

**HUMAN RESOURCE SELECTION PROCESS AT AN ENERGY- GENERATING
ORGANISATION**

by

MASERAME SARAH MOKOENA

Submitted in the fulfilment of requirements for the degree

Master of Business Administration

at the

UNIVERSITY OF THE FREE STATE BUSINESS SCHOOL

FACULTY OF MANAGEMENT SCIENCES

BLOEMFONTEIN

Supervisor: Mr. Lyle Markham

Date: November 2023

DECLARATION

I, Maserame Sarah Mokoena (Student number: 2021144791), declare that the thesis that I hereby submit for the Master's Degree in Business Administration at the University of the Free State Business School is my original work, and the intellectual property of the authors cited in this product was not compromised. I hereby declare that the copyright of this work is vested to the University of the Free State.

Date: November 2023

ACKNOWLEDGEMENT

My sincere gratitude goes to the Almighty God for the guidance, strength and wisdom he bestowed upon me to accomplish this research project. This journey was made successful through the aid of significant persons who gave their enormous support and contribution to the study.

To my parents: Maletsatsi and Babane, thank you for your unwavering support, encouragement and prayers. The love and patience you showed, gave me the space I needed to see this to the finish line.

To my sisters: Kgarebe and Puleng, thank you for being tolerant and understanding for the times I wasn't giving you attention. The journey was daunting at times but your calls, prayers and messages gave me the strength to hold on.

To my research Supervisor, Mr. Lyle Markham: Thank you for supervising me in writing this thesis. Thank you for sharing your knowledge. Your guidance, patience and optimistic nature inspired me to continuously strive to do better.

To my relatives, friends, colleagues, and participants, thank you for your time, contributions and willingness to share your experiences. This work would not have been possible without your participation.

ABSTRACT

This research study looked at the human resource selection process within the energy-generating organisation. The focus was to ensure that the right people are placed in the right positions and possess the essential educational qualifications, competencies and abilities to carry out their duties in a proper manner. Human resource selection is crucial as the success of the business is dependent on whether the selection of personnel was made in an appropriate manner. While in the selection process, the participants are required to go through various stages to enable them to be adequately vetted for the role, it is equally important to ensure that there is no impartiality in the process.

The study aimed to assess the challenges impacting an effective human resource selection process. It also focused on the advantages of optimising the interview process and simplifying tasks. This study investigated employees' observations of the selection process within the energy-generating organisation and the effectiveness in selecting, appointing and retaining the right skills. A qualitative research method was used to collect and analyse data.

Using a semi-structured interview method, the researcher obtained information from the participants who are experts in their areas and have been involved in human resource selection to understand what is required to improve the process in the energy-generating organisation. The data was collected using open-ended questions. This type of interview was meant to cover all areas of concern and give participants a chance to give their input and express their thoughts and opinions on what they consider important in the selection process.

The findings from this study will contribute to the existing literature and assist in developing and implementing selection strategies and automation of the human

resource selection process where agility can be utilised to seamlessly mirror manual time-consuming tasks.

Key Words: effective selection process, selection strategies, vetting process, agility, impartiality, energy-generating organisation

Table of Contents

CHAPTER 1. BACKGROUND	11
1.1. Introduction	11
1.2 Background	12
1.3. The Problem Statement	18
1.4 Research questions	19
1.5 Primary and Secondary Research Objectives.....	20
1.7 Research Methodology.....	20
1.7.1 Research design	21
1.7.2 Qualitative method	21
1.7.3 Research paradigm	22
1.7.4 Interpretive (Post-positivistic)	22
1.7.5 Sampling.....	22
1.7.6 Sample	23
1.7.8 Sampling strategy	23
1.7.9 Sampling method	24
1.8 Purposive sampling	24
1.8.1 Expert sampling	24
1.8.2 Data Collection Method	24
1.8.3. Semi-structured interview	25
1.8.4 Preparing for the interview	25
1.8.5 Interview questions.....	26
1.8.6 Ethical Considerations	26
1.8.7 Permission obtained	26
1.8.8 Informed consent	27
1.8.9 Voluntary participation	27
1.9 Confidentiality and anonymity	27
1.9.1 No harm	28
1.9.2 The rigour of the research.....	28
1.9.3 Credibility	28
1.9.4 Confirmability	28
1.9.5 Transferability	29
1.9.6 Dependability.....	29
1.10 Demarcation of Study	29
1.11 Chapter Layout.....	30
1.12 Conclusion	30
CHAPTER 2: Preliminary Literature Review	31
2.1 Introduction	31
2.1.1 Definitions of selection	31
2.1.2 The Importance of Human Resource Selection	33
2.1.3 Paradigms for selection.....	34

2.1.4 Theories Related to Selection	36
2.1.5 The Person-Organisation (P-O) Fit.....	37
2.1.6 Person-Job (P-J) Theory.....	38
2.1.7 Iceberg Theory of Human Resource Selection	39
2.1.8 Human Resource Selection Process	40
2.1.9 Factors influencing the selection process	43
2.2 Methods that influence the human resource selection process.....	45
2.2.1 Challenges affecting the human resource selection process.....	47
2.2.3 How to enhance and expedite the human resource selection process.....	49
2.2.4 Conclusion.....	50
CHAPTER 3: Research Methodology	51
3.1 Introduction	51
3.1.1 Research Methodology	51
3.1.2 Research paradigm	51
3.1.3 Interpretive (Post-positivistic).....	52
3.2 Research design	52
3.2.1 Qualitative research design.....	53
3.3 Sampling Strategy.....	54
3.3.1 Sample	54
3.3.2 Sampling method	55
3.3.3 Purposive sampling	55
3.4 Data Collection Method	57
3.4.1 Semi-structured interviews	58
3.4.2 Preparing for the interview	58
3.4.3 Inclusion Criteria.....	59
3.5 Data Analysis.....	61
3.6 Ethical Considerations	61
3.6.1 Permission obtained	62
3.6.2 Informed consent	62
3.6.3 Voluntary participation	63
3.6.4 Confidentiality	63
3.6.5 No harm	64
3.7 The rigour of the research	64
3.7.1 Credibility	64
3.7.2 Confirmability	65
3.7.3 Transferability	65
3.7.4 Dependability.....	66
3.7.5 Conclusion	66
CHAPTER 4: Analysis and Interpretation of Data.....	67
4.1 Introduction	67
4.1.3 Analysis and Interpretation of the Results	69
4.2 Summary of the results	80
4.3 Conclusion	84

CHAPTER 5: Conclusions and recommendations	86
5.1 Introduction	86
5.2 Research Objectives	86
5.2.1. Primary research objective.....	86
5.2.2. Secondary objectives	86
5.3 Results of the study	87
5.3.1 Main findings	87
5.4 Summary of Recommendations.....	88
5.4.1 Training.....	88
5.4.2 Shortlists	88
5.4.3 Interviews	88
5.4.4 Verification of qualifications	89
5.4.5 Release Agreement.....	89
5.4.6 Rejection of Offer Letters	89
5.4.7 Recommendations for Future Studies.....	90
5.5 Conclusion	90
Bibliography	91

List of Tables

Table 1.....	60
Table 2.....	67

List of Figures

Figure 1.....	38
Figure 2.....	39
Figure 3.....	40
Figure 4.....	42

**TITLE: HUMAN RESOURCE SELECTION PROCESS AT AN ENERGY
GENERATING ORGANISATION.**

CHAPTER 1. BACKGROUND AND CONTEXTUALISATION

1.1. Introduction

According to Onyeaghala and Hyacinth (2016), adhering to a selection process is crucial for organisational effectiveness, and the lack of success in drawing closer to this role successfully will bring about the choice of wrong and underachieving employees, which will lead to low efficiency. Recruiting an applicant who does not fit into a certain job or fit the culture of the organisation could cause punitive disputes, problems, nonattendance, fraud, high labour turnover, incapacity to manage new encounters or fluctuations, non-competitiveness, poor quality production, waste of organisation's money, time and other valuable resources. The selection process is important because hiring a suitable applicant can increase organisational performance.

Kumar and Gupta (2014) suggest that employees with the right skills will do a better job for any business and the owner. Employees without these mandatory skills or who are abrasive would not perform efficiently, and the organisational performance will suffer to a great extent. Recruiting and appointing employees is costly; thus, considering the cost-utility proportion is crucial in selecting the right personnel to circumvent spending money and treasured possessions. The selection process enables an opportunity and period to eliminate unwanted applicants and select the top and suitable applicants that can positively affect organisational success.

Kapur (2020) added that in the appropriate selection process, it is imperative to ensure that the applicant can execute their obligations according to the job requirements. The organisation needs well-equipped human resources that implement selection processes to enable efficiency. Furthermore, they must enhance their knowledge, competencies and skills by utilising innovative practices in applying roles and duties. An organised selection interview process enables the applicant and the hiring manager to go through the employee selection process effortlessly and attain anticipated outcomes (Rozario, Venkatraman and Abbas, 2019).

1.2 Background

Selection is among the main functions and an integral first step towards building the organisation's competitive strength and strategic advantage. By striking ethical consciousness in company hiring procedures, businesses can support themselves by executing precautions to reduce somewhat detrimental deeds or inaction that can negatively influence the business or applicant through the employment process (Roberts, 2016). Lloyd, Tritt, and Vengrouskie (2019) argued that organisations' and managers' roles are to conform to regulatory and internal employment operations. Organisations must have a selection process that adheres to the legal framework and ethical responsibilities associated with employment and hiring practices. Its personnel's ethical standards largely establish the organisation's reputation and accomplishment. Therefore, for the survival of the business, it is imperative to operate the business with morally inclined persons.

