performance of the person is already known (Yadav and Kumar, 2014).

(iv)   Previous applicants

It is not truly an internal recruitment but it can still be a good source. People who previously applied for a job can be contacted again if there is an unexpected opening. It is a very quick and inexpensive way to fill a position (Yadav and Kumar, 2014)

2.4.2   External Recruitment

(i)   Advertisement

According to Yadav and Kumar (2014), this is a popular method among recruiters because of its wide reach. The advertisement should describe the job contents and the benefits of the job, and identify the employer to the applicants, as well as create a desire to apply for the job. It has to sell the idea that the company and the job is perfect for the job seeker.

(ii)   Campus Recruitment

Recruiting on campus is often an expensive process but still an attractive source for recruitment, especially among global companies where the search for talents is of great importance to their competitiveness. The presence of companies at campuses has increased throughout the last decades to the extent that each college, university or institute will have to have a placement centre to handle all the recruitment functions (Yadav and Kumar, 2014).

(iii)   Consultants

Consultants are equivalent to recruitment agencies and headhunting firms. Recruitment through this source is mostly for managerial and executive personnel and it gives access to the consultant firm's private and professional network. It is reliable but quite an expensive method (Yadav and Kumar, 2014).

(iv)   Competitors

Recruiting from rival firms is popularly called 'poaching' and can be very successful if the right person is found. The method involves identifying potential candidates in the rival company and then approach them with a job offer with better terms. There are ethical issues involved in this method. One is for example whether it is appropriate of an employee to leave the company which has given him education and training to join a rival firm? There are also country specific legal issues involved but they will not be included in this paper (Yadav and Kumar, 2014).

(v)   E-recruiting

The internet has revolutionised the recruitment practices and the impacts are significant to how both employers and candidates can benefit from it. Companies can benefit from low costs, speed enhancement and perhaps most importantly, worldwide reach to potential candidates. From the job seekers' point of view, it gives them access to larger labour markets and a wider scope of potential employers (Yadav and Kumar, 2014).

2.5   Theories of Recruitment

Scholars in human resource management have over the years developed several theories that support the process of conducting recruitment in an organisation. The following sections discuss the theoretical framework of these studies.

2.5.1   The Human Capital Theory

Armstrong & Baron (2002) argues the premise of the human capital theory is that people and their collective skills, abilities and experience, coupled with the ability to deploy these in the interests of the employing organisation, are now recognised as making a significant contribution to organisational success and also constituting a significant source of competitive advantage. It underlines that people possess innate abilities, behaviour and personal energy and these elements make up the human capital they bring to their work, (Davenport 1999).

In this theory, it is believed that it is indeed the knowledge, skills and abilities of individuals that create value in the organisation. That is why the focus has to be on the means of attracting, retaining and developing human capital. Armstrong (2009) explains that individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organisations possess (organisational capital).

The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns.

2.5.2   The Resource-Based View of Firms

The Resource Based View suggests that a sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure a sustained competitive advantage (Barney, 2001).   In relative terms firms which recruit and retain exceptional individuals have the capability of generating a human capital advantage. But he nonetheless notes that a difference should be established between 'human capital advantage' and 'human process advantage'. The former results from employing people with comparatively valuable knowledge and skills, much of it tacit.

2.5.3   Equity Approach

For companies to strive to adapt their equal opportunity policies (EOP) to their recruitment and selection programmes, Straw (1989) identified three levels of equal opportunity policies:

i)   Equal opportunity as equal chance (non-discriminatory)

ii)   Equal opportunity as equal access (fair procedures)

iii)   Equal opportunity as an equal share (outcomes and positive action).

Healy (1993) further provides a typology of organisations according to their approach to equal opportunity. Negative organizations are those that have no knowledge of EOP and also no knowledge of legislative requirements. This is based on the assumption that the organisation does not discriminate whereas they might consciously discriminate. Minimalist/Partial organizations are those with espoused EOP. Here, equal opportunity has a low priority or profile focus on informality as the method to management; compliant organisations take a more conscious and professional approach to EOP and fulfils legal obligations; comprehensive organisations have a dynamic approach to EOP but will have more of the features of the compliant organizations.

As envisioned by Boxall & Purcell (2008), the fitness of HR strategies and the organisation of work and handling workers in a proper way which is the basic premise in the best fit or the contingency theory is what organisations should strive to achieve.

2.6   Processes of Recruitment

According to Richardson (n.d) successful recruitment involves several processes of:

1.   Development of a policy on recruitment and retention and the systems that give

       life to the policy

2.   Needs assessment to determine the current and future human resource

       requirements of the organisation. If the activity is to be effective, the human

       resource requirements for each job category and functional division/unit of the

organisation must be assessed and a priority assigned;

3. Identification, within and outside the organisation, of the potential human resource pool and the likely competition for the knowledge and skills resident within it;

4. Job analysis and job evaluation to identify the individual aspects of each job and calculate its relative worth;

5. Assessment of qualifications profiles, drawn from job descriptions that identify responsibilities and required skills, abilities, knowledge and experience;

6. Determination of the organisation's ability to pay salaries and benefits within a defined period;

7. Identification and documentation of the actual process of recruitment and selection to ensure equity and adherence to equal opportunity and other laws.

These processes as elaborated by Richardson are mainly aimed at ensuring that the organisation recruits the best possible candidate and that the organisation has sufficient funds to cater for the appointment of such an employee.

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

Initial or preliminary interview - This initial interview is usually quite short and has as its objective the elimination of the obviously unqualified. In many instances it is a standing interview conducted at a desk or railing. The more obvious facts and impressions are the type generally obtained in an interview. Appearance and facilities in speech are evaluated. Applicants are often asked why they are applying for a job with this particular organisation. Salary requirements are ascertained. An idea of education and experience can be obtained by knowing the time applicants finished in school and the names of jobs previously held. Many firms do not bother to initiate any paper work at this early stage. If the applicant appears to have any chance of qualifying for existing job openings, he or she is given the application blank to complete.

Application Blank - One of the general principles of hiring procedures is to assign each step information objectives that can be best obtained by the methods of that particular step. Factual information should be obtained by means of an application blank. It is not automatically assumed that all information written on the blank by the applicant is correct.

References - The purpose of the reference check is to obtain information about past behaviour of applicants and to verify the accuracy of information given on the application blank. The most common method of checking was a combination of letters and telephone calls. Letters of reference carried by the applicant are of little value; one knows what is in them.

Psychological Tests - The next step in the procedure outlined above is that of testing. Most of the larger companies that can afford to have a more detailed and accurate selection procedure do utilise some form of employment testing. It is the smaller company that frequently does not bother with tests, but places great reliance upon the interview

Interviewing - Interviewing is probably the most widely used single method of selection. A substantial amount of subjectivity, and therefore/ unreliability, is to be expected from interviewing when used as a tool of evaluation. One human being is evaluating another in somewhat strained and artificial circumstances. The specific sources of unreliability are several in numbers. First, the interview is allocated information objectives that cannot be obtained otherwise; thus it deals with intangible goals such as assessing leadership role fit, and inner motivation. Secondly, much research of specific sources of subjectivity has demonstrated the following: (1) those interviewed immediately after the candidates are appraised are viewed more favourably; (2) excessive weight is given to unfavourable information, with only one negative item leading to rejection in about 90 percent of the cases in one study; (3) interviewer stereotyping exists with more females recommended for such jobs as editorial assistant and more males for personal technician; (4) interviewers sometimes make a decision very early and conduct the rest of the interview searching for substantiating information; (5) when favourable information is received to unfavourable, the applicant fares better; (6) the greater the number of job vacancies the more favourable the applicant evaluation and, (7) interviewers are often affected by appearance and non-verbal clues having little to do with job performance.

