

**AN EVALUATION OF THE SELECTION PROCESS OF EMPLOYEES IN  
THE MINISTRY OF DEFENCE IN NAMIBIA**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTERS OF BUSINESS ADMINISTRATION (MANGEMENT)**

**OF  
THE UNIVERSITY OF NAMIBIA**

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**AUGUST 2017**

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**DECLARATIONS**

I, Martha N. Amiti hereby declare that “This study is my own original work and has not been submitted elsewhere in fulfillment of the requirements of this or any other award.”

.....

MARTHA NDEENDA AMITI

.....

DATE

## **DEDICATION**

This Project is dedicated to my Almighty God, my husband Timotheus Amiti, my two daughters Favour Amiti and Flourish Amiti, for all their support.

## **ACKNOWLEDGEMENT**

I would like to give acknowledgement and thanks to:

The lord my God for always making a way for me where seems to be no way and for giving me his divine strength, encouragement and inspiration throughout my studies. “Don’t worry just have faith (Mark 5:36b). The Lord is my shepherd I shall not want (PS 23:1).

My spiritual parents for their prayers and support, especially my husband Timotheus Amiti , my two daughters Favour Amiti and Flourish Amiti and my mother Editha, who showed so much understanding and supporting me financially during my study time.

I express my sincere thanks and gratitude to my research supervisor Dr. Isaacs Albert for his time taken in reading and editing the document, especially for the insight he shared in the topic and his guidance.

Special thanks go to the academic staff NBS for tirelessly assisting emailing academic information, guidance and encouragement to widen my insight and perspective.

Special thanks to all the member of the Ministry of Defence Force for all the valuable information they gave me as well as for their hospitality and their time spend on answering my questionnaires. Without their acceptance and participation, this project could not exist.

## **ABSTRACT**

The most important consideration is how the recruitment is conducted in the Ministry of Defence. The military adding thousands of new recruits every single year, yet most do not know how the process works. If you are considering joining, it is beneficial to have a basic understanding of the military recruitment process. This study aims to analyse the selection process in the Ministry of Defence. To determine the effectiveness of the selection process of employees in the ministry of defence. To increase the success rate of the selection process in the Ministry of Defence. To provide suggestions and recommendation that will be useful to an effective selection process of employees in the Ministry of Defence. This research provides the solutions of selection on how to select suitable candidates in the Ministry of Defence. The researcher used the quantitative method because this method because these consist of numerical values and most of the company data is quantitative, (Lathlean J. 2006).

The population consisted of 110 employees of the Ministry of Defence HR selection department. A total sample, which consists of twenty (20) employees in HR department, was used for the study. Open and – closed ended questions were developed. During the survey the researcher makes sure that all the participants answered the questionnaires that were distributed to them. When data were processed, they were prepared and then analyzed. Data were presented through table and charts and it was interpreted in a narrative form.

The participants in this study were informed that their participations voluntary. Data collection will be stored in the safe cabinets in the researcher's office and no other person can get access to that cabinet.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Orientation of the proposed study**

The Ministry of Defence Force (MOD) was created when South West Africa gained full independence from South Africa in 1990. The constitution of Namibia defines the role of the military as "defending the territory and national interests."

Namibia's military was born from the integration of the formerly belligerent People's Liberation Army of Namibia (PLAN), military wing of the South West African People's Organization, and the South West African Territorial Force (SWATF) - a security arm of the former South African administration. The British formulated the force integration plan and began training the Namibia Defence Force, which consists of five battalions and a small headquarters element. The United Nations Transitional Assistance Group (UNTAG)'s Kenyan infantry battalion remained in Namibia for three months after independence to assist in training the NDF and stabilize the north. Martin Shalli (chief of Namibian Defence Force 2007) and Charles Namoloh (chief of Namibian Defence Force 2011) were involved in the negotiations that allowed the Kenyan infantry battalion to remain for that period, (Namibia Defence Act No.1 of 2007)

MOD policy stated that the main roles of the Namibia Defence Force are to ensure the sovereignty and territorial integrity of the country by guarding against external aggression, both conventional and unconventional; prevent violation of Namibia's territorial integrity; and provide assistance to civil authorities in guarding and

protecting government buildings and key installations as provided in the Defence Act. However, Berman and Sams (2000), basic skills are limited and troops suffer from a 'range of diseases. This may imply that capability is greatly hampered by extensive HIV/AIDS, Malaria infection and many other diseases amongst soldiers.

The most important consideration is how the recruitment is conducted in the Ministry of Defence. The military adding thousands of new recruits every single year, yet most do not know how the process works. If you are considering joining, it is beneficial to have a basic understanding of the military recruitment process. (Namibia Defence Act No.1 of 2007)

According to Ministry of Defence Force (2010), “selection has been called the life blood of the military. Without a robust ability to bring new members into the military, the services would lack a sufficient manpower to carry out mission essential tasks in the near term and would lack a sufficient pool of entry-level personnel to develop into the mid-level leaders of the future. To protect against this, the Active and Reserve Components set goals for new select ‘accessions’ each fiscal year. Officer and enlist goals are set separately. There are both ‘quantity’ and ‘quality’ goals for the enlisted force”. In 2012, NDF officials announced the suspension of its recruitment campaign due to a lack of "accommodation facilities" for new personnel.

Employee selection is the process of reaching out, searching for and attracting a large supply of people or large pool of interested applicants from which the organization

can choose those it considers competent or most qualified for the job. The human factor is therefore fundamental to the achievement of organization goods. As a result, the need to put in place appropriate strategy for selection of organizational work force cannot be over emphasized (Banjonko, 2003). Selection is the process by which organisation decided who will or will not be allowed into organizations (Noe, 2006).

According to Khan (2008), the objective of selection is to pick the right candidates who meet the requirements of the job and the organization best interests, Mathis and Jackson (2005) pointed out that it ensures the person- job and person organization fit. That is why Fisher Schoenfeldt and Shaw (2004) mentioned that a good employee selection system could add to the overall effectiveness of the organization. According to Gatewood (2004) for selection to achieve its objective the criteria should vary according to the type of role being filled. Selection is an important issue in human resource management. The aim of recruitment is to find high quality people that are suitable for the company organization at the lowest cost possible.

According to Sims, (2002), organizations are faced by the following challenges during selection processes: use of different recruiting methods like suggestions from current employees, word of mouth, government job services, college placement offices, posting job announcements on bulletin boards, executive search firms and the Internet; identification of labour pools, application of variety of selection tools namely, application forms, interviews, reference checks, pre-employment tests and trial period. (Maloney, 2002).

All selection activities, from the initial interview to the physical examination if required, exist for the purpose of making effective selection decision. Each activity is a step in the process that forms a predictive exercise – managerial decision makers seeking to predict which job applicants will be successful if hired. Successful, in this case means performing well on the criteria the organization uses to evaluate personnel election. (Maloney, 2002).

Decisions are said to be correct and good if the applicant was predicted to be unsuccessfully and performed accordingly if hired, (Maloney, 2002). Recruitment and selection form a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. (Maloney, 2002).

However, and importantly, selection decision is often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that human resource managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee (French and Rumbles, 2010).

Selection has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that 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 high level and demonstrate commitment (Ballantyne, 2009). Pilbeam and Corbridge (2006) provide a useful overview of potential positive and negative aspects of selection practices.

According to Pilbeam and Corbridge (2006), inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. Pilbeam and Corbridge (2006) said better recruitment and selection strategies result in improved organizational outcomes like financial performance, quality of products and services, productivity, customer satisfaction, employee satisfaction and retention of quality employees. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees, (Pilbeam and Corbridge 2006).

According to De Cenzo and Robbins, 2006), said selection is more likely to achieve its objectives if selecting sources reflect the type of position to be filled, certain selection sources are more effective than others for filling certain types of positions. Internal search, for instance, has its merits such as; it endears the workers to the organization and increases employee patriotism, (De Cenzo and Robbins, 2006). It builds morale through expectations of rising through ranks; encourages good

individuals who are ambitious to stick with the organization hence controls employee turnover; it improves the probability of a good selection, since information on the individual's performance is readily available; it's less costly than going outside to recruit; and those who are eventually taken from the organization and make succession planning easy, (De Cenzo and Robbins, 2006). The other side is that it may encourage perpetration of dysfunctional culture organizational commitment (De Cenzo and Robbins, 2006).

## **1.2 Statement of the problem**

According to Devins and Johnson (2011), the Military Employee Selection is the process of putting right men on the right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting the best candidate for the required job, the organization will get quality performance of employees.

This study aims to analyze the selection process in the Ministry of Defence. The Ministry of Defence is facing challenges in recruiting suitable candidates. According to the Defence policy in the defence force certain individuals cannot be recruited: Individuals who have criminal records, people who have disabilities and people with mental issues. The main issue here is that it takes a lot of strategic focus and planning to attract quality talents in the Ministry of Defence.

The candidates being recruited are incompetent and do not have the skills and qualifications to do the job. Soldier's salaries are low and new employees cannot cope and cannot provide for their families. Due to these reasons, people only stayed for a short period of time and resigned in one or two months.

Rossons (2004) addressed a study on selection process in US defence and found that they don't select individuals in US defence who have mental issues, disabilities and criminal history. Johnson (2011) conducted a study on selecting and recruitment process in New Zealand (NZ) defence and he stated that they don't select individuals who have criminal history, mental health and disabilities.

Highly qualified professionals are in high demand in any industry, and it is a challenge for the Ministry to recruit these individuals into the force. If you select someone unsuitable, the organization might need to spend time managing their performance and might affect other employees. Employees may also decide to leave meaning you have to go through the selection process again. Making a bad selection decision is costly in terms of selection process itself, salary, management time and resources.

### **1.3 Objectives of the study**

1. To determine the effectiveness of the selection process of employees in the ministry of defence.

2. To increase the success rate of the selection process in the Ministry of Defence.
3. To provide suggestions and recommendation that will be useful to an effective selection process of employees in the Ministry of Defence.

#### **1.4. Significance of the study**

This research provides the solutions of selection on how to select suitable candidates in the Ministry of Defence. The outcomes of this research study can also serve as a guideline for other Ministry to select suitable candidates. This study can also contribute to the study of knowledge in selecting suitable candidate in any other organisations.

The study findings will be also of significant benefit to the Human Resource Development (HRD) practitioners, researchers and academicians who may in future want to conduct further research on the subject. It is hoped that this study will contribute to the body of knowledge especially in provoking a debate amongst managers and owners to come up with appropriate strategies to encourage Government to develop formal ways of selection practices in organizations.

#### **1.5. Limitation of the study**

This study was only confined in Head quarter (HQ) in Ministry of Defence (Windhoek). This study was dependent on willingness and cooperation of employees

in human Resources Department. Some participants in the study didn't give the full cooperation and didn't answer all the questions.

## **1.6. Summary**

In this chapter, the researcher discussed the background of the selection process to reach the objectives of the study. The statements of the problem, research Statement of the problem, objectives of the study significance of the study, and limitation of the study were also discussed. The next chapter will review the literature regarding the selection process in the organisation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

According to Kitching and Blackburn (2008), the HR selection process is the strategically planned procedural approach developed by human resources professionals and implemented by organizations when selecting, evaluating and hiring new employees. The process typically begins when jobs are posted internally and externally. Sometimes recruiting tools are used to draw top-qualified candidates for certain jobs. HR and hiring managers developed screening tools, such as applications, interviews, tests, background checks and reference checks and begin accepting applications.

How do you start the selection process? In order to join the military, contact a selection office. A military selector is going to answer your basic questions. Review the branches of the military and choose the one best for you. You will be interviewed about your basic health and criminal history by the recruiter as well, (Kitching and Blackburn 2008).

#### **2.1 Selection Process**

According to Devins and Johnson (2011), selection as a White House Intern is based on the following criterials: A commitment to public service, Demonstrated leadership

in the community, a commitment to the mission of the Namibian Defence Administration. The selection process is highly competitive. Applicants are encouraged to submit a thorough application that illustrates qualifications, character, and commitment to public service.

A completed application includes two essay questions, two letters of recommendation, and a resume. During the prerequisites applicants must be Namibian citizens, 18 years of age on or before the first day of the internship, and meet at least one of the following criteria: Currently enrolled in an undergraduate or graduate degree program at a college, community college, or university (two-to-four year institution) and also people with grade 10 and grade 12, (Devins and Johnson 2011).

Devins and Johnson (2011), selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization. A formal definition of Selection is the process of differentiating between applicants in order to identify (and here) those with a greater likelihood of success in a job.” Recruitment and selection are the two crucial in the HR process and are often used interchangeably. There, however, a fine distinction between the two steps. While recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs, selection is concerned with picking the right candidates from the pool of applicants. Recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible. Selection, on the other

hand, is negative in its application in as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates.

## **2.2 How do you get selected?**

In order to get selected, you need to have several pieces of information available, such as information about your complete criminal and medical history. You need to provide academic history, such as high school diploma or college diploma, grade 12 and grade 10. You also need your social security card and a form of government ID, (Kitching and Blackburn 2008).

According to Devins and Johnson (2011), one area of the selection process that is significant and sometimes under-valued is the development of screening tools. The ultimate goal of selection is to hire the candidate who is the best possible match for the job duties and the culture of the company. This makes using the right selection tools and developing them effectively vital. Careful job analysis helps HR profession better align selection tools with the job. Only tools, criteria and interview questions that help yield the best hire should make it into the selection process.

According to Padilla, Peter and Mary (2011), along with finding the best hire, cost efficiency and legal concerns are two main reasons why the HR selection process is so important. When companies make a bad hire, they pay to train and orient a person who ultimately may cause more harm than good if he performs poorly and negatively

affects the workplace. The costs to replace a bad hire are astronomical in many industries. A Society Human Resource Management study showed that even an \$8 an hour retail employee can cost up to \$3,500 to replace because of the hiring, administrative and training costs involved.

### **2.3 Recruitment and Selection**

Recruitment is more likely to achieve its objectives if recruiting sources reflect the type of position to be filled, certain recruitment sources are more effective than others for filling certain types of positions. Internal search, for instance, has its merits such as; it endears the workers to the organization and increases employee patriotism. It builds morale through expectations of rising through ranks; encourages good individuals who are ambitious to stick with the organization hence controls employee turnover; it improves the probability of a good selection, since information on the individual's performance is readily available; it's less costly than going outside to recruit; and those who are eventually taken from the organization and make succession planning easy. The other side is that it may encourage perpetration of dysfunctional culture organizational commitment (De Cenzo and Robbins, 2006)

### **2.4 Role of selection**

The role of selection in an organization's effectiveness is crucial for at least, two reasons; first, work performance depends on individuals. The best way to improve performance is to hire people who have the competence and the willingness to work,

(Devins and Johnson 2011). Arguing from the employee's viewpoint, poor or inappropriate choice can be demoralizing to the individual concerned (who finds himself or herself in the wrong job) and de-motivating to the rest of the workforce. Effective selection, therefore, assumes greater relevance. Second, cost incurred in recruiting and hiring personnel speaks about volumes of the selection. Costs of wrong selection are greater, (Devins and Johnson 2011).