The selection process has seen improvements in the effectiveness and efficiency brought about by the use of technology. Various forms of technology are used to assess applicant's knowledge, skills, abilities and characteristics that match the job's requirements (Bowe, Bug, Han, Abraham, & Tessema, 2020). Technology-based selection offers a strong competitive advantage. The business can be disadvantaged without an agile way of incorporating HR technology (Phillips, 2020; SHRM, 2016). It is imperative to evolve with the times yet ensure that with the use of technology, the selection process of engineers is not compromised.

The engineering industry is one of the key measures on which the economy of the world is dependent as it uses inventiveness to plan solutions to the world's challenges and support shaping the future. Engineers are accountable for the greatest vital developments in biomedicine and have occupied a main part in constructing structures everywhere, from infrastructures to utility systems. Engineers also play a part in expanding the nutrition one consumes and the growth of innovative resources, such as unconventional foams and glazes for manufacturing. With half the world living in deficiency and millions of society deprived of adequate nourishment or hygiene, engineering continues to have an important role to play in aiding countries to develop across the world.

According to Cebr (2015), engineers have largely occupied a very important position in universal economic growth and the abolition of deficiency. The improvement of an organisation often acts as a compound for reducing the influence of aspects delaying growth. It equally reinforces the impact of those aspects that can speed up the growth process, such as advanced transport associations that contribute to advancement in employment, improve the projections for admission to education and inspire work agility. Investment in telecommunications systems, allowing access to data, cyberspace and mobile telephony, also plays a key role in financial growth.

Engineering skills are in high demand globally, not just for engineering-specific roles. Other industries, such as financial services, have a high regard for engineers' problem-solving skills. Thus, this study explored the existing levels of engineering human capital as well as the number of people studying and graduating in engineering. Cebr (2015) highlighted that there are likely to be differences in how engineers contribute to the economy, depending on the specifics of their education and experience. Those with a professional qualification are more likely to add value through breakthroughs in research, development and innovation, helping economies to grow and develop, while technicians are relied upon to faithfully keep systems and processes running, thus literally keeping the wheels of their nation rolling.

South Africa is not the first African state suffering from a scarcity of engineers. A study by the Royal Academy of Engineering (2013) found a lack of engineers in Rwanda, Mozambique, Malawi and Tanzania and a deficiency of information in numerous states. In addition, the study found notable levels of unemployment among engineering graduates, suggesting that these deficiencies may go past the issue of supply. An excessive number of remaining literature interrogates the value of engineering degrees from some colleges, signifying that graduates do not have the right experience and skills to protect engineering employment. It was highlighted that TVET engineering qualification is undervalued and doesn't guarantee employment. In other instances qualifications counts more than experience however engineering students can only thrive due to multiple dimensions of adaption, growth, success and synergistic competencies that should ideally be studied together to manage constant

changing internal and external factors within the broader engineering education system (Gesun, Major, Berger, Godwin, Jensen, Jen & Froiland, 2021).

According to Zwane (2019), skills shortages in South Africa have been widely seen as a major obstacle to achieving targeted economic growth. An effort to equalise the effect of the skills shortages in South Africa has led to the government publication of such skills to encourage skills development in the identified areas. The significance of human capital in any production process cannot be disregarded. Increasingly, international competition has made countries, especially developing countries that face skills scarcities, to address the demand and supply of goods and services. The difficulties related to skills shortages often make media headlines and remain a challenge for employers, union bodies and governments.

Due to the loss of skilled employees and scarce skills shortage, the energy-generating organisation intends to rehire retired engineers. The plan is to assess the skills and experience of retired engineers and place them at the power stations to ensure that there is a transfer of skills and that operations are run successfully (Eskom, 2020). Some engineers left the organisation due to a lack of career prospects due to delays in selection processes. Delays in the selection process have caused a decrease in morale and increase in resignations of engineers who are prepared to resign without alternative employment.(Eskom, 2022).

The evolving market of today necessitates a quick and effective response. In order to be highly competitive, organisational leaders recognise that the business's success is determined by effective selection processes (Onyeaghala & Hyacinth, 2016). Selection is a method of selecting a suitable candidate from a set of interviewees to fill the position by matching the skill to a job. It includes screening, eliminating unsuitable applicants, conducting tests and interviews, checking references, and psychometric and medical assessments. The selection of human resources has seen apparent changes in the initial stages of screening and selection, where technology has come closer to substituting human intervention. According to Liu, Liu and Chu (2019), choosing employees with principles or values that equal those of the employer

can solve or minimise organisational problems precisely in cases where activities are non-routine or unpredictable, as neither behaviour nor outcome can be sufficiently examined.

Interview scores have previously been used to be a determining factor in the candidate's interview performance. David, Sydnie, Alison and Steven (2017) highlighted the importance of recognising that interview scores do not signify a measure of on-the-job performance and should not be understood as such. Some fascinating assumptions were grasped in a review of 255 consultants in recruitment sections (48% men and 52% women), predominantly workers in large British businesses, concerning ways of evaluating applicants. Outcomes specify that the experts who find qualified applicants viewed the work illustrations (13.6%), assessment centre (14.9%), and cognitive tests (13.9%) as the utmost exact techniques of staff selection (Kuchciak & Grobelny 2020:142). Therefore, the labour market necessitates that as much as applicants must be recognised and interviewed, their specialised capabilities should be tested using appropriate employee selection techniques.

Africa has seen growth in the technological sector, which creates an opportunity to use selection processes to develop youth. Due to challenges experienced in the selection processes, Umuzi Academy, one of the South African skills training facilities, embarked on forming partnerships with South African employers to minimise chances of anxiety among youth. Their role is to make a competitive selection of learners. Those invited to complete aptitude tests and are selected attend a remote selection boot camp. However, unsuccessful candidates receive a certificate of attendance. This confirms the strategic advantage of selection processes and their global impact on a global scale (Umuzi Academy, 2021).

One of the employee selection objectives is to find suitable applicants for the job, provide a sustainable workforce, and bring performance value to the business. The contribution from employing suitable candidates benefits South African people's quality of life and the organisations and economy at large. Failure to select suitable candidates can negatively affect business performance and costs if selection stages

are not properly executed. Non-adherence to the correct selection processes can hinder growth and discourage employees from applying. As a result, the business can lose quality employees to other departments, divisions or external companies (Eskom, 2021).

Energy-generating organisations are mandated to produce electricity for South African households and neighbouring African countries. The objectives of the company cannot be attained if suitable people are not identified and placed in the right positions. The company must manage different projects for the organisation; however, some projects failed to take off, have been discontinued, or took too long to finish because of delays in selection processes. Employee selection challenges are not new to energy-generation organisations' engineering departments (Eskom, 2021).

These challenges can negatively impact how the candidates view the process. If leadership does not take corrective measures to address the challenges, the processes will always be compromised. Loss of interest from the applicants due to delays can cause anxiety and affect their performance. Inadequacies in making the right selection decisions can be detrimental to the company's image; thus, it is imperative to use correct selection processes and methods to increase organisational growth and create revenue for the business.

Due to the nature of the energy-generating organisation's business, the company used to source engineers from foreign nations to have the best candidates. Selection methods used were integrity and vetting assessments such as qualifications and reference checks, which took longer than a month as all the relevant processes had to be followed to ensure that the candidate's qualifications and experience were authentic and candidates had valid work permits. That created a gap and loss of best skill because when the energy-generating organisation concluded the process and decided to extend an offer, the candidates would decline because they would have received another opportunity elsewhere. The implications of waiting for energy-generating organisations to start considering the second-best candidate take a toll on

internal applicants as they often feel like they are not good enough or not successful for the position they were interviewed for. Another contributing factor that causes delay is disputes lodged by aggrieved applicants because of possible alleged misconduct during selection processes. As a result, projects are put on hold until the matter is resolved (Eskom, 2021).

Unethical behaviour from the panel members during the interview or other selection processes has played a role in some projects being discontinued or taking longer than they should have. Ultimately, that negatively impacts HR service level agreements and creates mistrust amongst applicants and HR practitioners. Using too many similar assessment tools at the energy-generating organisation to assess different competencies also hinders the chances of projects being completed on time. Using an inflexible system to shortlist candidates forces HR practitioners to spend more time on one specific selection stage, hampering the ability to meet deadlines. According to Eskom (2021), the selection process involves the receiving and releasing manager engaging and agreeing on when they are willing to release the candidate to commence in their new role, which impacts projects.

This process is used to allow the successful candidate to hand over their projects; however, at the same time, depending on the current workload that the applicant has, a manager can decide that the candidate will only start in their new role within two to three months after the interview. That creates problems for the recruiting manager and the successful candidate. Although applicants' capabilities are not the same, the engineering field is considered a critical skill locally and abroad; thus, due to the challenges mentioned, some engineers leave their respective departments to join other Eskom divisions, departments, or companies. Internal reports have shown that these are the challenges that Eskom is experiencing (Eskom, 2020).

The selection process at energy-generating organisations lags when both receiving and releasing managers have to engage to decide when exactly they are willing to release the applicant to start in their new role. The process can take up to three

months, leaving the applicant uncertain about the interview's outcome. The other challenge is that the process does not allow the applicant to be informed that they were the successful candidate until they receive an offer letter; thus, the feeling of not knowing while waiting to get feedback demoralises employees (Eskom, 2022). The problem is that selection is impeded because of the energy-generation organisation processes in place and the lack of decision-making by recruiting managers.