Omisore and Okofu (2014) identifies several stages in recruitment.

Stage One: Pre-Recruitment

This stage, in their opinion involves the actual and hidden costs of recruitment and selection. These include costs of advertising, agency/search/selection consultancy fees, royalties, fee for

occupational testing, the administrative costs and the recruiter's own time. They believe that if no engagement is made these costs can escalate dramatically, for there are unquantifiable but significant costs involved in repeating the recruitment exercise. It is therefore imperative for any organisation to establish an effective recruitment system which includes statistical information for human resource planning, job information, and administrative support to deal with responses from candidates.

Stage Two: Recruitment

Humphrey (2010) as cited by Omisore and Okofu (2014) states that information on a formal staff requisition document should include the following:

- Name and location of originating department

- Job title

- Main job function

- Salary or grade

- Benefits (allowances)

- Reason for requisition □ Replacement □ New appointment □ Additional appointment

- Due date

Generally, there are two main sources of recruitment. The first is recruitment from outside the organization while the second is from within the organisation itself. This second method is mainly through departmental promotion which is one in which appointment to the higher posts in the service is made only from within the service itself. This may be done through restricted competitive examinations.

2.7   Studies on Recruitment Procedures

Recruiting new employees is a challenging and time consuming process, especially when the need is to hire many people over a limited period of time. To optimise the available workforce pool during the recruitment process, it is pertinent to use as many resources as possible to draw a quality employee. To accomplish this, the use of various sources such as existing employees, newspaper advertisements, the internet, press releases, and broadcast media are often engaged (Canadian Manager, 1998). Although, there is a drawback to utilizing such an assortment of resources, in that applicants that may not have the skills necessary for the position may be attracted, thus making the selection process difficult and challenging. According to Griffin (2000), when recruiting a quality workforce, a new employer in the community must ensure that the long-term vision and potential profitability of the company is shared with the community. An employer with a positive public image will find recruitment efforts are greatly enhanced and as a result more and better-qualified applicants will seek employment with that employer (Mondy & Noe, 1996).

The Unified Modelling Language (UML) class model for recruiting the employee in the organisation is designed with the help of UML concepts. The UML class model represents the structural behaviour of the system according to Larman (1998). The entire UML modelling has been done for recruiting the employee into the organization using class concepts. The UML class model contains five major classes which are Applicant, Organisation, Advertisement, HR Departmentt and Recruitment. This model is also being used by MEAC.

Unified Modelling Language (UML)
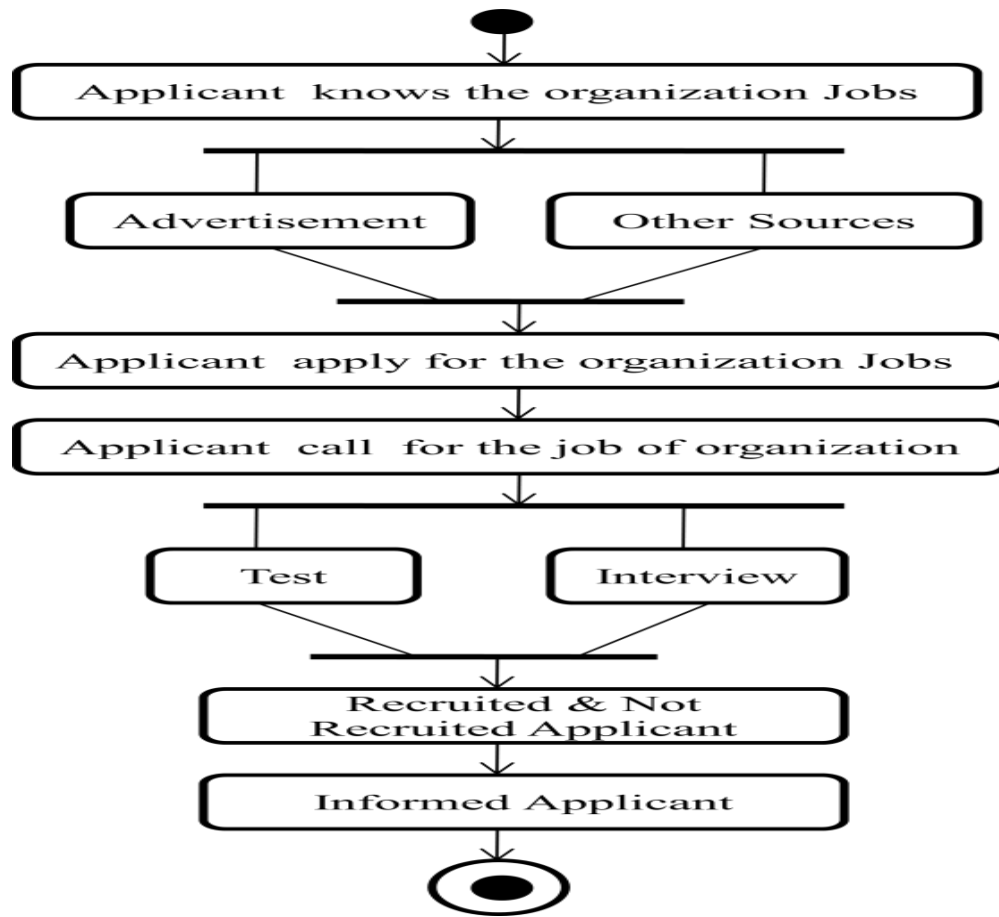
The abovementioned concept is represented through an activity of recruitment diagram. An activity diagram is a dynamic outline that represents the activity and event. The activity diagram shows the different activities one by one with the moving for both restricted and equal behaviour. The activity diagram represents the complete process of recruiting the employee into the organisation. According to the activity diagram the applicant knows the organisation jobs through the advertisement or other sources. After knowing the jobs into the organisation the applicant applies for a particular job in the organisation. The recruitment committee selects the

applicant's application and calls for a test and interview. If an applicant passes the test and interview, then he/she is recruited for the job that he/she applied for in the organisation. If the applicant is not selected, then he/she is also informed by the committee (Booch, Rumbaugh & Jacobson, 2004).

Quality employees are key for a company to grow, manufacture a quality product, and remain stable in the market (Griffin, 2000). The knowledge, skills and abilities of your employees are crucial and will contribute to the growth and prosperity of the company (Pollack, 2000). According to a study conducted by the American Society for Training and Development in conjunction with the US Department of Labour, there are specific skills an employer is looking for when recruiting and selecting quality employees. These skills include: applicants who portray an interest in learning; demonstrate good communication skills; have the ability to problem solving; portray a high self-esteem; show motivation, and understand the importance of teamwork (Clark, 1996).

