

**An analysis of outsourcing of the recruitment function in  
the Department of Social Development (Mahikeng, North  
West Province)**

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the degree Master of Administration (Industrial Relations)  
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## **Declaration**

I Israel Puo Phogojane hereby that this Analysis of Outstanding Recruitment Function in the Department of Social Development in the North West Province (Mahikeng) is my original work.

## ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to the following for their support and contribution in the timely completion on my study during difficult times.

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## **ABSTRACTION**

The problem that prompted for this research is that the Department of Social Development outsource the recruitment function to service providers i.e. agencies and consultants, while it have fully staffed Human Resources Department within the organisation. Despite the fact that the department has qualified human resources personnel at its disposal, who are able to manage the recruitment function, it persists in outsourcing the recruitment of staff.

The main purpose of this research is to make a thorough inquiry and analysis to establish whether the outsourcing of staff recruitment is critical and whether it is done accordingly without negating the interest of all stakeholders. Also to answer whether the department is having control on service provider with the help of the policy to improve the quality of services and avoid unnecessary costs.

This study is significant because it will encourage the organisation to consider the need to formulate a policy on outsourcing recruitment, including clear guidelines. The findings of the research will assist the human resources personnel particularly those directly involved in outsourcing recruitment to understand when it is most important to outsource recruitment.

The research methods that were used are the interviews making use of an interview guide with pre set questions, however follow up questions were used where it was necessary. Data was also gathered through discussion with the focus group. The whole target population made contributions to the data that was gathered. Documents included such as the recruitment policy, appointment of service providers, job orders, quotations, and confirmation forms were used as data sources.

It is revealed in the findings of the research that the Department of Social Development is not well managed. This co-notation is evidenced by:

- Not adhering to the policy the Department of Social Development is having
- Backlogs
- Staff shortages

- Poor discipline- although only senior/scarce positions may be outsourced, all positions are.

Just to list a few main findings.

It is recommended that the Department of Social Development adhere to the available policy and maintain professionalism by being disciplined i.e. Only outsource the scarce positions. Budgeting must be done not to take money that was set aside for other purposes.

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## CHAPTER 1: OVERVIEW OF THE STUDY

### 1.1 INTRODUCTION

Some organisations have opted for the outsourcing of recruitment, because of the ever-increasing demand to meet human resources needs. By outsourcing, an organisation stops relying on its own Human Resource Department to render some or all of its services such as recruitment. An organisation contracts another service provider to perform tasks previously done by its Human Resource personnel.

Dersose (2001:76) defines outsourcing as “a process by which employers transfer routine or peripheral work to service providers”. Bartel, Lanch and Sicherman (2008:7) support Dersose (2001:76) by defining outsourcing as “a particular form of externalisation of employment, and in many cases involves an outside contractor taking over an in-house function”.

Therefore, outsourcing is central to the strategy of many organisations. However, some organisations have a limited understanding of outsourcing, particularly about its potential advantages and disadvantages. In many cases, outsourcing as a major strategic decision has implications for the entire organisation. Handfield (2008) explains recruitment outsourcing as “being about off-loading the many tedious, time consuming and non-value tasks associated with the recruitment process”.

The process of outsourcing recruitment in the public sector comprises of inviting service providers by means of tenders. The selection and appointment of outsider service providers are chosen from, for example, the service providers that are registered by the company registrar. Those organisations that are listed on the national data base for providing specialised services are requested to forward their quotations for short listing. After confirmation of their ability to provide the required services they may be selected.

The organisation's managers determine the tasks that are to be outsourced. The organisation allocates non-core tasks of its operations to the new service provider.

One of the disadvantages of handing over a service to an outside service provider means that the organisations have no direct control over the outsourced function.

## **1.2 BACKGROUND OF THE STUDY**

The Department of Social Development (DSD) in Mahikeng(North West Province) was since 1994 and up to 2005 distinguished by recruiting all of its employees by making use of its own recruitment staff. The department experienced challenges in its effort to fill all the vacant posts, particularly some of the skilled workers' categories. It was also challenged by the scenario that the department's directorate requested, by short notice, the filling of huge numbers of vacant positions which posed a challenge to the understaffed recruitment unit. Short notice requests for filling vacant positions resulted in backlogs when staff failed to meet the recruitment deadline.

The Oxford dictionary (2009:56) defines backlog as "an accumulation of work or matters needed to be dealt with". Collin (2006:27) refers to backlog as "an amount of work or items such as order which should have been dealt with earlier but is still waiting to be done".

The backlog occurred at the department according to employees working for Human Resources Recruitment and Selection department. They pointed out that there were many posts which were advertised in the internal and external media that were frozen before being filled. The new work was added to unfinished tasks resulting in the staff failing to meet the required outcomes on time. Vacant positions, of previous requests were still not filled while requests to fill new vacancies arose. In the end, the work was always behind and resulted in serious backlogs.

The other problem was that the service providers encountered favouritism while they were making a follow-up of the short listed candidates. The problem was that the names that appeared on the shortlist the department was using did not contain the same shortlisted applicants as the list of the service providers. In such circumstances there was confusion to what was happening but at end the service providers were accused of causing the problem and to adjust their list to match that

of the department and to apologise to the affected applicants. This further caused delay in the provision of services according to the plan initially agreed upon.

The recruitment staff at lower levels was not consulted to establish the way forward. The problem of staff shortages began as a result of considerable backlogs that the current staff found difficult to handle. The shortage of staff was indicated in the internal Circular number 06 of 2008 for Human Resources Practitioners at senior level. These positions were also advertised externally and were filled partially by 2009.

In response to the backlog problem, starting from 2006, the departmental management ordered that all backlogs should be addressed through outsourcing. The aim was to meet the target demand, but it was not communicated clearly to the staff on how they were going to go about it. There was no plan in place to cater for any disruptions that may result from such an action.

The outsourcing of recruitment was not seen as due to under-performance, nor was it seen as the cause of the backlog. In addition, no clear indication was given to which specific job categories should be outsourced.

However, the adopted Departmental Public Service Administration Policy (DPSAP) stated that outsourcing should be done specifically for 'skilled workers'. No mention was made about the shortcomings of the service providers, e.g. services may be rushed through without due care due to working under pressure which may yield poor results or the capacity to meet services.

Production may be limited whilst it is critical that the service provider cannot afford to lose the tender.

It was apparent that the department did not have its own recruitment policy, as only a draft was in place. In order for it to pursue its quest to fill the vacant positions, it adopted the Departmental Public Service Administration Policy. The concern of the lower level staff was that this policy allowed the management to impose instructions without due care of the historical factors that characterised the operations of the DSD, its financial position and its need to achieve a home-grown measure to deal

with problems rather than transferring them to service providers who have often been changed.

No significant changes have been realised, since the backlog still remain as a major challenge. It sufficed that the senior managers decided on which jobs to be outsourced for recruitment purposes.

However, during the implementation of the outsourcing strategy it appeared that all jobs were outsourced contrary to the original plan. No specified criteria were used to select the service provider other than looking at which one was offering the cheapest rates. Also, there were no funds set aside for the purpose of outsourcing, thus the annual general budget was utilised for this purpose.

### **1.3 PROBLEM STATEMENT**

The problems that prompted this study are outlined below:

#### **1.3.1 Introduction**

The DSD is outsourcing the recruitment function to agencies or consultancies, while there is a fully staffed Human Resource Department within the organisation. This practice may be encouraged by the fact that government policy allows government departments to outsource some of its functions to service providers. Nevertheless, it is logical that services that should be outsourced are those that are problematic, like the recruitment of specialists, for example. It should not be difficult to handle day- to-day recruitment by the DSD Human Resources Department, fundamentally because there are qualified staff in the Human Resources section. The DSD Human Resources Department's major function is to ensure that suitably qualified employees are employed within the DSD. Although the Human Resources Department has sufficient trained and experienced staff to undertake the recruitment function, recruitment is still being outsourced.

### **1.3.2 Main problem**

Although the Department of Social Development has qualified Human Resource personnel at its disposal, who are able to manage the recruitment function, it persists in outsourcing the recruitment of staff.

### **1.3.3 Sub-problems**

- i. Lack of a policy on the outsourcing, of the recruitment function affects decision-making on recruitment
- ii. Costs canalisation and interpretation to determine which one is expensive either to outsource recruitment function or to do it internally
- iii. The loss of direct control by the department over the recruitment function
- iv. There is no clear reason why the DSD is outsourcing the recruitment function.

## **1.4 OBJECTIVES OF THE STUDY**

The following will serve as objectives of the study:

- i. To establish whether the lack of policy on the outsourcing of the recruitment function has a bearing on the overall decision-making involving outsourcing recruitment
- ii. To determine the level of costs incurred when outsourcing in comparison to recruitment conducted completely by Department of Social Development (DSD).
- iii. To establish whether there is a loss of direct control over the recruitment function.
- iv. To determine the reasons for outsourcing the recruitment function

## **1.5 RESEARCH QUESTIONS**

Given the need for an exploratory study, this study explores the Department of Social Development and its role in using outsourcing its recruitment function. The

following research questions, seek evidence in exploring the phenomenon, and are outlined as follows:-

- i. To what extent does the lack of policy on outsourcing the recruitment function affect the decision-making on recruitment?
- ii. What are the costs of outsourcing the recruitment function in comparison with the costs of internal recruitment?
- iii. Is there a loss of direct control over the recruit function by the Human Resources Department of the DSD?
- iv. What could be the reasons for outsourcing the recruitment function?

## **1.6 SIGNIFICANCE OF THE STUDY**

The importance of this study is: There are more than two reasons

Firstly, the research findings will encourage the organisation to reconsider the need to formulate a policy on outsourcing recruitment, including clear guidelines. Secondly, the research findings will also help the Department of Social Development (DSD) to allow the Human Resources Unit to develop an independent recruitment policy, and to advocate recruitment by the Department itself. The study could further assist the Human Resources Staff to understand when it is most appropriate to outsource recruitment.

Fox and Bayat (2007) define the importance of research as “the aim to increase scientific knowledge specifically by designing practical applications”. This enables the researcher to deal with practical research issues that arise within organisations, for example, the lack of full utilisation of the Human Resources Personnel by the Department of Social Development.

There is a need to maximize the use of Human Resources Personnel and to minimise the expenditure on recruitment, while filling vacant posts with quality staff. Bless, Smith and Kagee (2006:45), indicate that if a researchers' primary motivation is to assist in solving a particular problem facing the community; it is referring to applied research.

This study therefore contributes towards practical issues of problem solving, decision-making, policy analysis and Human Resource matters.

The research findings may help the decision-makers to consider alternative ways to minimise recruitment costs.

The study could serve to create an awareness of how research findings could assist in making informed decisions on when it is the most advantageous to outsource the recruitment function.

## **1.7 RESEACH DESIGN**

### **1.7.1 Definition and description**

Cooper and Schindler (2001:134), state that the “research design represents the “blue print” for the collection, measurement and the analysis of the data. It is also the plan and structure of the investigation so conceived as to obtain answers to the research questions”.

Research design describes a flexible set of guidelines that connect theoretical paradigms to strategies of inquiry and methods for collecting empirical material. A research design situates researchers in the empirical world and connects them to specific sites, persons, groups, institutions, and bodies of relevant interpretive material, including documents and archives Denzin& Lincoln, (1994:14).

This study employed a qualitative research approach. Qualitative research is predominantly exploratory in nature.

### **1.7.2 Qualitative approach**

#### **1.7.2.1 Definitions**

The comprehensive and succinct definition of qualitative research provided by Denzin and Lincoln (1994) adequately summarizes the reason underpinning the researcher’s choice of this research approach.

Qualitative research is “multi-method in focus, involving an interpretive, naturalistic approach to its subject matter, researchers deploy a wide range of inter-connected methods with the aim to get a better fix, on the subject matter at hand.” Define Denzin&Lincoln, 1994:2. This means that qualitative researcher studies things in their natural setting, attempting to make sense of, or interpret phenomena in terms of the meaning people bring to them.

David and Sutton (2004:35), define the qualitative approach as:

The form of data, data collection and data analysis that give priority to one or more of the following: meanings over numerical measurement; induction over deduction; constructionist/phenomenology (attention to small group interaction) over objectivism/realism (attention to structures and constraints; and to depth over generalisation)”.

### **1.7.2.2 The characteristics of qualitative approach**

The characteristics of qualitative approach are given and discussed below:

According to Straus and Corbin (1998:10), qualitative research is defined “as any type of research that produces findings not only arrived at by statistical procedure or other means of qualification”. They continue to assert that it can also be referred to research about person’s lives, lived experiences, behaviours, emotions as well as about organisational functioning, social movements, socio-cultural phenomena and interaction between individuals.

Creswell(1998:) states that qualitative research is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem, in this “qualitative research process the researcher consistently builds a complex and holistic picture, report views of informants or practitioners and restricts the study to its natural setting” Creswell (1998:16).

According to Dooley (2009), “the qualitative research process entails direct observation and relatively unstructured interviewing in natural field setting where genuine interactions occur between participating observers and the subjects”.

The qualitative approach “emphasises the studying of events as they happen in their natural setting” Glesne&Peshkin, (1992). Creswell (2007) agrees with the idea of studying events in their natural setting by mentioning that qualitative data is collected in the field at the site where participants experience the issue/problem under study.

Respondents were thus interviewed to gather data on the research questions, and participants were observed behaving or acting within their context. Data was collected from the respondents without any manipulation or conditioning.

### **1.7.3 Target population**

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. Ary, Jacobs, Razavieh, and Sorensen (2009), define population as “the total set from which the individual units of the study are chosen”. According to Rubin and Babbie (1997) a study population is that aggregation of elements from which the sample is actually selected. Newman (2000) refers to the study population as a “specific pool of cases that the researcher wants to study”.

Bless and Higson-Smith (2000) sees target population as ‘the set of elements that the research focuses upon’. The target population comprised of six staff members directly involved in the outsourcing of the recruitment function Resources.

### **1.7.4 Sampling technique**

The sampling technique for this study is purposive sampling. This technique assists to remind the researcher to choose respondents considering their important properties. Purposive sampling can be best defined in its operational description as portrayed by David and Sutton (2004) that, units are selected according to the researcher’s own knowledge and opinion about which they think are appropriate to the topic.

Blessing and Craig (2000) agree with David and Sutton,(2004) that the basis of purposive sampling is on the judgment of the researcher regarding the characteristics of a representative sample. The researcher is empowered to use judgment on the suitability of respondents. The respondents must possess for example, knowledge and experience on the subject. This information is vital for the research since the respondents will be able to contribute significantly relevant information that will best inform the researcher.

It is crucial to conduct purposive sampling for this research. Given the fact that not all staff working for the Human Resource section deal with recruitment outsourcing, it would not be fruitful to ask them questions that they would not be in a position to answer. It is therefore considered that only the staff directly responsible for coordinating the task of outsourcing recruitment was selected to be part of the sample.

### **1.7.5 Sample**

Cooper, and Schindler (2006:717) define a sample as a “group of cases, participants, events or records consisting of a portion of the target population carefully selected to represent that population”.

In this case study, there are six people directly involved in outsourcing recruitment function namely:

- Director of Human Resource,
- Deputy Director of Human Resource,
- Assistant Director,
- Chief Personnel Officer,
- Human Resource Personnel Officer and
- Human Resource Assistant Administrator

They have been purposefully selected because they are the ones who are directly responsible for outsourcing recruitment and they do have the experience and required knowledge about outsourcing recruitment since they are the coordinating officers.

## **1.7.6 Data collection methods**

Data was collected using the following techniques:-

### **17.6.1 Interviews**

According to Hankins (2008:234) an interview is a formal meeting with someone to ask him or her questions or obtaining information. The interview was intended to solicit more on the interviewee's point of view and to encourage as much as possible the interviewee's own perspectives Bryman, (2001). During the interview, the interviewer and respondent interacted and discussed issues through question and answer sessions. The interviewer collected the elicited data during the conduct of the interview in the form of narrative notes. During the inquiry, the interviewer jotted down the feedback of interview as part of data collection.

According to Cohen and Crabtree (2006) the term semi-structured interview involves "a partially predetermined interviewing technique of collecting data from participants". The interviewers have to have an interview schedule to guide them through the process of an inquiry. Flexibility plays a major role in the inquiry process. More data can be elicited through follow-up questioning whilst the participant has the reasonable freedom to provide as much relevant details of the case as possible.

The interviews were semi-structured; an interview schedule was used to maintain focus, and to remind the researcher of the key areas that need probing. The interview schedule was formulated in such a way that the questions kept on probing to elicit adequate information about the issue that was being investigated. Closed questions were also used. The open-ended questions were formulated to answer how, what and why questions. Some rehearsal training was conducted to confirm a proper use of the questioning techniques.

The interview schedule was designed to provide a guideline to the interviewer on major question that were supposed to be asked. Four unstructured/open ended questions were created and were asked to the respondents during the interviews. (See Annexure A). The qualitative approach permits the use of a semi-structured interview schedule which is made up of open-ended questions that allows discussion of complex issues during the collection of data.

### **1.7.6.2 Researcher as an instrument**

The researcher was instrumental in data collection as pointed out by Creswell (2007). Respondents were directly spoken to through face-to-face interviews. The researcher played an active role by creating rapport and ensuring that the interviews stay focused by making follow-ups to clarify unclear issues. The researcher does this by probing and eliciting information from respondents.

### **1.7.6.3 Document search and observation**

The researcher also collects data himself through examining documents and observing behaviour during interviewing participants. The information collected will be recorded as descriptive write-ups/texts.