1.3. The Problem Statement

A delay in the selection process causes anxiety among employees. Anxiety can be both impetus-related or universal in nature. It dispenses dissimilar customs comprising anxious reactions, apprehension, and bouts of fear. According to the state trait-anxiety model, individual exposure to acute anxiety reactions partially varies on the level of trait-anxiety. One type of state-anxiety is job-anxiety. Job-anxiety is an impetus-bound anxiety (i.e., it is linked to and results from when at work or when thinking about work) (Muschalla, Heldmann, Fay, 2013). Loss of interest in the organisation can be because of selection process delays, leading to employees having no interest in partaking in their daily work activities. The anxiety can also be caused by the feeling of being anxious and not knowing what is to come with regard to the selection process; thus, it may affect their performance. The relationship with the recruiting managers can also be affected by how the employees perceive the selection process, creating an unhealthy environment that may make employees unhappy.

Employees' loyalty will also be unstable because they will be feeling uncertain about the process and not focused, which will show in their performance. The additional core network through which employee mental health may affect workplace performance is over-reduced labour output without absence or presenteeism (Jones, Latreille, Sloane 2016). The anxiety amongst employees' experience does not only affect them but the organisation as a whole because the value being added to the business is not as effective as it should be. Anxious employees may end up making decisions based on their anxiety. The increasing rate of anxiety and loss of interest amongst engineers at energy-generating organisations may impede the organisation's employee selection

mission and organisational objectives. Discontinued projects can negatively impact or potentially harm the company's reputation. Taking too long to appoint successful candidates may cost the company because resources would have been used, yet appointments are not made. Low morale has been identified as one factor that can potentially force employees out of their departments or company because of indecisiveness in selection processes.

According to Eskom (2019), productivity amongst applicants interested in advancing their careers decreased, creating mistrust between employees and HR process owners. The business will suffer financially, and the consequences of leaving projects unattended for too long can affect employee and organisational performance. Candidates with critical skills can leave the company for its competitors.

Failing to adhere to the correct and ethical selection process can hinder the energy-generating organisation from retaining the best candidates. Poor or too many selection methods can also contribute to losing the best candidates. The process of selecting the best candidate who meets the inherent requirements of the job does not benefit the candidate only; however, their performance can contribute positively towards the department, division and organisational goals, which will boost the economy. A slow selection process can leave an impression that HR practitioners do not consider the emotional impact it has on the applicants. Those who are actively in the market and are exceptionally skilled will be left feeling that if the process can take that long, it is the energy-generating organisation's culture. The recruiting manager and the HR practitioner's relationships can be strained due to the challenges encountered during selection (Eskom, 2020).

1.4. Research questions

- What is human resource selection?
- What are the challenges encountered with the current selection process at the energy-generating organisation?
- How can the human resource selection process be advanced?

- What process can be used to expedite the selection process?

1.5 Primary and Secondary Research Objectives

1.5.1 Primary research objective

To analyse the selection process at an energy-generating organisation.

1.6 Secondary objectives

- To provide an overview of the selection process.
- To identify challenges experienced during the selection process at an energy-generating organisation.
- To determine ways of advancing the selection process at an energy-generating organisation.
- To assess how the selection process can be expedited at an energy-generating organisation.

1.7 Research Methodology

Research methodology is a universal research strategy which profiles the mode in which the study must be conducted. A system of theories and logical expectations drives an understanding of the research questions to reinforce the best research techniques (Melnikovas, Lithuania & Žemaitis, 2018). For research to achieve its desired outcome, it is imperative to choose research methods appropriate for the type of research conducted.

1.7.1 Research design

Exploratory research was used for this study. It is a study undertaken with the intention to discover an unfamiliar problem or consider the possibilities of undertaking a particular research study. Exploratory research is characterised by its flexibility to formulate problems more precisely, gather explanations and eliminate impractical ideas (Swaraj, 2019). According to Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt, and Wagner (2019), a research design stipulates a structure for gathering and exploring information. It is an idea upon an image of the researcher's mind. The research design always determines the types of study that are to be done to obtain the desired outcomes. Formulating an appropriate research design is a meaningful and crucial factor for conducting research (Chivanga, 2018).

1.7.2 Qualitative method

The qualitative method seeks to view and interpret the events and their environment (Bryman et al., 2019). It is used to measure or rather understand at a deeper level the topic. According to Jameel, Shaheen and Majid (2018), the qualitative method seeks to answer the why and how of phenomena instead of what and how much. The method used was chosen to comprehend why and how the selection process at energy-generating organisations may impact the long-term well-being and career development of engineers. It was also to contextualise the results of the trials by considering multiple factors that influence selection effectiveness. The qualitative method aims not to make a broad generalisation about everyone in the population but to gain an understanding of political and economic interests that notify organisational actions to improve chances of changing them. Creswell (2007) details the characteristics of qualitative research and its integral role. They are a unit of study where one or more individuals are studied. They focus on exploring the life and experience of an individual. It analyses data collected from interviews for stories through the description of culture sharing and develops a narrative about data collected.

1.7.3 Research paradigm

The paradigm defines a researcher's rational positioning, the consequences of the choice of methodology and method, and every decision made in the research process (Kivunja and Kuyini, 2017). According to Bryman et al. (2019), a paradigm is a group of views and commands in which scientists in a particular discipline impact how to conduct the research, interpret the results and what studies should be done. This study used an interpretive paradigm.

1.7.4 Interpretive (Post-positivistic)

The interpretive (post-positivistic) paradigm implies that the Social Sciences subject matter, society and their associations are changed from the natural resources. It is subjective and believes in socially created multiple realities (Rehman and Alharthi 2016). Interpretivism opposes any permanent, unwavering standards by which the truth can be generally known. The perception is that truth and reality are created, not revealed. This was the most appropriate design for this research because it uses systems that produce qualitative information, such as open-ended interviews with degrees of structure change. It values how people feel, say, what they do, and how they perceive the occurrences being investigated. Interpretivism is regarded as thorough in nature; thus, it investigates real-life situations. As a result, research is bound to be valid and close to the truth. It also builds relationships with participants.

1.7.5 Sampling

Sampling entails defining a group of people taken from a larger population for measurement (Bryman et al., 2019). The sample size comprised engineering managers, senior advisors, engineers, and HR practitioners. These individuals possessed the knowledge, qualifications, experience and information related to Engineering and Human Resources. They were most relevant for this research. The

Project Management department was the department in which selection was problematic. Engineers are dealing with many projects, and the number of resources the departments have results in employee anxiety and low morale due to delays caused by the selection process. Some engineers have left the organisation to explore better opportunities to minimise stress levels.

1.7.6 Sample

A sample is a numerical illustration of the population of interest that is large enough to answer the research questions. The purpose is for an investigation to be conducted on the people selected (Bryman et al., 2019). The method of selection for the sampling was based on non-probability. Considerations during the selection of the sample were determined by the number of years in which the participant has worked and the position they held. The notion was that people who have worked in the company for a long period were prone to provide relevant information as opposed to new employees (Chivanga & Monyai, 2021). The sample number was 15, and the remaining five would replace people not interested in participating.

1.7.8 Sampling strategy

A sampling strategy refers to a process of electing a percentage of the population in a research area that will represent the entire population. The method of selection for this research was based on non-probability. Non-probability sampling implies that certain elements in the population are more likely to be ideal than others (Bryman et al., 2019). The non-probability sampling method frequently includes judgement. Instead of randomisation, participants were chosen because they were easy to contact. Whilst the results of this process generally relate to the study group, it may be mistaken to spread beyond the outcomes of the specific model. This method of sampling is regarded as rarely expensive and complex and not difficult to attempt compared to its counterparts (Showkat & Parveen, 2017).

1.7.9 Sampling method

A researcher must select the right sampling method to answer the research questions (Taherdoost, 2016). An appropriate sampling method to be used for this research was purposive sampling.

1.8 Purposive sampling

According to Bryman et al. (2019), purposive sampling cannot generalise the people. It is a preselected criterion related to the research hypothesis to determine the participants for research. The intention of using purposive sampling is to ensure that the selected participants are relevant to the research questions. The type of purposive sampling for this research was expert sampling.

1.8.1 Expert sampling

According to Etikan and Bala (2017), expert sampling seeks the permission of persons recognised as experts in the area of study and data are gathered directly from a group of participants or individuals. The purpose of using expert sampling was to have an enhanced method of creating interpretations of persons who are experts in a certain area. It includes a sample collection of participants that can be displayed using their experience. It is similarly utilised in offering authorisation of legitimacy to another style of selection sampling.

1.8.2 Data Collection Method

Data collection is a method of gathering evidence from various applicable sources to answer and examine research questions. The method to be used to collect data for this research was interviews. An interview was the most suitable methodology to use

based on the question and whether the interview should be complemented with other methods (Young et al., 2017). Different types of interviews can be used for data collection. However, semi-structured interviews were the most appropriate for this research.

1.8.3. Semi-structured interview

The semi-structured interview covers an inclusive choice of frameworks where the interviewer has a structure of interrogations on an interview schedule. It allows the researcher to diverge the order of questioning. It was the appropriate data collection method for the research because it allowed the researcher to contrast the sequence of questions and probe to obtain a deeper understanding of the interviewee's responses (Bryman et al., 2021). The process is flexible and allows the researcher to paraphrase the questions and analyse the interview records using content analysis. Another advantage of using this kind of data collection method is exploring the interviewee's thoughts, feelings, and beliefs about the topic. Interviews for this method can be planned in advance.