## **2.5 Organization for selection**

Until recently, the basic hiring process was performed in a rather unplanned manner in many organizations. In some companies, each department screened and hired its own employees. Many managers insisted upon selecting their own people because they were sure no one else could choose employee for them as efficiently as they themselves could. Not anymore. Selection is now centralized and is handled by the human resources department. Ideally, a selection process involves mutual decision-making, (Devins and Johnson 2011).

As a result, the need to put in place appropriate strategy for recruitment of organizational work force cannot be over emphasized (Banjonko, 2003). According to Khan (2008), recruitment means informing the market that a new people are going to be appointed which can be done through internal sources, advertisement, references and in the modern organization through the internet. On the other hand, selection is the process by which companies decided who will or will not be allowed into organizations (Noe 2006).

The organization decides whether or not to make a job offer and how attractive the offer should be. The candidate decides whether or not organization and the job offer fit his or her needs and goal. In reality, the selection process is highly one-side. When the job market is extremely tight, several candidates will be applying for a position, and the organization will use a series of screening devices to hire the candidates it feels is most suitable. When there is a shortage of qualified workers, or when the candidate is a highly qualified executive or professional who is being sought after by several organizations, the organizations will have to sweeten its offer and come to a quicker decision, (Devins and Johnson 2011).

According to Khan (2008), the objective of selection is to pick the right candidates who meet the requirements of the job and the organization best interests, Mathis and Jackson (2005) pointed out that it ensures the person- job and person organization fit. That is why Fisher Schoenfeldt and Shaw (2004) mentioned that a good employee selection system could add to the overall effectiveness of the organization. According to Gatewood for recruitment and selection to achieve its objective the criteria should vary according to the type of role being filled. Recruitment is an important issue in human resource management. The aim of recruitment is to find high quality people that are suitable for the company organization at the lowest cost possible.

According to Texas State Auditor's Office, Methodology Manual (1993), "the purpose of the recruitment and selection process is to hire sufficient and capable staff to assist the entity in achieving its desired objectives. Generally, the better the applicant's knowledge, skills, and abilities fit the nature and scope of the job, the higher will be individual and organizational productivity. Organisational

management should ensure that recruitment and selection processes effectively match applicant skills and interests with entity staffing needs, job requirements, assignments.”,

According to Maloney, (2002), “all selection activities, from the initial interview to the physical examination if required, exist for the purpose of making effective selection decision. Each activity is a step in the process that forms a predictive exercise – managerial decision makers seeking to predict which job applicants will be successful if hired. Successful, in this case means performing well on the criteria the organization uses to evaluate personnel election Decisions are said to be correct and good if the applicant was predicted to be unsuccessfully and would have performed accordingly if hired. However problems do occur due to normal sampling errors, Reject errors would historically mean the costs performing selection activities would be increased “(Maloney, 2002).

An interesting feature of this method is that the client company need not perform such personnel activities as hiring, compensation or record keeping. The advantages of employee leasing are significant. The client is relieved from many administrative burdens, as well as the need to employ specialized personnel employees. Further, employees not recruited by one client are sent to another client company for employment.

## **2.6 New method of selection**

According to Devins and Johnson (2011), in recent years, HR specialists have found out new methods of selection. These approaches are deemed to be alternatives to the

traditional methods of selection. Two intersecting alternatives are participative selection and employee leasing. Participative selection that subordinates participates in the selection of their co-workers and supervisors. The idea is that such participation will improve quality, increase support for the selected supervisors and co-workers, and improve employee morale. In employee leasing, the client company leases employees from a third part, not on a temporary basis, but rather are leased as full-time, long-term help. (Devins and Johnson 2011).

Recruitment and selection has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that 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 high level and demonstrate commitment (Ballantyne, 2009).

## **2.7 Selection in MOD**

Devins and Johnson (2011) argued that conditions of labor market largely determine the selection process. As is well known, we have a strange paradox in our country. There is large-scale unemployment juxtaposed with shortage of skilled labor. ‘No Vacancy’ boards are seen along with ‘wanted...’ hung on factory gates everywhere’. Unemployment prevails among people who are unemployable-individuals who have acquired university degrees but do not possess any specific skills. All the evils associated with selection –corruption, favoritism and influence- are found in hiring these people, (Devins and Johnson 2011). Selection is obviously, not systematic and

times bizarre too. Selection practices in hiring skilled and managerial personnel are fairly well defined and systematically practiced.

Particularly in hiring managerial personnel and executives, a lot of professionalism has come in, thanks to the realization that these individual are difficult to come by and no effort is too excess to attract them. Specialist agencies to available whose services are retained for hiring technical and managerial personnel. Merit and not favorite, objectivity and subjectivity will be the criteria for such selections, (Devins and Johnson 2011).

### **The stages of selection process :( Devins and Johnson 2011)**

#### **Stage 1. Preliminary Interview:**

The purpose of preliminary interviews is basically to eliminate unqualified applications based on information supplied in application forms. The basic objective is to reject misfits. On the other hands preliminary interviews is often called a courtesy interview and is a good public relations exercise.

#### **Stage 2. Review of Applications**

An application should include: Name, Address, Education, Work history Certificates and references.

### **Stage 3. Selection Tests:**

Job seekers who past the preliminary interviews are called for tests. There are various types of tests conducted depending upon the jobs and the company. These tests can be Aptitude Tests, Personality Tests, and Ability Tests and are conducted to judge how well an individual can perform tasks related to the job. Besides this there are some other tests also like Interest Tests (activity preferences), Graphology Test (Handwriting), and Medical Tests, Psychometric Tests etc, (Devins and Johnson 2011).

### **Stage 4. Employment Interview:**

The next step in selection is employment interview. Here interview is a formal and in-depth conversation between applicant's acceptability. It is considered to be an excellent selection device. Interviews can be One-to-One, Panel Interview, or Sequential Interviews. Besides there can be Structured and Unstructured interviews, Behavioral Interviews, Stress Interviews. (Devins and Johnson 2011).

### **Stage 5. Reference & Background**

Checks: Reference checks and background checks are conducted to verify the information provided by the candidates. Reference checks can be through formal letters, telephone conversations. However it is merely a formality and selections decisions are seldom affected by it, (Devins and Johnson 2011).

### **Stage 6. Selection Decision**

After obtaining all the information, the most critical step is the selection decision is to be made. The final decision has to be made out of applicants who have passed preliminary interviews, tests, final interviews and reference checks. The views of line managers are considered generally because it is the line manager who is responsible for the performance of the new employee.

### **Stage 7. Physical Examination:**

After the selection decision is made, the candidate is required to undergo a physical fitness test. A job offer is often contingent upon the candidate passing the physical examination, (Devins and Johnson 2011).

### **Stage 8. New Employee**

The selection results should be made known to both the successful candidates as soon as possible. It is made by way of letter of appointment.

## **2.8 How to Choose the Best Candidate**

According to Devins and Johnson (2011), there are one or two candidates who clearly stand out as the most qualified for the job. However, it is surprising how much interviewers' impressions can change once they all have an opportunity to carefully discuss and consider all of the candidates. Be sure your approach to selecting the best candidate is a comprehensive and consistent approach, (Devins and Johnson 2011).

### **2.8.1 Soon after interviews are completed, interviewers together select the best candidate.**

Within one or at most two weeks after all interviews have been completed, convene the interviewers. Consider a consistent method to select the best candidate from among the interviewers, (Devins and Johnson 2011). For example, mention the name of a candidate, and allow 15 minutes total for all interviewers to share their impressions of that candidate. Also share results of any comments from references and/or background checks. Repeat the process for each candidate. After all candidates have been discussed, then list the candidates again, this time having interviewers vote for the best candidate from the list. (Devins and Johnson 2011).

### **2.8.2 If there does not seem to be suitable candidate, then consider the following:**

According to Devins and Johnson (2011), the job might require someone with strong technical skills and also someone with strong clerical skills. Those two types of skills are sometimes unusual to expect to mix together, (Devins and Johnson 2011).

1. Reconfigure the job so that the nature of the required skills and training are somewhat similar and so that the overall nature of the job becomes more common.
2. Hire the candidate who most closely matched the requirements of the job and then plan for dedicated training to bring that person's skills up to needed levels.

3. Re-advertise the position.
4. Get advice from human resources professional. At this point, your need for their advice is probably quite specific, so they might provide services on a pro bono basis.
5. Hire a consultant for the position on a short-term basis, but only as a last resort as this may be quite expensive.

## **2.9 How to Hire the New Employee**

You send a strong message to the candidate in the way that you provide the job offer to them. It is best to be both business-like and personal in your approach, (Devins and Johnson 2011).

### **2.9.1 Provide a written job offer to the most qualified candidate.**

According to Devins and Johnson (2011), the letter should come from the person who will be supervising the new employee. In the letter:

1. Convey that you are pleased to offer the job to the candidate;
2. Specify the exact amount of compensation offered to him/her;
3. Specify the benefits offered to him/her;
4. Specify the date on which to start the job;
5. Include a signature line that the candidate can sign;

6. Ask him/her to sign a copy of the offer letter and return it to you by a certain date.;Give them at least one week to consider the job offer;
7. Mention if there is a probationary period and the length of the period;
8. Mention who he/she can contact if there are any questions.
9. Attach a copy of the job description to be sure that the offer is associated with the correct job, (Devins and Johnson 2011).

**2.9.2 If everyone declines the job offer, then consider the following:**

According to Devins and Johnson (2011), ask the best candidates why they declined the offer. Usually, you will hear the same concerns, for example, the pay is too low, the benefits are incomplete, the organization seems confused about what it wants from the role, or the interview process seemed hostile or contentious, (Devins and Johnson 2011).

1. Reconvene the interviewers and consider what you heard from the candidates; recognize what went wrong and correct the problem. Contact your favorite candidate, admit the mistake and what you did to correct it, and why you would like to make an offer to him/her again;
2. Go to the second choice. Sometimes the process of re-examining the candidates can bring a second-choice candidate to the front;
3. Re-advertise the position. (Devins and Johnson 2011).

### **2.9.3 Otherwise, start a personnel file for the new employee.**

The personnel file will contain all of the job-related information and material, for example, the employee's resume, job description, job offer, signed offer letter, completed tax withholding forms, signed forms for benefits, (Devins and Johnson 2011).

### **2.9.4 Do not forget to send letters to the candidates who did not get the job.**

Devins and Johnson (2011), they deserve a sincere letter from you that thanks them for their consideration and for interviewing for the job. Clearly explain that another candidate most closely matched the qualifications specified in the job description. If you plan to retain their job applications, then mention that to them so they are aware that they still might be considered for other jobs that arise in the organization. (Devins and Johnson 2011).

According to Vandevier and Menefee (2009), selection consultants nowadays play a vital role in moving skilled labours from one part of the world to another and hence they form a special part of the modern day employee recruitment system. Earlier employees were more content to work in their home town or country. Nowadays employees prefer to work in different geographical locations for better wages, experience and living standards, (Vandevier and Menefee 2009). Recruitment consultants have an important role in moving employees from one location to

another location. The attitude of the work force helps the employment agencies to expand their services to worldwide and send employees to different parts of the globe.

Australia's Strategic Policy (2006), during application in order to serve in the Australian Defence Force, you need to be an Australian citizen with the appropriate citizenship documents. There are a number of other ADF eligibility requirements before you submit an application to join the Navy, Army or Air Force.

#### **2.10 When you can / should start applying**

Australia's Strategic Policy (2006), to be considered for entry into the Australian Defence Force you must be at least 16 years and 6 months old to apply with parental or guardian consent and at least 17 years old at the time of enlistment. If you're interested in the Australian Defence Force Academy you can apply at 16 years of age, with parental or guardian consent and we recommend that you start applying at the end of Year 11, or beginning of Year 12. Australia defence force also stated that after submitting your initial application you will attend a Your Opportunities Unlimited (YOU) Session at a Defence Force Recruiting Centre. The YOU Session includes an Aptitude Test, a Medical Interview and an interview with a Careers Counsellor; to establish the job roles you are most suited to and are eligible to apply for, (Australia's Strategic Policy 2006)

## **2.11 Assessment Session**

According to Australia's Strategic Policy (2006), Once you have successfully completed a YOU Session and submitted all of the required documentation, you'll attend an Assessment Session. This will include a Medical Assessment, a Psychological Interview and a Defence Interview. All successful applicants must attend their Enlistment/Appointment day which is held at a Defence Force Recruiting Centre. You will undergo a final medical check and a welcome ceremony will be conducted, which family and friends are welcome to join. At the conclusion of the ceremony you will head straight to initial military training.

It has been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is critical (Boxall, 1996). Recruitment and selection is a major human resource management function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Rowley and Benson, 2002). Recruitment is more likely to achieve its objectives if recruiting sources reflect the type of position to be filled, certain recruitment sources are more effective than others for filling certain types of positions. Internal search, for instance, has its merits such as; it endears the workers to the organization and increases employee patriotism.

It builds morale through expectations of rising through ranks; encourages good individuals who are ambitious to stick with the organization hence controls employee

turnover; it improves the probability of a good selection, since information on the individual's performance is readily available; it's less costly than going outside to recruit; and those who are eventually taken from the organization and make succession planning easy. The other side is that it may encourage perpetration of dysfunctional culture organizational commitment (De Cenzo and Robbins, 2006). (Khan 2008) further observes that in the case of internal recruitment of qualified candidates can be reached at a low cost and minimal time; this works as a monitor for performance and better assessment of candidate's abilities is also possible.

## **2.12 Fitness test**

Australia's Strategic Policy (2006), all candidates who have been recommended for Appointment or Enlistment must pass the Pre-entry Fitness Assessment (PFA) to proceed to their Enlistment or Appointment day. The PFA includes push-ups and sit-ups to test upper body strength and a Beep Test / Shuttle Run, to measure aerobic capacity.

The New Zealand Defence Force (2013), applications are considered against the knowledge, skills, experience, competencies and other requirements contained in the job description, and a short list of candidates are selected, and contacted to arrange an interview. All non-shortlisted applicants will be advised in writing that their application has been unsuccessful. Their application material will be destroyed at the end of the recruitment process.

Selection is often presented as a planned rational activity, comprising certain sequentially-linked phases within a process of employee resourcing, which itself may be located within a wider human resource management strategy. Bratton and Gold (2007), differentiate the two terms while establishing a clear link between them in the following way; recruitment is the process of generating a pool of capable people to apply for employment to an organization; while selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements.<sup>7</sup> In setting out a similar distinction in which recruitment activities provide a pool of people eligible for selection.