Documents used in the process of outsourcing recruitment provide important information required to address some of the research questions. Quotations from the Employment Agency and the department's budget documents on outsourcing recruitment were collected and were analysed.

### **1.7.6.4 Descriptive write-ups**

Collected data is recorded in texts/write-ups which describes the data in detail. The nature of the qualitative data is such that it is not feasible to convert it in to any meaningful statistical inference, so it will be appropriate to make use of texts from the onset.

### **1.7.6.5 Focus group**

Family Health International (2010) defines a focus group "as a qualitative data collection method in which one or two researchers and several participants meet as a group to discuss a given research topic."

Steppingstone (2004) defines a focus group as a "group of approximately six to ten people, clients or customers who meet with the moderator to answer questions related to a particular research topic".

Krueger and Casey (2000) define a focus group as “a carefully planned series of discussions designed to obtain perception on a defined area of interest in a permissive, non-threatening environment”.

A focus group is used as a qualitative method of research in which a group of people are asked about their perceptions, opinion, beliefs and attitude towards a product, service or concept (Merton, 2003). Those available on the focus group discussion day, selected from the target population will, form the focus group. This will allow free exploration and discussions which will elaborate the position on outsourcing, by exploring the different viewpoints and underpinning factors that indicate the outsourcing of recruitment as an option to be considered for obtaining skilled manpower.

The focus group interviews were conducted by the researcher. Four Outsourcing Recruitment Officers, the Senior Outsourcing Recruitment Officer and the Outsourcing Recruitment Manager were interviewed.

During the conduct of the focus group discussions, the researcher gave four topics for discussion during which four separate sessions were done for a period of thirty minutes per session. The participants explored the topics and shared their experiences. Notes were taken during the discussion. Electronic recording was waived for the reasons of confidentiality.

#### **1.7.6.6 Data collection instrument**

The interviewing schedule/guide was used as a guideline to remind the interviewer to remain focused on the main issues pointed out Gray, (2004). It however, does not restrict the interviewer from pursuing a newly emerging related topic of interest and the asking of new questions that emerge through discussion for the purpose of extracting detail and ensuring clarity.

## 1.8 RESEARCH METHOD

In order to understand the factors and reasons that influence the decision to outsource recruitment function, the case study method was used.

Welman, Kruger and Mitchell (2005), the term 'case study' pertains to the fact that a limited number of units of analysis are studied intensively. A case study allows the researcher the opportunity to acquire information rigorously from a few respondents in their natural settings Henning, Rensburg and Smit, (2005).

Johnson and Christensen (2010:49) refer to the case study as "a form of qualitative research that is focused on providing detailed accounts of one or more cases". Merriam (2011:40) defines a case study as an in-depth description and analysis of a bounded system".

The case study method allows to gather data that enables one to answer the "how" and "why" questions. The case study is not intended as a study of the entire organisation but rather to focus on a particular issue such as the outsourcing of recruitment Noor, (2008).

The case study method enables understanding of complex real life activities by making use of multiple sources of evidence by making use of semi-structured interviews, focus groups and documents (Yin, 2009).

The case study method is useful when one wants to understand a particular situation in-depth. Again, the case study is useful to capture imminent properties of life in an organisation and the flow of organisational activities whenever there is a sudden change.

## **1.9 THE ORGANISATION**

The Department of Social Development is located in North West Province. It is a government department that deals with the social welfare of the people in Mahikeng.

The department is running a fully staffed Human Resources Department.

The problem is that the Human Resources Staff relies on the outsourcing of the recruitment function.

There are eight sections in the Department of Social Development, namely

- i.** Human Resource
- ii.** Administration
- iii.** Social Work Programme
- iv.** Community development
- v.** Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome (HIV and AIDS)
- vi.** Special needs
- vii.** Victim empowerment
- viii.** Children and family services

The department employs 1146 employees

## **1.10 PILOT STUDY**

Bless and Higson-Smith (2000:155) defines pilot study as “an integrated summary of all available literature relevant to a particular research question”. Connelley (2008) views a pilot study as “a small sample, qualitative study conducted as a prelude to a large scale of study or clinical trial”.

Van Teijlingen and Hundley (2001) refer to pilot study as a “mini version of a full scale study as well as the specific pretesting of a particular research instrument such as a questionnaire or an interview schedule”. The pilot study was conducted in order to have an informed understanding on the issue of outsourcing the recruitment function and the findings confirmed that there was a need to conduct research on the issues of outsourcing of the recruitment function.

The pilot study was also conducted to verify facts and help the researcher to acquaint himself with the interview (method of collecting data) In order to sharpen interviewing skills.

Three respondents were interviewed according to the interview schedule during the pilot study. The respondents comprised of two senior officials and one junior official who are responsible for the recruitment of employees by means of outsourcing.

## **1.11 DATA ANALYSIS TECHNIQUES**

### **1.11.1 Techniques in field notes conversion**

According to Welman, Kruger and Mitchell (2005:211), the technique involves converting of field notes into write-ups. These are intelligible products that could be read, edited for accuracy, commented on, and analysed. The other techniques Welman, Kruger and Mitchell (2005) discussed involve:

- i. Word analysis – the analyser should look for repeated and key words in terms of the context they are used and their indigenous meaning.
- ii. The analyst should read large units of data with the purpose of comparing and contrasting in search of information i.e. missing and related information.
- iii. Taking cognisance of linguistic features such as metaphors, transitions and connectors to understand the in-depth meaning of the information.
- iv. Exercising physical manipulation of texts (unmarked texts, pawing, and cut and sort procedures).

### **1.11.2 Record Analysis of Secondary Data/Documentary Analysis**

According to David and Sutton (2004:183), secondary data is “existing data that was collected by others at some prior time for the purpose of research and it is already available.” This data will be found ideal to address current research problems, and indeed will be used for current research purposes. According to Berg (2007), secondary data is pieces of information written or created by others in the form of

documents and/or objects that relates to specific research questions or areas of interest. Inspection of record documents will follow thorough examination and analysis of the recorded data

The quotations, budgetary statements and recorded notes during the interviews and group discussions were analysed.

### **1.11.3 Analysis of primary data**

According to Welman, Kruger and Mitchell (2005:149), primary data is "data collected from respondents with the purpose of answering research problems".

The raw interview data was transformed into information relevant to the research questions provided by the interviewees as well as the focus group.

The process that was followed to ensure that data was converted into usable information was by means of developing codes, classes/categories and the identifying of themes

## **1.12. LIMITATIONS OF THE STUDY**

The study focussed the North West Province where the head office for the Department of Social Development is situated.

Confidential issues could interfere with the results, as interviewees may be reluctant to be truthful about them.

Limited time was accorded to the researcher by authorities who hurried the enquiry process and curbed the data-gathering exercise.

## **1.13 CONCLUSION**

Outsourcing started long ago, but became more in the 1970s, and the 1982s.to date. Outsourcing have been mostly practiced by multinational companies which experienced constraints in staffing technical jobs e.g. information technology. The

practice however, spread to other areas including human resource recruitment and selection in the public sector. Qualitative approaches were described and explained. The research was conducted at the Department of social development in Mahikeng.

The following chapter, chapter 2, will be reviewing literature on outsourcing, outsourcing recruitment and recruitment.

#### **1.14 DEMARCATION OF THE STUDY**

As a means of providing an overview of the entire study, the following summary is provided. The study is divided into five chapters/

**Chapter 1:** constitutes an introduction to the study. The theoretical background and the context, research problem statement, objective of the study, conceptualisation, and an overview of the research methodology employed in the study and the delimitation of the study are presented.

**Chapter 2:** Present the literature review on recruitment and outsourcing. This chapter set out the theoretical framework and discusses the main concepts and explores various sources of relevant literature.

**Chapter 3:** the research design and are outlined. Data collection and data analysis technique used in the study are discussed in detailed.

**Chapter 4:** presentation, analysis and interpretation of the gathered data sets out the data analysis of this study and techniques used in this study are discussed in detail. The analysis and the results obtain from the reliability analysis and validity analyses are also discussed.

**Chapter 5:** Summary of the main findings, recommendations and conclusion

## **CHAPTER 2 LITERATURE SURVEY**

### **2.1 INTRODUCTION**

Words carry different meanings for different authors and for people. This tendency is usually influenced by time and space. It, therefore, depends on when and where one is to define words and attach meaning to them. Hence, it is important to clarify definitions and meaning and adopt suitable ones for the purpose of the study.

In addition, the issues relating to outsourcing are highlighted and discussed in this chapter. Specific attention is given to the practice of outsourcing the recruitment function.

### **2.2. DEFINITIONS AND DESCRIPTION OF TERMS**

Some key concepts used in the study are defined and described.

#### **2.2.1 Outsourcing**

Blunden and Thirlwell (2010:248) define outsourcing as “the transfer of selected project, function or services to third party”. Bartel, Lach and Sincherman (2008:1) define outsourcing as “the contracting out of activities to subcontractors outside the firm”. Bloisi (2007) suggests that outsourcing is “where support activities are given to outside specialist allowing the organization to concentrate on its core business”. Dominguez (2006:5) defines outsourcing as “the practical hiring of functional experts to handle business units that are outside of your firm’s core business”. According to Bronson in [www.website-in-a-weekend.net](http://www.website-in-a-weekend.net) outsourcing means “contracting another person or company to perform particular task for your business”.

As can be seen, all the above-cited authors differ only in diction but also converge that outsourcing is about involving the external service providers to perform the tasks usually carried out by the internal employees. This allows the companies to concentrate on their core business.

## **2.2.2 Recruitment**

The outsourced tasks include, *inter alia*, recruitment which focuses on attracting and selecting suitably qualified people to join the workplace.

Newell and Scarbrough (2002:87) consider a broadened definition for recruitment as “the process of attracting a suitable number of applicants so that from them a choice can be made to who is the right person for the job”.

Dubois, Rothwel, King, Stern and Kemp (2004) are of the view that recruitment and selection are two sides of the same coin as contained in their definition that it is “the process of attracting as many qualified applicants as possible for existing vacancies and anticipated openings”. Bhattacharyya (2009:195) defines recruitment as “a process to identify a suitable applicant for the job by employ effective measures for attracting manpower in adequate numbers to facilitate the selection of an efficient working force”.

## **2.3 OUTSOURCING: AN OVERVIEW**

Several business operators are currently challenged by an ongoing shortage of skilled manpower resources, particularly in the various labour markets. They consequently need to respond appropriately in their own context to meet their labour requirements through the outsourcing of recruitment.

### **2.3.1 Case studies on outsourcing**

Outsourcing is broad in scope - it stretches from service provision to human resources management. The practice of outsourcing is not new to the field of human resources. It originated in the mid-nineteenth century and was widely practiced in the 1980's to date.

Hurley (2001) suggests that the employment infrastructure was damaged by economic recession and deflation. There was an acceleration of privatisation using the market resource-based model. The “flexible firm model” discussed by Hurey (2001) help to understand services that are primary to the organisation and those

that are secondary. The “flexible firm model”, informs organisations not to help to understand outsource activities that are the most important to their operations. The activities not core to the business operations may be outsourced. Activities to be outsourced are determined by the extent to which they may threaten the organisation when they are outsourced.

### **2.3.2 Outsourcing in South Africa**

Sovereign publications.com, indicate that all over the world outsourcing has grown at a phenomenal rate, but there is no place where it has grown more quickly than in the Republic of South Africa (RSA). Employer-employee management structures have gone through changes in the Republic of South Africa, which provided a platform for growth of the outsourcing industry. The growth of the outsourcing industry is enabling the provision of various outsourcing brands that now provide professional and reliable services. Management decision.com, reported that there is an estimate of over 500 companies that will consider outsourcing during this decade. Twenty percent of these estimated companies will enter into an outsourcing contract by the end of the decade. A variety of firms have already exhibited this trend, for example Electric Corporation and Electrical Data Systems Company. These two companies entered into a R4125 million five year contract to handle desktop computer procurement, services and maintenance activities.

### **2.3.3 Outsourcing in America**

Hudson (2004) identified an example of a group of companies in America to estimate that the recruitment outsourcing process was to grow from approximately \$20 billion in 2005 to 30 billion by 2008. A significant portion of such volume came from long-term human resource outsourcing contracts, while the number of instances of outsourcing recruitment on a project basis is also growing. The Recruitment Process Outsourcing Association of America cited by [www.en.wikipedia.org](http://www.en.wikipedia.org) defines recruitment outsourcing as “when a provider acts as a company’s internal recruitment function for a portion or all of its jobs”. The biggest distinction between recruitment process outsourcing and other types of staffing lies in the process. The service provider takes overall control of recruitment processes in recruitment

whereas in other types of staffing the organisation retains some control over some of its recruitment processes.

The concept of an employer outsourcing the management and ownership of part or all of their recruitment processes was not realized on a consistent basis until the 1970s in Silicon Valley's highly competitive high technological labour market reported ([www.en.wikipedia.org](http://www.en.wikipedia.org)).

Companies during the 1970s faced difficulties in locating and hiring technical specialists. Companies were paying high charges to service providers in order to staff their projects. In the 1980s and 1990s companies which engaged taking on the process associated with benefits, taxes and payroll considered recognising recruitment (a significant cost of human resources) as a function to be outsourced.

The United States agencies and Unions are the obstacles who argue that outsourcing will cost jobs and reduce the quality of Human Resource services. As such, 38 states have passed laws restricting state government outsourcing. It should be noted that where necessary, outsourcing can help reduce staff workload, and help increase efficiency among employees. Despite the good recruitment outsourcing can offer, the Bank of America returned the recruitment function in-house in 2008 after having outsourced the function for four years. The Bank of America experienced unusual situations that impacted negatively on the efficiency that they sought to improve, hence resorting to in-house practices.

### **2.3.4 Outsourcing in the United Kingdom**

In the United Kingdom, the changes which is taking place in the labour market, is forcing the use of outsourcing the recruitment process. The reason is that employees today change jobs more often than in the past. Govexec.com, heralds the topic that reads, "Study shows human resources outsourcing on the rise" The study referred to by Govexec.com was based on interviews with human resources executive at government agencies in the United States of America based in the United Kingdom. The trend towards outsourcing select Human Resources activities is growing ([www.cyfuture.com](http://www.cyfuture.com)). Clients who are buying outsourced services, need to examine in detail the exact ways in which outsourcing adds value. There is limited published research to date on outsourcing, thus there is obviously little advice for managers

who are facing a wide range of outsourcing alternatives, as well as a growing list of vendors. The research on analysis of managerial motivation behind outsourcing practices calls for asking better questions in order to elicit better answers.

## **2.4 ADVANTAGES OF OUTSOURCING**

According to Bucki (2010), LeVan (2011) and Perry (2009), companies may derive the following advantages from outsourcing:

### **2.4.1 Focus on Core Activities**

In rapid growth periods, the back office operations of a company will expand also. The expansion may start to consume resources, both human and financial at the expense of the core activities that have made the company successful. Outsourcing those activities will allow refocusing on those business activities that are important without sacrificing quality or service in the back-office.

### **2.4.2 Cost and Efficiency Saving**

Back-office functions that are complicated in nature, but the size of your company are preventing you from performing it at a consistent and reasonable cost is another scenario where outsourcing can be advantageous.

### **2.4.3 Reduced Overheads**

If overhead costs of performing a particular back-office function are extremely high, outsourcing can help to reduce such costs.

### **2.4.4 Operational Control**

Operations whose costs are running out of control must be considered for outsourcing. Departments that may have evolved over time into uncontrolled and poorly managed areas are prime motivators for outsourcing. In addition, an

outsourcing company can bring better management skills to your company than what would otherwise be available.

#### **2.4.5 Staffing Flexibility**

Outsourcing will allow operations that have seasonal or cyclical demands to bring in additional resources when you need them and release them when you are done.

#### **2.4.6 Continuity and Risk Management**

Periods of high employee turnover will add uncertainty and inconsistency to the operation. Outsourcing will provide a level of continuity to the company while reducing the risks that a substandard level of operation will bring to the company.

#### **2.4.7 Developed Internal Staff**

A large project needs to be undertaken that requires skills that your staff does not possess. On-site outsourcing of the project will bring people with the skills you need into your company. Your people can work alongside them to acquire new skills.

### **2.5 DISADVANTAGES OF OUTSOURCING**

#### **2.5.1 Lack of business knowledge and understanding by some recruitment Agencies**

Croy (2008) argues that Recruitment Agencies can only manage matching people to the job description, but will never have the same knowledge and understanding of the business as its own managers. Marton (2004), head of HRD and Regional Competence Centre North Europe, argues that firms should question whether an external work provider can ever know their business as well as the company management, even though there may be a place for outsourcing tasks like payroll. It is unwise to let a vendor make decisions for the organisation.

### **2.5.2 Additional disadvantages of outsourcing**

Another disadvantage of outsourcing noted by [www.micro.sourcing.com](http://www.micro.sourcing.com) is that of management control problems. By outsourcing effective management of the operations of a department within your organisation is already problematic. Managing effectively an offshore operation is even harder due to geographical distances, time zone difference and lack of direct communication by [www.micro.sourcing.com](http://www.micro.sourcing.com). Human Resource management volume 12, (2004) supports that it is important to keep hold of power over your human resources for effective control. By outsourcing many companies do not have as much control and visibility over recruitment as they would like or indeed as they sometimes think supports [www.parc.com](http://www.parc.com).