In order to scale down on the number of people that apply for a specific vacancy and for a company to obtain a competitive edge in the market place today, pre-employment assessment is essential. Advantages to pre-employment assessments are increased productivity, job satisfaction, effective communication and a reduction in turnover (Myers, 1998). Integral parts of the assessment include work aptitude, which includes math, verbal and spatial aspects. According to Waln (1999), research has proven that testing of applicants increases the likelihood of hiring successful candidates who will increase company profitability through the quality of their work and conscientiousness of their work ethic. According to Mercer (1994), one of the

main reasons for evaluating applicants is to predict their aptitude in reference to problem solving. Aptitude assessments are one of the most successful predictors of an employee's potential job performance. Research shows that applicants who perform poorly on pre-employment assessments will perform poorly on the job (Switchenberg, 1999). It is therefore important that proper recruitment procedures are followed when recruiting.

A study by Smith92002), cites that 90% of companies won't hire applicants who are basic skills deficient. However, many will retest at a later date if the applicant has made an effort to enhance that skill (Smith, 1994). Employers need employees who have the ability to read, write and perform computation to meet the competitive demands of today's market place (Clark, 1996).

A survey conducted by the Manufacturing Institute's Centre for Workforce Success, reports that inadequate basic skills in employees have prevented one in five manufacturers from expanding (Hays, 1999). Hays (1999) further states that according to a report written in the National Association of Manufacturers, to be competitive in today's global market employees need the basic skills to keep up with the technological changes. This report also found that 75 % of applicants are considered unqualified by more than one quarter of the companies hiring. These companies are declining these applicants based on inadequate skills in one or more of the following basic skill areas: reading, writing, communication and/or maths (National Association of Manufacturers, 2000). Effective recruitment processes therefore would be incomplete if these basic skills are not considered when recruiting employees.

In a study conducted by Hays, 1999, it was stated that an estimated 10 percent of Americans couldn't read or write. Once these individuals enter the workforce it is difficult to identify them

because of their fear of admitting to their employer and/or family that they lack these skills (Hays, 1999).

Another study conducted by the National Institute for Literacy, employees who lack the basic skills required for the job result in a US $ 60 billion loss in productivity for American companies each year. Reasons for this may include high-tech assembly lines which may have complicated directions, employees who do not understand shipping instructions or do not understand warning signs therefore resulting in workplace accidents or damage to equipment. In order for companies to remain competitive in today's global economy they demand the labour pool from which they hire to be well educated (Hays, 1999).

The employer's competitive edge in this global economy is its employees' basic skill level such as reading, writing, computing and solving basic math problems (Hays, 1999) agreeing with Greenberg (1999) who suggested that employees in the workplace today need a higher basic skill level because of new and changing technology.

Georgia-Pacific is an example of a company who realised the importance of basic skills literacy in the workplace to remain competitive. They worked with representatives from the local technical college to develop an assessment tool targeting the reading and math skills of both their employees and applicants. Applicants whose scores were low were given the opportunity to attend training to improve their basic skill level. Increases in basic skill levels were noted following training. As a result, Georgia-Pacific has made it a requirement that all individuals

who apply to their company complete a basic skills course at a local community college before applications are accepted and considered (Davis, 1997).

2.8 Recruitment in South African Public Service

Seale (2011) mentioned that in South African recruitment systems, vacancies are advertised by the department, where the job is to be situated, in local newspapers, while vacancies for senior management levels must be advertised nationally. Candidates are expected to apply directly to the department for the job and these vacancies may come at any level. The requirements of the vacancy and tasks are clearly stipulated in the advertisement but these advertisements must be aimed at previously disadvantaged communities i.e. blacks, women and people with disabilities to ensure the widest pool of applicants. At times these tasks of advertising and receipt of applications are outsourced to an employment agency.

A selection committee is formed, in the department, and is chaired by the head of department. After the closing date, the committee screens the applications and short-lists candidates, again always taking into account, race, gender, disability and "merit". It then communicates with short-listed candidates, interviews them and agrees upon a selection. A probation period may follow the appointment and no candidate has the (automatic) right to promotion. Promotion happens simply through a candidate applying for a vacancy at a higher level and then through the normal recruitment procedures as just outlined. Thus it is often the case that candidates inside the public service will compete against candidates coming from outside for a vacancy at a higher level/grade (Seale, 2011).

Seale (2011) further states that while senior managers are specialists and are often head-hunted, their recruitment must be as competitive as possible, thus ensuring the best capable candidate. Affirmative action appointments, at this level, are the prerogative of the respective minister, who decides who should be targeted and what the competency requirements should be. Ministers usually request a transfer or promotion for a senior manager, if the candidate so desires (DPSA 2001: 55-61). In this we see a clear blurring of the roles of administrators, that is heads of departments, and politicians.

Today the public service in SA, whilst slowly showing the signs of being representative, is faced with the challenge of being able to deliver on the needs, desires and interests of the people it serves. For it to do this, it needs to be able to re-focus and suggest methods in which merit now plays a much more prominent role than representation did. The merit-based system, after all, was the antithesis to corruption, nepotism and patronage - features that are becoming all the more present in the public service in SA today.

The selection criteria in SA are very effective in the sense that vacancies are advertised by the department in local newspapers, while vacancies for senior management levels are advertised nationally. Requirements of the vacancy and tasks are clearly stipulated in the advertisement. It clearly conforms to the UML model where the applicants are eventually selected and subjected to interviews. The only difference is that these advertisements are aimed at previously disadvantaged communities while generally, recruitment should focus attracting the best candidate possible from the entire community.

2.9 Recruitment in the Indian Civil Service

According to Seale (2011), the Indian civil service is largely generalist i.e. the candidate who applies to enter the civil service must simply be able to solve any problem posed to them. This was the basic requirement and it was determined by the recruitment process. The British had suggested, at Indian independence, that an independent body, the Union Public Services Commission (UPSC), be established to recruit, examine, interview and appoint candidates, among other tasks, to the civil service (Seale, 2011).

The UPSC would therefore make the appointments at a federal level and then send the candidates to either work in the capital or the various states. The Indian Administrative Services (IAS), Indian Foreign Services (IFS) and Indian Police Services (IPS), these at a federal level, would have their recruitment done through the UPSC.

The UPSC has a three tier recruitment process and the first of these is a preliminary exam. Candidates countrywide apply to write this three-hour exam and there are usually objective type questions asked, which include numeracy ability, current affairs awareness and the ability to deal with administrative matters. Approximately 10 000 candidates sit for these exams annually (Seale, 2011).

However, only 10% of these candidates make it to the next level, which is to sit for the main exam, which includes being tested on language ability, expertise on particular subjects and essay

writing. The main exam comprises a pair of 3 hours written exams. Here too, at this level, they would make known their preferences for which department they would like to work, if successful. From the candidates, who write the main exam, only 15% qualify for interviews, which is the third level of the recruitment process. Interviews are in the presence of a panel which is composed of senior civil servants, subject experts and psychologists. Half of the candidates which make the interviews are successful and are placed accordingly (Seale, 2011).

Annually the IAS makes available 150 positions and often the top 10 rankers of the recruitment process are afforded the choice of where they would like to be placed; the IFS is frequently a favourite for these top ranking candidates. Civil servants appointed to the IAS start at a junior level and move their way up through the ranks. They are therefore almost always career bureaucrats, who retire from the civil service having spent their entire working career there. Tenures are therefore for at least a 30-35 years' period and this creates much stability within the service. As a result, there is no lateral entry because of this vertical mobility and after appointment a period of probation exists, where civil servants are sent to various centres for training. Promotion is almost automatic after a set period (Seale, 2011).