According to Foot and Hook (2005), although the two functions are closely connected, each requires a separate range of skills and expertise, and may in practice be fulfilled by different staff members. The recruitment activity, but not normally the selection decision, may be outsourced to an agency. It makes sense, therefore, to treat each activity separately.

### **2.13 Recruitment and Selection**

French and Rumbles (2010), selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However,

and importantly, selection decisions are often for good reason taken by non-specialists, by the line managers. (French and Rumbles, 2010).

There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that human resource managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee (French and Rumbles, 2010). It has been argued that in order for the company to build and sustain the competitive advantage, proper staffing is critical (Boxall, 2000). Recruitment and selection is a major human resource management function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Rowley and Benson, 2008).

Armstrong (2006), the assumption underpinning the practice of HRM is that people are the organization's key resource and organizational performance largely depends on them. Therefore, if an appropriate range of HR policies and processes are developed and implemented effectively, then HR will make a substantial impact on firm performance. Guest, Michie, Conway and Sheenan (2005) also argue that the case for an association between human resource management and performance is based on two arguments. The first one being that the effective deployment of human resources offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resources depends on the

application of a distinctive combination of practices, or the use of a consistent set of human resource practices.

Additionally, Guest (2007), there is a plausible case that human resource management will be more effective if it fits the business strategy of the firm. External recruitment is expensive and time consuming; more over external recruitment can be demotivating for the existing employees and it can cause serious employee morale problems. There is also the risk of hiring candidates who does not fit with the job or organization when compared to the apparent high potential displayed during the selection process (Mathis and Jackson, 2005).

According to (Braun, 2006), it remains the most utilized source of employees because of the variety and scope of potential employees that the organization can access through one advert; he further argues that such employees bring new cultures of worker and is best used when an organization intents to solve dysfunctional system due to internal customs.

According to Bernthal, (2009), the Internet allows organizations to reach large numbers of candidates easily and efficiently. Thousands of candidates can visit a company web site and submit an application. Similarly, web-based recruiting companies work with organizations to advertise jobs and screen candidates, (Bernthal, 2009). Although job and company web sites are becoming hot new tools,

traditional recruiting methods such as employee referrals Newspapers, job fairs, and professional organization, are not yet obsolete.

Overwhelmingly, organizations rely on internal job postings and employee referrals to recruit candidates. Many companies also post job openings on the company's web site to attract candidates. These are relatively easy, yet very effective ways to identify candidates both in and outside of the company.

Campus recruitment is a recruiting method in which an organizations recruits visit various universities and colleges to recruit fresh graduates. (Kleiman, 2005), sometimes the universities can collaborate with the employers to employ the students as interns and part time employees. Though it can be time consuming and costly, the organizations can generate a large number of young and energetic candidates through campus recruitment. Beside campus recruiting many of the employers now participate in job affairs. Through job fairs the organizations can fill the vacancies quickly (Mathis and Jackson, 2005).

According to Huselid (2001), interviewing is an effective tool for selection as it is done to both obtain additional information and to clarify information gathered throughout the selection processes, interviews can be structured or not structured, although the reliable and valid. There are also tests that can be used during the types of tests available for use as tools for employee selection, such as ability tests, personality test, honesty and integrity test. Through such tests individuals characteristics can be identified that are related to job-to-job success in the organization and occupations. Honesty / integrity tests can help an organization to

screen out potentially dishonest candidates and decrease the candidate of employee theft.

#### **2.14 Challenges of Employee Recruitment and Selection**

To achieve competitive advantage, Bohlander, Snell and Sherman (2001), while people have always been central to organizations, they have now taken on an even more central role in building a firm's competitive advantage. They reiterate the fact that success increasingly depends on the organization's people-embodied expertise, which includes the knowledge, skills and abilities embedded in an organization's employees.

In the view of Schuler and Macmillan (2010), organizations best able to meet this challenge are those that can acquire and utilize valuable and scarce resources. Human resources fall into this category of resources, particularly if they are effectively deployed through is the effective management of human resource. Research in Human Resource Management (HRM) has established that the success of any organization is highly influenced by the caliber of its human resource (HR), which in turn, is affected by the organization's human resource management practices. Organizations project an image to the community and it determines the attractiveness of the company to qualified employees. It may either be a potential barrier or a significant advantage depending on the ability of the human resource team to effectively advertise its job vacancies. (Guest, Michie, Conway & Sheenan 2005)

The second factor is attractiveness of the job which refers to the job description. Any job that is considered as interesting, dangerous, stressful, low-status, low-paying or lacking in promotion potential will have a hard time attracting the right people. Cost is also an important factor because recruitment is expensive to the organization. Thus, every company needs to assess the costs involved in each proposed methods of selection. The fourth issue is recruitment goals of the program which have to serve many different purposes. However, the over-all purpose should be to fulfill the definition mentioned earlier. The last issue to be considered is the selection philosophy which depends on the emphasis of selection practices, depth of commitment in seeking and hiring a diverse range of employees and the ethical aspect of fairness in the selection process (Sims, 2002).

It appears that there are fewer qualified candidates available for organizations to choose from. First, as the baby boom generation approaches retirement, fewer applicants are in the job market; second, those who are available might lack the skills organizations are looking for. Thus, it is difficult for organizations to identify and eventually hire potential qualified candidates. Once an organization has identified a strong candidate and made a job offer, there is still no guarantee that the candidate will accept, (Bernthal & Wellins, 2001).

According to Collins & Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and organizational performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, rewards and

benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on organizational productivity and performance.

Contributing to this assertion, Schuler and Macmillan (2010), the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform. To them, the benefits of having the right employees motivated to perform include greater profitability, low employee turnover, high product quality, lower production costs, and more rapid acceptance and implementation of corporate strategy. These invariably lead to higher productivity.

### **2.15 What is selection and why is it important to get right?**

According to Ray MA (2011), selection is when you decide which candidate(s) to offer the job to. Different methods can be used, including an interview but using a variety of suitable tests will improve your chances of getting the best candidate and will help to make sure that the process is fair. You probably thought about what selection methods you will use when you were writing the job description and person specification. It is important to spend time planning selection methods to use as the more appropriate and plausible they are, the more likely you are to select the best candidate for the job. HR can help with this and there are examples of interview questions and additional tests which you can tailor for your job.

Ray MA (2011), it is important to use the correct selection methods because: making a bad selection decision is costly in terms of the cost of the recruitment and selection process itself, salary, management time and resources; if you select someone unsuitable you might need to spend time managing their performance and it might affect other employees. They may also decide to leave meaning you have to go through the recruitment process again; this is a good opportunity to assess skills and abilities. You can use this to help put together an induction/probation training plan and for their future development, (Ray MA 2011)

## **2.16 Selection process: Interviewing and additional assessment**

Cutcliffe J R, McKenna H P. (2009), interviewing is the most commonly used selection technique. It can be expensive, time consuming and most organisations do not maximise its value. However, if used appropriately, interviewing can be a good predictor of work performance. Research suggests that many organisations conduct unstructured interviews (i.e. have the person in for a 'chat' to see what they are like). They may also simply ask the same questions of each applicant believing this constitutes a 'structured' interview. This is only considered best practice if the structured questions are behaviourally-oriented. (Cutcliffe J R, McKenna H P.2009).

The aim of behaviourally-oriented questions is for the applicant to demonstrate through past behaviour that they meet the required KSC e.g. please describe a time when you had to raise funds for a particular purpose within an organisation. What was the situation, what did you do and what was the result? Interviewing that is not

behaviourally-oriented (structured or not) does not align with best practice and is not considered an effective and consistent method of predicting work performance. The key selection criteria arising through the job analysis should be used to create the behaviourally-oriented interview questions. (Cutcliffe J R, McKenna H P.2009).

According to Miles M, & Huberman A, (2012), where a candidate does not meet all criteria to the required level; the interview also provides an opportunity for the organisation to consider the candidate's potential to grow into the role. In order to assess this potential, it is important to have questions that cover how the candidate might gain the skills and knowledge necessary to fill the role, for example, covering openness to further study or asking how the applicant learns best.

This may also provide an opportunity to sell the role to a larger pool of candidates via learning and development opportunities. In order to ensure that assessments made during interviews are objective, it is advisable that more than one person be involved in conducting the interview and in some circumstances for someone external to the organisation, but with the appropriate interviewing skill, to assist in this process. It is also important to advise candidates.( Miles M, & Huberman A, 2012)

## **2.17 Challenges of Employee Recruitment and Selection**

To achieve competitive advantage, Bohlander, Snell and Sherman (2001), while people have always been central to organizations, they have now taken on an even

more central role in building a firm's competitive advantage. They reiterate the fact that success increasingly depends on the organization's people-embodied expertise, which includes the knowledge, skills and abilities embedded in an organization's employees.

In the view of Schuler and Macmillan (1984), organizations best able to meet this challenge are those that can acquire and utilize valuable and scarce resources. Human resources fall into this category of resources, particularly if they are effectively deployed through appropriate human resource practices. One of the key tasks for an organization, therefore, is the effective management of human resource. Research in Human Resource Management (HRM) has established that the success of any organization is highly influenced by the caliber of its human resource (HR), which in turn, is affected by the organization's human resource management practices. Organizations project an image to the community and it determines the attractiveness of the company to qualified employees.

It may either be a potential barrier or a significant advantage depending on the ability of the human resource team to effectively advertise its job vacancies. The second factor is attractiveness of the job which refers to the job description. Any job that is considered as interesting, dangerous, stressful, low-status, low-paying or lacking in promotion potential will have a hard time attracting the right people.

Cost is also an important factor because recruitment is expensive to the organization. Thus, every company needs to assess the costs involved in each proposed methods of recruitment. The fourth issue is recruitment goals of the program which have to serve many different purposes. However, the over-all purpose should be to fulfil the definition mentioned earlier. The last issue to be considered is the recruitment philosophy which depends on the emphasis of recruitment practices, depth of commitment in seeking and hiring a diverse range of employees and the ethical aspect of fairness in the recruitment process (Sims, 2002).

### **2.18 Short-listing**

The short-listing process involves determining which applicants meet the minimum key selection criteria to perform the job satisfactorily and/or ranking applicants to progress to the next stage of the selection process. Short-listing candidates supports an efficient applicant assessment process through ascertaining whether candidates meet the relevant criteria to reduce the applicant pool to a manageable size. (Miles & Huberman 2012)

Best practice techniques in short-listing applicants include: using a standard application form. This form should: standardise the format and information collected from applicants to reduce potential subjectivity in the assessment process. Contain statements confirming that the form has been reviewed for fairness and equity, (Miles & Huberman, 2012). Communicate who will see the information, privacy and how information will be used in the recruitment and selection process and state that applicants may be required to verify the information provided using a scoring

procedure to evaluate whether applicants meet the key selection criteria or determine ranking for the next stage of the process, developing, where possible, a talent pool (with applicants' permission) of those who were not successful for this particular position, but who may be suitable for an alternative position, (Miles & Huberman, 2012).

According to (Huselid 2000), interviewing is an effective tool for selection as it is done to both obtain additional information and to clarify information gathered throughout the selection processes, interviews can be structured or not structured, although they are reliable and valid. There are also tests that can be used during the types of tests available for use as tools for employee selection, such as ability tests, personality test, honesty and integrity test. Through such tests individuals characteristics can be identified that are related to job-to-job success in the organization and occupations. Honesty / integrity tests can help an organization to screen out potentially dishonest candidates and decrease the candidate of employee theft.

## **2.19 Making a selection decision**

According to Glaser, & Strauss (2009), it is common throughout organisations to make subjective judgements to assess an applicant's suitability to the role. This does not align with identified best practice. Best practice is to use a scale (for example 0-5 with descriptors for each point of the scale) to rate each assessment and then combine all ratings for each assessment activity for each applicant throughout the recruitment and selection process to provide the basis for a decision. This is an

especially good method when more than one selection technique is used. This approach means the selection decision is more objective, removing the risk of bias or “gut feeling” which is not backed up by evidence. (Glaser, & Strauss, 2009)

## **2.20 Induction/orientation**

According to Glaser, & Strauss, (2009), Induction/orientation facilitates a new starter’s adjustment into an organisation. Effective orientation is an investment in employee morale, productivity and retention. Industry best practice suggests induction/orientation should involve: conducting a structured induction process that covers tactical and administrative issues using a buddy system obtaining formal feedback from new starters after a specified time in the new role monitoring and managing probation. (Glaser, & Strauss 2009).

## **2.21 What is the cost of a poor recruitment and selection process?**

Glaser & Strauss (2009), a poor recruitment and selection process increases the probability of a poor hire and this can have a significant impact on the organisation financially and non-financially. The financial cost of hiring a poor recruit extends beyond the costs involved in appointing the person. It also extends to the on-going salary costs of the person and, where a probation period is not managed efficiently or where a position turns out to be quite different to the position that was advertised, legal costs.

A poor recruitment decision can also have a demoralising effect on staff as their roles may be affected while time, money and effort are spent bringing the recruit up to

standard, impacting the motivation to carry out their own roles and possibly the productivity of the organisation. (Glaser, & Strauss 2009).

## **2.22 Employee Selection**

Glaser, & Strauss (2009), every organization needs to select and hire new employees. Selecting the wrong employee for the one time or another job can be costly in terms of the time and funds required for the selection process and training new employees. Therefore, the tools used to select new employees need to be demonstrably related to the job and must help the organization select those employees with the appropriate knowledge, skills, abilities, and other characteristics necessary for job success. Selection tools (including application forms, interviews, psychometric tests, and work samples) need to be empirically validated to determine the degree to which they are related to the requirements of the job. This process also helps the organization meet the various legal requirements prohibiting discrimination in selection procedures, (Glaser, & Strauss 2009).

No matter what product or service an organization offers, a good human resources function is essential to its success. The human resources function comprises the activities and tasks associated with recruiting and managing the organization's personnel. Strong human resources capabilities are necessary in order to attract, hire, and manage the human capital necessary for successfully performing the business of the organization. One of the basic -- and most important -- responsibilities of the human resources function is the selection of new employees, (Glaser, & Strauss

2009).

According to Collins and Druten (2003), “researchers have produced compelling evidence for the causal link between how people are managed and organizational performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on organizational productivity and performance. Contributing to this assertion, (Schuler and Macmillan 1984) present that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform. To them, the benefits of having the right employees motivated to perform include greater profitability, low employee turnover, high product quality, lower production costs, and more rapid acceptance.”