Outsourcing is all about handing over transactional tasks and reporting associated with the activity. In support of the former is of the view that by outsourcing a business process, there is a tendency to lose managerial control. This happens because it is harder to manage the outsourcing service provider as compared to changing one's own employees refers [www.software.projects.com](http://www.software.projects.com).

### **2.5.3 Outsourcing cost**

Additional contribution in [www.software.projects.org.com](http://www.software.projects.org.com) outlines that outsourcing is associated with some potential hidden costs that tend to be skipped including legal costs between companies and time spent on coordinating the contract. These hidden and missed out costs of outsourcing are hard to predict causing overall costs to be under-estimated. [www.sourcing.mag.com](http://www.sourcing.mag.com) is of the view that paying other shareholders a profit margin makes outsourcing inherently expensive.

### **2.5.4 Drawback of outsourcing**

The other drawback of outsourcing as maintained in [www.micro.sourcing.com](http://www.micro.sourcing.com) is that of public opinion. The above mentioned organization purports that outsourcing had gained a negative reputation, and even though some studies have proven otherwise,

the general populace's opinion is still that off-shoring eliminates domestic jobs. Employees, clients and customers might not appreciate the fact that the organisation is outsourcing certain business processes, especially if that means it would be terminating a part of its domestic operation.

Another drawback of outsourcing is the loss of the internally generated talent as it may hamper the growth of employees by depriving them of the experience they would have gained by handling the business issues themselves than passing it over to some other external party.

## **2.6 OUTSOURCING OF THE RECRUITMENT FUNCTION**

Younger (2010) describes the act of outsourcing recruitment as one of the areas just beginning to gain consideration amongst outsourced human resources functions generally. According to Younger (2010) there are three principles that guide the navigation of outsourcing recruitment which are:

- i. Understanding motivators for outsourcing the recruitment function.
- ii. Recognising the root problems that outsourcing will and will not solve.
- iii. Identifying and managing the recruitment outsourcer for your organisation.

The suggestion at stake, according to Younger, is that those functions strategic to the organisation such as interviewing and selecting top performers and new hire indoctrination and retention programmes should be retained. It is important to explore options and outsource non-strategic functions such as hiring manager training and employee development programs. It is encouraged to outsource recruitment processes, staff, and technology if they are not currently being performed well. There is little value in investing in these functions if there are recruitment process outsourcers who are doing the functions as their core business.

Bell (2009) says that when the labour market is robust, recruiting departments grow, but they also have to scale down when times aren't as plentiful. Companies are looking at outsourcing recruitment in this type of unsteady climate; recruitment is scalable, and companies must ramp up or ramp down to accommodate those

changes. Third-party organizations offer outsourcing of this recruitment function in order to handle the non-linear trend.

## **2.7 WHAT TO CONSIDER WHEN OUTSOURCING HUMAN RESOURCE FUNCTIONS**

### **2.7.1 Procedures when Outsourcing Human Resource Functions**

It is vital to have a decision-making process which will act as a guideline for starting outsourcing. The guidelines should be formalized to ensure consistency in the application of the decisions that can be drawn from such guidelines. Cook (1998) forwarded some specific steps that one may take when starting outsourcing human resource functions:

- i. Appoint an internal committee of four to five individuals from different corporate functions such as human resource, finance, tax and legal. The committees will overview all outsourcing decisions.
- ii. The Human Resource executive should be the committee chairperson which should initiate outsourcing research, information, sources and request for proposals to vendors.
- iii. Establish a criterion that is used to evaluate vendors. The request for proposal (RFP) process should include the company's criteria for outsourcing a specific Human Resource function. The variables to be evaluated include knowing the vendor's reputation, financial stability, experience, documentation, staff recruiting and training capability, shared values, relevant data, timing and commitment.
- iv. The committee should review the request for a proposal before sent out and when they come back, and review information provided by the outside vendor against the criteria they have established for each activity that is to be outsourced. Cook (1998), pointed out that the best decision is made when a variety of experts apply their knowledge to the issue to be considered.
- v. Screen and invite the top two or three vendors to meet the committee and make a formal presentation. It's important that the committee members

personally screen the vendors to ensure a match with the company. The final vendor selection should be made in conjunction with defining the scope of the particular Human Resource functions to be outsourced.

- vi. The attorney and the committee should review the contractual element of the outsourcing partnership to ensure that the company's interests are covered, for example an early-out clause in case the partnership is not working (and that there is an indemnification clause), establish a monitoring plan and an on-going oversight effort to ensure regulatory compliance as well as the effectiveness of the outsourcing relationship.
- vii. The committee is therefore supposed to develop an information management strategy that connects all the items to be done and that enables the executive to implement the project, communicating with the company in order to support and enhance the function to be outsourced.

Cook (1998) emphasises from the onset that the vendor relationship with the company must be clarified by educating the vendor and the remaining Human Resource staff on the reasons for outsourcing. The company needs to develop a program to regularly monitor the quantity, quality and timelines of the service provided. The company also needs to schedule appointments to review the vendor's records making sure to request and save copies of any legally required materials and reports. On-going monitoring of any outsourcing relationship is critical to its success.

## **2.8 SERVICES PROVIDED BY VENDORS**

The vendor companies may provide the following regular recruiting and staffing services. The following list is provided by Cook (1998):

### **2.8.1 Recruiting**

- Advertising - writes and places all classified ads.
- Utilize their multi-state, multi-office network to recruit top candidates.

- Utilize the computer network and the internet to spread recruiting and generate qualified applicants for open positions.
- Provide necessary resume writing and printing services.
- Conduct preliminary screening interviews to provide at least three qualified candidates for each open position.
- Monitor quality of recruiting and placement and customer satisfaction on an on-going basis.
- Provide completed employment applications and all other company documentation as required.
- Provide all recruiting services from 7:00 to 19:00 daily.

### **2.8.2 Employment**

- Completing all required first day employment forms
- Having all new employees sign up for their benefits
- Conducting the new employee orientation
- Presenting first day review of company's code of conduct and sexual harassment training
- Presenting an overview of the company, its location, its key executives and an industry overview

### **2.8.3 Security and Background Check**

The vendor Company should adhere to strict confidentiality requirements and a high level of security at all times. All employee references should be checked. Background checks may include fingerprinting, criminal background checks, drug testing, honesty/ integrity tests and credit checks as requested by the client.

## **2.9 STEPS TO CONSIDER WHEN CHOOSING AN EXTERNAL SERVICE PROVIDER**

Armstrong (2006), lists the steps that an organization can make use of when choosing a recruitment consultancy as follows:

- Check reputation with other users.
- Look at the advertisement of the various firms in order to obtain an idea of the quality of a consultancy and the type and level of jobs with which it deals.
- Check on special expertise
- Meet the consultant who will work on the assignment to assess his/her quality.

## **2.10 FACTORS INFLUENCING OUTSOURCING**

### **2.10.1 An outline of factors influencing outsourcing**

A case study guide to business process outsourcing by Dole and Switsr (1998) identify several major factors for outsourcing as:

#### **2.10.1.1 Outsourcing solutions**

Being aware of the solutions Awareness outsourcing can bring to an organisation, as the organisation can then cater for its operational needs.

#### **2.10.1.2 Technological and organizational imperative**

The technology is improving all the times, and companies are forced to merge technological changes hence it becomes desirable to outsource services from external service providers. Derrose (2009), argue that in the case of total and selective outsourcing, there should be a compelling business reason for selecting the area to be outsourced and the supplier to do the outsourcing e.g. a company's strategy might emphasize innovation as a way of developing new products.

### **2.10.1.3 Global competition**

The organisations are trying to meet global competition by ensuring that the organisation concentrates on its core business handing over other tasks to service providers. This enables the organisation to focus on serving the customer. A supplier failing to meet demand at a competitive price goes out of business. Therefore, customer expectations ought to be met if the organisation is to continue operating.

### **2.10.1.4 Mounting price/cost pressure across industries**

The pressure from incurred cost leaves changed industries to seek out other specialized services provided in order to operate at reasonable or affordable cost.

### **2.10.1.5 Other crucial factors influencing the decision to outsource**

Derrose (2009) identify two other major factors that influence organizations to outsource as:

- i. Decision process - with more complex outsourcing exploration, the first job of the outsourcing decision team is to understand that employees are at the very core of the company, that is, its purpose, direction, key strategies, culture and ways of getting work done.
- ii. Roles and responsibilities - influence success or failure of the out-tasking project, thus a clear definition of roles for all players is essential.

## **2.11. EMPLOYEE EVALUATION PROCESS**

Mclvor (2005) argues that a starting point in employee evaluation processes involves analyzing whether outsourcing an activity is appropriate for employee organisation. It involves considering issues such as:

The capability of organisations in the activity relative to competitors, the importance of the activity to competitive advantage, the capability of suppliers to provide the activity, the level of risk in the supply market, potential work force resistance and the impact upon employee morale. As the debate of the research gets more and more

sophisticated and interesting, it will be very unwise to eliminate some evidence that some researchers have been working on the concept under study.

## **2.12. THEORETICAL FRAMEWORK**

### **2.12.1 Introduction**

Theory helps to explain some facts, point of views and to justifying the reason why things happen the way they do. The Transactional Cost Theory has been used to put forward why an organisation has to determine the best type of relationship in the market, the governance structure and develop contractual guards to protect the interest of the organisation through outsourcing evaluation and management i.e. recruitment function.

### **2.12.2 The theoretical perspective of transactional cost theory**

The theoretical perspective that has influenced employee development and the framework for outsourcing evaluation and management was brought about by Williamson's theory of Transactional Cost. The outlining of Williamson's theory has been cited by McIvor (2005). The transactional cost analysis combines economic theory with management theory to determine the best type of relationship a firm should develop in the market place. The concept of transactional cost analysis is that the properties of a transaction determine what constitute an efficient governance structure. The concept helps the determination of choice to whom to outsource services from basing on the cost factors. Obviously, when other things are held to be constant, the affordable costs will an option.

### **2.12.3 The central theme of transaction cost theory**

The central theme of transaction cost theory is that the properties of the transaction determine the governance structure. According to MacIvor (2005), asset specificity refers to non-trivial investment in transaction specific assets. When asset specificity and uncertainty is low frequently transactions will be governed by market. This information helps in form management of the organisation to consider how critical to

hand over a particular function to the service providers and retain no control over the processes. It is critical that control and monitoring measures be clearly be established and be timeously enforced. As a result there is need for contractual safeguards to ensure good structural governance. When using the external supply market i.e. the service providers the transactional cost economy approach proposes the employment of a contractual safeguard to counter any potential risks that might arise in the buyer-supplier relationship. The buyer must establish a governance arrangement with the supplier in order to ensure the delivery of a product or service at a specified price, quantity and quality level. Complex contractual safeguards are most proposed in the following situations: (NB: contractual safe guards are important for the buyer and supplier of outsourced goods/services).

- i. Asset specified high level of asset specificity in the relationship, for example through the outsourcing of recruitment function, the employment of contractual safeguards is required.
- ii. Performance measurement: - the presence of performance measurement difficulties increases the need for contractual safeguards. Here the organisation must explore and establish process procedures and performance measurement criterion for the outsourced recruitment services from service providers.
- iii. Uncertainty – creates difficulties in the relationship because either the buyers or the suppliers may have to adapt in response to unexpected changes. All parties should be honest and be clear of expected outcomes through regular update and communication.

## **2.13 THE ROLE OF JOB ANALYSIS IN RECRUITMENT**

### **2.13.1 Introduction**

Job analysis is critical to the recruitment process. Poor Job analysis may impact negatively on the overall outcome of recruitment. It is done by organisations in an attempt to determine as near as possible the best suitable applicant. A step-by-step

job analysis makes it possible to draft the most preferable job description, job specification and job advertisement for example.

### **2.13.2 Job analysis (definition and description)**

Nickels, Mchugh and Mchugh (2005) refer to job analysis as “a study of what is done by employee who holds various job titles”. According to Bruwer and Cillers (2010) one has to consider what the occupant will have to do.

Wayne, Noe, and Premeaux (2002) defines job analysis as “a process of determining the skills, duties and Knowledge for performing job in an organization”.

Grobler, Warnich, Carrel, Elbert and Hatfield (2006:150), define job analysis as “the process by which Management systematically investigates tasks, duties and responsibilities of the job within an organisation”. Bhattacharyyn (2009:118) defines job analysis as “a process of determining the nature of a specific job through a detailed and systematic study”.

Schuler and Jackson (2006), according to their partnership roles in job analysis and competency modelling, emphasise that human resources professionals always have the primary responsibility of overseeing the process, but cannot conduct an adequate analysis of their own. Schuler and Jackson (2006) argues that despite which specific procedures one uses to conduct a job analysis, the end results of job analysis are used to write job descriptions. Grobler and Warnich (2012) are also of the view that the result of the process of job analysis is a job description and a job specification.

## 2.13.3 THE PROCESS OF JOB ANALYSIS

### 2.13.3.1 Steps to be followed when developing a job specification

Nel , Warner, Hasnbrok , Poista , Sono & Scultz (2001), outlines the process of job analysis:

- i. **Step 1: involve and empower employees.**  
Job analysis must never be undertaken without consultation with employees certain method of data collection (for example, direct observation) could raise suspicions if undertaken without communication to the worker of the underlying reason for the exercise.
- ii. **Step 2 : investigate how all jobs fit into the organisation**  
The existing organisation chart offers an overall picture of how all the jobs combine to form the organisation 'structure.
- iii. **Step 3 : Determine the reason for conducting job analysis**  
Job analysis should only be conducted for a specific reason. Is it for restructuring purpose, training and development; a combination of some of these; or possibly some of other purpose of job analysis?
- iv. **Step 4: Decide on the job/s to be analysed**  
It is often expensive and time –consuming to analyse every job in the organisation
- v. **Step 5: Determine the method/s of the data**  
The method, or methods, of data collection will depend on whether a job-orientated, worker-oriented, or combination approach to job analysis is chosen
- vi. **Step 6: Collect job information**  
Job data is obtain though the chosen collection method or methods
- vii. **Steps 7: process job information into job description and job specification**

The information obtained is refined and used to compile job descriptions and job specifications. These documents are then used to accomplish the purpose of the job analysis exercise, as decided in step 3 of the process.

**viii. Step 8: Design or redesign jobs**

Existing job descriptions and job specifications are compared to revised job analysis.

**ix. Step 9: Review and update the process**

- x. At the end of an exercise there must be checking, feed-back and identification of difficulties encountered and corrective action. Where errors, omissions and deviations are committed correction must be done to affected documents.

### **2.13.4 Job description**

The following covers the definition and steps to be followed in doing a job description:

Noe, Hollenback, Garhart and Wright (2004:106) define job description as a list of tasks, duties and responsibilities that a particular job entails.

Grobler, Warnich, Carrell, Elbert and Hatfield (2002:88) define job description as a summary of key tasks and responsibilities.

Banfield and Kay (2009:76) job description is described "a document used to record what it is that an employee should be doing".

Hellriegel, Jackson, Slocum, Staude, Amos, Kloper, Louw and Oosthuizen (2004) describes it as "an outline of a positions essential tasks and responsibilities"

Deb (2009:147) identifies the following steps to be followed when formulating a job description.

- i. **Job identification:** The title of the job and other identifying information such as benefits classification.
- ii. **Purpose of the job:** Describing the purpose of the job and what outputs are expected from the incumbent.
- iii. **Reporting relationship:** Line of reporting in an organisation, indicates the position to which one reports.
- iv. **Authorities:** The job holder's authorities to act in areas such as the approval of expenditure.

- v. **Duties and tasks:** a list of the main subsidiary elements in the job, the major area of responsibility and tasks.
- vi. **Working condition and other significant information:** A description of working conditions of the job and other relevant characteristics of the immediate work environment such as hazards and work environment

Nel et al (2001) differ in the steps to be followed by adding the aspect of job location (department and branch), reporting structure, and verification being the name of the person authorizing the job description.

### **2.13.5 Job Specification**

#### **2.13.5.1 Definition and description**

Nieman and Bennett (2006) refer to job specification as “a written statement of qualifications required by the incumbent”. According to DeCenzo and Robins (2005) the job specification states minimum acceptable qualifications occupants must possess in order to be able to do the job.

Meyer and Kirsten (2005) define job specification as what is needed to do a particular job. Grobler et al (2006:139) define job specification as the minimum qualifications job applicants must possess to be considered for the job.

Deb (2009) identifies the following steps to be followed when formulating a job specification:

- i. Take one statement at a time and analyse it in terms of the required knowledge, skills and attributes:
- ii. Specify only those requirements that can be used for the selection of new employees.
- iii. Summarise the requirements listed under all tasks to form a draft job specification.
- iv. Consult experts on the validity of specifications.

Gatewood and Field (2001) elaborated on the procedures for carrying out a job specification as:

- i. **Identifying and rating job tasks:** - this step is crucial as it serves as the basis from which key specific areas are developed and selection measures are developed.
- ii. **Specify specific key areas (SKAs):**- necessary for successful job performance once critical job tasks have been identified the remaining steps are applied only to those tasks deemed critical to the job.
- iii. **Rating the importance of the identified key specific areas:** - for selection instruments to be useful, they should reflect the importance of different key specific areas required for specific job. Those key specific areas that is most important for the job should account for more selection instrument content than less important ones.
- iv. **Identify other employee specifications necessary for job performance:** - jobs may require that applicants possess certain personal specification such as physical requirements and certification requirements.
- v. **Linking key specific areas and other employee specifications to job tasks:-**  
It is critical to a job analysis that a clear relationship between key specific areas and other employee specifications be established with the most important tasks performed on the job.