India too had the national project of trying to build a society and develop the country after independence. National consensus had to be achieved in order to create a nation state and compromises had to be made in order to be as inclusive as possible. Thus already at independence the government of India sought to be as inclusive as possible, ensuring that minorities and those who were disadvantaged were given the opportunity to share in the constitutional guarantee of equality. Positive discrimination, or affirmative action, therefore had

to be included as a mechanism to address these social imbalances. Representative bureaucracy therefore became a factor in the civil service (Seale, 2011).

India's past of discrimination based on caste, religion, tribe and gender has led to the introduction of a policy of corrective action. Given India's plurality and its quest for social justice, national consensus was reached in order to address these past discriminations; any democracy, if it wishes to ensure equality, has to deal with imbalances. Within the civil service this meant that seats or vacancies were reserved for appointments from Scheduled Castes (SC's), Scheduled Tribes (ST's), Other Backward Castes (OBC's), those with disabilities and migrants from neighbouring poor countries. Efforts were also made to include women (Seale,2011).

Seale (2011) further states that women within the civil service are not reaching more than 10% while the quotas for filling posts are not for higher levels but only at an entry one. Thus SC's and ST's almost always find themselves at the lower levels of the civil service. The controversial Mandal Report suggested that 27% of vacancies in the civil service should be reserved for OBC's because, it further suggested, that over 50% of the Indian population comprised of people coming from this background.

Yet while affirmative action might indeed be policy in India, "forward" castes continue to dominate the selection of civil servants simply because they have better access to education, come from professional homes and have the resources available. These "forward" castes, who often form part of the middle to upper income class are able to send their children to private

schools, where English is the medium of instruction. Lower castes, especially SC's and ST's, have to rely on state schools which are frequently under resourced (Seale, 2011).

Therefore, upper castes are fluent in English and Hindi and those who have been able to concentrate on subjects such as mathematics, physics, and geology have an advantage over those who come from a humanities background and who were modestly schooled (Seale, 2011). As a result, some have suggested that the written exams as well as the interviews do exclude minorities. It is for this reason, protecting their own class interests, that some have even suggested that the Indian civil society has followed Marx's understanding with regards to vested interests rather than Weber's emphasis on neutrality (Seale,2011).

In the light of this, one has to question the focus and orientation of the Indian civil service after the 1990's reform. For many Westerners, implementing a (traditional) merit-based system was the only means of becoming modern. Therefore, countries such as India are moving away from their founding principles such as inclusiveness and being as widely representative as possible to more merit-based approaches (though politically influenced) in order to modernise. India thus tends to be neglecting social justice and using tools such as corrective affirmative action, to bring about this social justice, in favour of becoming more competitive globally (Jodhka and Newman 2009: 4-6). However, we shall later explore why India can afford to neglect these principles.

2.10   Nigerian Civil Service and Recruitment system

Okeke-Uzodike and Subban (2015) states that the establishment of the Nigerian Civil Service dates back to 13 March 1862 in the time of the British colonial masters. As a result of the

interests of the British government declared in the Port and Island of Lagos, a government was constituted and provision was made for various posts such as Governor, Chief Magistrate, Colonial Secretary and Senior Military Officers. Following this, was the establishment of instruments of Law and Order such as the Departments of the Judiciary, Police, Prisons, and Public Works.

In response to the growth of nationalism and demands for independence, successive constitutions legislated by the British government moved Nigeria towards self-government on a representative and increasingly federal basis which led to independence in October 1960. Following independence in 1960, Nigeria altered its relationship with the United Kingdom by proclaiming itself a federal republic in October 1963, and promulgated a new constitution which marked the beginning of the birth of a new Nigerian civil service (The World Fact Book, 2010). The Nigerian civil service was mainly made up of employees in Nigerian government agencies other than the military. The civil service consists of federal civil service, the autonomous state civil services, the unified local government services and several federal and state government agencies or parastatals (Okeke-Uzodike and Subban, 2015).

Okeke-Uzodike and Subban (2015) further states that the federal and state civil services were organised around government departments, or ministries, and extra-ministerial departments and each of the federal and state civil services was spearheaded by ministers and commissioners respectively who were appointed by the president and governors (The World Fact Book, 2010). Gradually, the post-1960 federal civil service role involved settling and coordinating state policies and programmes in social and economic management, and the establishment of public

enterprises for the provision of social services. Literature documented that this development resulted in a more direct role of the federal civil service in the development of the country (Okeke-Uzodike and Subban, 2015).

According to Briggs (2007), civil service recruitment is the process through which suitable candidates are induced to compete for appointment into government jobs. In Nigeria's public sector, recruitment into the federal government ministries and parastatals are done by the Federal Civil Service Commission (FCSC). The FCSC policy document stipulates meritocracy and ethnicity amongst others as basis for recruitment into the public sector. It appears though that adherence to the basis of recruitment and selection especially educational qualification still remains a challenge facing human resource professionals and the Nigerian public sector. Scholars have traced the recruitment pattern back to the colonial rule when the government hurriedly replaced foreign staff with locals, many of which were not properly equipped in terms of education or knowledge, but were employed on the basis of ethnicity, "godfatherism" and nepotism (Budhwar and Debrah, 2001).

Recent studies also have shown that recruitment processes in the Nigerian public sector are influenced by factors such as political consideration/godfatherism, nepotism, quota system, ethnicity (federal character principle) and government discretion (Okeke-Uzodike and Subban, 2015). In addition, Fajana et al. (2011), suggested that factors such as culture, language, religion, gender and educational qualifications are part of the basis for determining who get employed in the civil service of Nigeria.

According to Okeke-Uzodike and Subban (2015) the question still remains 'to what extent are recruitment steps such as advertisement, test/interview and selection applied during recruitment in the Nigerian public sector?' Given this context, there is the subjective move away from merit based recruitment processes in the public sector. There have been various reforms launched by the past and present administration aimed at improving public sector human capacity to deliver services. Huge amounts of money have been spent on administrative reforms such as training, improved conditions of service, flushing of 'ghost'; workers in the system. Irrespective of these efforts; Nigerian civil service still remains characterised by its inefficiency and ineffectiveness in delivering basic social services (Okeke-Uzodike and Subban, 2015). This overwhelming inefficiency of the Nigerian public sector calls for the re-examination of processes of recruitment into government ministries. However, any amount of money spent on training the wrong candidate will not yield any significant positive result.

2.11   Recruitment in Kenya

Employment creation policies in Kenya have been seen as part and parcel of the basic policies for economic growth and development (ILO, 1995; Republic of Kenya, 1964). The underlying premise, in this case, has been that faster economic growth would lead to employment creation and that income generation through employment would lead to improvement in the standards of living and eradication of poverty.

According to the study released by the Institute of Economic Affairs (IEA) (2010) the main focus of Kenya's government since independence has been attainment of rapid economic growth as an avenue for employment creation. Within this context, long-term measures such as

management of macroeconomic fundamentals like savings, investments, incomes and population have been pursued to facilitate job creation. At the same time, medium and short-term measures such as public works programmes and tripartite agreements have also been implemented to create jobs on a more intermediate basis.