### **2.22.1 The Job Analysis**

Glaser & Strauss (2009), all selection procedures should be based on a systematic, thorough, empirically-based job analysis that is used to determine the actual requirements of the job. To be useful, a job analysis needs to be behavior-centered and describe the type of behavior expected of the employee. For example, a clerk in a retail clothing store may need a "good" personality or provide "good" customer service in order to successfully interact with customers. However, that description does little to state what the clerk must actually be able to do, (Glaser, & Strauss 2009), a good job analysis would help operationally define a good personality by stating that a sales clerk needs to possess several abilities, such as:

- Being observant and noting when customers enter the store,
- Being able to multitask or switch tasks in order to determine when a customer needs help,
- Patiently helping the customer find what he or she is seeking,
- Successfully resolving customer problems without losing her or his temper, and so forth.

The job analysis would further break down this information to the level of the knowledge, skills, abilities, or other characteristics (KSAOs) an employee needs in order to do the job well. This information can be used to show the job-relatedness of selection decisions and provide the organization with the logical, empirical information necessary to support personnel decisions by providing a structure for determining the job-relatedness of these decisions.

### **2.22.2 Selection Tools**

According to Glaser, & Strauss, (2009), performing a thorough job analysis and developing empirically-based criteria for use in differentiating between applicants is one part of the employee selection equation. Equally important is the development of selection instruments that adequately and accurately measure these criteria. There are a number of commonly used categories of job selection instruments, including application forms, written psychometric instruments, interviews, and work sample and assessment centers. For any of these instruments to be meaningful, however, they need to be tied to the results of the job analysis.

### **2.22.3 Assessing the Predictors**

Glaser & Strauss (2009), once the predictors of job success have been selected or developed through the job analysis; the next step in developing an adequate and accurate employee selection battery is to measure how well people perform on the predictors and how well they perform on the actual tasks. This can be done in several ways, including collecting data on how well existing employees do on the predictors and measuring how well they do on the job or collecting data on how well applicants do on the predictors and then -- after job training and experience -- measure how well they do on the job, (Glaser, & Strauss, 2009). Whichever method is chosen, the next step is to statistically determine the degree to which scores on the predictor (the test) predict how well the person will do on the job. Typically, this is done through correlation, a statistical technique that allows the organization to determine the degree to which the score on the predictor is consistently related to performance on the job.

The most effective (but probably not the most economical) way to increase the number of applicants is to make the organization more attractive in terms of objective job and organizational characteristics. It is true that person-environment interaction (i.e., fit) contributes significantly to predicting attraction, yet it is equally true that most studies found even larger main effects for job and organizational variables, such as pay level, performance-based pay, individual- rather than team-based pay, flexible benefits, fair treatment, concern for others, and achievement orientation (Rynes and Cable, 2003).

Rynes and Barber (1990), introduced the term “employment inducements” to refer to job and organizational attributes that are deliberately modified by the organization for the explicit purpose of increasing the organization’s attractiveness as an employer. They also conclude that employment inducements are major determinants of applicants’ attitudes and behaviors. Saks (2005) recommended hiring organizations to “offer a variety of employment inducements (e.g., flexible work arrangements, opportunities for training, benefits, etc.), especially high pay” (p. 55). However, raising pay may not be the best possible solution for the military for the following reasons. First, at this point it is still unclear whether the “right people” are attracted by monetary incentives (as discussed above). Second, as a government organization, the military cannot autonomously determine its members pay levels. As an alternative, we advise the military to conduct job satisfaction and employee opinion surveys and to modify those job and organizational characteristics that are most likely to result in discontent among its jobholders. This will not only increase employee job satisfaction and retention (see “A proposed model of military turnover”), but also organizational attractiveness, as the positive organizational changes are communicated to the target population through internal (e.g., web site, newsletters) and external (e.g., positive word-of-mouth) information sources.

From a practical point of view, organizational image may be more malleable than objective job and organizational characteristics. Barber (1998) noticed that changing image in the minds of naïve job seekers (in contrast to executives) may simply be a

question of increasing exposure through advertising campaigns, campus visits, or other means. However, she also added “existing image research only begins to scratch the surface of what we ought to know” (p. 37). Saks (2005) is somewhat less optimistic. He recommend advisable to minimize the time gap in between selection hurdles and to maintain contact with applicants throughout the recruitment process.

#### **2.22.4 Correlation**

According to Glaser, & Strauss (2009), Correlation may be positive (i.e., as the score on the predictor increases, job performance also increases), negative (i.e., as the score on the predictor increases, job performance decreases), or zero (i.e., the values of the predictor score and job performance are unrelated). When there is a strong correlation (whether positive or negative) between the predictor and performance, the predictor is said to be valid. This is this degree to which a survey or other data collection instrument measures what it purports to measure. In addition to being valid, the predictor must also be reliable. It must consistently measure what it is measures (i.e., consistently yield the same scores). If a predictor is not reliable, it cannot be valid, (Glaser, & Strauss, 2009).

If the correlation between the predictor(s) (tests or selection instruments) and the criterion (i.e., performance on the job) is found to be statistically significant, it can be used to help predict job success as part of a selection battery. However, jobs change from time to time, and it is important to periodically review the selection

instrument(s) and statistically determine that they are still valid and reliable. If so, it is appropriate to continue to use them to choose applicants for a job. If not, then the organization needs to develop and validate another instrument for use in the selection process, (Glaser & Strauss, 2009).

One goal of reliable and valid selection procedures is to make an optimal match between the new employee and the organization. Having the right employee in place can help ensure that the organization has the necessary human capital to perform its tasks and activities and to help it become a high performing organization. A good employee-organization match also helps ensure that the employee will be satisfied in the position and have the motivation to perform the tasks of the organization at a level that will help it succeed, (Glaser, & Strauss, 2009).

According to Glaser & Strauss (2009), this tool kit builds on the Community Sector Workforce Capability Framework and provides a guide to best practice approaches for each stage of the recruitment and selection process. A glossary of terms and a section outlining additional resources are provided in the appendices to this document. The tool kit also includes: information sheets on each stage of the recruitment and selection process, Glaser & Strauss (2009). These information sheets provide practical, detailed information about particular processes referred to in this document and provide guidance on how organisations can best approach the recruitment and selection process. Electronic templates for recruitment and selection processes which can be adapted to suit individual organisation's needs.

According to Jutta R, (2012) argued that the purpose of the selection is to identify and employ the best qualified individuals. Selection is the process of choosing from a group of applicants the individual best suited for a particular position. There are several factors influencing the selection:

- Legal considerations
- Labour market conditions
- Type of organisation (private, governmental or not for profit)
- Speed of decision making
- Organizational hierarchy

According to Devins and Johnson (2011), in order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended the following steps be followed (also refer to Staff Recruitment and Selection Hiring Checklist). Details for each step include the minimum recommended best practice to attract a talented and diverse applicant pool: (Kitching & Blackburn, 2008).

- Step 1: Identify Vacancy and Evaluate Need
- Step 2: Develop Position Description
- Step 3: Develop Recruitment Plan
- Step 4: Select Search Committee
- Step 5: Post Position and Implement Recruitment Plan
- Step 6: Review Applicants and Develop Short List
- Step 7: Conduct Interviews
- Step 8: Select Hire

- Step 9: Finalize Recruitment

Affirmative Action, Equal Employment Opportunity and Diversity are not separate actions in the recruitment and selection process. They are key variables which are woven into each step of the process to support UCR's achievement of excellence, (Kitching, & Blackburn, 2008).

**Step 1: Identify Vacancy and Evaluate Need** (Kitching & Blackburn, 2008).

Recruitments provide opportunities to departments to align staff skill sets to initiatives and goals, and for departmental and individual growth. Proper planning and evaluation of the need will lead to hiring the right person for the role and team.

Newly Created Position, When it is determined a new position is needed, it is important to:

- Understand and take into consideration strategic goals for the University and/or department. Are there any upcoming changes that may impact this role?
- Conduct a quick analysis of UC Core Competencies. Are there any gaps? What core skills are missing from the department? Evaluate the core skills required now and those which may be needed in the future, (Kitching, J. & Blackburn, R. 2008).
- Conduct a Job Analysis if this position will be new to your department. This will

## **Step 2: Develop Position Description**

A position description is the core of a successful recruitment process. It is used to develop interview questions, interview evaluations and reference check questions. A well-written position description: (Kitching & Blackburn 2008).

- Provides a first impression of the campus to the candidate,
- Clearly articulates responsibilities and qualifications to attract the best suited candidates, (Kitching & Blackburn 2008),
- Provides an opportunity to clearly articulate the value proposition for the role,
- Serves as documentation to help prevent, or defend against, discrimination complaints by providing written evidence that employment decisions were based on rational business needs, (Kitching & Blackburn 2008),
- Improves retention as turnover is highest with newly hired employees. Employees tend to be dissatisfied when they are performing duties they were not originally hired to perform,
- Optimizes search engine results by ensuring job postings rank high in candidate search results when searching on-line,
- Determines FLSA classification and is used to map to the appropriate Payroll Title,
- Identifies tasks, work flow and accountability, enabling the department to plan how it will operate and grow, (Kitching & Blackburn 2008),

- Assists in establishing performance objectives,
- Is used for career planning and training by providing clear distinctions between levels of responsibilities and competencies required,
- Is used as a benchmark to assist in ensuring internal and external equity.

### **Step 3: Develop Recruitment Plan**

Each position requires a documented Recruitment Plan which is approved by the organizational unit. A carefully structured recruitment plan maps out the strategy for attracting and hiring the best qualified candidate and helps to ensure an applicant pool which includes women and underrepresented groups including veterans and individuals with disabilities, (Kitching & Blackburn, 2008).

In addition to the position's placement goals the plan contains advertising channels to be used to achieve those goals. "The recruitment plan is typically developed by the hiring manager in conjunction with the Departmental HR Coordinator. Placement goals identified are displayed on the position requisition. "(Kitching, & Blackburn 2008).

### **Step 4: Select Search Committee**

"To ensure applicants selected for interview and final consideration is evaluated by more than one individual to minimize the potential for personal bias, a selection

committee is formed. The hiring manager will identify members who will have direct and indirect interaction with the applicant in the course of their job. (Kitching, & Blackburn, 2008). Each hiring manager should make an effort to appoint a search committee that represents a diverse cross section of the staff. A member of the committee will be appointed as the Affirmative Action and Compliance Liaison who will monitor the affirmative action aspects of the search committee.” (Kitching & Blackburn 2008).

Under-represented groups and women are to have equal opportunity to serve on search committees and special efforts should be made to encourage participation, (Kitching & Blackburn 2008). “Departments that lack diversity in their own staff should consider appointing staff outside the department to search committees or develop other alternatives to broaden the perspective of the committee.

#### **Step 5: Post Position and Implement Recruitment Plan**

Kitching, & Blackburn, (2008), “once the position description has been completed, the position can then be posted to the UCR career site via the ATS. Every effort should be made to ensure the accuracy of the job description and posting text. It may not be possible to change elements of a position once posted, because it may impact the applicant pool.”

### **Step 6: Review Applicants and Develop Short List**

Once the position has been posted, “candidates will apply via UCR’s job board. Candidates will complete an electronic application for each position (resume and cover letter are optional). Candidates will be considered “Applicants” or “Expressions of Interest”, , (Kitching & Blackburn 2008).

Applicants are those who apply during the initial application period as described in Step 5. All applicants must be reviewed and considered. “Candidates who apply after the initial application period will be considered “expressions of interest” and not viewable by the search committee,” (Kitching & Blackburn, 2008).

It is recommended that all search committee members review all Applicants to ensure more than one person assesses their qualifications and that individual opinion or biases are avoided. It is permissible to have at least two committee members review all Applicants for certain recruitments in which there are extensive applicant pools to best narrow down the pool. Alternatively, Human Resources may perform this function. Each committee member may provide comments to each Applicant’s qualifications as they relate to the minimum requirements of the position , (Kitching & Blackburn, 2008).

### **Step 7: Conduct Interview**

“The interview is the single most important step in the selection process. It is the opportunity for the employer and prospective employee to learn more about each

other and validate information provided by both. By following these interviewing guidelines, you will ensure you have conducted a thorough interview process and have all necessary data to properly evaluate skills and ability,” (Kitching, & Blackburn 2008).

### **Step 8: Preparing for the Interview**

“Once the short list (typically 3-5 identified for interview) is approved by the Office of Faculty and Staff Affirmative Action, the interview process can begin. It is important to properly prepare for the interview as this is the opportunity to evaluate the skills and competencies and validate the information the applicant has provided in their application and resume. Choose one or two questions from each minimally required skill and competency to develop your interview questions. Review the applicant's application or resume and make note of any issues that you need to follow-up on,” (Kitching & Blackburn, 2008).

### **Step 8: Select Hire**

#### **Final Applicant**

“Once the interviews have been completed, the committee will meet to discuss the interviewees. Committee members will need to assess the extent to which each one met their selection criteria,” (Kitching & Blackburn 2008).

## **Step 9: Finalize Recruitment**

“Upon completion of the recruitment process the offer to the selected finalist is made. Prior to initiating the offer, it is recommended that one more check of the selection process be completed as follows: (Kitching & Blackburn 2008).

1. Review the duties and responsibilities of the position and ensure they were accurately described and reflected in the job description and interview process,
2. Review selection criteria used to ensure they were based on the qualifications listed for the position,
3. Confirm interview questions clearly matched the selection criteria,
4. Confirm all applicants were treated uniformly in the recruitment, screening, interviewing and final selection process,
5. Should there be any issues with the above, contact your Organizational Human Resources Coordinator.

### **2.23 The interview process and appointment:**

“Subsequent to the interview, the members of the interview panel prepare a shortlist of candidates, long with rating order. The Personnel department will forward the names of short listed candidates to the Director of Personnel for his perusal. The DMD of director (P&A) after discussion and consultation with the interview panel member will select suitable candidates. In case of senior personal (Managers

&above) a future interview may be arranged with the MD/DMD for the final selection,” (Kitching, & Blackburn, 2008).

“The Personnel Department prepares the letter of appointment. For senior management cadre appointee (of level DGM &above) the letter of appointment for other levels. The letter of employment date of joining, designation, and Compensation package including allowable perquisites. Inter office memos are used for communicating important. Recruitment related issues with other departments,” (Kitching & Blackburn 2008).

#### **2.24. Selection process**

According to Padilla, Peter, and Laner. (2007), pyramid is engineering based company so; its selection process is quite different from the other manufacturing companies. Selection process is based on technical knowledge of the candidate. Main things taken into consideration while selecting the candidate are:

1. Basic qualification
2. Technical qualification
3. Job experience
4. Specialized working area

“There normally selection is done in two levels. → Middle and top level selection → Lower level selection Lower level selection:- For selecting lower level employees such as cad operators, designers, etc. the preliminary test is conducted. The candidates who scores higher marks are called for interview. In interview many things are asked and decided such as: (Padilla, Peter and Laner 2007).