It is these steps that lead us to the most appropriate job description and job specification as one may like to describe it to be considered for the purposes of recruitment.

## **2.14. RECRUITMENT**

### **2.14.1 Introduction**

Recruitment is a major component of the Human Resource Department's functions that leads to the filling of vacancies, either by the Department's own staff or through outsourcing the function.

Beardwell and Holden (2001) note that the contribution of effective recruitment and selection to enhance business performance is also illustrated by the findings of many empirical studies.

### **2.14.2 MANPOWER PLANNING**

Price (2007:309) define manpower planning as "a strategy for the acquisition, utilization, improvement and retention of an enterprise human Resource."

According to Cronje, De Toit, Marais and Motlatla (2005) manpower planning involves three major steps which are identification of the job that is being done currently, the type of employees to do the job and the number of employees that are needed in the future. However Du, Toit, Erasmus and Strydom consider three different steps which involve the following:

- i. **Step 1:** Identify the work being done in the business at present( job analysis and job description ).
- ii. **Step 2:** Identify the types of employee needed to do the work (job specification).
- iii. **Step3:** Identify the number of employees who will be needed in the future (human resource for forecasting and planning).

### **2.14.3 Recruitment Approaches**

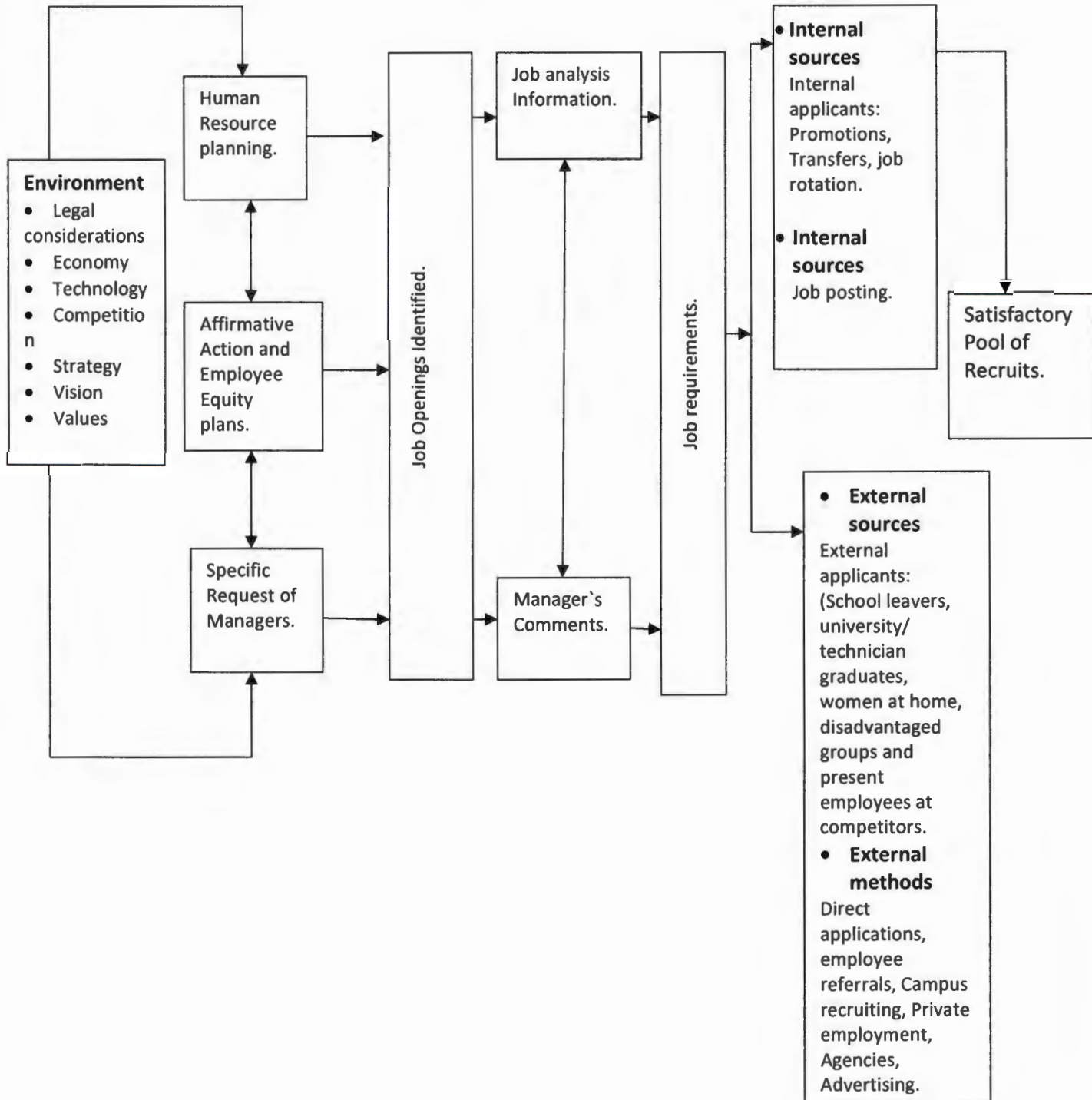
Nel et al (2001), outline that recruitment has two stages which include the defining of requirements and the attracting of candidates. According to Bearwell and Holden (2001) a process of recruitment take place within a framework of influential internal and external factors, e.g. approaches to recruitment may be suggested by external

influences of relevant legislation and published codes of practice. However, critical dissimilarities in organizational and external context make this less likely standardized.

#### **2.14.4 Recruitment Process as illustrated by Grobler & Warnich (2012:112)**

Every organization has a recruitment process which consists of a sequence of steps that should be followed to ensure the best possible applicant, with the ability to be an above average employee. (see fig 2.14.3)

**Fig: 2.14.3 The recruitment is summarised in the following illustration by Globler & Warnich (2012:112)**



## **2.14.5 TYPES OF RECRUITMENT**

Bech (2006) argues that there are many different methods of attracting applicants to fill a vacant position. Which one you choose depends on the type of position, your budget and the prevailing market. To determine which strategy is right for the position, one should read the different methods of attracting applicants with these questions in mind:

What is the nature of the position, e.g. managerial, academic, and technical, research, and specialist?

What is the size and location of the pool of applicants, e.g. large or small, local, national or international?

The various external recruitment methods can be used to obtain suitably qualified personnel are:

### **2.14.5.1 Internal recruitment**

The CIPD recruitment survey (2004a) methods involve creating a pool of applicants to fill a vacancy from current employees that is the organisation operates on its own source of supply.

According to Nel et al (2001:228), citing Gomez-Mejia et al (1998:153) the most prominent recruitment methods are current employees, referral from current employees and former employees.

#### **a. Internal recruitment methods**

**The current employees can be reached through:**

- i. Internal circulars for example the internal bulletin/magazine/news paper
- ii. Job posting, jobs are posted on notice boards where they can be seen by all employees.
- iii. E-mailing, job vacancies can be informed to all employees through mail address when all employees have access to the network.

## **b. Advantages of internal recruitment**

According to Taylor (2002:126), there are several recognising advantages to recruitment.

- i. It is a relatively cheap way of recruiting, vacancies can be advertised at little cost and it can also save time.
- ii. It can lead to a robust internal labour market, and boost employee morale through the opportunities for career development and progression.
- iii. It means that applicants have better knowledge of the way the organisation operates and what to expect in the job.
- iv. Selection will be base on a better knowledge of the individuals' merits and prospects and is thus less of a risk than external recruiting.

## **c. Williams (2011:2) added the following advantages:**

- i. Avoids the risk of creating resentment by promoting favourites from the inside
- ii. External employees bring new ideas, skill and knowledge.
- iii. They bring challenges and forces internal staff to update their skills.
- iv. Helps to facilitate change in culture

## **d (Shrm , 2008:) also added the following advantages:**

- i. Reward good work of current employees
- ii. Is cost-effective
- iii. Improves moral
- iv. Can assess known past performance
- v. Can results in succession of promotions

**e. Other advantages of internal recruitment: (Grobler and Warnich 2012:115).**

- i. Increase morale of all employees
- ii. Knowledge of personnel records
- iii. Chain effect of promotion
- iv. Need to hire only at entry level

**f. Disadvantages of internal recruitment (HRCap, 2008:2)**

- i. Able to produce organisational inbreeding; candidates may have a limited perspective about the organisation they are to join
- ii. Places heavy burden on training and development
- iii. May cause political infighting for promotions
- iv. Can reinforce existing negative culture
- v. Run the risk of “in breeding”
- vi. Those that are not promoted can become discontent
- vii. A strong performance management system is required

**g. Add disadvantages of internal recruitment as noted by (Grobler & Warnich 2012:115) are:**

- i. Unhealthy competition amongst employees.
- ii. In breeding resulting in no new ideas developing.
- iii. Morale problem for those not promoted
- iv. Strong Management development programme needed

## **2.14.5.2 External recruitment**

### **a. Definition of external recruitment**

According to Meyer (2003), External recruitment refers to “the recruitment of candidates outside the organisation by making use of job advertisements in newspaper or other advertising media”.

### **b. External recruitment methods**

**Tutor2u (2008:1) identifies among others, job advertisement as a popular way/method of recruiting externally.**

- i. Job advertisements: Advertisements are the most common form of external recruitment. They can be found in many places (local and national newspapers, notice boards, recruitment fairs) and should include some important information relating to the job (job title, pay package, location, job description, how to apply-either by CV or application form). Where a business chooses to advertise will depend on the cost of advertising and the coverage needed i.e. how far away people will consider applying for the job. A non-discriminatory advertisement is a prerequisite pointed out (Nel et al 2003). An advertisement must reach desirable candidates and supply enough information to unsuitable candidates, to exclude themselves from the process; it must also enhance the image of the organization and ensure demographic representation within the chosen media.
- ii. Outsourcing
- iii. Head-hunting
- iv. Bursaries
- v. Search firms
- vi. Job centres

### c. Advantages of External Recruitment

- i. **Culture** – The organisation utilises outside hired personnel the culture or the organisation is threatened. Externally employed personnel lack knowledge about the culture or organisation and it will take long time to get the externally recruited staff to adjust to the culture of the organisation.
- ii. **Time and Costs** - Takes a long period to obtain external employees than it could be with internal employees. The cost involved in this exercise is usually higher due external media advertisement and catering costs for the interviewees, high salary levels usually required by extended employees lend to general equity requirements of pushing up the pay level hence increasing the costs to the organisation. Setting website pages on internet is also an expensive exercise that is associated with it is also time consuming.
- iii. **Turnover** – Where external hiring results in high turnover of internal employees, there is a bad feeling among current employees and customers because of the new lost relationships and the challenge to establish new strong relationships.
- iv. **Moral** – If new vacancies arise and are appointed to external candidate's current employees and customers waiting for consideration for those vacancies feel demoralised.
- v. **Recruiting Function** – When the organisation have lack of a well performing recruiting team, it will face difficulties to get suitability qualified personnel/candidates given a pool of competitive market where candidates are difficult to choose who excels.
- vi. **Legal Issues** – When recruiting externally there is a possibility of engaging unethical professionals who are leaving their employment for a reason of the other. This may lead into Lawsuits when malpractice is practised in due course following employment.

- vii. SHRM (2008) agreed with Sullivan on the issue of external recruitment being time consuming, costly, demoralising but added another view that misplacement may occur.

#### **2.14.6 Methods of attracting candidates**

Rao (2009) distinguishes methods of attracting candidates externally or internally as by advertisements in the various media, and liaising with services providers which are listed and discussed below:

##### **2.14.6.1 Mainstream press**

Advertising in the mainstream press is usually expensive and one needs to consider if this is the best way to reach one's target audience.

##### **2.14.6.2 Alternative press**

Some examples of alternative press are professional publications, ethnic, local, national or student publications. The alternative press is useful for targeting specialist skills and is cost effective for lower level positions. However, it may not reach a wide enough pool of applicants, and this could potentially result in a lower response rate. In addition, long lead times for publication may increase how long it takes to recruit.

##### **2.14.6.3 Internet**

Online advertising has become an effective way to reach the majority of candidates, especially high-demand and international markets. It is inexpensive (about 1-5% of newspaper costs) and can save time by generating a quick response rate. It also offers much more flexibility in the design of advertising than newspapers do. Vacancy information may include a detailed ad, position description and selection criteria information.

Job boards, such as Seek.com or My Career, can also be used to target specific candidate markets and recruitment trends show that more and more candidates use this as a standard job search tool.

#### **2.14.6.4 Recruitment/ Employment agencies**

Recruitment or employment agencies are effective for high demand job markets such as IT and Finance. Agencies maintain a database of resumes and match these to the criteria provided by the employer to identify a suitable pool of candidates. Tutor 2u.net (2008), elaborates that Recruitment Agencies provide employers with details of suitable candidates for a vacancy and can sometimes be referred to as 'head-hunters'. They work for a fee and often specialise in particular employment areas e.g. nursing, financial services, teacher recruitment.

#### **2.14.6.5 Job centres**

These are paid for by the government and are responsible for helping the unemployed find jobs or get training. They also provide a service for businesses needing to advertise a vacancy and are generally free to use.

#### **2.14.6.6 Search firms**

Search firms are particularly useful if you know that there are not a lot of potential applicants and the position is very specialist in nature. Search firms can tap into local and overseas networks to find applicants, and they will approach potential candidates who may not be actively seeking a new position. They can also provide advice on remuneration, job documentation (including selection criteria) and they will shortlist candidates for you. Search firms usually charge a third of the total remuneration package plus administrative charges. If you decide to use a search firm it is best to contact your HR partner for advice.

#### **2.14.6.7 Invitation or nomination**

Invitation or nomination is where the normal recruitment and selection techniques are waived, and the candidate is appointed without advertisement. This should only occur when a person is being appointed as a casual employee or fixed-term appointment less than 12 months in length. These arrangements are usually made to take advantage of the availability of a well-respected academic or professional practitioner, or for specialist research positions.

#### **2.14.6.8 Network meetings, special interests groups, professional associations and word-of-mouth**

These methods are attracting candidates by tapping into specialized markets and expertise, and they are much less expensive than other methods. They are used in conjunction with other methods; however, they reach a limited pool of candidates. They may be particularly useful for advertising specialist positions where the pool is known to be small.

#### **2.14.7 External factors that influence recruitment as suggested by Grobler, Warnich, Carrel, Elbert & Handfield (2006)**

##### **2.14.7.1 External labour market factors**

It happens when organization choose to recruit externally as opposed to finding suitable candidates within the organization, the search can take place in local, national or international labour markets. The chosen market usually depend on the numbers, skills, competencies, and experiences required and potential financial costs and benefits involved to the organization concerned.

##### **2.14.6.2 National approaches to education training and skills development**

The availability of required skills and competencies is influenced by the range and quality of learning experiences available within the individuals, within that market.

##### **2.14.7.3 Technical development**

Is a key change that has been affecting organizations over the last five years has been advances of technology particularly the growth and use of internet. Knowledge management is made possible through information sharing intranet development and assists in the quest for organisational competitive advantage.

##### **2.14.7.4 Government policy and legislation**

While organizations have considerable freedom of choice on the type of people they want to recruit, legislation plays a significant role in recruitment and selection process, particularly in the attempts to prevent discrimination on the grounds of sex,

race and disability. For example, The Sex Discrimination Act 1975 makes it unlawful to discriminate against a person directly or indirectly in the field of employment and the grounds of their sex or marital status. The Race Relations Act 1976 makes it unlawful to discriminate against persons directly or indirectly in the field of employment on grounds of their race, colour, creed and nationality. Both acts prohibit direct and indirect discrimination. Other acts on employment discrimination are Disability Discrimination Act 1995, Discrimination against People with Criminal Records Act 1995. The disability act states that the legislation make it unlawful for companies with 15 or more employees to treat people with disabilities less favourably than they do others unless they can justify their actions.

Discrimination of People with Criminal Records Act specifies that the Rehabilitation of Offenders Act 1974 provides protection for certain categories of ex-offenders, as it enables offenders who have received sentences of thirty months or less to have their convictions spent (this means that after a specified period they can reply "No" when asked if they have a criminal record).

#### **2.14.7.5 Labour market**

Labour markets conditions affect availability of staff. Nel et al (2001) outlines the external factors that influence recruitment and selection as government and trade union restriction. Government policy plays an increasing role in recruitment practice. The Labour Relation Act and Employment Equity Act in particular govern the way organizations may employ new staff. Trade unions also participate in developing recruitment policies.

#### **2.14.8 Internal factors that influence recruitment**

Nel et al 2001, outlines internal factors that influence recruitment as organizational policy and the image of a company.

### **2.14.8.1 Policy**

A recruitment policy is an essential document for any organization that spells out what should be considered when staffing. A well drafted policy should provide convenient guidelines and have clear goals and objectives that are achievable.

Bhattacharyya (2004) points out that a sound recruitment policy must be put in place and should consider the high cost of managerial turnover. If the policy is not suitable it is not possible to attract suitably qualified candidates.

Nel et al. (2008), citing Kleynhans et al shared the same view point that any organisation should have basic guidelines before they start recruiting, of which the guidelines are in the recruiting policy and procedures. The organization's recruitment policy must reflect diversity issues and provides guidelines for the recruiter. Nel et al (2008), alert that consideration should be given to legal aspects, the policy should state that job definitions must follow factual, job relevant information whilst complying with legislation.