1.8.4 Preparing for the interview

The interview was set up in a safe, conducive place and did not have distractions so that both the researcher and participant could give their full attention. The participant was informed that 45 to 60 minutes would be allocated for the interview. A consent form was received a few days before the interview day, assuring participants that the researcher adhered to ethical principles. A researcher must listen attentively to the participant during the interview without interrupting. A schedule with a list of questions was used to conduct interviews. The location of the interview has an impact on how the participant will feel and behave (2019, na).

1.8.5 Interview questions

A list of questions in the form of an interview guide was used to conduct interviews. According to Bryman et al. (2021), an interview guide is a list of memory reminders of the extent to which an unstructured interview for a semi-structured interview should be covered. The questions raised during the interview were open-ended, enabling the participant to give accurate information. The questions were understandable, clear and related to the topic. The interview entailed indirect, interpreting, and specifying questions, which were recorded. The first few questions ensured that the participant felt comfortable. The questions allowed the participants to delve deeper into the topic if needed, as well as allowed the researcher to probe.

1.8.6 Ethical Considerations

According to Chivanga and Monyai (2021), ethical considerations empower researchers to maintain the ethical morals of specialised research in the Social Sciences. It refrains people from engaging in malicious behaviour. Researchers must acquaint themselves with the guiding principle of ethical research behaviour. This ensures that the research participant's dignity and well-being are maintained. Ethical considerations crucial in conducting a research study are obtaining permission, voluntary participation, confidentiality and anonymity, informed consent, and no harm to participants.

1.8.7 Permission obtained

Permission obtained defines a process of obtaining permission from the participant to access information or research sites. It is a relationship between the researcher and the participant (Bryman et al., 2021). Permission for this research was obtained from the energy-generating organisation's General Manager: Research Testing and Development. The researchers utilised the information while remaining cautious not

to substitute information. The researcher must be given authority by the company or participants to conduct research about certain subjects. This will enable the researcher to know which information to share and not to share with the audience.

1.8.8 Informed consent

According to Manandhar and Joshi (2020), informed consent is a research process of data interchange between the researcher and participants of the research. It ensures that the participant understands the research and its risks. Participants should give consent on how their information will be used (Young et al., 2018). It should be in a language that participants understand and not be forced. A researcher should ensure that the consent form states the right for a participant to refuse to partake or withdraw should they have any apprehensions about using their information.

1.8.9 Voluntary participation

According to Bryman et al. (2021), voluntary participation is a process where participants voluntarily consent to participate in the research. The participant makes their own choice, knowing the possible risks. It is imperative to ensure that the data provided to the participant is accurate and that no deception is involved. The researcher provided the participants with the interview method used, remaining transparent during the process to permit them to make conscious choices. A consent form was sent to the participants; no participant was coerced into participating.

1.9 Confidentiality and anonymity

According to Weinbaum, Landree, Blumenthal, Piquado, and Gutierrez (2019), confidentiality refers to the participant's agreement and understanding of how distinguishable information will be kept and shared. It is an addition to the concept of privacy. It is crucial to note which information is valuable and should be disclosed or

not about the participant (Bryman et al., 2019). It is imperative to safeguard and conceal the participants' identities, especially if they do not want their identities to be disclosed to the audience of the study.

1.9.1 No harm

For Bryman et al. (2019), no harm means no physical harm or harm to self-regard or growth, prompting subjects to perform inexcusable acts. Harm refers to an act of hurting someone intentionally or unintentionally. The researcher must ensure that participation and the research results will not harm the participants. The researcher provided the participants with the objective and nature of the research; thus, participants could make a knowledgeable decision whether to participate or not.

1.9.2 The rigour of the research

1.9.3 Credibility

Johnson, Adkins and Chauvin (2019) explained that credibility clarifies how the researcher confirms and reports to the reader, indicating that the outcomes precisely characterise what was studied. It comprises the value of a reliable report because it was executed according to the doctrines of good practice and presented to the persons studied to confirm that the researcher had accurately understood their social world. It matches internal validity (Bryman et al., 2019).

1.9.4 Confirmability

Bryman et al. (2019) maintained that confirmability ensures that while knowing that complete impartiality is impossible in business research, the researcher can unknowingly endorse personal values or theoretic preferences to skew the research.

The researcher communicates to the reader that the findings are based on and reflect the information collected from the participants and not the interpretations or partiality of the researcher (Johnson et al., 2019). One of the four criteria of trustworthiness is objectivity.

1.9.5 Transferability

Johnson et al. (2019) argued that transferability provides detailed contextual evidence so readers can resolve whether the outcomes are valid to their conditions. It is also the quality of the report that its outcomes can be applied to other contexts and milieux. Transferability equals external validity (Bryman et al., 2019).

1.9.6 Dependability

According to Bryman et al. (2019), dependability reflects the reliability of research, which relies on whether the researcher followed good practical procedures. It describes the study process in detail so that the work can be repeated (Johnson et al., 2019). This includes keeping comprehensive records and evaluating the degree to which theoretical implications can be acceptable. Dependability is similar to reliability.

1.10 Demarcation of Study

This study concerned HR selection processes at an energy-generating organisation. The study will be done at Eskom. The participants included engineering managers, senior advisors, engineers and HR practitioners. The field of study involved Human Resource Management.

1.11 Chapter Layout

Chapter 1 provided the background for the study, with Chapter 2 comprising the literature review. The research methodology will be discussed in Chapter 3. Chapter 4 will provide a detailed discussion of the data analysis procedures and the interpretation of the gathered data. Chapter 5 will conclude the study with final remarks, recommendations and limitations.

1.12 Conclusion

The study aimed to develop the HR selection process to enhance the time spent in the selection processes at Eskom Megawatt Park. The benefit of resolving the problem was an effective and efficient human resource system, enabling the organisation to appoint the best candidates timeously. Not only will it boost employee morale, but productivity levels will also increase, and the organisation will meet its objectives. A relationship built of trust will be an outcome of the whole exercise as well as retaining employees with the best skills.

CHAPTER 2: Preliminary Literature Review

2.1 Introduction

It is fundamentally important to have suitable persons in the correct positions as they can play a substantial supportive part in the success of the business. Unsuitable people in incorrect places can result in the underperformance of a company. Employee performance increases when the company has an impartial selection process without a prejudiced merit-based system.

The HR selection process describes how people with the right qualifications are elected to occupy current or future positions. It is a methodical process of selecting which interviewees to hire (Lepak & Gowan, 2020). Typically, managers and supervisors will ultimately be responsible for employing people. However, Human Resource Management's role is to define and lead managers with the process. The purpose of selection is to eliminate unsuited applicants and proceed with the successful ones.

2.1.1 Definitions of selection

Mohammad (2020) described the selection process as the method that aims to hand-pick the best and most suitable contributor for the job, considering the circumstances necessary in this process and assuming the code of justice, equality, and equal opportunities for all applicants. The intention is for selection to be made based on merit, and there must be a type of shift when choosing an employee as the right person for the job. Selection is the method or process in which one or more company representatives interview a job applicant to enquire about his or her qualifications and discuss the available position (Picardi, 2020).

Torrington, Hall, Taylor, and Atkinson (2020) stated that selection is the process of choosing which interviewee should be selected for a job. The selection of potential employees can be inclined to many factors, such as working experiences, education, and communication skills. The organisation will select a suitable candidate that fits its company culture and the specific work position.

Employee selection is the process of selecting which participant of a candidate pool is most likely to act in a manner that will exceed or accomplish organisationally well-distinct system measurement of achievement, such as building and nurturing business-to-business relationships, averting corruption, selling products directly to consumers, caring for the sick and cultivating or persuade others to perform to the best of their ability (n.a, 2017).

Santos, Armanu, Setiawan, and Rofiq (2020) found that recruitment and selection practice is about employing and selecting the best people to meet the prerequisites of the job to sustain and advance the quality of service. Therefore, recruitment and selection practices are critical and occupy an integral part in the effective operations, performance and efficiency of a company (Harky, 2018).

Mohammad (2020) maintained that recruitment and selection practices are the process of choosing the most suitable person for the job, considering equal opportunities for all applicants, and that selection be based on value. An ethical organisation will determine the success of the business and ensure that its human resource selection process is fair and transparent and does not subject any applicant to mistreatment (Vilegas, Lloyd, Tritt & Vengrouski, 2019).

2.1.2 The Importance of Human Resource Selection

Identifying the most suitable applicant for the job is like searching for the sharpest needles in a pile of needles. Without a good selection process, the organisation is likely to get poked a few times. Understanding the important aspects of employee selection can contribute to improving the selection process by recommending developments for an efficient process appreciated by hiring members and applicants alike (Rozario, Venkatraman & Abbas, 2019).

Bondarouk, Parry and Furtmueller (2017) stated that the HR selection process impacts different factors from the organisational plan to the extent that it strives to succeed in an extremely competitive market. Selection of employees can be for permanent and non-permanent positions, where applicants will be regarded as fixed-term or third-party contractors. Fixed-term and third-party contractor positions are termed temporary positions with start and end dates. Before selecting and appointing a candidate for the job, all the boxes must be ticked regarding legislation requirements. Employment equity is one of the acts that should be explored and applied in the process.

Staffing practices in South Africa are guided and regulated by employment laws. Employment equity implementation can be attained through transparent and impartial selection processes. Booysen (2007), Horwitz and Jain (2011) and Olckers and van Zyl (2016) explained that from the time the South African government announced the EE rules, they had affected recruitment practices, policies and procedures in many businesses, predominantly in South Africa.