1. Candidate's recruitment on temporary basis or contract basis.
2. Candidate's to be paid on hourly basis or monthly basis.
3. Candidate to be sent to abroad for training or project.
4. Candidate's readiness to work on shifts. “

After confirmation of all these things final decision regarding giving appointment letter is taken and at last letter of appointment is given, (Padilla, Peter. and Laner 2007).

According to (Padilla, Peter and Laner 2007),“when selecting middle or top level employee's job experience is main element and interview is given most importance. As top level employee is going to manage people in the organization his personal skills are also given importance with his technical knowledge. While selecting top level employees many things are taken into consideration such as:

1. Abilities to understand the people,
2. Abilities to handle the people,
3. Abilities to take right decisions,
4. Abilities to give training to the lower level employees.

Generally top level employees are selected on long period contract basis, (Padilla, Peter and Laner. 2007).

## **2.25 Summary**

This chapter discussed the views selection process in the organisations; it presented ways to determine the effectiveness of the selection process. The literature review highlighted recommendation on how the organisation can achieve the effectiveness and the increase of the success rates of selection process.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the methods that were used in the study to collect and analyse the data is divided into the following sections. The chapter discussed the research design, population, sample, research instruments, procedure, pilot study, data analysis, research ethic,

#### **3.1 Research design**

The researcher used the quantitative method because this method because these consist of numerical values and most of the company data is quantitative, (Lathlean 2006), the research design for this study is a case study. Yin (2010) argues that the use of descriptive surveys in fact-finding is ideal because they provide a great deal of accurate information. This design is appropriate for the study since the intention is to gather data at a particular point in time and to use it to describe existing conditions.

#### **3.2 Population**

The population consists of 110 employees of the Ministry of Defence HR selection department. The population in this Ministry has a variety of backgrounds. However, some general traits were observed. Most of the employees of MOD were found to be coming from particular geographical areas and ethno-linguistic groups. With regard to distribution in terms of gender and age, operators were observed.

The table 1 below contains a summary statistics about the gender of those working/operating in the SME sector of Namibia.

**Table 1: Gender Structure (Percentages)**

<b>sex</b>	<b>frequency</b>
male	35%
female	65%
<b>total</b>	<b>100%</b>

A population is the total collection of elements about which influences are to be made (Cooper and Schindler, 2006). A research frame refers to all the elements from which information may be gleaned to solve a research problem (Mc Daniel and Gates, 2009). Akpo (2006) argued that a research population is the entire ground of people or a set of objects and events of interest to the researcher.

### **3.3 Sample**

A total sample, which consists of twenty (20) employees in HR department, was used for the study. 20 research questionnaires were drawn up for the study and were distributed amongst the employees in HR department in MOD and all questionnaires were answered. Open and – closed ended questions were developed.

### **3.4 Research instrument**

Questionnaires open - ended questions were taken to determine the views of employees in HR department in MOD concerning the selection process. Structured questionnaire type was employed in order to eliminate as much as possible the incidence of biasness. The right to privacy of respondents was taken into consideration in designing the questionnaires. The data in respect of the study were analyzed with the assistance of excel software facility. The Ministry Defence (HR department) provided the secondary data needed for this study.

### **3.5. Procedure**

The researcher obtained permission from Permanent Secretary (PS) of MoD to conduct a research within the MoD. The letter was approved by PS and it was distributed to all the commanders of different departments. During the survey the researcher makes sure that all the participants answered the questionnaires that were distributed to them. A combination of primary and secondary data were collected from various sources and utilized in the course of our investigation of the title under consideration. In this regard, questionnaires, observations were used in the study.

Questionnaires constituted the main source of primary data. Secondary data used were obtained from textbooks, manuals, journals and publications by the Ministry of

Defence Force. “A variety of collection methods were used to collect data, such as observation, testing, analysis of secondary texts and surveys (Mouton, 2002).

### **3.7 Data analysis**

This stage of the research process converts collected data into a format that can be used to inform the research problem. When data were processed, they were prepared and then analyzed. To analyse the data collected from respondents, Data were presented through table and charts and it was interpreted in a narrative form.” Data preparation is the process of extracting data from questionnaires so that they can be read and manipulated by computer software. During data preparation the data are validated, edited, coded, entered and then cleaned (Hair *et al.*, 2000).”

### **3.8 Research ethics**

Efforts were made to ensure that the study meets the procedures for ethical conducts. The participants in this study were informed that their participations voluntary. They were further made aware that, there was no need to reveal their identification to the researcher; all information was treated as confidential. The data will be stored in a safe cabinet in the. Data preparation is the process of extracting data from questionnaires so that they can be read and manipulated by computer software. During data preparation the data are validated, edited, coded, entered and then cleaned (Hair *et al.*, 2000).

Data collection will be stored in the safe cabinets in the researcher's office and no other person can get access to that cabinet.

### **3.9 Summary**

This chapter discussed the research methodology used in the study in order to determine an evaluation of selection process of employees in the Ministry of Defence. The chapter discussed the research design, population, sample, research instruments, procedure, pilot study, data analysis, and research ethics. The results of the research will be found in the next chapter.

## **CHAPTER 4**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

This chapter focused on an evaluation of selection process of employees in the Ministry of Defence and it discussed the data presentation, analysis and the discussion of findings.

#### **4.1 Objectives of the Research**

The objectives of this study revolve around the following:

- i. To determine the effectiveness of the selection process of employees in the ministry of defence.
- ii. To increase the success rate of the selection process in the Ministry of Defence.
- iii. To provide suggestions and recommendation that will be useful to an effective selection process of employees in the Ministry of Defence.

#### **4.2. Data Analysis and interpretations**

This chapter presented and analysed information gathered from the questionnaires/interview/focus group/observation an evaluation of selection process of employees in the Ministry of Defence. The aim of collecting primary data was

establish the respondent's views on an evaluation of selection process of employees in the MOD.

**Figure 4.2.1 Gender demography**

<b>Gender</b>	<b>No. of Respondents</b>	<b>Percentages</b>
Female	13	65%
Male	7	35%
Total	20	100%

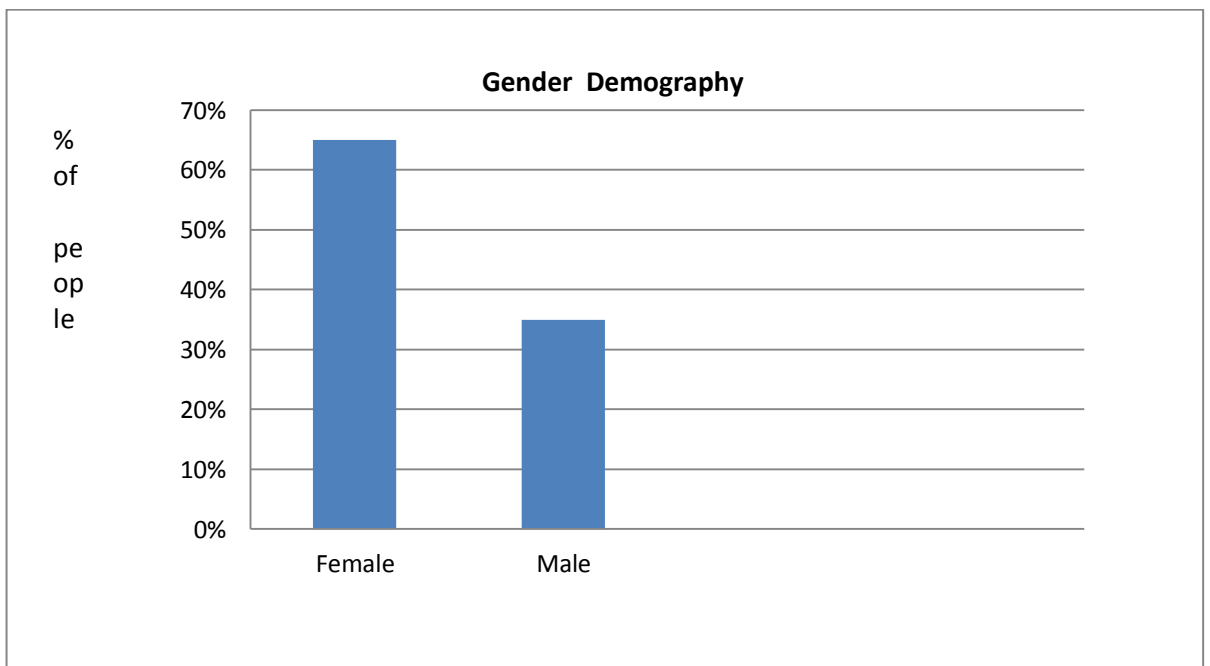


Figure 4.2.1, above figure clearly shows that majority of the respondents involved in the study were female with 65% and 35% were male. With respect to race, it seems the majority of employees in the Ministry (HR department) are female.

**Figure 4.2.2. Years employees worked in MOD**

<b>Particular</b>	<b>No. of Respondents</b>	<b>Percentages</b>
Less than 1 year	2	10%
1-5 years	6	30%
More than 5 years	12	60%
Total	20	100%

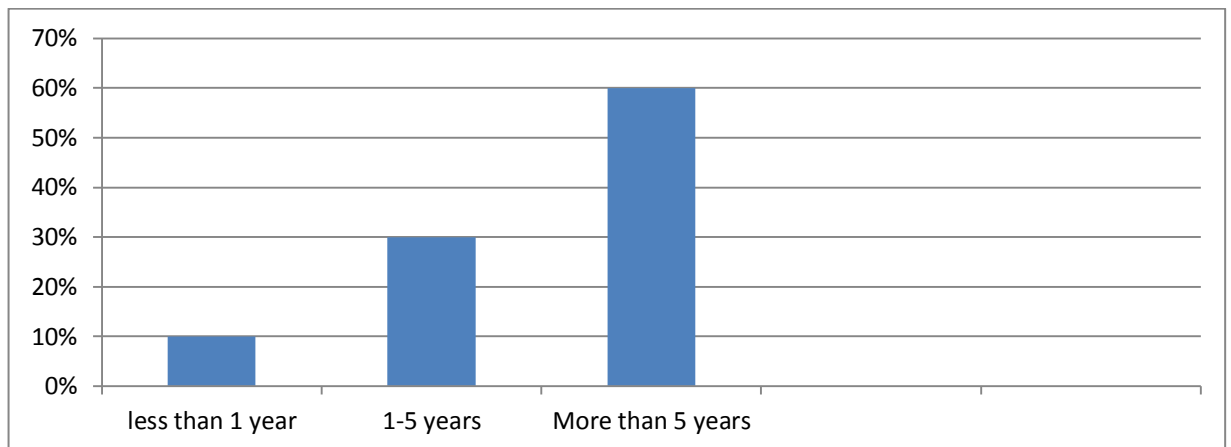


Figure 4.2.2, above clearly shows that majority of the respondents involved in the study have worked for more than 5 years is 60%. 30% of the participants have worked for 1-5 years and 10% of the participants have worked for less than 1 year.

**Figure 4.2.3. To increase the success rate of the selection process in the MOD.**

Particular	No. of Respondents	Percentages
Strongly agree	4	20%
Agree	4	20%
Undecided	2	10%
Disagree	3	15%
Strongly disagree	7	35%
Total	20	100%

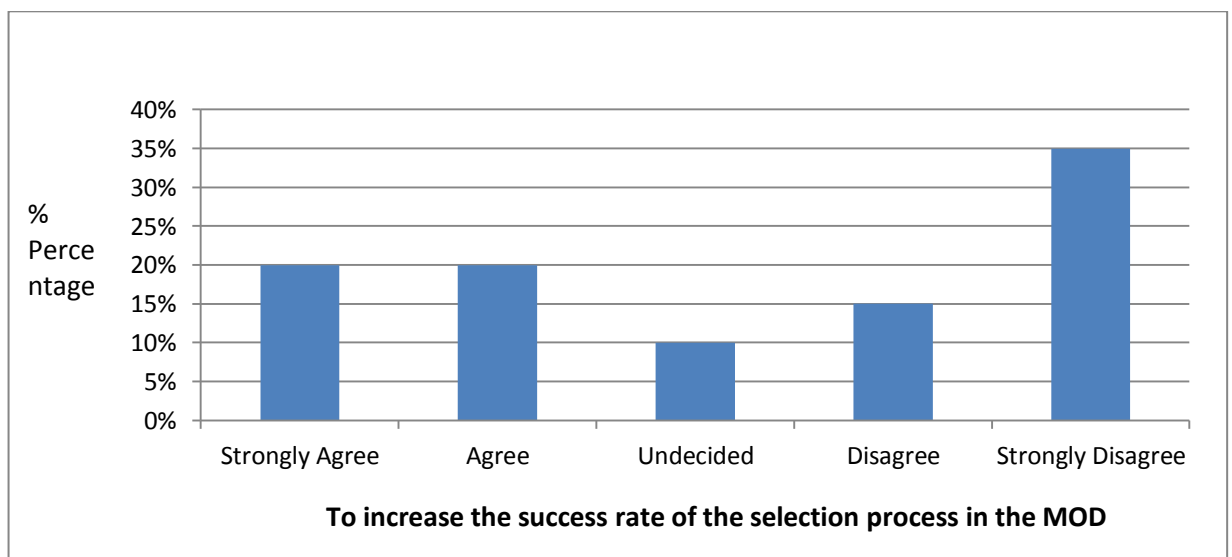


Figure 4.2.3, showed that 35% of the participants were strongly disagreed with the statement that said there is an increase of the success rate of the selection process in the MOD. 20% of the participants were strongly agreed and agreed with the statement, while 15% of the participants disagreed and 10% of the participants were undecided.