Wayne (2003) is of the view that some company policies contain features of passive non-discrimination, which is a commitment to treat all races and both sexes equally in the decisions about hiring, promotion and pay. Where there is no attempt however, to recruit actively from prospective minority applicants. Wayne (2003), argues that such posture fails to recognize that discriminatory practices in the past may block prospective applicants from seeking present job opportunities.

Kleynhans, Marham, Meyer, Van Aswegen and Pibeam (2006) point out that any organisation should have basic guidance before they start recruitment. These guidelines are in the policies and procedures of the organisation. They also refer to recruiting as process of attracting potential job applicants from the available labour force. Every organisation must be able to attract a sufficient number of job candidates who have the ability and aptitudes that will help the organisation achieve its objectives.

## **2.15 RECRUITMENT POLICY**

### **2.15.1 Definitions and description**

Merriam-webster (2011) defines policy as “a code or method of action selected from among alternatives and light of given condition to guide and determine present and future decisions”.

Thorne (2008) defines policy as “a set of guiding principles that an organisation decides to apply in respect of an issue in a workplace, such as promotion, leave or discipline”. Pearson (2008) defines policy as “a way of doing that has been agreed by the organisation

Munger (2000) define policy “as a definite course or method of action selected (as government, institution, group, or individuals) from among alternatives and in the light of given conditions to guide and usually determine present and future decisions.” Cloete, Wissink, and De Coning (2007) define policy as “the authoritative allocation through the political process, of values to groups or individuals in the society”

Anderson (2006) defines policy as “a relatively stable, purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern”

### **2.15.2 What should be included in the recruitment policy?**

Recruitment policy reflects the organisation’s general business strategy. Usually, a company’s recruitment policy includes information on the following aspects:

- Whether internal or external recruitment will take place
- If existing employees may be hired
- If part-time, or any type of flexitime workers will be considered.
- If people over retirement age may be employed

According to Kleynhans et al (2006) the ultimate goal of an organisation striving towards obtaining and retaining a sustained competitive advantage is to have a

workforce that possesses a unique knowledge base. This objective should be written into any recruitment policy as the fulfilment of the intellectual capital requirement of the company is to obtain the right people.

Rao (2009) believe that recruitment policy must take into account the corporate philosophy, organisational mission, strengths, and weakness in an effort to generate a pool of qualified candidates for particular job. Corporate philosophy should be to promote from within and give chances to existing staff, while at the same time creating employment in the community.

### **2.15.3 The importance of having a recruitment policy**

According to Sallabbert & Swanepoel (2011) the importance of policy in general is:

- Policy promotes delegation of authority and facilitates decentralisation
- Policy promotes planning flexible management without sacrificing optimum uniformity
- Policy promote continuity without implementing rigid uniformity
- Policy promote planning, facilitates co-ordinate and promote team work
- Policy promote better understanding, training and development operations and relations in general
- Policy reduces uncertainty and promotes optimum uniformity
- Policy helps in setting and achieving the required standards of performance
- Policy facilitates a balance between strategic thinking and operational skills in the management of emplacement
- Policy promotes the implementation of fair and reasonable employment practice.
- Policy promotes consistency in behavioural patterns of management and workers
- Policy can promote workplace democracy and participation

#### **2.15.4 Recruitment policy as a guide to effective recruitment**

The following questions may be of assistance when formalising a recruitment policy:

What legal prescription regarding fairness and discrimination should be taken into account? (for examples the Labour Relation Act of 1995, the Employment Equity Act of 1998, the Bill of Rights in our Constitution.) Clauses in collective agreements with trade unions are applicable (For example recognition agreements and bargaining council agreements.)

- How can recruitment be carried out within budget limitation?
- How urgently should vacancies be filled?
- What are the prescription of the workforce planning and succession planning documents? For examples:
- Will promotion from within the organisation take preference?
- May relatives of existing employees be employed?
- Will handicapped persons be employed?
- May part-time employees be employed?
- May minors be employed?

Which department or person (designated title) will be responsible for the execution of the policy and procedure?

##### **2.15.5.1 Characteristics of a good recruitment policy**

- Recruitment should be made by central institute. Every department should send its requirement
- Recruitment should be made according to posts falling vacant.
- Vacancies must be approved by competent authorities
- Recruitment should be based upon competence and ability of the applicant
- Recruitment should be made by approved and appropriate source.

- Employees should be clearly told about the nature of work, remuneration and other service conditions
- Recruitment should be made by competent and experienced employees, so that they may ask questions ascertain their suitability
- Recruitment should be fair and free from any favour and pressure
- There should not be false assurance given to candidates about promotion, wages and other amenities, because in future, if the assurance is not met the employee will lose his interest in the work
- Recruitment policy should be elastic, clear and comprehensive, so that necessary improvement and modification can be made as per the real situations

## **2.15.6 Factors influencing recruitment policy**

### **2.15.6.1 External factors**

Naukrihub (2007) outlines the factors that affect recruitment policy as follows:

- Organizational objectives
- Personnel policies of the organization and its competitors
- Government policies on reservations
- Preferred sources of recruitment
- Need of the organization
- Recruitment costs and financial implications

### **2.15.6.2 Internal factors**

## **2.15.7 Components of the recruitment policy**

Naukrihub (2007) outlines recruitment components as follows:

- The general recruitment policies and terms of the organisation

- Recruitment services of consultants
- Recruitment of temporary employees
- Unique recruitment situations
- The selection process
- The job descriptions
- The terms and conditions of the employment
- A recruitment policy of an organisation should be such that:
- It should focus on recruiting the best potential people.
- To ensure that every applicant and employee is treated equally with dignity and respect
- Unbiased policy
- To aid and encourage employees in realizing their full potential
- Transparent, task oriented and merit based selection.
- Weightage during selection given to factors that suit organization needs.
- Optimization of manpower at the time of selection process
- Defining the competent authority to approve each selection
- Abides by relevant public policy and legislation on hiring and employment relationship
- Integrates employee needs with the organizational needs.

## **2.16 IMAGE OF THE COMPANY**

Many organizations are well known in the community, and the way in which the work seekers perceives the company influence the caliber of potential staff.

## **2.17 CONCLUSION**

Companies that consider outsourcing of the recruitment function must have a clear knowledge about both internal and external factors that enable them to achieve the goals of the organization.

Clear recruitment policies must be established and thorough manpower planning should be done.

Recruitment processes such as manpower planning, job analysis, job description must be well written and reviewed to ensure suitable candidates are appointed for the job.

Outsourcing recruitment function is an important option without which some organisations would continuously face adverse conditions that threatens the survival of the organisation as a result of a lack of skilled manpower to do the job.

The next chapter describes and explains the research design and methods used for the purposes of this study.

## **CHAPTER 3: RESEARCH DESIGN**

### **3.1 INTRODUCTION**

The research approach used in this study was the qualitative approach. According to Saldana (2009), the analysis process in the qualitative approach make use of codes, categories and themes to arrive at logical, detailed meaning of the data.

The study fundamentally sought to understand the reasons surrounding the choice to outsource the recruitment function or not. Information was elicited from individuals who are specialists in the processes of outsourcing the recruitment function, because is not feasible to randomize the sample, since most workers have no in-depth knowledge about the outsourcing of the recruitment function.

### **3.2 RESEARCH DESIGN**

#### **3.2.1 Research approach**

The qualitative research approach was used in this study. The qualitative approach is an approach that does not create artificial circumstances by controlling certain variables to determine the underlying reasons why phenomena happen the way they do (Marvasti, 2004). In addition, according to (Schreier , 2012) qualitative studies are carried out in a natural set up.

Qualitative research also involves analysis of data such as words from interviews (Stake, 2010). The idea is to understand and have an accurate account and explanation of events. The qualitative approach enables the study of circumstances that cannot be easily understood and be accurately measured by means of quantitative measures with any degree of reliability and validity. According to Alasuutari, Bickman and Brannen (2008) circumstances can make it impossible to determine events using random representativeness, especially when there is a huge difference in the population, (e.g. some of the population has no knowledge of the subject).

In the qualitative approach, it is possible to account for events in explanatory write-ups whereas quantitative methods will fall short. Information is normally presented as

thick or detailed texts (Berg, 2001). The nature of data that would be gathered would be a detailed explanation of events accounted by the respondents. Therefore, very little numerical indices were used in this study.

According to Welman & Kruger (2001) the researcher is regarded as an instrument; whose expertise and knowledge during research contribute to how efficient and effective the research method will be in finding accurate, reliable and valid data. Hence, the researcher's techniques to interact with respondents are of primary importance. The researcher, in this study, had a role to play to elicit information and to follow up on unclear issues to establish details and facts.

### **3.2.2 Research method**

The case study was chosen as the preferred method of the research

#### **3.2.2.1 Definitions**

Remenyi and Money (2006:72) defines case study as a “sophisticated research tactic for establishing valid and reliable evidence for the research process as well as presenting findings that results from the research”.

Tellis (1997) defines a case study as “an ideal methodology when a holistic, in-depth investigation is undertaken”.

The case study method was used because it enabled the researcher to focus on a single case which required

Critical investigation.

According to Yin (2009), qualitative case studies provide “an in-depth study of the system, based on an array of data collection materials and the researcher situates this system within its larger context”

#### **3.2.2.2 Type of case study**

The researcher was interested in whether the practice of outsourcing recruitment is justifiable. Such an investigation was possible through a special type of case study

called the intrinsic case study. This type of case study is referred to as a situation whereby the researcher has interest in the case and the researcher wants to have a better understanding of the particular case (Tellis, 1997). Martyn (2008) augments this by stating that the researcher can focus on specific and interesting cases.

### **3.2.2.3 Characteristics of the case study**

The study preparations may be done in advance or may be tailor made during the research. When using the case study method, it is acceptable that the study preparation is done in advance. Tellis (1997), citing Yin (2009) recommended the development of the case study protocol as the first stage in doing the case study.

### **3.3.2.4 Advantages of the case study**

The method has the following advantages:

- May use multiple sources of the evidence such as interviews and documentation
- The interviews (unstructured) target case study topics and are insightful.
- The documentary sources of evidence were stable and exist prior to the case study and do have an extended life span.
- It enables the researcher to focus on a single case which required critical investigation
- The interviews are one of the methods used in data collection where points of view and reasons are shared to establish why events happen the way they do (Yin, 2009).

- Qualitative case studies provide an in-depth study of the system, based on an array of data collection material and the research situates the system within its larger context.

In general, it is important when using the case study method to explain and describe complex situations from an informed point of view. It is feasible to do this by sorting data and organise it using codes, categories and themes to enable effective interpretation of information whereby purposively selected respondents will be providing data. It further enables focus to be directed towards a specific issue.

### **3.2.3 The organisation**

Generally, all organisations have a structure that describes the positions of employees and where they fit into the different levels of authority. Typically, the structure is presented in a hierarchical format from top management, middle management to shop floor employees. Its purpose is to show different levels of authority within the organisation.

The organisation under study was the Department of Social Development. It caters for helping the socially disadvantaged in the communities of Mafikeng. It is located in Mmabatho with its sub-offices located in Mahikeng (see Annexure B).

The organogram shows different levels of authority from top management to the shop floor employees. The Director: Human Resources constitutes the highest level of authority and the Human Resources Assistants Administrators are of lower rank. (See annexure b)

### **3.2.4 THE TARGET POPULATION**

The target population consisted of respondents who were involved in outsourcing the recruitment function. They were part of the Human Resources Management team.

The outsourcing team consisted of six direct outsourcing recruitment practitioners. There were four Junior Human Resources Personnel Practitioners who were directly responsible for coordinating outsourced recruitment and Senior Human Resources Personnel Practitioners and the Assistant Director who were responsible to

check/monitor that their subordinates carry out their tasks as per the required objectives. Finally the Human Resources Director who was responsible for overseeing and approving the proposals and actions taken by the subordinate(s). Refer to 3.2 below.

### 3.2.5 The sampling technique

The sample was determined using the purposive sampling technique. This method of sampling takes into consideration that it is not necessary to consider representativeness of the population, because it is not a requirement of the qualitative approach

### 3.2.6 The sample

The table helps to identify number of the targeted specialist by their job titles that formed the sample and participants during the research.

**Table 3.2 Staff responsible for outsourcing recruitment function**

<b>Position held</b>	<b>Target population</b>	<b>Sample</b>	<b>Respondents</b>
Director	1	1	1
Deputy Director	1	1	1
Recruitment Officers	4	4	4
Total	6	6	6

The table above shows the staff according to job level and their level of control, from senior level to junior level in a descending order for those who deal with outsourcing recruitment function.

### **3.2.7 DATA COLLECTION**

#### **3.2.7.1 Interviews**

Collins (2009) defines interview as a “meeting or conversation in which a writer or reporter asks questions of one or more person from whom material is sought for a newspaper story, television broadcast , research. etc”.

Bronns (2000) defines the term interview as a “conversation conducted by a reporter, in which facts or statements are elicited from another”. As can be seen in both definitions, there is interaction between the respondents and the researcher or the assistants. In many instances interaction increases especially when the interview schedule is open-ended.

The interview schedule consisted of four major questions derived to elicit information in order to answer the research questions. The constructed questions in the interview schedule were open-ended questions. These questions allowed the respondents to provide data fully since they were not limited to pre-selected responses. Each respondent was asked all four of the questions. The questions referred to were from the interview schedule and a follow-up was done when the need arose in order to elicit more information while seeking for more clarity on the responses given. Refer to annexure A for the Interview Guide.

#### **3.2.7.2 Focus group**

##### **A. Definitions**

Focus groups are another method that is effective in collecting substantive data when using the case study method. According to Krueger and Casey (2009), a focus

group provides a better way of understanding how people feel or think about an issue, product or service.

Webb & Kevern (2001) refers to a focus group as a “small group selected from a wider population and sampled, as by open discussion, for its members’ opinions about or emotional response to a particular subject or area, used especially in market research or political analysis”.

Powell and Single (1996: 499) define focus group as “a group of individuals selected and assembled by researchers to discuss and comment on, from personal experience, the topic that is the subject of the research”.

Nielsen (1997) views focus group as “a meeting whereby you bring together about six to nine respondents to discuss issues and concerns about the topic in question”. The group typically lasts about two hours and is run by a moderator who maintains the group’s focus.

## **B. Procedures followed**

The use of a focus group in this study involved the meeting with specialists or experienced people, who were part of the sample group, to discuss the outsourcing of the recruitment function. These specialists discussed and shared ideas regarding the four interview questions. There were six voluntary participants in the focus group. All the target population participated. Outside observers were not allowed for confidentiality purposes.

The interviews were conducted under relaxed conditions. It allowed discussions which lead to a thorough exploration, explanation and examination of the interview questions. It enabled the exposure of critical issues that led to new courses of action and re-engineering in terms of line of thoughts about the interview questions. The focus group interviews were conducted over a period of two hours. The data gathered from the focus group interviews was recorded as texts.

The facilitator of the group led and controlled the discussion i.e. focus on the topic and the pace while the group was discussing. The questions were asked from the interview schedule. The facilitator took notes himself during the discussion. The Facilitator was brief in taking notes making use of key words and phrases that easily capture the core issues about the asked questions.

Speakers were given nominal names aimed at protecting them or to make them remain anonymous. The Facilitator also formulated follow-up questions and sought clarity as the group discussed. The facilitator established rapport with the group and encouraged free interaction among the members of the group.

**C. Focus group data (note taking)**

Tips for taking focus group notes (Data collectors fields guide, Module 4: Focus group (2010).

It is important for the researcher to create a logical form to record data from respondents. The data form must contain descriptive data titles partitioned into rows and columns. Such a form helps in quick data recording and later sorting. Below is an example of the data collection form.

**Table 3.1 Example of a data collection form providing with space to record data during focus group discussions**

Question number	Speaker identifier	Participant's main idea	Observations by researcher
-----------------	--------------------	-------------------------	----------------------------

The table would make it possible to read and make comparisons during data analysis. Nominal codes help the researcher to identify the speakers. Important contributions by the speakers during discussions were registered. The researcher

would record his overall observations comment to facilitate data comparison and interpretation.

#### **D Advantages of the focus group approach**

The focus group provided insights into the organisation's concerns and issues i.e. on understanding employees' concerns and needs assessments (Krueger & Casey, 2009). During the discussions participants could ponder, reflect and listen to experiences and opinions of others. The advantages of using the focus group as study research technique according to Suzzane, Beyena and Nicol, (2000) are:

- Ability to collect data from many people in a short time frame
- Some individuals prefer group opportunity and find support from other group members
- Group experience is usually positive for participants

#### **E Disadvantages of the focus group approach**

However, Webcredible(2006) the following disadvantages;

The responses of each participant are not independent

- A few dominant focus group members can skew the session. Focus group participants usually know they are being observed. They must also participate in a group session, which inhibit quieter people
- Focus group members are skilled and experienced moderators, and are often difficult to find
- The data which results from a focus group requires skill and experience to analyses
- The data from focus groups is not projectable. That is, the sample size is too small to be projected across the general population. A company would need to interview several hundred people in a focus group to get reliable and projectable data

### **3.2.7.3 The researcher**

The researcher acted as an active research instrument, by:

- Conducting face-to-face interviews with participants.
- Probing and eliciting information.
- Asking questions in open- ended format and following up on unclear answers/circumstances.
- Listening actively and empathetically and ensured that the interview was lively that it maintained focus.
- Taking notes of responses to interview questions

The researcher was also responsible for acquiring the documents that were required for the study.