Employment Equity Bill (2020) reports that it pursues to modify the Employment Equity Act 1998 for the cause of ensuring impartial illustration of appropriately competent people from designated groups (Blacks, women and persons with disabilities) at all professional stages in the workforce. In the past, businesses used to implement selection measures that excluded people living with disabilities. As a result, the unemployment rate was quite high. The few designated groups considered for

positions were required to complete forms to declare their condition during the selection processes. However, the intention was to ensure that people living with disabilities are provided with a conducive environment to work in—similarly, the request posed as discrimination against those who seemed uncomfortable to declare their disability.

With recent developments, the Employment Equity Act Section (19) stated that policies regarding selection criteria and selection panels will ensure that fair and non-discriminatory selection procedures are implemented. The revision of employment application forms and employment contracts will be implemented to remove biased provisions and clauses. The Department of Community and Safety Report (2017) discovered that the majority of companies find selection procedures long and time-consuming. However, that will not hinder the correct process being followed. Instead, it will empower people living with disabilities to choose whether they want to disclose their disability or not.

2.1.3 Paradigms for selection

The process of selection has revealed patterns over the years. According to Punch (2005), a paradigm utilised in the Social Sciences signifies an established social world norm and what institutes appropriate systems and matters for inquiry. For Henry (1975), no term controls the perception of a field's distinctiveness and the varying dynamics of that identity more than the word "paradigm". With reference to the above-stated definition, the paradigms of selection stipulate an understanding of the attraction process of selecting those best suited for the available vacancies.

Liu and Fu (2019) found that the advancing trend in the new paradigm of HR selection in the digital age analyses the opportunities and challenges faced by Human Resource Management in the digital age and discusses the specific strategies for creating the new paradigm, such as precise selection of personnel. In the digital age, talents have become businesses' most important strategic resource and an important factor in

promoting their development. With the continuous development of IT, information technology has been used to manage some links such as hiring and training new employees.

According to Wuttaphan (2017), one of the selection paradigms is human capital, which shifted from an activity-based focus on input and formulating for repetitive mechanisms to an outcome-based focus on solution and complete execution such as outputs, cost-advantage, and business impact analysis. In a traditional view, human capital was apparently costly and needed to be lessened. However, it is currently a basis of wealth creation for the company. It employed existing data to measure human capital but now focuses on candidate data necessary for the organisation.

The psychometric paradigm is the outdated and well-reputable style to recruitment and selection (Schmitt & Chan, 1998). This pattern reflects recruitment and selection from the standpoint of the business and demonstrates how decent selection choices, such as choosing somebody who will achieve pre-eminence in the position, should be made. This method is used in the selection process to assess persons alongside the expertise and capabilities essential to perform optimally in the role. The paradigm is that of a coherent pronouncement process worked out by the company (Billsberry, 2007).

Gravili and Fait (2017) highlighted that the selection of human resources is becoming a unique and valuable process because nowadays, people live in a period of environmental complexity, social change, raging markets and systems that transfer organisations from real to virtual and from virtual to real when companies no longer feel the restriction of time and place but the extent of a reality that has no communication constraints.

2.1.4 Theories Related to Selection

The next section focuses on the different theories related to selection, including human capital theory. The value of human capital theory is widely accepted in order to increase organisational performance. An organisation relies on employees' skills, knowledge, and abilities as a key concept of value creation. Human capital theory is viewed as an asset which organisations invest in to provide value in the future (Wuttaphan, 2017). It states that different levels of education and training contribute to different performance and salaries.

Organisational capital theory is the institutional knowledge and ability developed to deliver tangible results. It is important throughout the selection process because it is founded on the premise that organisations can invest in the right people who have the potential to support their business model. Organisational capital is recognised as a key resource for the company. Using insubstantial assets enables the organisation to transfer knowledge between groups and individuals within the organisation, paving the way to better organisational performance (Barbieri, Bounomo, Farnese & Benevene, 2021).

According to Mohammed (2019), for an organisation to provide sustained competitive advantage for the business, four principles attributable to the resource must be met: (a) the resource must add positive value to the organisation, (b) it must be unique or rare among competitors, (c) the resource must not be capable of being replaced with another resource by competing businesses, (d) it must be imperfectly imitable. It suggests that resource-based theory highlights that when organisational human resources selection processes, practices and policies are combined with the right organisational strategy and the HR resources meet four distinct requirements, the company would be better and well-positioned to achieve improved organisational performance and create sustained competitive advantage.

2.1.5 The Person-Organisation (P-O) Fit

Person-organisation fit is well-defined as the compatibility between an organisation's culture and employees' personal moral principles (Chhabra, 2016). Organisational values, goals and a combination of both have been used to measure the person-organisation fit (Abdul, Saufi, Naha, & Mansor, 2019). The P-O fit theory recommends that the candidate and the business ought to have related objectives to improve job satisfaction and performance. It also states that attraction is a role of similarity between the work environment and an individual once their attributes are co-ordinated (Kristof-Brown, Zimmerman & Johnson, 2005). The “P” element includes knowledge, skills, education, experience, characteristics, intellectual abilities, personality traits, values and goals (Morley, 2007).

Anyango and Varet (2018) detailed that not only does organisational selection practice choose who is appointed, but proper selection principles increase the likelihood of choosing the right applicant. If the organisation selects suitable candidates with good employment criteria, the staff achieve more, increasing organisational efficacy. Therefore, if the organisation has the right skilled, qualified, and experienced staff, it can be associated with a minimised organisational turnover rate, low achievement, and dissatisfied customers. When the organisation performs better in delivering its service, it mutually benefits employee relations and high commitments (Akuamoah, Kofi, Yao & Kafui, 2017).

P-O fit may change through socialisation as it can shape commitment to the business, making employees less likely to quit (Kucharska & Erickson, 2020). People are more satisfied and dedicated if they fit in with the organisation. As a result, there are more chances for the business to have employees willing to retain their positions when they share similar goals and values.

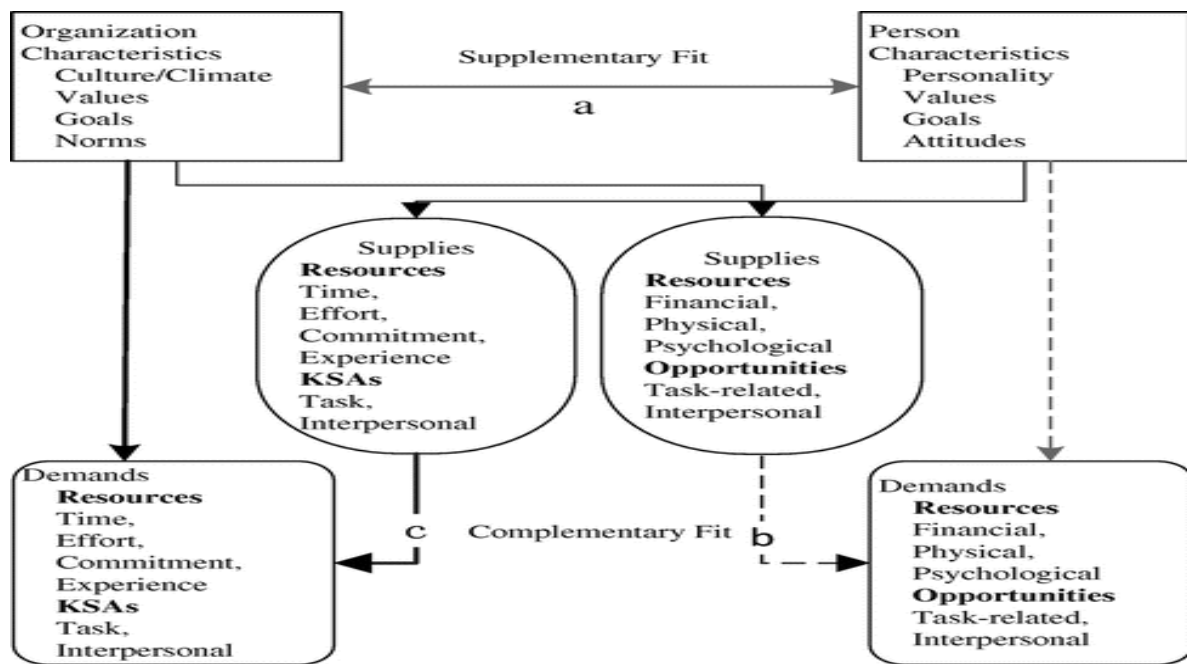


Figure 2.1 Person-Organisation Fit Model. Source: Kristof 1996

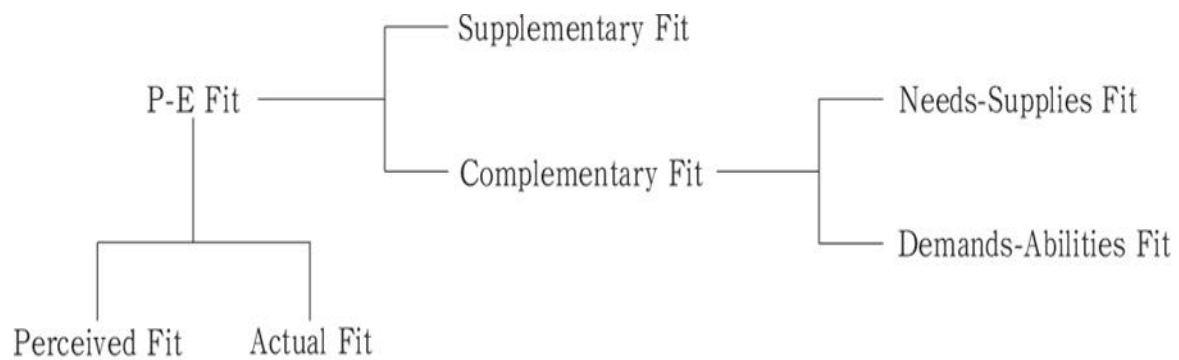
Figure 1

2.1.6 Person-Job (P-J) Theory

Person-job fit is defined as the degree of adjustment between the individual and the job (Wong & Tetrick, 2017). Person-job fit is normally considered a helpful component in the organisation concerning the affiliation between employee selection processes and person-job fit. The higher the link between an employee and their work, with respect to position-related expertise and knowledge, the higher the resultant level of employee creation performance (Yuan & Huan, 2019).