**Figure 4.2.4. Illustrate the percentage of HR policy used in the MOD.**

Particular	No. of Respondents	Percentages
Yes	13	35%
No	7	65%
Total	20	100%

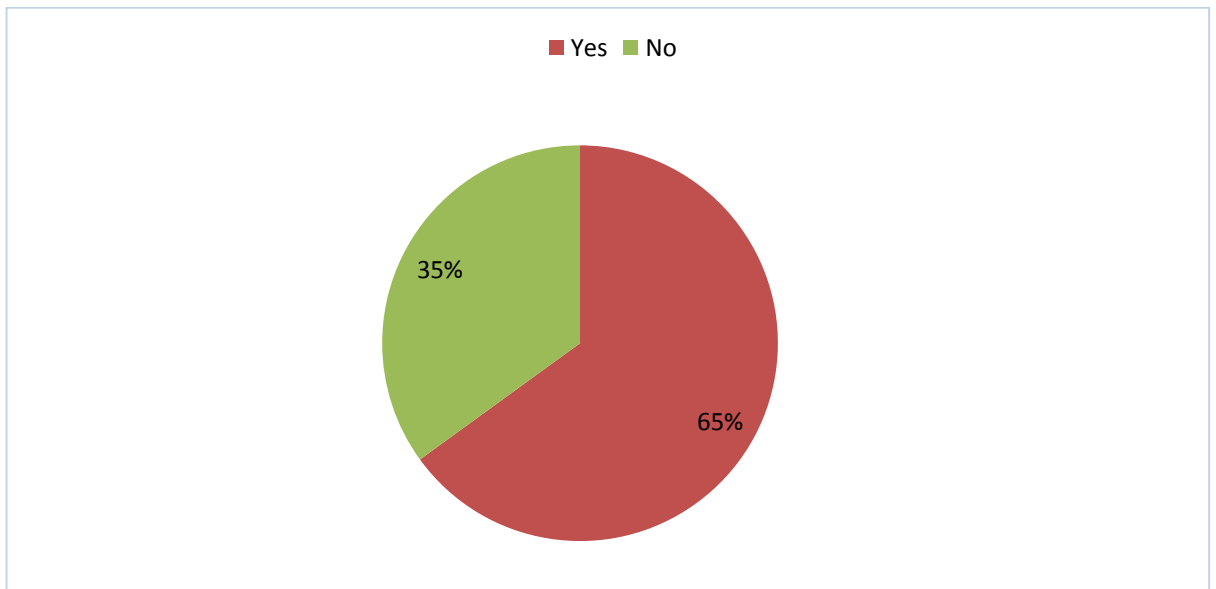


Figure 4.2.4, showed that the study revealed that the majority of the participants (65%) said that the MOD (HR department) is using HR policy to do the selection process and 35% of the participants said the ministry is not considering the HR policy.

**Figure 4.2.5. Methods used to attract potential employees to fill a vacancy.**

Particular	No. of Respondents	Percentages
Newspaper	16	80%
Internet	2	10%
Pinup poster	1	5%
Notice board	1	5%
Total	20	100%

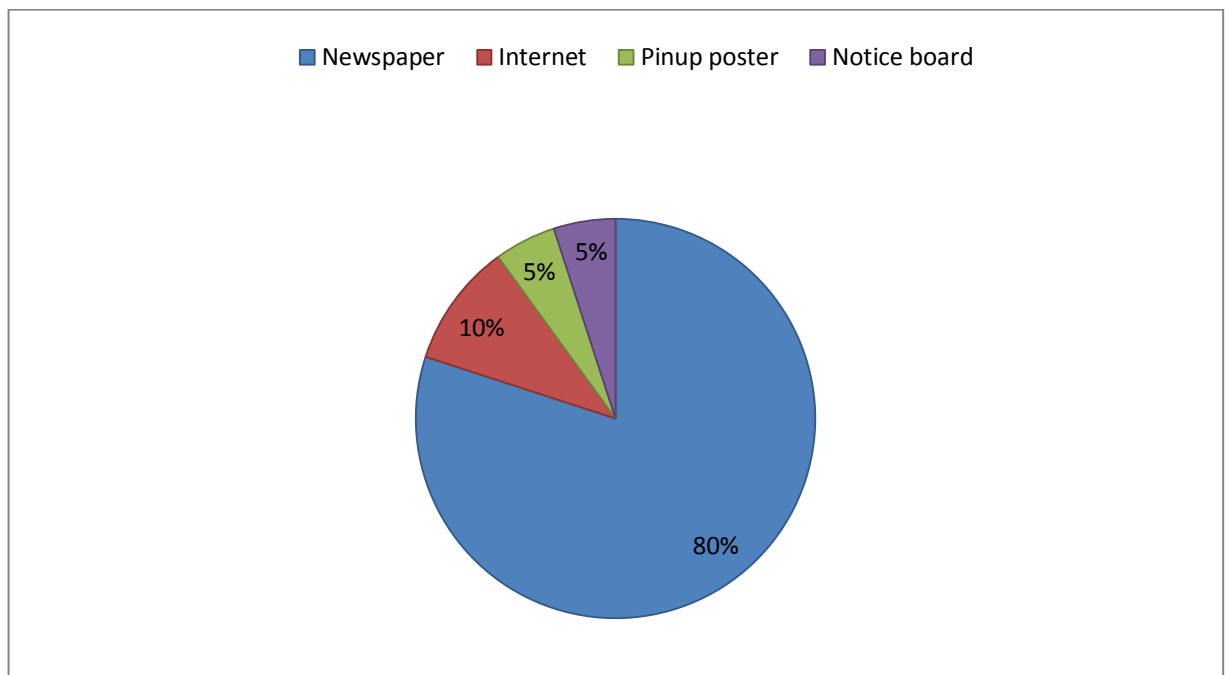


Figure 4.2.5. Indicates that 80% of the respondents said that the MOD is using newspaper method to attract potential employees to fill the vacancy, 10% of the participants said the Ministry is using internet method to attract potential employees to fill the vacancy and 5% of the participants said the Ministry is using pinup poster and notice board method.

**Figure 4.2.6. Illustrate the method used to identify the correct candidate**

Particular	No. of Respondents	Percentages
Interview	2	10%
Written examination	8	40%
Physical examination	10	50%
Total	20	100%

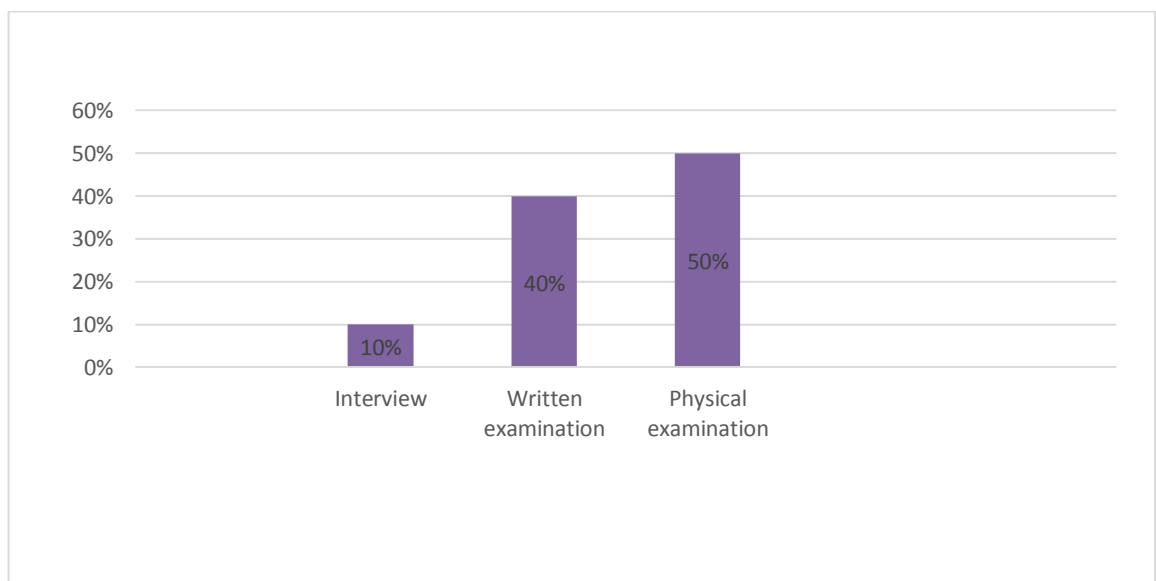


Figure 4.2.6. Indicates that 50% of the respondents said that the MOD is using physical examination method to identify the correct candidate, 40% of the participants said the Ministry is using written examination method to identify the correct candidate and 10% of the participants said the Ministry is using interview method to identify the correct candidate

**Figure 4.2.7. Does the selection process meet the objectives in the organisation?**

Particular	No. of Respondents	Percentages
Yes	5	25%
No	15	75%
Total	20	100%

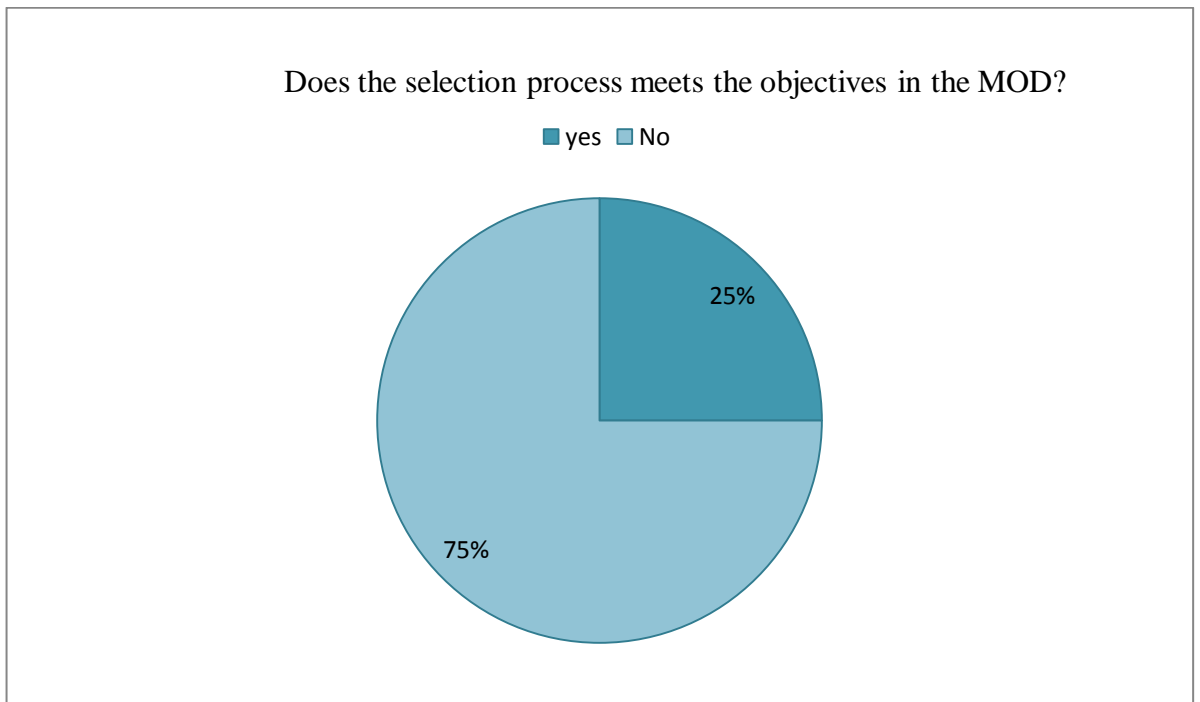


Figure 4.2.7. Revealed that 75% of the participants said that the selection process in MOD did not meet the objectives in the organisation while 25% of the respondents said the Ministry did meet the objectives.

**Figure 4.2.8. What are your general remarks concerning the success rate of the selection process in the MOD?**

Particular	No. of Respondents	Percentages
Excellent	2	10%
Above average	3	15%
Average	4	20%
Below average	4	20%
poor	7	35%
Total	20	100%

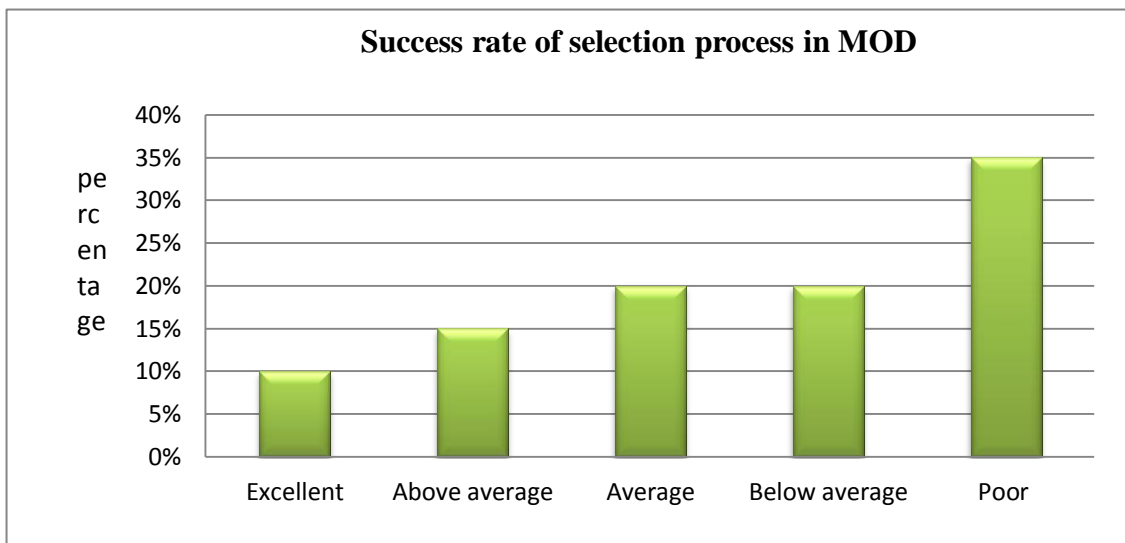


Figure 4.2.8. Revealed that 35% of the respondents said that there is poor success rate of selection process in the MOD. 20% of the respondents said that success rate of selection process is not as effective as it was supposed to be in the Ministry. 15% of the participants said there is a success rate of selection process and 10% also said success rate of selection process in MOD is excellent.