The researcher used ethical tactics such as openness and trustworthiness to gain access to the necessary documents.

### **3.2.7.4 Documents**

According to Henning (2004) the investigator collects qualitative documents in the form of official reports and minutes of meetings, etc.

- The following documents were collected:
  - Recruitment policy statements
  - Documents on the appointment of service providers
  - Employee requisition form/job order
  - Confirmation forms for completed tasks

- Invoices and receipts for payment of completed tasks, and approved quotations

### **3.2.8 QUALITATIVE DATA ANALYSIS**

#### **3.2.8.1 Coding**

Saldana and Cooper (2009) defines coding as “a word or short phrase that symbolically assigns a summative, silent, essence-capturing, and evocative attribute for portion of language-based or visual data”. According to Wikipedia (2010) coding is “an interpretive technique that both organizes the data and provides a means to introduce the interpretation of it into certain qualitative methods”.

When key themes recur, the researcher can focus attention on areas that are important rather than on the whole text. According to McIntyre (2005) coding shows a process by which respondents' answer to questions are prepared for analysis. In this study, the researcher made use of in vivo codes. These refer to “terms that are in the language of those interviewed,” as defined by Matthew and Sutton (2004). The codes remain intact in terms of description and experiences in the sense that they form part of the keywords during the interview discussion.

The following variety of coding techniques, as outlined in (Saldana 2009), were employed:

- Descriptive coding or topical coding was done with the words and short phrases used.
- Process coding to indicate action in data;
- Emotion coding to indicate emotions recorded or experienced by the participant;
- Value coding to reflect the participant's values, attitudes, beliefs.

- Evaluation coding to assign judgments about the merit and worth of programs or policy.

### 3.2.8.2 Coding of responses to interview questions

Gathering data for the purpose of answering research questions requires the researcher to solicit responses from target respondents. It must be ensured that all target participants (where applicable) make their contribution by responding to the interview questions.

The data provided was obtained from all the target respondents. A table was created to record responses by relevant and specific codification for every question asked and answered.

**Table 3.2 Coded answers: - Interview data based on facts, opinions and supported reasons**

Data codes					
Interview schedule questions	Evaluative code	Descriptive code	Emotion code	Value code	Process code
What are the views on recruitment policy?	Level of effect.  Less effective, is not complied with most of the time	Contents of the policy.  Appropriate but at times do not address departmental needs	Views based on experience.  Tailor made Departmental policy is needed	Merit and worthiness of the policy.  Generically good but does not address departmental needs	Not applicable

**Table 3.2 Coded answers: - Interview data based on facts, opinions and supported reasons (continued)**

Data codes					
Interview schedule questions	Evaluative code	Descriptive code	Emotion code	Value code	Process code
What financial factors influenced the decision to outsource recruitment?	Nature of influence Greater portion is influenced by budget allocation	Cost factors Not considered	Decision on outsourcing Depends on budget availability	Not applicable	Not applicable
Is there loss of direct control over the recruitment function by the human resources management of the department of social?	Level of control by management Absolute control	Control over recruitment function limited to management	Recruitment function control high control	Degree of significance very important	Controlling

**Table 3.2 Coded answers: - Interview data based on facts, opinions and supported reasons (continued)**

Data codes					
Interview schedule questions	Evaluative code	Descriptive code	Emotion code	Value code	Process code
What could be the reasons for outsourcing recruitment?	Reasons/justification Backlog, overwhelming current demand to fill new vacancies, scarce skills for specialist jobs	Not applicable	Not applicable	Not applicable	Not applicable

Codes of data supplied from semi-structured interviews. The template shows questions that were asked. Some codes are given to indicate for example, facts, opinions and supported reasons.

### **3.2.8.3. Categories**

#### **A Introduction**

A nominal alphabetical scale was used to differentiate data subject matter that was influenced by the interview questions and responses from the respondents. When we receive feedback from respondents, it will be unprocessed/raw. It then follows that the collected data be ordered, categorised and ranked for ease comparison and interpretation.

## B Definitions

Strauss and Corbin (1998), define categories as concepts that stand for phenomena. According to Kant (2010), a category is a pure concept of the understanding. Web, 2010 defines category as “a collection of things sharing the common attributes”.

The table below makes it easier to separate data that pertains to a particular topic/subject matter.

**Table 3.3 Data categorisations**

<b>Category</b>	<b>Description of the data</b>
A	Description of the recruitment policy; factors influencing outsourcing; recruitment; and control of recruitment functions
B	The control process in connection with the recruitment function
C	Importance of recruitment policy and control on recruitment functions
D	Influence of experience on decision making about recruitment function and control
E	Level of influence of views, financial factors and control as justification on management decisions

Categorisation yields different topics under which particular data falls. The nature of the data that falls under the specified category is described to specify the nature of subject matter covered.

#### **3.2.8.4 Themes**

The Collins English Dictionary (2009) defines theme as “an idea or topic expanded in a discourse and discussions”. Hornby (2000) refers themes as “the subject or main idea in a talk, piece of writing or work of art”.

[www.audience dialogue.net](http://www.audience dialogue.net) (2012) define content analysis as a “method for summarizing any form of content by counting various aspects of the content”

According to Gomm (2004), thematic analysis is a version of content analysis. Large amounts of data generated through research are analysed to find the structure and mind behind it i.e. perspectives as well as views. These are referred to as “themes” or (sometimes codes). Gomm (2004) suggested that the following themes could be used as headings for writing up the research report:

- Recruitment policy
- Control practice
- Choice of method of recruitment
- Outsourcing experiences and control
- Reasons for making recruitment outsourcing decisions

### **3.3 RESEARCH ETHICS OBSERVED**

The participants were told about the purpose of the research and the implications of their participation. The participants voluntarily gave their consent to participate. Participants remained anonymous. It was maintained that confidentiality would be ensured to protect the participants from any form of harm that may arise following their participation.

### **3.4 CONCLUSION**

The research design and methods were chosen in order to collect data relevant to the research questions formulated in chapter one.

The qualitative approach was preferred, because it best suited the purposes of this study. Therefore a purposive sample was drawn from the target population in order to gather data from respondents who possessed an intimate knowledge of the outsourcing of the recruitment function.

The following chapter contains presentations, analysis and interpretation of the data gathered.

## **CHAPTER 4: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

### **4.1 INTRODUCTION**

The data that was collected from the respondents is presented firstly in the form of text.

The second segment shows codified data.

The third segment provides an analysis and presentation of data into its categories and lastly the identified themes.

Thereafter the analysed data was interpreted.

### **4.2 INDIVIDUAL INTERVIEWS AND SUMMARY COMMENTS**

**4.2.1 Question 1:** To what extent does the lack of outsourcing recruitment policy affect the decision-making on recruitment?

#### **4.2.1.1 Respondent 1**

The Departmental Public Service Administration policy is being used in place of a departmentally drafted policy.

Recruitment was initially never outsourced as service providers did not consider equal opportunities. Some service providers were somewhat unprofessional, while others were corrupt, and engaged in favoritism. Sometimes people complained that their names have been omitted from the list of applicants. As a result, some data had to be recaptured.

Internal recruitment is better and cheaper only if there are people with specialised skills deployed in the recruitment function.

The extent to which management decisions are affected is to a larger extent due to recruitment decisions based on the national policy guidelines, which fail to address the immediate needs of the department.

#### **4.2.1.2 Respondent 2**

The Departmental Public Service Administration's policy is good, but difficult to adapt to cater for localised issues and tailor-made plans. Therefore, a need to recommend getting a departmental draft policy finalized, so that the internal policy has the priority overusing general government policy. Local governance also requires its own policy

#### **4.2.1.3 Respondent 3**

The Departmental Public Service Administration's policy is good, though some issues such as those of Employment Equity and the Labour Relations Act are not stated clearly. It is quite difficult to say who is marginalized and who is not. Bringing new blood into the system is also difficult and also appointing suitable candidates often rests on subjective judgments. To be appointed, a person has to possess not all the requirements but only one subjectively perceived to be crucial to the fulfillment of the job requirements. It is therefore vital that a new policy, based on departmental needs, be produced.

#### **4.2.1.4 Respondent 4**

There is no departmental policy. There is only the Departmental Public Service Administration's policy, and a general recruitment draft policy which is being used, and this need to be changed.

#### **4.2.1.5 Respondent 5**

No specific policy exists for outsourcing. The Departmental Public Service Administration's policy is sometimes used, but it is of great importance that departments have their own policy. Little effort is being done to put an outsourcing recruitment policy in place, and this is not right because this causes the department to over-depend and be subservient to the Departmental Public Service Administration's policy. Management decision-making is restricted, since decisions cannot be made outside the prescripts of national policy.

In most cases decisions are made at national level, which at times fail to react to the needs of a particular department.

#### **4.2.1.6 Respondent 6**

The department needs its own recruitment policy, and where necessary some relevant sections of the Departmental Public Service Administration's policy may be adopted. There is a lack of flexibility, because of reliance on the Departmental Public Service Administration's policy.

There is a draft policy, but is not being used, and no further attempt has been made to complete it, because of a lack of transparency. Management decisions are strongly affected, because management does not have the power to change some of the policy directives given at national levels.

Management can only make decisions on some issues such as which specialised skills they want, and who should render services. When payments are made, it depends on the release of cash by treasury. Management has only the authority to operate within the allocated budget, which is usually not adequate, and provide accurate details of their financial requirements, backed up by their motivation for such expenditure.. However, management has total decision-making control when they are operating within their allocated budget as long as it is sufficient, and in the national policy.

#### **4.2.1.7 Summary**

The Departmental Public Service Administration's policy is currently in use, but the problem is that it does not address perceived issues experienced by the department..

Not all the procedural requirements are followed and adhered to in order for an applicant to be considered for appointment to a position.

## **4.2.2 Question 2: Do costs influence the decision to outsource recruitment?**

### **4.2.2.1 Respondent 1**

There is no influence due to costs, as the department has adequate funds allocated for such activities. Since it is difficult to get specialized skilled people, outsourcing is considered as a feasible option, regardless of cost.

### **4.2.2.2 Respondent 2**

There is no influence because if the skill required is scarce, outsourcing is the only option. Though outsourcing is expensive, because of resettlement costs, and expensive charges by service providers, it is still used as an option when a specialized skill is needed to fill vacant posts. To minimize the costs, management has to be involved in filling vacancies on time rather than to wait until it is too late. This can largely be avoided by outsourcing.

### **4.2.2.3 Respondent 3**

There is no influence, but for the case of the recruitment of scarce skills, resulting in excessive costs to the department.

To avoid overspending, individuals can be contracted to undertake recruitment, instead of utilizing the services of service providers. Service providers often take their time, while casual workers may be more effective in meeting deadlines.

### **4.2.2.4 Respondent 4**

It does to a certain extent. This is treated as a first priority; however the outsourcing of recruitment is based on primary consideration such as obtaining people with specialized skills to reduce pressure on staff due to excessive workloads.

### **4.2.2.5 Respondent 5**

It does to a lesser extent. If this was the case, it should have been shown by avoiding engagement of outsourcing recruitment agencies.

The exercise is very expensive though it addresses delays and backlogs currently experienced.

#### **4.2.2.6 Respondent 6**

It does to a lesser extent. It is important to employ people with specialized skills.

#### **4.2.2.7 Summary**

Finance is not a problem as there are funds allocated for events such as recruitment. Outsourcing recruitment is only considered when the department needs people with specialized skills. This is a very expensive exercise but it cannot be avoided. It benefits staff by relieving them of additional work and it also addresses the problem of backlogs.

However, two of the respondents were of the opinion that costs did influence the decision to outsource recruitment to some degree.

**4.2.3 Question 3:** Is there loss of direct control over the recruitment function by the Human Resources Department in the Department of Social Development?

#### **4.2.3.1 Respondent 1**

There is some loss of direct control by the department over the recruitment function even though there is a sentiment that, in another way, there is a high degree of control. The lack of the outsourcing recruitment policy to guide processes and outcomes leads to limited control of the recruitment function by the department.

Some applicants normally claim that they were shortlisted, yet they are not appearing on the shortlist register. Applicants are issued with a notification letter for short listing and it is this letter that they bring with them to prove their claims. Apart from the notification letter there is no any other procedure for feedback from applicants since the services are entrusted to the service provider. An inquiry is conducted whenever someone's name does not appear on the shortlist, but it causes delays in filling vacant posts.

New service providers are contracted to replace incompetent ones, but this does not correct the problem and the pressure is left with staff.

#### **4.2.3.2 Respondent 2**

Control over the recruitment function on service providers by the department is very limited even though there are specified ways of doing things. It takes long to get a control effect. Most jobs re-profiled are submitted incomplete and there is a lot of follow-up to be done so as to gain clarity which is answered by provision of new profiles. Initial profiling is done at the service provider company and details are presented to the department. Some people claim they were among those on the profile and consequently there is customer dissatisfaction and unhappiness. Such situations take a long time to get back to order as there are procedures followed in correcting these mishaps. The factor also leads to customers' complaints.

Service providers further have a tendency of disappearing.

#### **4.2.3.3 Respondent 3**

The department has limited control on recruitment function done by service providers. Recommendations have been made to establish a monitoring procedure to ensure quality on services received but little is being done in making the difference. Since there is no procedure, service providers do what they deem necessary as long as they are attempting to meet their deadlines. If given a chance, it would be better to appoint a committee to monitor their behaviour and verify their profiling before submission to the department in order to achieve effective control.

#### **4.2.3.4 Respondent 4**

Outsourcing is good but, service providers are made to work under pressure by the department whose requirements are too urgent and their work is rushed through and occasionally incomplete. Our department lacks control and needs to design a procedure and appoint a task force team to monitor service providers' adherence to required standards and time frames.

#### **4.2.3.5 Respondent 5**

The lack of outsourcing recruitment policy affects the decisions that management take. Management do not have referral document apart from using own discretion which is obstructed by the currently used national policy. The practice is subjective

and there is no quality assurance. A procedure is not in place on how it can be confirmed to whether service providers are doing their job correctly. Documents are addressed to the Human Resource Department in general and it is difficult to trace whether the problem is external or internal. Management just reacts to fix the problem but bypassing addressing the cause. When problems emerge, thus when management use their powers and directives to address the problem.

Lack of procedures results in wasted time, money and effort. To correct this problem sometimes management appoints new service providers, but this does not eliminate inconveniences. I suggest that departmental outsourcing recruitment policy be put in place to guide and regulate outsourcing practice, to ensure that outsourcing benefits the department.

#### **4.2.3.6 Respondent 6**

There is a considerable degree of control by the department over the service providers because whenever service providers under-perform they lose their contracts. To cater for emergencies, a database of alternative service providers is kept.

#### **4.2.3.7 Summary**

On the one hand there is a considerable degree of control, because if service providers are under-performing they lose their contract. To cater for emergencies, a database of alternative service providers is kept.

However, on the other hand there is limited control over the recruitment function itself because service providers are not reliable. Applicants complain that their details have been omitted and to verify this takes a long time. Another service provider has to be appointed to check the work done by the first and this is at the department's costs.

To remedy this problem, a committee that will monitor the behavior and verify the profiling of service providers should be appointed. Recruiting from within the department will also help reduce if not eliminate the problem. The data shows that

some of the respondents are experiencing limited control over the processes while others claim a considerable level of control.

#### **4.2.4 Question: 4 what could be the reasons for outsourcing recruitment?**

##### **4.2.4.1 Respondent 1**

- Backlogs
- Lack of specialised skills and experience by departmental personnel

##### **4.2.4.2 Respondent 2**

It is effective. Profiling may take a long time if done by staff other than by service providers.

Some posts are difficult to fill considering the scarcity of some skills.

##### **4.2.4.3 Respondent 3**

- Lots of backlog
- Vacant posts
- Transfers and relocations
- Ease the load for staff
- Restructuring led to freezing of some posts.

##### **4.2.4.4 Respondent 4**

- Minimize workload
- Help to assist in emergencies
- Long and overdue vacant posts
- Restructuring left gaps

##### **4.2.4.5 Respondent 5**

- When there is more workload
- Transfers
- Late advertisement that causes staff not to meet deadlines
- Filling of vacant posts

#### **4.2.4.6 Respondent 6**

- The department has not enough recruitment staff and vacant positions have been there for a long time.
- The department has undergone restructuring which left many gaps and thus puts more pressure on staff. Workload is then off-loaded to service providers as a quick remedial measure.
- Some posts are difficult to fill because of scarcity of skills which will call for specialists as an alternative and feasible solution.

#### **4.2.4.7 Summary**

Backlogs, scarce skills, huge workloads, late advertisements of posts, transfers, relocations and restructuring are reasons for outsourcing recruitment. It is also recommend that manpower in recruitment and selection be increased to avoid unnecessary costs, pressure and backlog.

The data shows that respondents agree on reasons for outsourcing recruitment function.

### **4.3 FOCUS GROUP**

Although the focus group discussions did not add to the data gathered from individual respondents, it did serve to:

- i. Confirm the data gathered from individuals
- ii. Indicated that saturation level had been reached

## 4.4 ANALYSIS OF INTERVIEW DATA BY CODING

**4.4.1. Interview schedule question 1:** To what extent does the lack of a policy on the outsourcing of recruitment affect the decision-making on recruitment?

Coding is a very important technique used when organizing data to enable appropriate interpretation of given data. It gives a summative attribute to a set of given data which is described in a word or short phrase. When data is codified comparison and evaluation of data provided by respondents can easily be done.