A Kenyanisation policy was pursued during the first and part of the second decade after independence; active labour market policies undertaken in the second decade; a return to macro measures aimed at creating an enabling environment, and private sector-led economic growth for employment creation, which have been followed from the third decade to date. These policy interventions have had varied employment outcomes as discussed in the sections that follow.

The Kenyanisation programme was aimed at increasing employment opportunities for Kenyans through the replacement of non-citizens (IEA, 2010). Mixed results were recorded from the strategies adopted under this broad policy framework. As for the Kenyanisation policy, between 1964 and 1972, Kenya's GDP grew by about 6 percent per annum in real terms; wage employment increased by approximately 2,8 percent per annum with most of the jobs being created by the government as the "Employer of last resort". The emergency measures of employment creation (tripartite agreements) pursued in 1964, 1970 and 1979 did not create any meaningful employment. This is because while workers and their trade unions generally observed and delivered on their part of the bargain of a wage and strike restraint, employers did not increase their employment rates by at least 10 percent as "agreed". Instead, the majority of employers opted to convert their existing casual, contractual and temporary workers into more permanent workers.

Thus, the tripartite intervention only had a marginal and temporary effect, and did not increase the size of the payroll, by at least 10 percent, as was envisaged under the policy (Omolo, 2002). It is important to note that emergency employment policies, such as the tripartite employment frameworks pursued by Kenya in 1964, 1970 and 1979 are highly unpredictable and unsustainable measures of employment creation. This is because such policies only tend to "force" rather than facilitate employment creation. Given that the demand for labour and thus employment is derived at, interventions for creation of productive and sustainable employment opportunities must be facilitatory in nature and not decreed. In these circumstances, the establishment and maintenance of a conducive and pro-employment business environment would be more effective in growing employment than decreeing employment. In any case, what is required is not the relief of unemployment as such but its creation. Another outcome of the Kenyanisation employment intervention was that labour productivity of wage employees increased by an estimated 2,9 percent per annum.

At the same time, the capital-labour ratio increased by 6,8 percent, implying that the economy grew more capital intensive than labour intensive (Omolo, 2002). This outcome, when contrasted with the labour surplus nature of the Kenyan economy shows that the policy intervention was not appropriately targeted and did not yield the expected employment outcomes. It is noted that the Kenyanisation policy, which targeted the replacement of whites and Asians with Africans (Kenyans) was successful to the extent that it increased overall employment within the public service. Between 1964 and 1971, for example, the percentage of Africans in the public service increased from 14,6 percent to 97 percent in 1971 (ILO, 1995).

2.12   Conclusion

Evidence suggests that most successful employers with the best employees recruit their employees from a wider pool of recruitment like using the media. It has also been suggested that employers that portray a positive image are able to draw from a larger pool of prospective employees because of this positive image. In order to develop a quality workforce, the use of pre-employment testing as a tool in assessing applicants for prospective employment should be viewed as a key component.

One of the reasons for pre-employment tests is to evaluate the competency of applicants in the basic skill areas. These skills are necessary to adjust to the continual technological changes that occur within an organisation.

CHAPTER 3

RESEARCH METHODOLOGY

3.1   Introduction

The chapter deals with the methodology of the study which includes the research design, the research process, limitations plus relevant sub-headings on the mentioned parts of this chapter. The population of the study will be covered as well as the methods of data collection and analysis. Ethical consideration will be observed in this study.

3.2   Research Design

The research was a single case study focussing on MEAC and follows a qualitative methods and descriptive design.   Questionnaires were distributed to a purposively selected sample of participants at the MEAC. For this case the impediment to effective recruitment procedures and causes of these impediments were sought. Also, policy issues impeding or contributing to effective recruitment procedure were discussed. The research also tried to find solutions to eliminate obstacles to effective recruitment and to investigate existing opportunities to make recruitment more effective.

3.3   Population

The population of the study consisted of the 20 employees who work in the human resources department of the MEAC Head Office in Windhoek. Because of the limited number of employees, the researcher included all of them during the data collection.

3.4   Sample

The purpose of this research was to investigate the effectiveness of the recruitment procedure of employees in the headquarters of Ministry of Education, Arts and Culture in Namibia. Sampling is selecting a small number of elements from a larger defined group of elements while expecting to be able to draw accurate judgments about the larger group with the data obtained from the smaller group (Shiu et al., 2009, p. 448) A sample population refers to a subgroup drawn from a target population (Bartunek, 1996:31). Due to the limited number of respondents available for the study, a purposive sampling strategy was used to select the sample of 20 participants in the population participants beforehand. This sample represented 100% of the population and is regarded as very representative.

3.5   Research Instruments

The researcher used questionnaires for data collection purposes. This questionnaire was self-administered to allow respondents to express their views independently and to also reduce the interviewer's bias and subjectivity.   It was distributed to respondents in advance. Each questionnaire was assigned to have a self-identification number to monitor the response and

return rate and for follow-up purposes in case there was a delay in the response and return (Creswell, 2001).

3.6   Procedures

Permission was obtained from the Permanent Secretary to conduct the research at MEAC with the employees in the HR Department. Letters were written to employees to explain the purpose and objectives of the study and confidentiality of the responses was assured. The respondents were informed that the participation is voluntary and anonymous and their responses were treated in the strictest confidence.

3.7   Data Analysis

The data collected from the questionnaires were uploaded, summarized and analysed in the Excel programme. The researcher used descriptive measures such as mean, mode, median and percentiles to analyse the data.

3.8   Research ethics

Ethical issues of participants' rights of privacy were considered in the research. It is against this background that the information gathered in this study was confidential and anonymous for the sake of protecting the respondents' fear of losing their dignity.

 However, the information gathered was used for this study alone and nothing else. Emphasis was put on respondents' anonymity to increase their willingness to participate. The participants or respondents participated willingly. The researcher ensured that data collection and interpretation were done in an authentic and transparent manner and remained clean of any misrepresentation. it (Creswell, 2001).

The researcher will keep the data for ten years in a locked cabinet in his office. The researcher was the only one who had access to the data. After ten years, the data will be destroyed by shredding and burning

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1.   Introduction

The Human Resource Department at the Headquarters of the Ministry of Education, Arts and Culture is mainly responsible for the recruitment of staff and ensures that these processes are implemented fairly and in line with the Recruitment Policy resulting in the effective delivery of services and the overall improvement of the Ministry. This study was undertaken to establish the effectiveness of the recruitment procedures at the headquarters of MEAC.

4.2 Research Objectives

The main objective of this study was to investigate the effectiveness of the recruitment procedures of employees in MEAC. The study further seeks:

1.   To investigate procedures that play a significant role in the recruitment in MEAC,

2.   To determine the impediments to effective recruitment procedures in MEAC,

3.   To evaluate the causes of impediments to effective recruitment procedures in MEAC,

4.   To provide suggestions and recommendations that will be useful to the effective implementation of the recruitment policies in MEAC.

4.3.   Research Procedure

The researcher made use of twenty (20) self-administered questionnaires distributed to selected officials in the HR Department of MEAC headquarters in Windhoek.

The questionnaire included closed-ended questions and respondents had to answer all the questions. A total of 20 questionnaires were distributed to the HR Officials with a cover letter. Only 11 of the questionnaires were returned of which 1 was rejected due to unsatisfactory responses and only 10 of the questionnaires were used for this analysis. This constituted approximately 50% of the sampled population.