**Figure 4.2.9. Experienced the effectiveness of the selection process in the MOD.**

Particular	No. of Respondents	Percentages
Yes	12	60%
No	8	40%
Total	20	100%

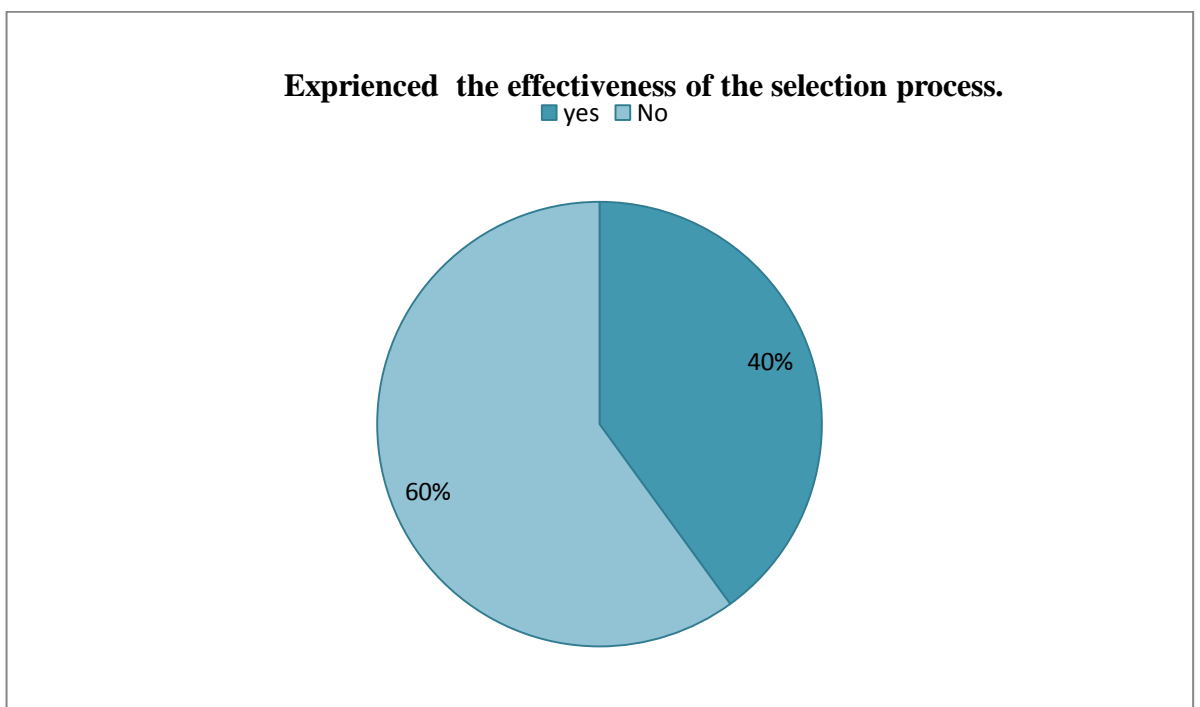


Figure 4.2.9. Revealed that 60% of the participants were agreed that MOD experienced the effectiveness of the selection process in the MOD, while 40% did not agreed.

**Figure 4.2.10. HR department conducts employee exit interviews.**

Particulars	No. of Respondents	Percentages
Strongly agree	0	0%
Agree	4	20%
Undecided	4	20%
Disagree	4	20%
Strongly disagree	8	40%
Total	20	100%

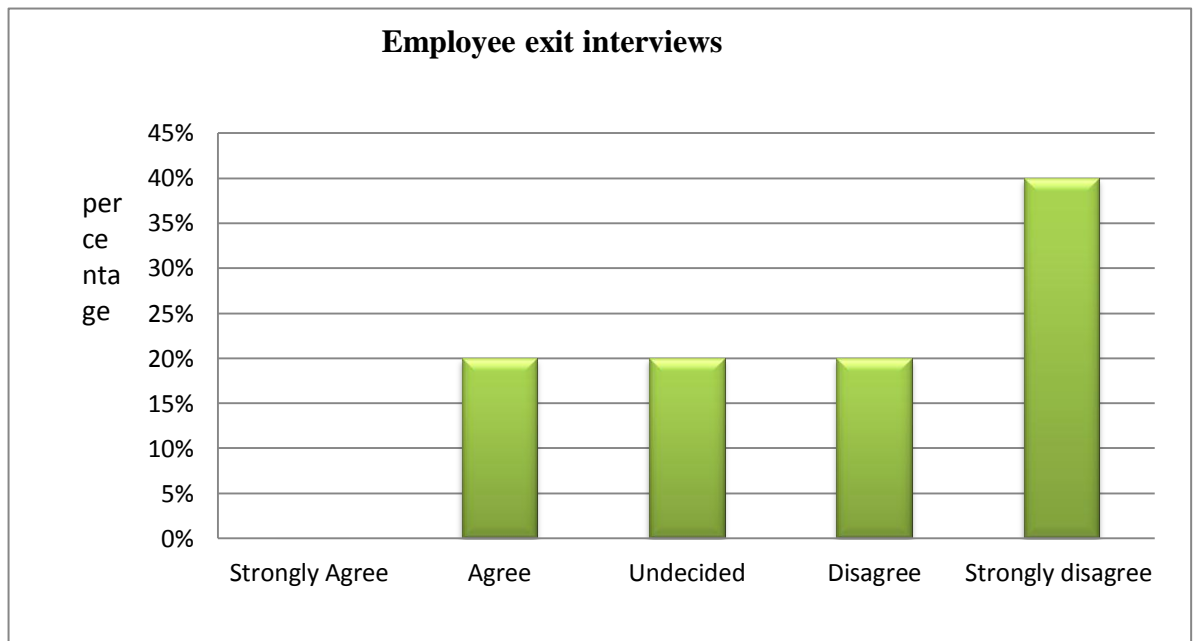


Figure 4.2.10. Revealed that 40% of the participants were strongly disagreed that HR department conducts employee exit interviews, 20% disagreed, 20% were undecided, 20% agreed and none of the participants were strongly agreed.

**Figure 4.2.11. Organization reputation influences recruitment and selection process in the MOD.**

Particular	No. of Respondents	Percentages
Strongly agree	3	15%
Agree	8	40%
Undecided	2	10%
Disagree	1	5%
Strongly disagree	6	30%
Total	20	100%

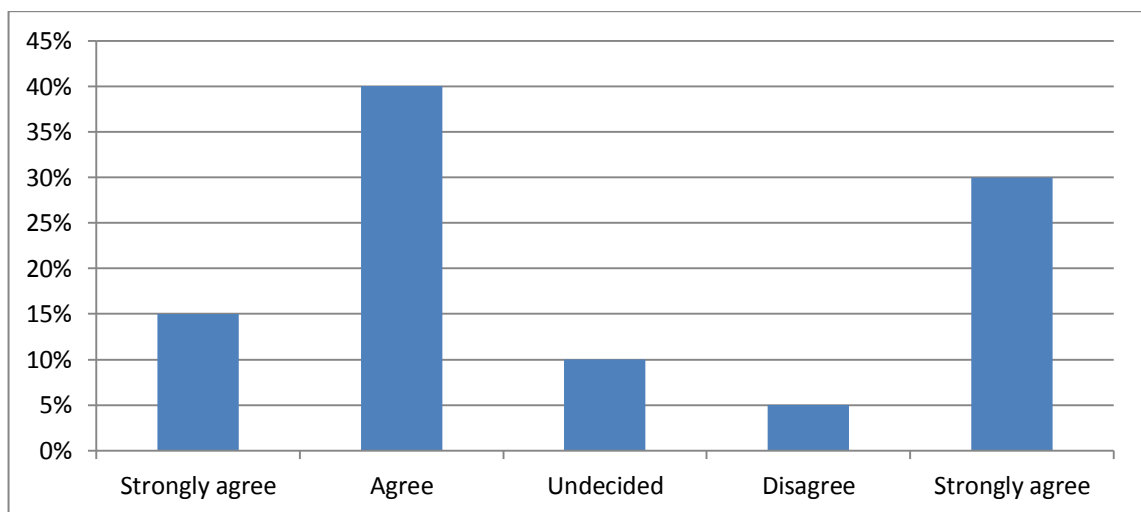


Figure 4.2.11, revealed that 30% of the participants were strongly disagreed that organization reputation influences recruitment and selection process in the MOD, 5% disagreed, 10% were undecided, 40% agreed and 15% were strongly agreed.

**Figure 4.2.12. Selection goals and selection process are considered during selection effort to increase the success rate of the selection process in the MOD.**

Particulars	No. of Respondents	Percentages
Strongly agree	2	10%
Agree	4	20%
Undecided	6	30%
Disagree	5	25%
Strongly disagree	3	15%
Total	20	100%

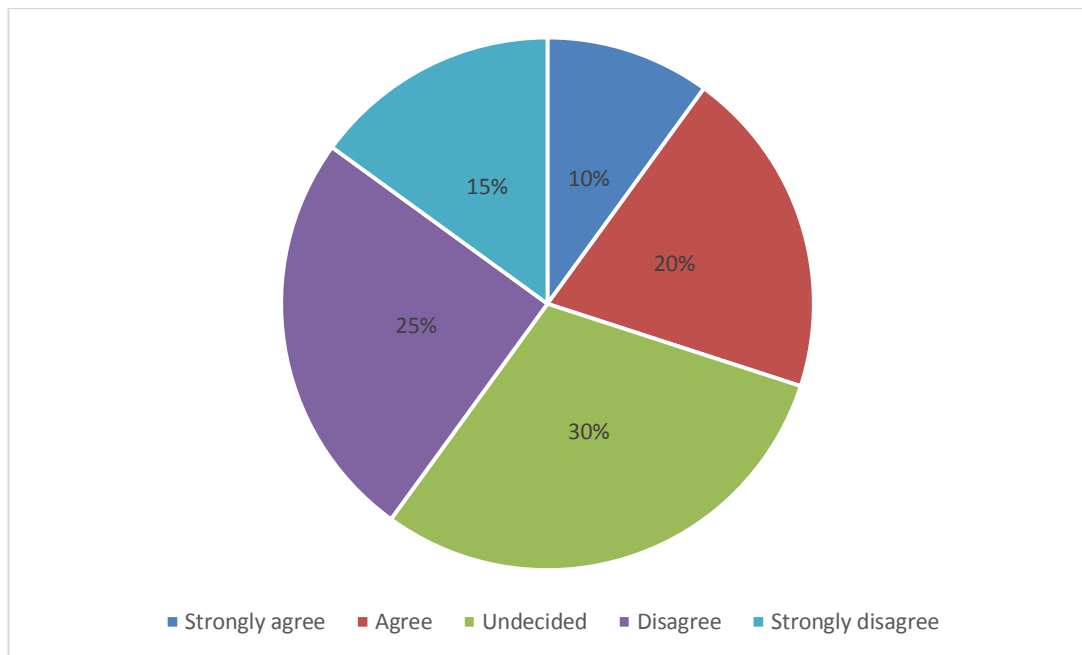


Figure 4.2.12, shown that only 10% of the participants were strongly agreed that selection goals and selection process are considered during selection effort to increase the success rate of the selection process in the MOD. 20% agreed with the statement, 30% were undecided, 25% disagreed and 12% were strongly disagreed.

**Table 2. Selection process questions**

	<b>QUESTIONS</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Percentage</b>
1	Selection process is usually transparent and objective	15%	10%	75%	100%
2	Selection policies are upheld during the selection process.	25%	10%	65%	100%
3	A variety of selection tools and methods are used during the effectiveness of the selection process of employees in the MOD.	30%	10%	60%	100%
4	Selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities.	60%	10%	30%	100%
5	The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.	40%	15%	45%	100%

Table 2 above, showed that, 75% of the participants were disagreed that selection process is usually transparent and objective and 10% were undecided while 15% agreed. 65% of the participants were disagreed that selection policies are upheld during the selection process and a variety of selection tools, 25% of the participants agreed to it while 10% were undecided. 60% of the respondents disagreed that methods were not used during the effectiveness of the selection process of employees in the MOD, while 30% of the participants agreed, 10% were undecided.

30% of the participants were disagreed that selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities, 10% were undecided and only 60% agreed. 45% of the participants were disagreed that the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees and 15% were undecided, 30% agreed and only 40% were strongly agreed.

**Table 3. Reasons for employee’s turnover in the MOD and challenges facing the Ministry.**

<b>Types of problems causing turnover.</b>	<b>Major problems</b>	<b>Small problems</b>	<b>No problem</b>	<b>Percentage</b>
Poor management	50%	30%	20%	100%
Lack of in-service training	40%	30%	30%	100%
Lack of qualification recognition	70%	15%	15%	100%
Lower salary	60%	30%	10%	100%
Lack of motivation to employees	80%	15%	5%	100%
Hiring unqualified candidates	40%	40%	20%	100%
Dishonest and dysfunctional equipment	55%	35%	10%	100%
Employees are being threatened	50%	30%	20%	100%
Discrimination	40%	35%	25%	100%
It takes many years to be promoted to the next rank.	90%	10%	0%	100%
Favouritism	45%	30%	25%	100%
Lack of morale	85%	5%	10%	100%

Lack of good communication among employees and supervisors.	75%	10%	15%	100%
Corruption	60%	30%	10%	100%
No affirmation action used	30%	30%	40%	100%
No transparent	25%	45%	30%	100%

Table 3, above shown the major problems and small problem which facing the MOD (HR department). On the major problem, 90% of the respondents said that it takes many years to be promoted to the next rank and 80% of the participants said that there is lack of employee's motivation. Lack of morale was responded by 85% and lack of good communication among employees and supervisors was participated by 75% and 70% of the participants said that the Ministry is not considering the employees qualifications. While 60% of the participants said that the employees are receiving lower salary and corruption is taking place in the Ministry. Dishonest and dysfunctional equipment was responded by 55%, while 50% of the participants indicate that there is poor management and employees are being threatened in HR department. 45% of the employees indicate there is favoritism, while 40% of the participants said that there is lack of in-service training, hiring unqualified candidates, and discrimination. 30% of the participants indicated that there is no affirmation action used, and 25% of the participants said there is no transparent.

The column of small problem, 30% of participants indicates that the Ministry (HR department) is facing lack of in-service training, poor management, employees are

being threatened, lower salary, favoritism, corruption and no affirmation action used. While 35% of the respondents indicate that there is dishonest and dysfunctional equipment and discrimination MOD. 15% of the respondents indicate that there is lack of qualification recognitions and lack of employee's motivation. 45% of the participants indicate that there is no transparent and 40% of the participants said the Ministry is hiring unqualified candidates. While 10% of the participants said there is lack of good communication among employees and supervisors and 5% of the participants said there is lack of employee's morale.

#### **4.3 Summary of Data Analysis**

Every company looks for an employee, who can work effectively. They are in search of a person who has the maximum skills required for the job. After selecting the right person, the company's main aim is to place that person at the right job. The main strength of any company is its employees. Effective workers are the best route to success. For this reason, company's strives to attract and hire the best, and to provide the best place to work. Some of the biggest and most constant challenges that plague organization is people related because they don't place more emphasis on getting the recruitment process right. If they get the right person in the right job at the right time, bottom-line and many other business benefits are immediate, tangible and significant. If they get the wrong person in the wrong job, then productivity, culture and retention rates can all take a hit in a big way.

#### **4.4 Discussion of findings**

##### **1. Researcher objectives: To determine the effectiveness of the selection process of employees in the ministry of defence.**

The researcher identifies that the variety of selection tools and methods were not used during the effectiveness of the selection process of employees in the MOD. The majority (75%) said that the selection process in MOD does not meet its objectives, and there is poor success rate of the selection process in the MOD. The researcher found out that 30% of the respondents said the selection goals and selection process are not considered during selection effort to increase the success rate of the selection process in the MOD while 40% did not agree with the statement. The majority of the participants (65%) said that the MOD (HR department) is using HR policy to do the selection process. The researcher found out that the MOD have major problems such as poor management, lack of good communication among employees and supervisors, Corruption, no affirmation action used, lack of in-service training Favouritism, employees are being threatened, it takes many years to be promoted to the next rank., hiring unqualified candidates, lower salary, lack of qualification recognition. The researcher identifies that selection policies are not upheld during the selection process and selection process is not usually transparent and objective.