Tables 4.1 to 4.4 show the coding of responses to the interview schedule questions.

Table 4.1 Interview schedule question 1 and data codes

EVALUATION CODE	DESCRIPTIVE CODE	EMOTION CODE	VALUE CODE	PROCESS CODE
Level of effect: DPSA-strong effect but at times compromised. Sometimes there is tendency of ignore the policy by the department. Most jobs are outsourced even if they are not supposed to be. Outsourcing must be done only for scarce skills for example specialist skills.	Contents of the DPSA Policy are appropriate but there is no procedure on how monitoring performance of service providers by the department must be carried out	Views based on experience: Internal policy wanted	Merit and value of the policy:  No value - draft policy. High value - DPSA policy'	The draft policy - waiting approval

The coded data contained in table 4.1 reveals that the DPSA policy is an important document which provides basic guidelines the department must use when outsourcing the recruitment function. The department rather prefers adhering to the DPSA policy and developing a standard monitoring system to be used to check on the appropriateness of the services rendered by service providers.

Even though it is indicated that an internal outsourcing recruitment policy is required, it can still be argued that it requires to be supported by a standard monitoring system/procedure which is not currently in place. The department must develop a monitoring procedure to monitor service providers aligned to the DPSA policy's basic guidelines.

It is clear that their draft policy plays no role in the decision-making and is not approved to be in use to rectify current problem.

**Question 4.4.2: Interview schedule question 2:** What financial factors influence the decision to outsource recruitment?

Table 4.2 Interview schedule question 2 and data codes

EVALUATION CODE	DESCRIPTIVE CODE	EMOTION CODE	VALUE CODE	PROCESS CODE
Nature of influence: - Positive	Cost factors:-  Less impact  Sufficiency of the budget:- absolute impact	Decision on outsourcing:-  Minor	None reported	None reported

The above coded information clearly shows that the cost or financial factors play a small role in the decision to outsource recruitment, because sufficient funds have been allocated to the department for outsourcing the recruitment

function. However, the availability of funds allocated for outsourcing results in less worry about financing hence minor emotions are associated with financial factors. It is clear that funds are allocated for events such as the outsourcing of recruitment.

**4.4.3 Interview schedule question 3: Is there loss of direct control over the recruitment function by the human resources management of the Department of Social Development?**

**Table 4. 3 Interview schedule question 3 and data codes**

<b>EVALUATION CODE</b>	<b>DESCRIPTIVE CODE</b>	<b>EMOTION CODE</b>	<b>VALUE CODE</b>	<b>PROCESS CODE</b>
Level of control by management	Control over recruitment function	Recruitment function control	Degree of significance over need to control	Controlling, redoing
Highly needed	No procedure to monitor performance	Less	High degree of control is needed	Monitoring procedure needed seriously

From the above coded information it may be deduced that the management of the department does not have total control when outsourcing the recruitment function. In other words, their control is limited. It is also learnt that the recruitment function is not done by only one service provider but two, the reason being that the second service provider checks the work of the first service provider. It is clear that the department has not even got confidence in the service providers they appoint. It therefore means that wasteful expenditures are being catered for.

**4.4.4 Interview schedule question 4:** What could be the reasons for outsourcing recruitment?

Table 4. 4 Interview schedule question 4 and data codes

EVALUATION CODE	DESCRIPTIVE CODE	EMOTION CODE	VALUE CODE	PROCESS CODE
Reasons justification	Scarce skills for specialized labour	Difficult to fill high level vacancies	Commendable to outsource	Engaging competent service providers
Well justified	Skills development is lacking and is to be seriously considered	Stressful Backlogs	Very important to outsource meanwhile	It is critical to appoint competent service providers

The coded information clearly shows that the main reasons for outsourcing recruitment are backlogs, scarce skills, huge workloads, late advertisements of posts, transfers, relocation and restructuring. It is recommended that the department should recruit more skilled staff to avoid backlogs, huge workloads and late advertisements of posts.

**4.5 CATEGORISATION OF DATA**

**4.5.1 Introduction**

Categorising of the data is important because it enables quick identification of a required set of information. Categories were indicated by letters A to E, and allocated to action words on specific themes. It enabled related data (data that have common opinions, facts and point of views) to provide answers to the research questions.

When analysing the data it would require comparing a set of data in each referred nominal scale and establishing the difference.

Data from documents, and gathered data from respondents, were categorised because it contained some answers to specific research questions.

#### **4.5.2 Category A: Description of the recruitment policy**

The DPSA policy addresses equity issues such as of representativeness, discrimination, and equal opportunity, all of which have a direct bearing on recruitment practices.

The draft policy, however, falls short of some major aspects of recruitment practice, for example by favouring internal employees without considering the aspect of fairness in equal opportunities for all nationals, hence the delays in its approval.

Recruitment out sourcing is influenced by factors such as scarcity of skilled manpower, shortage of staff, restructuring and backlogs. There is also poor/inadequate control over the service providers. Many problems around the appointment and monitoring of recruiters are evident, and service providers have been changed more regularly which hampers service delivery, resulting in continuous backlogs.

#### **4.5.3 Category B: The control process of the recruitment function**

The control process is an on-going issue. however, it is poorly done. there are no specific personnel tasked to carry out this task, as management is assumed to be responsible since they are responsible for engaging and disengaging under-performing service providers.

#### **4.5.4 Category C: The importance of the recruitment policy and control of recruitment functions**

A recruitment policy is crucial hence the adoption of the DPSA whilst awaiting the approval of the draft policy. Control over the recruitment function is paramount, as it

restores customer confidence and minimizes or eliminates spoiled profiling and reduces the task of profiling and also of backlogs.

#### **4.5.5 Category D: Influence of experience on decision-making about the recruitment function and control**

Experience has demonstrated the need to deal effectively with backlogs, but the attempts to resolve this problem did not involve persons at grassroots level. At upper levels there are no structures that ensure addressing the backlog problem, and so ensuring customer satisfaction.

#### **4.5.6 Category E: Level of influence of staff views, financial factors and control as justification for management decisions**

The views from the shop floor are not clearly known since there are no open doors for effective two-way communication. Financial factors are not seriously considered for decision-making on outsourcing the recruitment function; there are other more important factors that are considered such as?

#### **4.5.7 Interpretation**

**Category A:** contains the set of information that is related to the DPSA recruitment policy. the DPSA policy makes provision for outsourcing. it specifies the job categories to be outsourced i.e. scarce specialised skilled jobs only.

There further is a lack of adequate monitoring of service providers by the department.

**Category B:** shows that there is a continuous need to monitor and control the recruitment function, specifically processes on the outsourcing of the recruitment function. Management (both lower and upper levels) should shoulder the responsibility of monitoring and controlling the outsourcing of the recruitment function.

**Category C:** informs us that a recruitment policy is important for the sound management of recruitment in general, as well as the outsourcing of recruitment specifically.

Recruitment policy is also indispensable for exercising control over service providers, in order to ensure effective service delivery.

**Category D:** reveals that useful information can be gathered from experience. through experience the outsourcing personnel find it necessary to have procedures in place in order to address backlogs and inefficiency in the department.

Lastly, according to **Category E**, there seems to be little consideration of suggestions, input or recommendations from subordinates.

Also, the financing for service providers' services poses no problem, as ample provision is made, hence financial factors do not play a significant role in the decision to outsource the recruitment function.

Nominal categories were used to represent the views of different stakeholders according to their experiences of the outsourcing of the recruitment function.

## **4.6 IDENTIFIED THEMES**

### **4.6.1 Introduction**

When faced with masses of data collected during the research process, one need to establish the main subject the data is primarily describing, focusing on, and addressing. The act of identifying different subjects leads us to the establishment of various main topics the data revolve around, which are called themes.

According to Hornby (2001:1240) a theme is "the subject or a main idea in talk, piece of writing or work of out". While Wiehard (2011:1) says a theme is "a central idea or ideas exploit by a literature work".

## **4.6.2 Themes identified at the outset of the study**

In this study themes have been identified and those themes are contained in the research questions namely: policy, costs, control and reasons for outsourcing.

### **4.6.2.1 Policy**

The policy refers to the policy that is being used is the Departmental Public Service Administration. The department has drafted its own policy which has not yet been put into practice; this draft policy is awaiting approval. The recruitment personnel have mixed feelings whether to adhere to the DPSA policy or not. However, management has proposed the use of the DPSA until the departmental draft policy is endorsed as the internal policy document for the department.

### **4.6.2.2 Control practice**

The control over the recruitment function by the recruitment personnel is very limited. there is no significant control. All the recruitment processes are carried out by appointed service providers who submit the profiled information. When errors are detected there is nothing the recruitment personnel do other than to request a resubmission of the correct document/amended document. This delays the timeous filling of vacant positions. If these complaints are not corrected management is notified and the result is that the contract is withdrawn from an agreed period and a new service provider will be appointed to provide the service.

### **4.6.2.3 Outsourcing experiences**

The outsourcing of the recruitment function brings about mixed feelings, as few recruitment personnel are satisfied with the strategy. The majority is unsatisfied, claiming that it poses difficulties when clients complain about missing names on profiling and this result in the redoing of tasks. Due to lack of control this accumulates to further backlogs in the filling of vacancies. Although service providers rendering unsatisfactory services are replaced, there is no control over the quality of services by the management of the department.

#### **4.6.2.4 Reasons for making recruitment outsourcing decisions**

Reasons for making outsourcing recruitment decisions were found to be the following:

- To get rid of backlogs,
- To accommodate problems resulting from restructuring
- To be able to obtain skilled personnel who are not easy to get by other methods; and
- To reduce the workload of the under-staffed recruitment personnel.

#### **4.6.2.5 Costs**

In this case costing is not an issue because the department has adequate funds allocated to the outsourcing of the recruitment function.

### **4.6.3 Themes that emerged during and after the study**

#### **4.6.3.1 Choice of method of recruitment**

The choice of recruitment is based on the fact that there is need to first consider internal recruitment and only thereafter, external recruitment. when these methods fall short to find a suitable candidate, then the option becomes one of reverting to service providers. Recruitment outsourcing is reserved for scarce skills only, but unfortunately it is currently used as a means to fill all vacant positions.

#### **4.6.3.2 Procedures on the monitoring of service providers**

The feedback from respondents reveals that there is no a procedure to guide the monitoring of appointed service providers' performance. The DPSA does not provide a specific way on how to monitor them, but only outlines that outsourcing should be done for specialised skills. Also that the service providers who are appointed to

render services must be registered by the company registrar and meet the minimum requirements for consideration.

#### **4.6.3.3 Inefficiency**

The department is allowing a considerable amount of work to pile up and form backlogs, while it has access to adequate funds to outsource and fill all vacant posts. Some respondents point fingers to management while they are also part of management. This demonstrates the confusion over the role of outsourcing recruitment by the outsourcing team.

### **4.7 REPORT BACK ON THE RESEARCH QUESTIONS**

#### **4.7.1 To what extent does the lack of outsourcing recruitment policy affect the decision making on recruitment?**

According to the respondents, the Department of Social Development is using an adapted policy which is based mainly upon that of the Departmental Public Service Administrator. This impacts on the organisation since the general comment on views and experience is that it is not perceived as an own policy that can successfully address the needs of the department. There is a considerable need to have a specific outsourcing recruitment policy procedure that will provide guidance on outsourcing practice. One of important clauses in such a policy would be the conditions under which recruitment may be outsourced e.g. only positions of a certain grade (and above) may be outsourced.

The perception that the policy of the Departmental Public Service Administrator is not adequate/sensitive to the department's needs, together with the indication that there is no serious adherence to the procedures when filling vacant positions, leads to the conclusion that there is no general acceptance that the Departmental Public Service Administrator policy is the appropriate policy for the department.

The decision to outsource recruitment seems to be influenced by reasons such as the scarcity of skilled workers, backlogs, and limited staff to perform duties and

problems encountered during the process of restructuring. However, to a lesser extent some of the respondents are satisfied to make use of the Departmental Public Service Administrator policy as their guiding policy.

#### **4.7.2 Do cost influence the decision to outsource the recruitment function?**

The respondents clearly stated that finance does not influence the decision to outsource the recruitment function since adequate funding is available for this purpose, particularly for specialized workers. It is, however, generally noted that the respondents regard outsourcing as an expensive exercise. The cost factor, though not regarded as an influencing factor to consider outsourcing, still remained vital given that outsourcing in this case was done for all jobs regardless of the job level.

#### **4.7.3 Is there loss of direct control over the recruitment function by the Human Resources Department of the Department of Social Development?**

Most of the respondents indicated that there is no direct control. The processes are totally controlled by the service providers. In many occasions there are job details that are posted to the department which would be erroneous and this is discovered at a later stage when using profiling records. This causes repetition of work and further delays in meeting the deadlines. The departmental control over the outsourced recruitment function is evidently limited.

The management has only power to terminate contracts of under-performers but cannot ensure quality since there are no personnel appointed for this purpose and a specific policy to deal with quality and regular delivery of services. This kind of power exercise is not problem-solving oriented since no attempts are made to correct the situation other than dismissing the current service provider and replace it with another whose services may not be any better than that of its predecessor.

As a result, more time is taken debriefing newly engaged service providers who require more time to cope with the demands of the department.

#### 4.7.4 What could be the reasons for outsourcing recruitment?

It is evidenced in the general comment that all the respondents identified the following as the reasons of outsourcing recruitment:

- i. **Backlogs** - the department has a lot of vacant posts that have not been filled due to the shortage of recruitment staff and requests for filling of vacancies in a very limited time frame by divisional offices.
- ii. **Scarce skills** - the department is faced with the challenge that it cannot find with ease or success specialized personnel to fill some vacant positions, especially in management.
- iii. **Huge workloads** - huge workloads have been experienced because of the fact that job orders are submitted to the department once a year. This creates a lot of pressure and failure to meet the required targets. Another source of huge workloads indicated by the participants is the unfilled positions from the previous years.
- iv. **Transfers** - Workers are transferred to other departments and this creates a gap that adds to the huge workload. In order for the department to achieve its objective to fill vacancies, it opted to outsource the recruitment function, particularly the profiling of potential incumbents.

Relocation and restructuring - relocated personnel leave open vacancies. The same happened when the department went through the exercise of restructuring.

Another reason that was not obvious with the respondents was that they communicated ambiguously about availability of finance to fund the expensive exercise of outsourcing the recruitment function.

## 4.8 CONCLUSION

The data that was collected was presented using codes, categories and themes.

Five codes such as process, value, emotion, descriptive and evaluative codes were used to reflect on participants' responses on research questions. The coded responses were used to create nominal categories with specific data description for example the level of influence of staff views, financial factors and control as justification for management decisions.

Descriptive data categories enabled the coining of themes that are appropriate to describe the data and enable ease interpretation of information.

**Chapter five** contains a discussion of the findings and suggested recommendations based on the findings of this study.

## **CHAPTER 5: SUMMARY OF THE MAIN FINDINGS OF THE STUDY, RECOMMENDATIONS AND CONCLUSION**

### **5.1 INTRODUCTION**

In this concluding chapter

- A synopsis of the literature pertinent to the study is shown
- The main findings are summarized; and
- Some recommendations, based upon the findings are made

### **5.2 FINDINGS OF THE STUDY COMPARED TO THE LITERATURE CONSULTED**

It is important to compare the results of the study to the sources consulted.

**Table 5.1 Results of the study compared to the relevant literature.**

<b>FINDINGS</b>	<b>LITERATURE</b>	<b>RESULT</b>
Recruitment policy	Organisational policy (chapter 2: 52)	The staff is not thoroughly trained since they fail to understand their roles an responsibilities clearly
Control practice	External recruitment methods (chapter 2:45)	There are no processes/procedures in place to monitor service providers
Outsourcing experience and control	Types of recruitment (chapter 2:42)	Information provided by respondents reveals that there is no control and monitoring of service providers

**Table 5.1 Results of the study compared to the relevant literature (continued)**

FINDINGS	LITERATURE	RESULTS
Reasons for making recruitment outsourcing decisions	Outsourcing recruitment function. Chapter 2:26	Clear reason that scarce positions be outsourced however poor discipline leads to outsourcing of all positions. changes in technology, relieving departments from less core business activities to be able to concentrate on core business activities
Costs	Outsourcing recruitment functions. Chapter 2:26	Value of money is not seriously taken since no priority is given on which jobs to outsource. All jobs are outsourced which may not be necessary.
Procedures	Organisational policy (chapter 2:45)	Processes/procedures regarding monitoring service providers are not in place
Inefficiency	Data gathered, analysed and interpreted chapter 4	Non adherence to procedures leading to backlogs, no processes procedures, staff shortages, poor discipline-outsourcing all positions instead of senior/scarce positions

**Table 5.1 Results of the study compared to the relevant literature (continued)**

FINDINGS	LITERATURE	RESULTS
Choice of method of recruitment	The external recruitment methods Chapter 2:46	Outsourcing is made the absolute method for recruitment even for all positions which is an act not outlined in the DPSA recruitment policy
No budgeting	Data collected. Chapter 3	Funds are taken from budgets earmarked for other purposes

### **5.3 SUMMARY OF THE MAIN FINDINGS**

#### **5.3.1 Recruitment policy**

The Department of Social Development is using an adapted policy which is based mainly upon that of the Departmental Public Service Administrator. This impacts on the organisation since the general comment on views and experience is that it is not perceived as an own policy that can successfully address the needs of the department.