The researcher regarded the confidentiality of the respondents as a priority and due to this the researcher was unable to trace the non-responses. Confidentiality makes it difficult to identify those who failed to respond. This was also compounded by an observable lack of interest and the low level of understanding of the importance of this study amongst some officials.

4.4   Data Analysis

The following sections will analyse the data obtained from the respondents.

4.3.1 Demographic Details

Gender	Frequency	Percentage
Male	4	40%
Female	6	60%

Table 1: Gender

It was found that 60% of the respondents were female and 40% were male. The respondents were also asked to indicate their highest qualifications and the following were found. The majority of respondents had either an undergraduate degree or a diploma – 30% each – which is a minimum requirement for starting to work in the HR department. 20% of the respondents had a postgraduate degree while 10% had a certificate and another 10% had a Grade 10 qualification. None of the respondents had Master's a Degree.

Qualification	Frequency	Percentage
Master's Degree	0	0%
Postgraduate Degree	2	20%
Undergraduate Degree	3	30%
Diploma	3	30%
Certificate	1	10%
Other: Grade 10	1	10%
TOTAL	**10**	**100%**

Table 2: Highest Qualification

The respondents were secondly asked to indicate their period of employment in MEAC. The majority (60%) of the respondents had more than ten years of experience with 20% between 10 and 15 years, 30% between 15 and 20 years and 10% more than 20 years. It is also worthwhile to note that there are a significant number of respondents with less than 5 years' experience (30%) and only 10% have experience between 5 and 10 years.

Years	Frequency	Percentage
+ 20 years	1	10%
15 – 20 years	3	30%
10 – 15 years	2	20%
5 – 10 years	1	10%
- 5 years	3	30%
TOTAL	**10**	**100%**

Table 3: Period of Employment

The respondents were also asked to indicate at which hierarchy of the organisation they currently pitch. Fifty percent (50%) were at the lower management, forty percent (40%) were support staff and ten percent (10%) at middle management. There were no respondents from top management or supervisory level.

Years	Frequency	Percentage
Top Management	0	0%
Middle Management	1	10%
Lower Management	5	50%

Supervisory	0	0%
Support Staff	4	40%
TOTAL	**10**	**100%**

Table 4: Level of Decision Making

4.3.2 Policy Mechanisms

The next part of the questionnaire wanted to establish what policy mechanisms are in place to deal with recruitment issues in MEAC. The first question wanted to ascertain whether there is a recruitment policy that regulates the recruitment of employees in the Ministry and 100% of the respondents answered in the affirmative. The researcher further probed to know what this policy is called. It has been established that the main guiding document for recruitment of employees is the Public Service Act No 13 of 1995 from which the *PSM Circular No.23: Filling of Post: Recruitment, Interviewing, Selection and Placement* and the *Public Service Staff Rules* are derived. These two documents give specific directives and guidelines as to how recruitment in the civil service, including MEAC, need to be done.

The respondents were further probed to whether there is another legislation that influences the recruitment of staff members in MEAC. Two Acts were specifically pointed out in this regard namely the *Affirmative Action (Employment) Act, No. 29 of 1998* and the *Labour Act 11 of 2011.* The Affirmative Action Act makes provision for the appointment of marginalised, disabled and underprivileged people while the Labour Act provides various guidelines which change from time to time.

When the respondents were asked on how comprehensive the Recruitment Policy is, all the respondents (100%) indicated that it is very comprehensive. They then had to respond on the recruitment processes and how they are linked to the recruitment policy where 60% indicated that they are always linked to it and 40% indicated that they are often linked which rule out the possibility that recruitment is mostly guided by the Recruitment Policy of the Public Service. The respondents were then asked to indicate whether there are any exceptions that make provision for not following the Recruitment Policy. Sixty percent of respondents indicated in the affirmative and 40% said no. Those who responded in the affirmative were asked to explain and responses obtained covered issues on scarcity of qualifications. If a particular qualification is not easily obtainable in the market, then the HR office can deviate from the HR Policy and do head-hunting without any regard to the guidelines or appoint foreign nationals. There are positions that are political in nature e.g. personal assistants and advisers and often the permanent secretaries. These positions are mostly filled at the discretion of the Minister, the Prime Minister or The President. Sometimes a need arises to fill certain positions urgently and this will call for a transfer of staff members from a different office or agency. These deviations, however, are not done without scrutiny or supervisions as the Public Service Commission eventually had to ensure that such deviation is warranted after recommendations are first made to their offices. They have the prerogative to either approve or deny such appointments.

There are also new interest groups which prompts the Ministry to flout recruitment procedures as directives are handed down from the Presidency. These include the plight of the children of the liberation struggle who have to be considered as potential candidates at most lower category entry level posts. This also applies to persons with disabilities.

4.4.3   Recruitment Procedures

In this section the researcher wanted evidence on how the recruitment process is being conducted and what problems are being experienced in the total recruitment process. The respondents were first asked whether the recruitment criteria are reflective of the generic organisational competencies and future requirements. It was found that 80% of the respondents replied in the affirmative and 20% said no. On the question whether these criteria are regularly reviewed, a similar response was obtained where 80% confirmed that these criteria are regularly reviewed and 20% answered in the negative.

On the question on what methods are being used to determine the functional and behavioural skills needed in the job, it was found that the initial step in this process is the needs assessment done in the department and the viability of such a post. Interviews are then conducted as the most common form of the recruitment process. However, when the pool of applicants is too big the HR office conducts reference checks as a first process of elimination. If the pool of candidates is still too big to handle, a biometric test is conducted with the support of Ministry of labour (MOL). The respondents were also asked to indicate whether there are any other recruitment requirements except interviews and reference checks and 70% of the respondents indicated yes while on 30% respondents said no. Besides the biometric tests aimed at eliminating some candidates in a large pool, there are some jobs that require practical skills e.g. computer skills, typing skills or driving skills. Prospective employees are then subjected to these tests to ascertain the level of their expertise. The PSM Circular 23 of 2002 also accords with this finding

as explained in the literature review. Maximun care is taken to ensure that a high pool of candidates are recruited.

On the question on how the recruitment strategy target the largest possible candidate pool the respondents indicated that adverts are placed in all the local dailies (newspapers) to reach as many candidates as possible. An internal circular is distributed online to all staff members for posts that require internal recruitment. For posts that require low level skills like e.g. those of cleaners' adverts are placed on the notice boards at various ministries and public buildings. On the question on how the ministry determines where to advertise the position they are guided by the skills required for the position, scarcity of such skills, whether it is a promotional or entry level post or, urgency of the vacancy to be filled (internal or external). When scarce skills are on the issue of the scarcity of skills required, the position can be advertised either in SADC countries or worldwide in order to open up applications from foreign nationals as well.

The respondents were also asked to indicate whether there are any guidelines with regards to the contents of an advertisement and all respondents indicated that there are. When probed further, the respondents indicated that all adverts should indicate the job category, grade, salary scale, directorate/division/duty station, minimum requirements, supplementary requirements, job description and due date. One other requirement is that the advert must not discriminate unfairly by limiting chances of any potential candidate to apply e.g. citing statements like "only people who previously worked with the Ministry should apply".