According to Sylva, Mol, Hartog, and Dorenbosch (2018), individuals leave the organisation in case of misfit and fundamentally do not build on the impression that they may proactively manage their environmental demands or capabilities to develop readjustment between themselves and their current and future jobs. There must be an understanding of how individuals may take the initiative in utilising their person-job fit, not only by changing from one job to the other but also within the space of a single job (Follmer, Talbot, Kristof-Brown, Astrove, & Billsberry, 2018). Individuals can act as representatives who proactively endorse their ability to meet work demands by

engaging in practical career behaviours, enhancing their skills and knowledge or changing job characteristics. Person-job fit addresses how career initiative and perceived demands-abilities fit covary over time, both within a single job before the selection process and after acquiring a new job (Sylva, Mol, Hartog, & Dorenbosch, 2018).



Different types of P-E fit

Figure 2.2 Person-Job Fit Model. Source: Tomoki Sekiguchi (2004)

Figure 2

2.1.7 Iceberg Theory of Human Resource Selection

The Iceberg theory model is a tool designed to help a group, or individuals determine the patterns of behaviour and mental replicas that inspire a particular event. Figure 2.3 illustrates the Iceberg theory model of competency and highlights the elements that are easy to change. According to the Iceberg theory model, it is stated that there are many personal features such as abilities, understanding, social roles, self-perceptions, traits and causes that impact what we do. The most conscious personal characteristics are those above the water on the iceberg's visible tip, as shown in the diagram.

Human resource selection works closely with performance. Thus, when identifying suitable candidates for the job, the company must know exactly what it is looking for in terms of skills, knowledge, and performance. Employee performance concerns operational improvements (Adler et al., 2016; Gopinath, 2020; Howard, Gagne, Morin, & Van Den Broeck, 2016). Skills and knowledge are important during the phases of

human resource selection. As difficult as it may be to find a person with all the competencies required for the job, it is also crucial to select the capabilities the business cannot do without and make them the must-haves. Those potentials must be looked at and advanced once the candidate is appointed. The calibre of expertise captivated and reserved controls the value of outcomes; the company is as morally correct as its tribe (Metin & Asli, 2018; Patu & Brouwers, 2020).

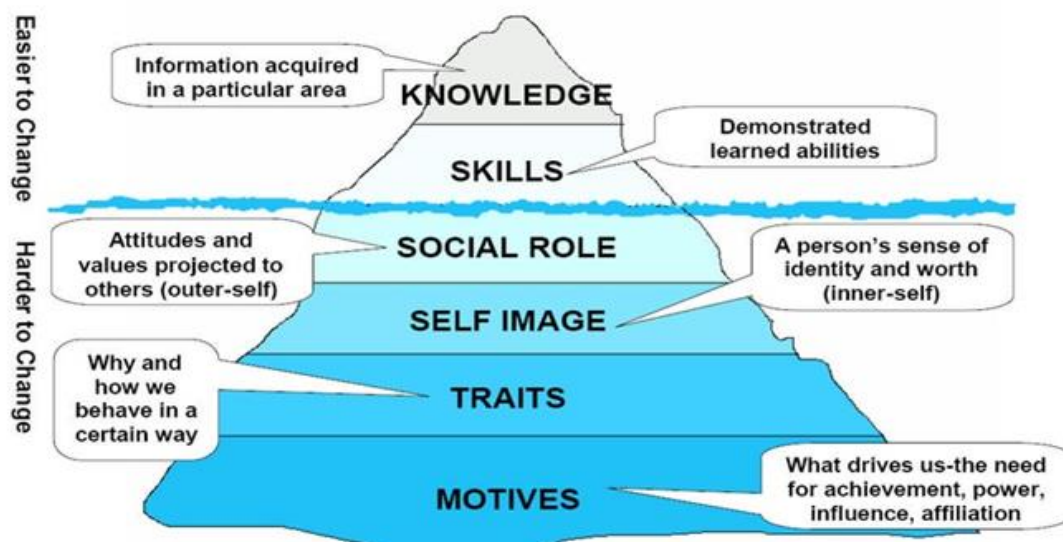


Figure 2.3: The Iceberg Model of Competency. Source: Ebreo (2018)

Figure 3

2.1.8 Human Resource Selection Process

According to Prabhu, Abdullah, and Ahmed (2020), selection is a course of signing appropriate persons who can effectively complete the work. It includes a movement of phases to be undertaken after choosing the appropriate employee for the unfilled position. The selection process varies from corporation to corporation and even from one section to another section within the same company. Changeable systems are used to ascertain substantial information about the applicant, which can relate to job specifications. The first step is to review candidates' qualifications to eliminate those who do not meet the job requirements. The second stage is to invite those who meet the requirements to write a test, enabling them to go for further assessment (e.g., an interview, provided they passed the test). There is no standard procedure for

conducting the process amongst all the companies, as some will do reference checks before candidates are invited for interviews, while others will conduct them afterwards. Some companies may provide status to various tests, whereas others may draw attention to interviews and reference checks (Anwar, 2016).

Janetius, Varma, and Shilpa (2019) stated that apart from the traditional screening methods of selecting the resumé and conducting interviews, organisations are looking for a more reliable screening and selection process with the help of psychological tests. Nevertheless, traditionally, interviews have not been presented as effective interpreters of job accomplishment if properly implemented. Interviews can be structured or unstructured and can be conducted individually or in a panel, telephonically or face-to-face. An interview is an interchange between the applicant and the employer. Medicals and psychometrics are then conducted as part of the assessment before an offer letter is extended to the successful candidate.

Wang, Xue, and Zhao (2017) found that many interviewees are competent, have the skills to participate in a job interview and display good interpersonal communication skills. They master the understanding and systems to deal with various situations and are good at hiding their own limitations and insufficiencies. Their ability, knowledge, and flexibility in applying for positions increase the interviewer's difficulty in recognising a candidate's capability and professional quality. The business must adopt more cultivated means of selection to confirm the applicant's ability level. To perceive the characteristics of the candidate's personality, interviewers must be aware of the information that is accidentally exposed from non-language expressions of the applicant.

According to Noe, Hollenbeck, Gerhart, and Wright, (2020) an effective selection process aims to attain compliance between candidate's characteristics and job requirements. It is a process that is done in all organisations irrespective of their business activity and size. Human resource selection process is indispensable and leads to effective growth and progression of the organisation. It identifies the

candidates who are suitable for the job using organisation's inimitable predefined methods and techniques that are well designed to achieve competitive advantage and increase employee and organisational performance.

Small and medium-sized businesses have varieties when the degree of talent market competition is low. Organisations can obtain high-quality talents with strong and excellent professional capabilities without much selection investment. Factors that affect the selection process are selection policy, demographic factors, labour market, legal considerations, and equal opportunity. Impartiality is of main importance in the recruitment and selection processes (Klug, 2017).



Figure 2.4. Selection Process. Source: Unknown (2019)

Figure 4

Step 1: Initial Screening - The screening process is referred to the narrowing down of the field. When the businesses obtain large number of applications, they need to screen the applications and make decisions in terms of who need to be called for interview (Kapur, 2020).

Step 2: Completion of the application form – assist in categorizing of applications and makes shortlisting candidates easier. It enable interviewers to use the form as the basis for the interview process (Tijana, Majira & Slobodan, 2021).

Step 3: Employment tests are many types of tests that are utilized to determine the possibility of an individual being suitable to occupy a job. These tests may be oral or written and are aimed at measuring and knowing the individual's capabilities and personal characteristics. (Alzoubi, 2020)

Step 4: Job interview is a tool used by the organisations to try and obtain adequate information about a candidate's potential, job interest, ability to influence others. It is an opportunity to also to provide the candidate with information about the job and the organisation (Tijana, Majira & Slobodan, 2021).

Step 5: Conditional job offer is being offered the position conditioned on being “fit for duty” and successfully completing the required physical tests scheduled at the occupational Health Clinic (NHS, 2021).

Step 6: Background investigation - The purpose of the reference check in any companies is to cross authenticate the different types of information that a candidate has provided in the information form and also to have awareness about his previous behaviour in the different types of organisations that the said person has been working for (Hedricks, Rupayana, Risher & Robie, 2019)

Step 7: According to Abbas, Sayed, and Othman (2021) medical examination is a type of physical examination that assesses different types of the physical attributes of a candidate doing a specific type of job. It protects the organisations from an unethical and unreasonable claims in the domain of health by the employers.

Step 8: Gembu, Dickson, Cinjel, Apikins, and Samuel (2019) stated that permanent job offer is the last selection process where a decision is made to offer employment to the most appropriately competent candidates after the whole screening exercise.