The perception that the policy of the Departmental Public Service Administrator is not adequate/sensitive to the department's needs, together with the indication that there is no serious adherence to the procedures when filling vacant positions, leads to the conclusion that there is no general acceptance that the Departmental Public Service Administrator policy is the appropriate policy for the department.

### **5.3.2 The influence of costs on the decision to outsource**

Finance does not influence the decision to outsource the recruitment function, since adequate funding is available for this purpose, particularly for specialized workers.

It is, however, generally noted that the respondents regard outsourcing as an expensive exercise. The cost factor, though not regarded as an influencing factor to consider outsourcing, still remained vital given that outsourcing in this case was done for all jobs regardless of the job level.

### **5.3.3 Loss of direct control over the recruitment function by the Human Resources Department of the Department of Social Development**

Most of the respondents indicated that there is no direct control. The processes are totally controlled by the service providers.

The departmental control over the outsourced recruitment function is evidently limited.

The management has only power to terminate contracts of under-performing service providers, but cannot ensure quality since there are no personnel appointed for this purpose and a specific policy to deal with quality and regular delivery of services. This kind of power exercise is not problem-solving oriented since no attempts are made to correct the situation other than dismissing the current service provider and replacing it with another whose services may not be any better than that of its predecessor.

### **5.3.4 Reasons for outsourcing recruitment?**

All of the respondents agreed on the following as reasons for outsourcing the recruitment function:

- v. **Backlogs** - the department has many vacancies that have not been filled due to the shortage of recruitment staff and requests for filling of vacancies in a very limited time frame by divisional offices.

- vi. **Scarce skills** - the department is faced with the challenge that it cannot find specialized personnel easily to fill some vacant positions, especially in management.
- vii. **Huge workloads** - huge workloads have been experienced because of the fact that job orders are submitted to the department once a year. This creates a lot of pressure and failure to meet the required targets. Another source of huge workloads indicated by the participants is the unfilled positions from previous years.
- viii. **Transfers** - Workers are transferred to other departments and this creates further vacancies that adds to the huge workload.
- v. **Relocation and restructuring** - relocated personnel leave vacancies.

#### 5.4 RECOMMENDATIONS BASED UPON FINDINGS

The following recommendations may be considered in an attempt to address the problems associated with the outsourcing of the recruitment function:

- The department may maintain the use of the SDPA but must tailor make specific follow up and corrective action procedures that must be followed when monitoring the performance of appointed service provider.
- A person must be appointed to regularly check performance gaps and correct the situation/problems before they affect the quality service delivery of the department as well as it time schedules other than dismissing as a solution.
- Service providers must be allowed more time to adjust to the culture and values of their clients and adequate time should be specified and agreed upon before dismissal.
- The department should be flexible and employ a sufficient number of employees to perform the outsourcing recruitment function since it is expensive to pay a profit plus service charges to a service provider.
- The team responsible for outsourcing recruitment must make sure that there are procedures that are used to monitor the service providers. The procedure must be enforced through conformance audits that shall be conducted on a

monthly basis. A committee must be appointed to fulfill this obligation. The committee's responsibility will be to ensure adherence to the policy they have.

- Where there is a shortage of staff, management must make it a priority to fill the vacant posts within the outsourcing team to ensure that they are adequate in numbers and skills to execute their jobs within time frames.
- Staff shortages must be eliminated where possible.
- On the issues of poorly trained staff, it is recommended that staff should be trained to acquire required skills to perform their work correctly. A four year training programme can produce graduates that will do the job. Meanwhile outsourcing can be an alternative. Make use of the skills development facility because it caters for 80% of the expenses that the department would possibly incur.
- Discipline: Establish an enforcement edit team and conduct job appraisals to ensure staff performs in accordance to performance contract. Although only senior/scarce positions may be outsourced. Use the disciplinary procedure to discipline those who do substandard work and fail to follow specific written down procedures.
- Since it was evidenced from research findings that there are no process/ procedures in place to monitor services providers, procedures must be established as soon as possible. A task team must be appointed for this purpose.
- The department has no budgeting/takes funds from budgets earmarked for other purpose it is recommended that a budget be compiled for the purpose of appropriately utilizing available funds and stop disadvantaging other activities through misallocation of funds.

## **5.5 SUGGESTED FURTHER RESEARCH**

### **5.5.1 Introduction**

Further research is very important because the research findings indicate the need for further investigation to secure more information to answer questions which were not addressed by the current research questions, for example on

the poor management of the recruitment function as a whole. More evidence can be gathered to fully understand and confirm the nature of the challenge other departments are experiencing when outsourcing recruitment function. Further research may facilitate decision making whether to make changes on some sections of the DPSA policy or to maintain it as it is.

### **5.5.2 Challenges that are faced by other government departments who are outsourcing recruitment function and making use of the DPSA policy.**

Further research is required to establish whether the DPSA policy is regarded as an inadequate policy by other departments who are also using the same policy.

### **5.5.3 Processes and procedures that can be used to contribute to efficiency in monitoring the service providers**

A thorough study has to be conducted on what processes and procedures can be employed to effectively ensure that service providers perform according to specific standard requirements.

## **5.6. CONCLUSION**

The general indication is that the Department of Social Development requires a home grown policy to deal specifically with outsourcing of the recruitment function i.e. outsourcing recruitment policy. In an attempt to achieve this goal a draft policy was drafted and it is awaiting approval. The departmental public service administration is the policy that is being used at the moment. The majority respondents do not see it as an effective tool in addressing the outsourcing problem. The availability of money to hire service providers enables the department of social development to make use of service providers. it is used as a strategy to cope with the problems of backlogs and a lack of skilled workers, for example. The other

reasons for outsourcing the recruitment function include too much workload, thus there is a shortage of outsourcing recruitment staff to handle it.

Due to a lack of process control for the service providers the problem of the department to fill vacant positions on time as required is only partially fulfilled due to the poor performance of some service providers, namely their failure to see the process through from beginning to end in a proper manner.

The department however, exercises a measure of control by dismissing poor performers.

The recruitment function of the Department of Social Development can be managed far more effectively, provided it takes heed of the recommendations made in this study.

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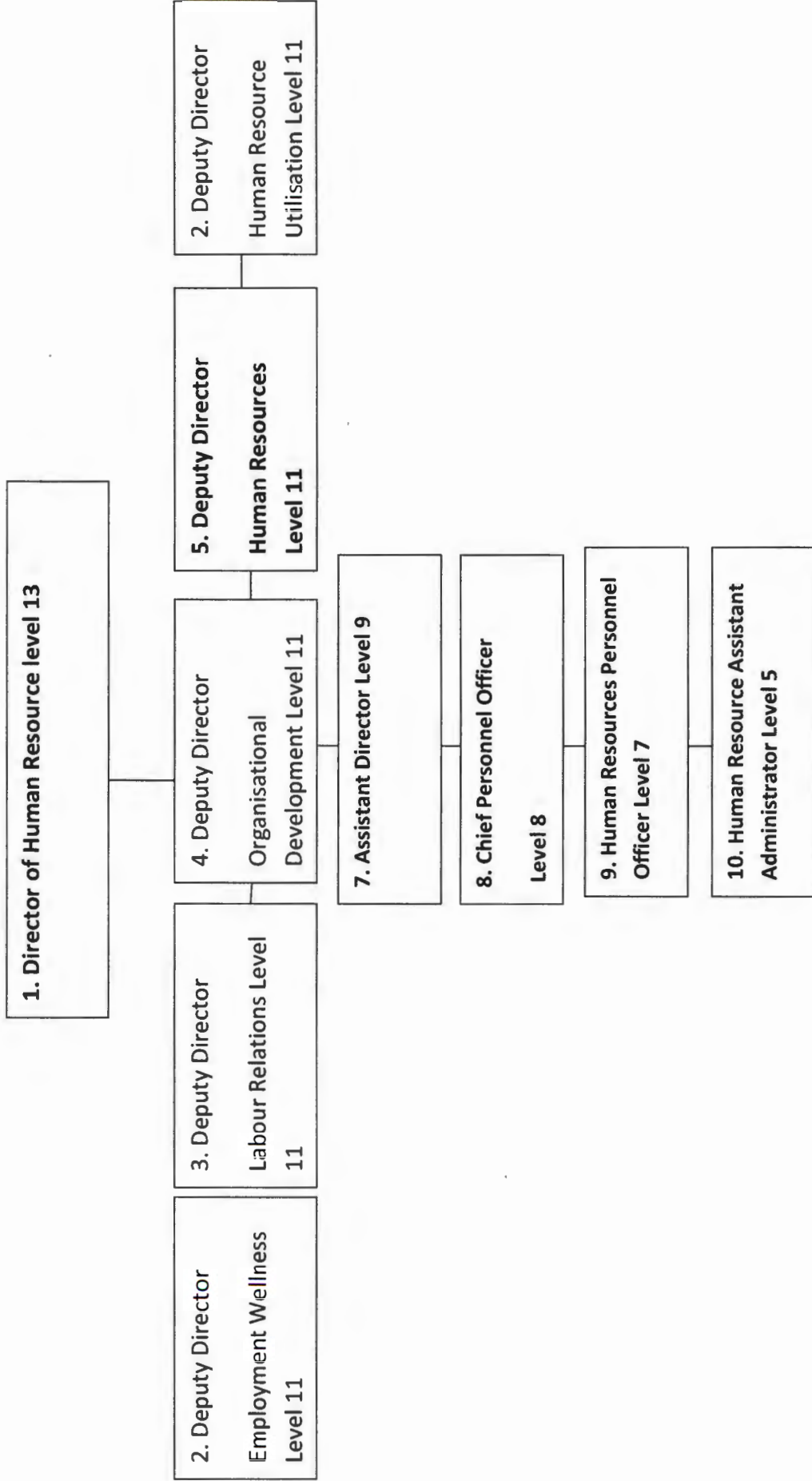
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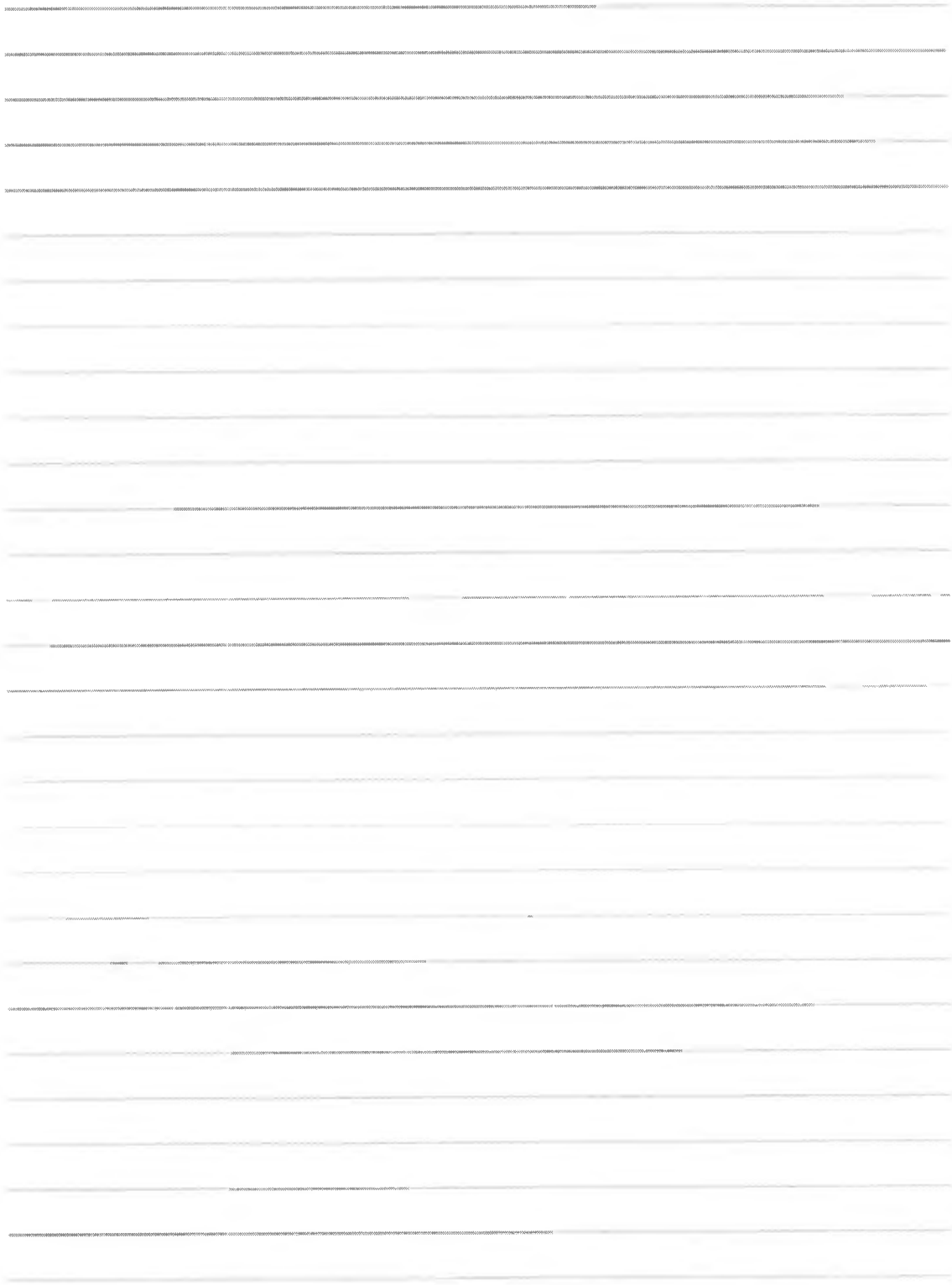
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Annexure



**Human Resources Organogram for Department of Social Development (HR Department Structure (2007)**

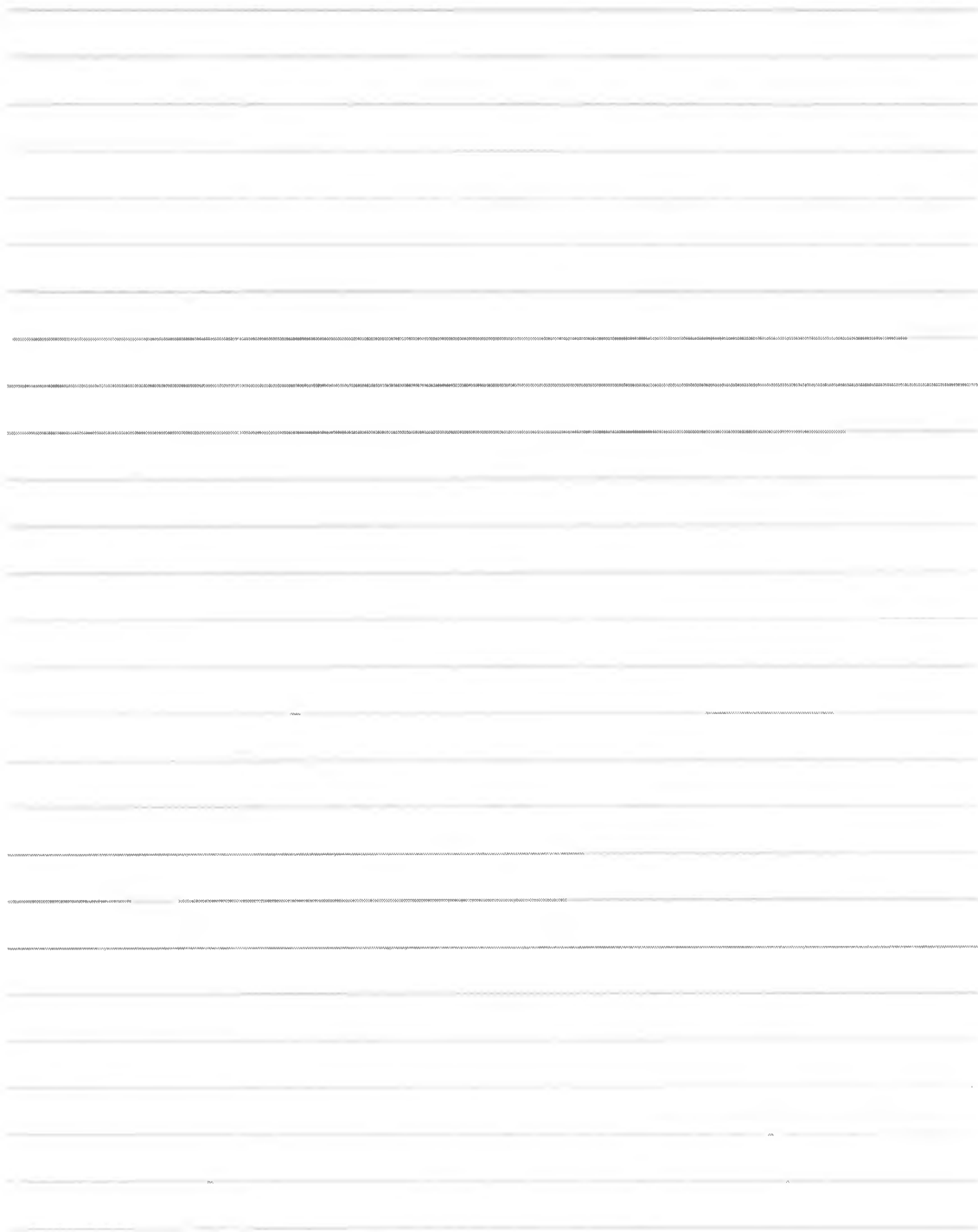














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