On the question whether the HR is involved in designing the advert to ensure that the work of the Ministry is promoted in addition to attracting the best candidates, all respondents indicated yes. In the initial phase the departments do the needs assessment, requests the HR to formulate the job requirements and set the advert. All this is done through continuous consultation with the head of department and HR.

The researcher also wanted to know whether there is a database maintained for external candidates from previous recruitment actions, and ninety percent (90%) of the respondents indicated that there is no such database as the Recruitment Policy does not make provision for that. However, the 10% of respondents that answered in the affirmative said that there is a database maintained, but only for teachers as the appointment of teachers do not at all times conform to rigid recruitment processes.

Finally, the respondents had to indicate who is responsible for overseeing the recruitment process and all respondents indicated that the Deputy Director of HR does the job. On the question on what role this person plays, they indicated that she is the administrative head of HR and she investigates whether the recruitment was conducted in procedural and substantive fairness, whether funds are available for such a vacancy, whether the advertisement complies with regulations, if the vacancy exists and finally scrutinise all recommendations submitted after interviews, before submission to the Public Service Commission for appointment.

4.4.4 Findings of the Study

The main aim of this study was to investigate the effectiveness of recruitment procedures of employees in the headquarters of the Ministry of Education, Arts and Culture (MEAC) in Namibia.

This study has established that MEAC, for all intents and purposes, follows the recruitment procedure as prescribed by the *PSM Circular 23 of 2001* although there are some minor deviations from this policy.

The recruitment policy is not the only document that guides the recruitment of employees in MEAC, but is also guided by the Affirmative Action Act, Public Service Staff Rules, Ministerial Affirmative Action report and the Labour Act. The recruitment policy is comprehensive and also makes provision for deviations and all issues pertaining to recruitment in the MEAC are always on the basis of what the recruitment policy prescribes.

Exceptions to the recruitment policy are only permitted in the cases of scarce qualifications, political appointments and physically disabled people, special interest groups (e.g. struggle kids) and positions that need to be filled urgently. However, MEAC do not have the final decision in doing appointments even in exceptional cases. Recommendations are sent to the Public Service Commission in order to verify whether such appointments warrant exceptions.

When recruitment is initiated it always takes the needs of the department or division into consideration and the criteria used are reflective of the generic organisational and future

requirements of the job. In this case, the HR is instrumental in finalising the job description so that the need in the division is properly addressed. When specific functional or behavioural skills are needed, the applicants are subjected to tests as an addition to reference checks and interviews.

In order to reach a maximum number of candidates for specific positions the MEAC uses a wide range of media which include newspapers, online adverts, internal circulars (for internal adverts) and notice boards. The decision to place the advert in a specific source is again determined by the scarcity of qualifications needed, urgency of the vacancy and availability of funds. This finding is compounded by an article from the *Canadian Manager* (1998) which states that recruiting new employees is a challenging and time consuming process, especially when the need is to hire many people over a limited period of time. To optimise the available workforce pool during the recruitment process, it is pertinent to use as many resources as possible to draw a quality employee. To accomplish this the use of various sources such as existing employees, newspaper advertisements, the internet, press releases, and broadcast media are often engaged.

It has also emerged from our studies that there is a standardised format and content that any advert should have. These include the job category, grading, salary scale, division, duty station, minimum requirements, supplementary requirements, job description and due date. These are all designed by the HR with assistance from the heads of divisions.

It has, however, been noted that MEAC does not keep a database of external candidates from previous recruitment actions that could be recruited in the next vacancy. The HR division has a

deputy director who is its administrative head. She facilitates fairness in appointments, ensure that funding is available for a vacancy, ensure that the recruitment process adheres to regulations and submits recommendations to the Public Service Commission.

The UML class model in the literature review contains five major classes which are Applicant, Organization, Advertisement, HR Department and Recruitment. This model theory explained that recruitment is a very complex issue, so complex as it includes a set of interactions of different variables, failure of being aware of these factors can influence the recruitment process through the competency of the person recruited and the skill that the organisation needs.

However, the study has found that the staff at MEAC are highly trained and very professional as 80% of them are trained above diploma level. Almost everybody is satisfied with the service they deliver to the Ministry, although there is room for improvement.

4.5   Summary of Results

The following sections reflect the summary of the results. It was found that the recruitment criteria are reflective of the generic organisational competencies and future requirements of the Ministry. These criteria are regularly reviewed as job descriptions change over time.

Vacancies are first motivated by the departments and then forwarded to the authorities in order to determine the functional and behavioural skills needed in the job. Posts are advertised when approved and interviews are then conducted as the most common form of the recruitment

process. When the pool of applicants is too big the HR office conducts reference checks as a first process of elimination, secondly the biometric test is conducted with the support of the Ministry of Labour (MOL).

In order to reach the largest possible candidate, pool the adverts are placed in all the local dailies (newspapers) to reach as many candidates as possible. Internal circular is distributed online to all staff members for posts that requires internal recruitment. For post that requires low level skills like e.g. cleaner's adverts are placed on the notice boards at various ministries and public buildings.

There are certain basic guidelines for adverts namely the job category, grade, salary scale, directorate/division/duty station, minimum requirements, supplementary requirements, job description and due date. The advert must not discriminate unfairly by limiting chances of any potential candidate to apply e.g. citing statements like "only people who previously worked with the Ministry should apply".

The HR is involved in designing the advert to ensure that the work of the Ministry is promoted in addition to attracting the best candidates. The initial phase the departments do is the needs assessment, requests the HR to formulate the job requirements and set the advert. All this is done through continuous consultation with the head of department and HR.

There is no database maintained for external candidates from previous recruitment actions in the HR sections, but there is a database for teachers.

Finally, the recruitment process is overseen by the Deputy Director of HR as the administrative head of HR and she investigates whether the recruitment was conducted in procedural and substantive fairness, whether funds are available for such a vacancy, whether the advertisement complies with regulations, if the vacancy exists and finally scrutinise all recommendations submitted after interviews, before submission to the Public Service commission for appointment

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1   Conclusion

The study has established that the recruitment processes at MEAC although diverse are controlled by the Public Service Commission. The influence of other legislation aimed at bringing in previously disadvantaged groups and marginalised people are well intended and fit properly into the Recruitment procedure of the Ministry. There are exceptional cases were recruitment is sourced outsides the realms of the recruitment policy, but the reasons thereof are very valid. Positions requiring special skills are also subjected to additional screening and it is ensured that all ads are uniform and distributed over a wide medium. The fact that all adverts are monitored by a single head of division promotes the notion of uniformity and universality of recommendations made to the Public Service Commission of Namibia.

Glueck as cited in the literature review states that for a business entity to be successful, it should have an ability to recruit and select a competent labour force to the organisation to respond to the change in the global business environment. Recruitment is the process of finding and attracting qualified or suitable applicants to fill vacancies (Glueck, 1978). This holds true for the recruitment in MEAC. The study found that the recruitment policy aims at getting the best candidate for a specific post advertised. Interviews are also conducted to establish whether the candidates are able to perform in the post they applied for as cited by Ballantyne (2009) that for a

business to be successful it needs to establish during the recruitment process whether the candidate has the ability to perform.