2.1.9 Factors influencing the selection process

Fathmath, Azam, and Ahmad (2020) found that the selection of employees depends on many factors, such as experience, educational achievements, salary requirements, and competencies to be considered in the selection process. It is imperative to take note of the requirements listed as they play an integral role in appointing the successful candidate and may also affect the productivity of employees. Most of the literature illustrates that HR managers influence recruitment and selection practices. However, selecting a suitable applicant depends on their performance during interviews.

According to Wuttaphan (2017), in the labour market, people bring different levels of knowledge, skill, education, abilities, and expectations to the workplace. A better-trained, experienced, and educated person can provide more valuable attempts than one with minimal training and education. As crucial as education is in the selection process and how a learned potential candidate may bring value to the position, its role is also to produce a new innovative generation that will solve the real problems in the organisation. Education refers to conforming to the axiological criterion of content (Lopez, 2019). It allows movement from knowledge to action by achieving values and feelings of harmony in each educational intervention.

Competency implies more than just the attainment of skills and knowledge; it includes mobilising attitudes, knowledge, skills, and values to meet complex and organisational

demands (OECD, 2018). It plays a crucial role in ensuring that the business has set expectations and selects and appoints a top-matched candidate for the profession and company. Successful candidates will need to apply their knowledge in unfamiliar and evolving situations. For this, they will require a broad range of skills, including social and emotional skills, cognitive and meta-cognitive, to adjust to the job's challenges.

According to Santos, Armanu, Setiawan and Rofiq (2020), inappropriate HR planning generates difficulties in selection policies and practices. While HR planning focuses on employing knowledgeable, skilled and experienced staff at the right time to the correct amount, employability skill is required. The selection process fails when an organisation has inadequate job analysis data, lacks key information and unsuitable selection strategies. However, available evidence asserts a positive association between recruitment and selection practice and performance (Santos et al., 2020).

Usmani (2020), in his empirical study, stated that HR practitioners need to understand the factors essential for selection practices that would not infringe upon the rights of potential candidates. The study indicates that it is important to select or employ candidates based on the knowledge, qualifications, relevant skills, and confidence level of the applicants. This is to ensure that organisations avoid cases where the overqualified staff is not satisfied with their responsibilities because of their over qualifications. The same applies to unqualified and less skilled staff, who will not perform well due to their lack of competency, knowledge, skills and abilities (Van Dijk, Shantz, & Alfes, 2019).

2.2 Methods that influence the human resource selection process

Different selection methods are used to verify and match the applicant's suitability for the position (Kuchciak & Grobelny, 2020). It is important to adjust the candidate's capabilities to the workplace's requirements. The labour market requires not only that candidates be recognised and contacted, but their professional abilities also need to be verified using personnel selection methods. Organisations use different methods

for a cost-effective approach to sustainable practice (Sye, Muzafar, & Othman, 2021). The information used in selection methods is found in the application blanks, performance in one or more tests and the interview. The key job dimensions identified in the job analysis and job description provide the basis for determining relevant criteria. Education qualification, technical skills, work experience, interviews and tests, and achievements are commonly used as the basis for selection. Application forms, personal questionnaires, psychological tests, knowledge tests, practical tests (work samples), assessment centres and candidate screening can also be used for evaluation.

A study of several individual sub-dimensions specifies that some specialists consider the assessment centre the most accommodating method in deciding upon staff, as well as being the reasonable, most multi-layered, valid, effective, dependable, and non-schematic tool. The recruiters also rated practical exercises and knowledge tests quite highly in terms of effectiveness, while the candidates preferred interviews, application forms and candidate screening (Kuchciak & Grobelny, 2020).

Folger, Brosi, Wollersheim, and Welppe (2021) stated that programmed selection systems are progressively vital in human resource departments worldwide. Many businesses monitor and assess applicants' social network profiles as a replacement for requesting them to submit their curriculum vitae. Woods, Ahmed, Nikolaou, Costa, and Anderson (2020) alluded that automated selection procedures can be interpreted as employee selection approaches that are interceded by programmed communication technologies such as the Internet, analytics, mobile media, social media, cloud, artificial intelligence, or algorithmic decision-making.

In the submission and monitoring stage, selection systems with high grades of digitalisation afford candidates the chance to enter more data about themselves due to the advanced media wealth of these approaches as equated to additional outdated systems (Hiemstra, Oostrom, Derous, Serlie, & Born, 2019). Cumulative statistics of businesses are inclined to be conscious of the significance of coming to know the skills

and imitations held by applicants, together with their assessment of the recruitment process.

Even though digital selection methods are useful, Folger et al. (2021) argued that based on the experimental study conducted on two systems that incorporate the benefits of core legitimacy and generalisability, there were restrictions that led to recommendations for future research. As a result of unreliable selection test scores, the outcomes were not entirely dependable, and a negative indicator on procedural impartiality was discovered. When employees notice inequity in the treatment they receive compared to others, they will have perceptions of organisational prejudice or injustice (Burbage, Goupal, Neilson, Lukacik, & Lee, 2018).

According to Konradt, Oldeweme, Krys, and Otte (2020), research indicates that procedural fairness observations of candidates about the benefits of precision and the costs of settlement might vary during the selection process, as candidates have variable outlooks in each phase. Even though the different illustrations may describe this transformation, scrutinised observations, additional research of possible interviewees, and additional investigation are required to approve this change. It is not known how applicants' creativity and procedural impartiality insights of programmed selection procedures might change over time.

2.2.1 Challenges affecting the human resource selection process

Recruitment and selection fail when an organisation has inadequate job analysis information, lacks key evidence and inappropriate selection. Therefore, a positive association exists between recruitment and selection practice and performance (Santos et al., 2020).

For Zoek (2019), job analysis is an in-depth study of the responsibilities and skills required to perform a job role successfully. Conducting a job analysis can be a beneficial tool for applying and representing consistent, impartial employee policy across the organisation. It can help improve work processes within the organisation,

support promotion from within, and offer employees the support needed to help with their own career aspirations, as well as drive organisational goals. A successful selection process is derived from using the correct job analysis.

Rozario et al. (2019) stated that there is no adequate specialised interview guidance provided by the business to the appointed participant prior to overseeing the selection interview. Therefore, that poses a challenge as recruiting managers end up supporting and following subjective hiring decisions, believing that it enables them to acquire more data from the candidate and connect the strings of the candidate's answer to the interview questions.

One of the challenges that affect the selection process is delays in giving feedback to the applicants. An organisation with a strong potential candidate for a position but is cautious to proceed with the process will likely lose the quality candidate to a competitor. Poor selection choices can also be detrimental to the company as they may lead to high levels of absence, poor performance, demotivation of others, and additional training (Torrington, Hall, Taylor, & Atkinson, 2020). According to Mdletye and Hlongwane (2019), trade union representatives are not fully recognised and invited to interviews as part of the selection process. Some participants expressed concerns about the lack of representation as it gives the impression that trade unions are not invited to ensure the process is transparent and fair.

Management's misuse of power by virtue of their position influences the selection process as they tend to recruit family members, friends, and close allies instead of selecting the most qualified candidate. This does not permit the recruitment and selection process to accomplish its purpose of recruiting persons by merit and the most competent persons for the job (Morrel, 2002; cited in Armstrong, 2009). Cases of distortion where applicants use certificates that belong to others are one of the risks of the selection process when the organisation does not implement proper measures. It is usually when two people have the same name or surname. In such cases, an applicant can be represented by the other due to a lack of knowledge and skills.

The incompetence of applicants relates to the attribution reaction theory, which represents integrating the philosophy into applicant responses (Rozario, Venkatraman, & Abbas, 2019). Literature studies have evidenced some capacity in the experimental submissions of the attributional framework to applicant feedback. The selection process is set on an attributional process in the form of the applicant's reaction. The research rotates primarily around the responses of applicants on the four major fundamentals in selection choices that have been made.

2.2.3 How to enhance and expedite the human resource selection process

FDA (2017) stated that automating position classification-related processes is one of the steps that can accelerate application progress during the selection process. Launching an automated classification tool will fast-track one of the more awkward aspects of the selection process and contribute to a growing electronic system library. Suppose an applicant is not considered to have met the minimum requirements for the position. In that case, they are automatically excluded and are not invited to advance to the next step in the selection process.

According to Mohammad (2020), the higher the job position, the more critical the selection process because making the right decision quickly can be very challenging. One of the factors that can lessen the long selection process is to consider phone screening, as it is quick and easy to vet applicants to ensure they meet the minimum requirements. It will create a platform where the panel will not have to sit in an interview with many candidates who are not potential successors.

Establishing a dedicated team to accelerate the selection process can directly address hiring needs and encourage the team to manage a 30-day process from package submission to tentative offer (FDA, 2017). It will allow the team to focus only on recruitment instead of the whole HR spectrum, which may hinder their full attention on bringing successful candidates to the organisation. The selection process that is

conducted by an unprofessional and non-committed team will have a negative impact on the organisation.

2.2.4 Conclusion

Human resource selection drives an organisation's development. As such, organisational strategies, objectives and mission must inform recruitment and selection processes. This ensures that capable applicants are chosen and retained. HRM's competencies are evident from the calibre of employees the organisation has. Therefore, it is critical for human resource selection processes to meet organisational requirements and adhere to the rules, regulations, and code of conduct to ensure that transparent and fair treatment is provided to all applicants.