**1. Researcher objectives: To increase the success rate of the selection process in the Ministry of Defence.**The researcher identifies that selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities. The researcher found out that 55% of

the participants said the organization reputation does not really influence recruitment and selection process in the MOD while 35% said it does. Most of the respondents (60%) said that HR department does not conduct employee exit interviews and 40% of the respondents said it does. The researcher found out that the MOD have no effective on recruiting and selecting candidates, and they are not hiring and retaining satisfied employees.

The MOD does not experience the effectiveness of the selection process and there is poor success rate of selection process in the MOD. The majority of respondents (50%) said that the MOD is using physical examination method to identify the correct candidate, 40% of the participants said the Ministry is using written examination and 10% of the respondents said its using interviews. Most of the respondents were not satisfied and changes are required according to the changing scenario as selection process has a great impact on the working of the company as a fresh blood, new idea enters. Selection process is not good and it should also be modified according to the requirements and the job profile so that the main objectives of selecting the candidate could be achieved. Further from this survey the researcher hope the MOD will be benefited and with the help of the suggestions given the Ministry can improve its functioning and the overall selection process in the organization and its performance will increase.

For the MOD to increase the success rate of the selection process, it should follow what Armstrong has observed. (Rowley and Benson, 2002, Pp 55),” Recruitment is more likely to achieve its objectives if recruiting sources reflect the type of position

to be filled, certain recruitment sources are more effective than others for filling certain types of positions. It builds morale through expectations of rising through ranks; encourages good individuals who are ambitious to stick with the organization hence controls employee turnover; it improves the probability of a good selection, since information on the individual's performance is readily available; it's less costly than going outside to recruit; and those who are eventually taken from the organization and make succession planning easy".

According to Armstrong (2006), "a clear and concise selection policy helps ensure a sound selection process. Management should structure and systematically organize the entire selection processes. It should Offers tolls and support to enhance productivity, solutions and optimizing the selection processes to ensure good performance". The Selection Management System (SMS) should be such that it helps to save the time and costs of the HR selectors in the MOD and improving the selection processes.

According to Collins and Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and organizational performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on organizational productivity and performance.

## CHAPTER 5

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter, focused on how the selection process in the MOD is carried out. Critical thematic areas emerged in this study and are linked to literature review. The research objectives of the study were met. It summarises the findings of the study, the conclusion and the recommendation arising from the study. It also presented the summary of the findings of the study, the recommendations of the study.

#### 5.1 Summary and conclusion

**1. Researcher objectives: To determine the effectiveness of the selection process of employees in the ministry of defence,** Padilla, Peter and Laner (2007), for the organisation to have effectiveness of the selection process of employees it should have candidate's recruitment on temporary basis or contract basis, Candidate's to be paid on hourly basis or monthly basis, candidate to be sent to abroad for training or project, candidate's readiness to work on shifts. After confirmation of all these things final decision regarding giving appointment letter is taken and at last letter of appointment is given, (Padilla, Peter & Laner 2007).

According to (Padilla, Peter and Laner 2007), "when selecting middle or top level employee's job experience is main element and interview is given most importance. "As top level employee is going to manage people in the organization, his personal

skills are also given importance with his technical knowledge. While selecting top level employees many things are taken into consideration such as:-Abilities to understand the people, Abilities to handle the people, Abilities to take right decisions, Abilities to give training to the lower level employees, etc. Generally top level employees are selected on long period contract basis,” (Padilla,. Peter. and Laner 2007)

"According to Huselid (1995),” interviewing is an effective tool for selection as it is done to both obtain additional information and to clarify information gathered throughout the selection processes, interviews can be structured or not structured, although the reliable and valid. There are also tests that can be used during the types of tests available for use as tools for employee selection, such as ability tests, personality test, honesty and integrity test. Through such tests individuals characteristics can be identified that are related to job-to-job success in the organization and occupations. Honesty integrity tests can help an organization to screen out potentially dishonest candidates and decrease the candidate of employee theft.”

The organisation can be benefit and with the help of the suggestions given, the company can improve its functioning and the overall selection process and its performance will increase. (Huselid 1995). “Organisation has competent and committed workforce, still there are scope for more improvements. To ensure that the company selects the right people, it has to identify essential skills and behaviors that applicants should demonstrate. For each position there should be a job

description outlining typical duties and responsibilities and a person specification defining personal skills and competences.” (Rynes and Cable, 2003).”The emphasis should be on matching the needs of the Ministry to the needs of the applicants. This would minimize employee turnover and enhance satisfaction. It is important for the company to have a clear and concise selection policy in place, which can be executed effectively to select the best talent pool for the selection of the right candidate at the right place quickly. (Rynes and Cable, 2003)”.

“According to Rynes and Cable, (2003), the most effective (but probably not the most economical) way to increase the number of applicants is to make the organization more attractive in terms of objective job and organizational characteristics. It is true that person-environment interaction (i.e., fit) contributes significantly to predicting attraction, yet it is equally true that most studies found even larger main effects for job and organizational variables, such as pay level, performance-based pay, individual- rather than team-based pay, flexible benefits, fair treatment, concern for others, and achievement orientation (Rynes and Cable, 2003).”

Rynes and Barber (2003), introduced the term “employment inducements” to refer to job and organizational attributes that are deliberately modified by the organization for the explicit purpose of increasing the organization’s attractiveness as an employer. They also conclude that employment inducements are major determinants of applicants’ attitudes and behaviors. Saks (2005) recommended hiring

organizations to “offer a variety of employment inducements (e.g., flexible work arrangements, opportunities for training, benefits, etc.), especially high pay” (p. 55).

However, raising pay may not be

**2. Researcher objectives: To increase the success rate of the selection process in the Ministry of Defence.** For the MOD to increase the success rate of the selection process, it should follow what Armstrong has observed. (Rowley and Benson, 2002, Pp 55),” Recruitment is more likely to achieve its objectives if recruiting sources reflect the type of position to be filled, certain recruitment sources are more effective than others for filling certain types of positions. It builds morale through expectations of rising through ranks; encourages good individuals who are ambitious to stick with the organization hence controls employee turnover; it improves the probability of a good selection, since information on the individual’s performance is readily available; it’s less costly than going outside to recruit; and those who are eventually taken from the organization and make succession planning easy”.

“Armstrong (2006), observes that the assumption underpinning the practice of HRM is that people are the organization’s key resource and organizational performance largely depends on them. Therefore, if an appropriate range of HR policies and processes are developed and implemented effectively, then HR will make a substantial impact on firm performance”.

According to Guest, Michie, Conway and Sheenan (2003), also argued that the case for an association between human resource management and performance is based on two arguments. The first one being that the effective deployment of human resources offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resources depends on the application of a distinctive combination of practices, or the use of a consistent set of human resource practices”. Additionally, Guest (2003) stress that “there is a plausible case that human resource management will be more effective if it fits the business strategy of the firm.”

According to Armstrong (2006), “a clear and concise selection policy helps ensure a sound selection process. Management should structure and systematically organize the entire selection processes. It should Offers tolls and support to enhance productivity, solutions and optimizing the selection processes to ensure good performance”. The Selection Management System (SMS) should be such that it helps to save the time and costs of the HR selectors in the MOD and improving the selection processes.

According to Collins and Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and organizational performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on organizational productivity and performance.

Contributing to this assertion, Schuler and Macmillan (2000) presented that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform. To them, the benefits of having the right employees motivated to perform include greater profitability, low employee turnover, high product quality, lower production costs, and more rapid acceptance.

Using this survey the researcher could identify the selecting methods conducted in the Ministry. Further from this survey I hope the MOD will be benefited and with the help of the suggestions given, the MOD can improve its functioning and the overall selection process in the Ministry and its performance will increase creating a suitable selection policy is the first step in the efficient hiring process.

## **5.2 Recommendations**

After analyzing the collected data, the following recommendations were made to improve the present selection scenario in the organization.

1. First of all the HR management should review their selection policy and look for the areas of the improvement for ensuring the best hiring and it should conduct employee exit interviews.
2. HR Management should structure and systematically organize the entire selection processes and use HR policy to do the selection process so that the success rate of the selection process in the MOD can be improved.

3. The management should stop Corruption, stop threatening the employees and affirmation action must be taken into consideration.
4. Selection management system should facilitate faster, unbiased, accurate and reliable processing of applications from various applications in order to improve the effectiveness of the selection process in the MOD.
5. Selection management system should help to incorporate and integrate the various links like the application system on the official website of the Ministry, the unsolicited applications, outsourcing selection, the final decision making to the main selection process.
6. Selection management system should maintain an automated active database of the applicants facilitating the talent management and increasing the efficiency of the selection processes so that it can meet its objectives.
7. Selection management system should provide and a flexible, automated and interactive interface between the online application system, the selection department of the Ministry and the job seeker.
8. Management should offer tolls and support to enhance productivity, solutions and optimizing the selection processes to ensure good performance.
9. HR department in the MOD should try to have a good communication among employees and supervisors and it should also offer in-service training and it should recognise the employee's qualification and it should motivate the employees.
10. Selection management system should help to communicate and create healthy relationships with the candidates through the entire selection process.

11. Management should follow a systematic process for HR Planning, and this will improve their performance.
12. Present employee should be encouraged to refer their friends and relatives. This source is usually one of the most effective methods of selecting because many qualified people are reached at a very low cost to the Ministry. And referred individuals are likely to be similar in type to those who are already working for the Ministry. Management can propose a scheme for employee referring.
13. Internal Promotions should be done on regular basis during specified time-period and favoritism and discrimination should be stopped in the Ministry.
14. All selection tests i.e. Ability tests, Aptitude tests, Personality tests, Interest tests, written tests, should be given equal weightage during selection process.
15. Salary structure should be in match with MOD's same level present employee and market value and should increase the salaries of the employees and promotion must take place regularly.
16. Physical examination and reference check should be given due consideration after selecting a candidate.
17. Induction should be properly done for a selected candidate. The idea is to make the new selected employee feel at home in the new environment.
18. Effectiveness of the selection process should evaluate on regular basis for ensuring availability of competent and committed personnel. In order to do so, aperiodic audit can be done.

19. The management of MOD (HR department) can increase its scope of requirements through advertisements and company can go for job fairs where people get to know about the openings.
20. They should also follow new selection techniques and methods for better recruitment.
21. The member of the selection committee should be well qualified and experienced people so that the selection of the employee will be more effective.
22. It is suggested that the HR department should involve various departmental heads while selecting an individual, because the departmental heads can analyse the technical knowledge relating to the job to the particular department.

### **5.3 Limitation of the Findings**

1. An employee has fear to reveal the negative aspect.
2. The information collected is based on the perception of the respondents.
3. The data needs to be updated at times when it comes to have further usage of this research study report.
4. As the sample size was small, hence conclusions cannot be generalized.
5. Due to time constraint in-depth study could not be carried out.
6. As the strength of the Ministry is big, it was not possible to draw sample from each and every department.

#### **5.4 Directions for Future Research**

The study was based on the selection practises but there is a scope to study other HR practises and overall organizational study not only in the MOD but also considering other different Ministries. Researchers may also find the linkage between the different HR practises with the selection practises like organization performance, employee satisfaction etc. Researchers may also find the online selection sources followed in the organizations and also the online screening of employees.

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**APPENDIX 1:**

**LETTER OF TRANSMITTAL FOR DATA COLLECTION**

**AUGUST, 2016.**

Dear respondent:

I am a postgraduate student undertaking a Master of Business Administration degree majoring in management strategy at the University of Namibia. I am carrying out a study on an evaluation of selection process of employees in the Ministry of Defence and the interview questions to collect information for the study. It is my kind request that you answer all the questions, providing the relevant information to facilitate the study. The information provided will be treated with strict confidentiality for the purpose of this study only.

Thank you.

Yours faithfully,

Martha – Ndeenda Amiti

**APPENDIX 2:**

**QUESTIONNAIRES**

**PART A: PERSONAL INFORMATION**

1. Gender: Male [        ] Female [        ]

Position in the organization

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2. Does your organization have a working HR policy? Yes [        ] No [        ]

3. How long have you worked for the organization?

Less than a year [        ] 3 – 5 years [        ]

4. How many employees do you have?

Less than 20 [        ] 20 – 50 [        ] Over 50 [        ]

5. What are the terms of relationship with your employees?

Permanent and Pensionable [        ]

Contract [        ]

Temporary [        ]

**PART B (I): RECRUITMENT AND SELECTION**

1. Which method do you use to attract potential employees to fill a vacancy?

Newspaper [     ] Internet     [     ]

References [     ] Pinup posters [     ]

Others, specify

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2. When did you lastly use this method? 2 years ago [     ] 1 year [     ]

1 month ago [     ] recently [     ]

3. How would you describe the response?

Overwhelming [     ] Normal [     ]

Sufficient [     ] Below par [     ]

4. Which percentage of the applicants filled or suited your job description and requirements.

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5. Which method of selection did you use to identify the correct candidate?

Interview           [     ] Written Exam       [     ] Physical Examination [

6. Have you experienced effectiveness of the selection process of employees in the ministry of defence?

Yes [        ]    No [        ]

In this section please tick (✓) the most appropriate response for each of the questions in the table below with the following scores in mind. **Strongly Agreed (SA = 5), Agree (A = 4), Undecided (UD = 3), Disagree (D = 2), strongly disagree (SD = 1)**

	<b>QUESTIONS</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
7.	Organisation has adequate and qualified staff after recruitment and selection that increase the success rate of the selection process in the Ministry of Defence.					
8.	The company conducts employee exit interviews					
9.	Organisational reputation influences recruitment and selection process in the organization					
10.	Attractiveness of the job and the cost of selection are the key aspects that applicants consider when applying for the job					
11.	Selection goals and selection philosophy are					

	considered during selection effort to increase the success rate of the selection process in the Ministry of Defence.					
12.	Selection process is usually transparent and objective					
13.	Selection policies are upheld during the selection process.					
14.	A variety of selection tools and methods are used during the effectiveness of the selection process of employees in the ministry of defence.					
15.	Selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities.					
16.	The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.					

17. What are some of the reasons for employee turnover in your organisation?

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18. What are some of the challenges you encounter in respect to recruitment methods and selection tools used?

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19. What are your general remarks concerning the success rate of the selection process in the Ministry of Defence? 1-Poor ( ), 2-Below Average ( ), 3-Average ( ), 4-Above Average ( ), 5-Excellent ( )

20. Does selection process meets the objectives in the organisation?

Yes [      ]      No [      ]

If your response is No, please give reasons

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21. In your views, what can be done to improve the effectiveness of the selection process of employees in the ministry of defence?

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THANK YOU FOR YOUR COOPERATION