The study supports the literature that for an organisation to recruit the best candidates they need to apply better recruitment and selection strategies in order to respond to the organisation's need and to attract and retain high-quality individuals who can respond effectively to this changing environment (Newell 2005) To accomplish this, the use of various sources such as existing employees, newspaper advertisements, the Internet, press releases, and broadcast media are often engaged (Canadian Manager, 1998).

The Ministry of Labour provides a template for an aptitude test that MEAC can use with the potential candidates for a vacancy as supported by Booch et al (2004) who states that the recruitment committee selects the applicant and calls for tests and interviews. If an applicant passes the test and interview, the applicant is recruited for the job that he/she applied for in the organisation. If the applicant is not selected, then he/she is also informed by the committee (Booch, Rumbaugh & Jacobson, 2004). This test is also aimed at testing specific skills of the potential employee which include applicants who portray an interest in learning; demonstrate good communication skills; have the ability to problem solving; portray a high self-esteem; show motivation, and understand the importance of teamwork (Clark, 1996). Conducting tests is supported by Waln (1999) who states that research has proven that testing applicants increases the likelihood of hiring successful candidates who will increase company profitability through the quality of their work and conscientiousness of their work ethic. Mercer (1994) also holds

that one of the main reasons to evaluate applicants is to predict their aptitude in reference to problem solving.

5.2   Recommendations

The following recommendations are derived from the findings as summarized above.

- There are quite a number of additional legislation that influences the Recruitment Policy. This study therefore wishes to recommend that the Recruitment policy should be reviewed in its totality and made more comprehensive in order to include all the elements that other supportive legislation proposes. In this way, the Recruitment Policy will be the sole guiding document in recruiting employees.

- The recruitment policy only makes provision for interviews to be conducted. Additional testing methods like biometric tests should be inserted as part of the policy in order to provide a legal basis under which circumstance tests can be conducted.

- Distribution of adverts should be expanded to local radio stations as all people may not be able to access newspapers, online sources and notice boards.

- Positions in the civil service as well as MEAC should not be subjected to politically motivated appointments and such positions should be open to all Namibians to apply.

- Finally, the Ministry should keep a database of all previous applicants in order to recruit competent candidates when next in future.

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Mr RM Somaeb

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Cell: 0812117297

December 2015

Dear Respondent

I am currently enrolled at Namibia Business School for a Master's Degree in Business Administration and am in the process of completing my dissertation on "*The effectiveness of Recruitment Procedure of employees in the headquarters of Ministry of Education, Arts and Culture in Namibia".*

This study is anonymous and your name will not be revealed in any of the responses. Therefore, I would like you to take time out of your busy schedule to complete this 10 – 15 minute questionnaire attached. The findings of your responses may eventually be helpful in improving your HR Department.

Yours Sincerely

RM Somaeb

Questionnaire

An Investigation of the effectiveness of employee recruitment procedure in the headquarters of Ministry of Education, Arts and Culture in Namibia.

R. M. Somaeb

A: Demographic Details

Q1:   What is your gender? *Tick*

| M | | F |

Q2:   What is your highest qualification? *Tick*

☐   Masters Degree

☐   Postgraduate degree

☐   Undergraduate Degree

☐   Diploma

☐   Certificate

☐   Other *(Specify)*:.................................

Q3:   How long have you been employed at Ministry of Education? *Tick*

☐   More than 20 years

☐   15 – 20 years

☐   10 – 15 years

☐   5 – 10 years

☐   Less than 5 years

Q4:   What is your level of decision making? *Tick*

☐   Top Management

☐   Middle Management

	Lower Management
	Supervisory
	Support Staff

B: Policy Mechanisms

Q 5: Do you have a recruitment policy that guides recruitment of employees?

| Yes | | No |

If yes, what is the name of the policy?

………………………………………………………………………………………

Q 6: Are there any other policies that influence recruitment of staff members in your Ministry.

| Yes | | No |

If your answer is yes above, mention a few.

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………

Q 7: How comprehensive is the recruitment policy?

| | Very

| | A little

| | Averagely

| | Vaguely

| | Not comprehensive

Q 8: How often is the recruitment process linked to the recruitment policy?

	Always
	Often
	Rarely
	Never

Q 9: Are there any exceptions in recruitment that do not follow Recruitment Policy provision?

| Yes | | No |

If Yes. Explain.

………

………

……………………………………………………………………………………………………

C: Recruitment Process

Q 10: Are recruitment criteria reflective of the generic organizational competencies, include job-relevant criteria (as stated in the job description) and future requirements?

| Yes | | No |

Q 11: Are they regularly reviewed?

| Yes | | No |

Q 12: What methods do you use in your Ministry to determine what functional and behavioural skills you need in the job?

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....

Q 13: Are there other recruitment requirements, other than the interview and reference check, in your Ministry.

| Yes | | No |

Mention a few.

....

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Q 14: How does the recruitment strategy target the largest possible candidate pool? Please explain.

....

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Q 15: How does your Ministry determine where to advertise the position?

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Q 16: Are there guidelines regarding the content of the job advertisement?

Yes		No

Please explain?

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Q 17: Is HR involved in designing the advertisement to ensure that the
Ministry's work is promoted in addition to attracting the best candidates?

....

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....

Q 18: Does HR or the Ministry maintain a database of external candidates
from previous recruitment actions?

Yes		No

Q 19: Who in your Ministry is responsible for overseeing the recruitment process for the jobs advertised?

....

Explain the role this person plays in recruitment?

....

....

....

....

....

....

..............................End of Questionnaire.........

Mr RM Somaeb

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Khomasdal
E-mail: rmsomaeb@gmail.com
Cell: 0812117297

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02 November 2015

The Permanent Secretary
Ministry of Education
Private Bag
Windhoek

Dear Madam

PERMISSION TO CONDUCT A STUDY

This letter has reference.

I am currently enrolled at Namibia Business School for a Masters Degree in Business Administration and is in the process of completing my dissertation on "*The effectiveness of Recruitment Procedure of employees in the headquarters of the Ministry of Education, Arts and Culture in Namibia*".

I would therefore like to obtain permission to conduct interviews and administer a questionnaire with staff members in your HR- section during the month of November and early December.

Your usual assistance in this regard will be highly appreciated.

Yours faithfully

RM Somaeb

Appendix D.

REPUBLIC OF NAMIBIA

MINISTRY OF EDUCATION, ARTS AND CULTURE

Tel: +264 61 -2933262
Fax: +264 61-2933925
Enquiries: Mr. Nehemia Ndeshuuva
Email:nehemia.ndeshuuva@moe.gov.na

Luther Street Government Office Park
Private Bag 13186
WINDHOEK
Namibia

Mr. RM Somaeb
PO Box 70544
KHOMASDAL

Dear Mr. Somaeb

RE: PERMISSION TO CONDUCT A STUDY

1. Your letter dated, 02 November 2015 is hereby acknowledged and bears reference.

2. Kindly be informed that your request has been considered and permission is granted for you to conduct research interview for the requested period.

3. The Ministry wishes you the best in your study.

Yours Sincerely,

SANET L. STEENKAMP
PERMANENT SECRETARY
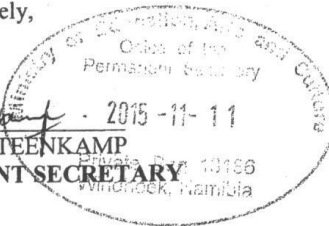
All official correspondences must be addressed to the Permanent Secretary