CHAPTER 3: Research Methodology

3.1 Introduction

Chapter three briefly explains the research design used in this study. The chapter defines sampling to offer a clear comprehension of the number of participants that took part and the extent to which they went to provide detailed information about the study. The importance of including ethical considerations was considered to support the principles such as respect and fairness between the participants and the researcher; thus, consent was sought, and permission was granted. In conclusion, the chapter also addresses dependability issues to indicate how the research instrument was constructed and piloted to achieve research quality.

3.1.1 Research Methodology

Research methodology is a general research plan summarising the mode in which the study must be carried out. A system of theories and logical expectations drives an understanding of the research questions to reinforce the best research techniques (Melnikovas, Lithuania & Zemaitis, 2018). For research to achieve its desired outcome, it is imperative to choose research methods appropriate for the type of research conducted.

3.1.2 Research paradigm

According to Kivunja and Kuyini (2017), a paradigm defines a researcher's rational positioning, the consequences for the choice of methodology and method, and every decision made in the research process. A paradigm is a group of views and commands which scientists in a particular discipline use and impact how to conduct the research, interpret the results and what studies should be done. The investigation paradigm is interpretive (Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt, & Wagner, 2019). Interpretative paradigm will be used in the study.

3.1.3 Interpretive (Post-positivistic)

Interpretive implies that the Social Sciences subject matter, society and their associations are basically changed from the natural resources. It is subjective and believes in socially created multiple realities (Rehman & Alharthi, 2016). Interpretivism opposes any permanent, unwavering standards by which the truth can be generally known. The perception is that truth and reality are created, not revealed. This was the most appropriate design for this research because it uses systems that produce qualitative information, such as open-ended interviews with degrees of structure change. It values how people feel, say, what they do, and how they perceive the occurrences being investigated. Interpretivism is considered thorough in nature, meaning it investigates real-life situations. As a result, research is bound to be valid and close to the truth. It also builds relationships with participants.

The post-positivist stance emphasises the value of passion, values and politics in research. According to Ryan (2006), postpositivist researchers believe that positivist research approaches mostly reflect the representative ideology of positivist researchers. However, post-positivists strive to interrupt the certainty that can occur in traditional interviews. In post-positivist research, truth is created through a dialogue; valid knowledge claims appear as conflicting clarifications and action potentials are negotiated and discussed among the participants.

3.2 Research design

Bryman et al. (2019) stated that a research design stipulates a structure for the assortment and exploration of information. It is an idea upon an image of the researcher's mind. The research design always determines the types of studies done to obtain the desired outcomes. Formulating an appropriate research design is a meaningful and crucial factor for conducting research (Chivanga, 2018). A qualitative research design was used for this research. The research design is the proposal for

linking the theoretical research anomalies with the relevant and attainable experimental research. The research design sets the procedure for the essential data, the tactics to be functional to amass and assess the information, and how all of this is going to account for the research question (Boru, 2018).

3.2.1 Qualitative research design

A qualitative research method is used to measure or understand the topic at a deeper level. It is a method that seeks to view and interpret the events and their environment (Bryman et al., 2019). The aim is not to make a broad generalisation about everyone in the population but to gain an understanding of political and economic interests that notify organisational actions to improve chances of changing them. A qualitative research design produces information that is not measurable using open-ended questions (Asenahabi, 2019). It is conducted due to the desire for a multifaceted and comprehensive understanding of an issue as well as responding to a research question. As research questions are mostly concerned with the views and sentiments of individuals, researchers do not have the information nor answers to some of the questions but rely on participants. A qualitative research design comprises all the necessary tools that can evoke memory, which aids problem-solving (Daniel, 2016). Exploratory research design was used for this study.

According Thomas and Lawal (2020) exploratory research design helps to determine the best research design, data collection method and selection of subjects. It relies on quantitative research by reviewing available literature, approaches like discussions with consumers or employees, formal qualitative research through in-depth interviews and draws definitive conclusions only with extreme caution. Exploratory research design is a laying ground work which will lead to further studies

The emphasis is instead on explaining and investigating. Some of the research topics may be delicate in nature and necessitate emotional depth. Therefore, the researcher

may seek to conduct an analysis of the study, merge empowerment and engagement in the research by engaging participants in the design or seek to clarify why interpositions revealed to be real are not operative in the real world (Jameel, Shaheen, & Majid, 2018).

3.3 Sampling Strategy

According to Bryman et al. (2019), the sampling strategy is a process of electing a percentage of the population in the research area to represent the entire population. The method of selection for this research was based on non-probability sampling. The non-probability sample investigates current theoretic understandings or evolving new ones. It suggests that some fundamentals in the population are more likely to be perfect than others. The non-probability sampling technique mostly includes judgement. With non-probability sampling, applicants are nominated because they are easily accessible. This sampling method is considered inexpensive and uncomplicated (Showkat & Parveen, 2017). Non-probability sampling was, therefore, used for this research.

3.3.1 Sample

A sample comprises an operationalised depiction of the target population and a set of units from which the sample is enlisted (Casteel & Bridier, 2021). The sample illustrates the population of interest and must be large enough to answer the research questions. The purpose is for an investigation to be conducted on the people selected (Bryman et al., 2019). Considerations during the sample selection are determined by the number of years the participant has worked and their position. The notion was that people who have worked in the company for long were prone to give relevant information as opposed to new employees (Chivanga & Monyai, 2021). The sample was 15 and recruited from engineering managers, senior advisors, and HR practitioners. The sample was divided into five engineering managers, five senior advisors and five HR practitioners. Mitigation steps were used to ensure that the proper communication channel was followed; thus, arranging a meeting with the Head

of the Department to discuss the research process and what the interview would entail. That ensured that they were kept in the loop of the engagements between the researcher and participants, as well as the measures that would be taken to ensure that no work would be interrupted throughout the process of engagements with the participants. The discussion had to be held with the HOD to avoid any potential use of power to take advantage of the fact that the researcher is employed by the same company as the participants. Once the HOD's consent and approval were granted, the five engineering managers, senior advisors, and HR practitioners were contacted. These individuals possessed the knowledge, qualifications, experience and information related to engineering and human resources. They were most suitable for this research. The department where human resource selection is problematic had been identified as the Project department within engineering. One of the reasons employees leave the department was because of the selection process that takes a long time to complete and the engagement that takes place between the releasing and receiving manager to accept the request for promotion. There is no conflict of interest between the researcher and participants, given that neither of the participants reports to each other. Thus, there were no power dynamics. Confidentiality was maintained to ensure that ethical concerns were adhered to.

3.3.2 Sampling method

A researcher must select the right sampling method to answer the research questions (Taherdoost, 2016). The appropriate sampling method used for this research was purposive sampling. This sampling technique allowed the researcher to apply their own measures when defining their sample.

3.3.3 Purposive sampling

Purposive sampling was used for this research. According to Bryman et al. (2019), purposive sampling cannot be generalised to the people. It is a preselected criterion related to the research hypothesis to determine the participants for research. The

intention of using purposive sampling was to ensure that the selected participants provided relevant and suitable answers to the research questions. Purposive sampling is chosen because it increases representativity and saves money, time and effort. It allows the researcher to reach the targeted participants faster.

Furthermore, participants with specific characteristics are easily recognised when using purposive sampling. However, it may be a hindrance in the form of favouritism on the part of the researcher. To avoid unfairness, the researcher must allow participants willing to participate in the study to do so regardless of their race, colour, or position as long as they are part of the targeted group (Zwane, 2019). The type of purposive sampling used in the research was expert sampling. It relies on choosing people who are educated about the topic and willing to share their experience and expertise. The participants were selected based on their ability to inform the research question, knowledge and understanding on the topic of the study, years of experience and their characteristics that fits the purpose of the study.

Expert sampling search for the consent of those who are experts or known experts in the area of study and commence the process of collecting data directly from individuals (Etikan & Bala, 2017). It also includes a sample gathering of individuals who can demonstrate those who specialised in the areas or using their experience. Expert sampling has a better way of creating the views of expert individuals in a definite area and enables the researcher to obtain information based on some participants' lived experiences. This sampling is mostly trusted because opinions from experts are more trusted and easily respected by others as their information is perceived to be credible by those who regard them as experts.

According to ISU (2016), recruitment of research participants takes several arrangements comprising presenting prospective participants with information about the investigation after their acceptance to create curiosity and readiness to serve as research subjects. The researcher ought to have a fundamental understanding of the study to be able to answer questions. The initial contact with the participants was

through face-to-face interaction, where the researcher had a 5-minute office visit to request the potential participants for an appointment. In face-to-face interaction, attention on the side of the hearer and addressivity on the side of the speaker must be constantly signalled to allow for successful progression (Meyer, 2016). Depending on the agreement and the meeting preference, an appointment was set with a specific date and time suitable for both parties, where the potential participants received detailed information about the study. For participants who were not easily accessible for a face-to-face meeting was used. However, permission was requested from the participants to allow the researcher to use their contact numbers to ensure compliance with the POPI Act. The researcher conducted recruitment in a consistent manner and with ethical considerations.

The recruitment strategy and selection criteria for participants were direct recruitment, where interviews with identified participants were conducted, requesting them to be part of interview sessions to enable the discussion around their opinions and perceptions regarding the research problem. A full explanation of their participation in the research study and the entire research project was provided. The participants represented the user and those working for the organisation within the Engineering and HR departments in particular. Consent was sought from potential participants to ensure that there was no exploitation in the process. This process was conducted in a manner limited only to those regarded as close colleagues. Information was sent to potential participants, highlighting the reason for test participants and detailing information about the research and what makes them a good fit. The message ended with a link to screening questions to ensure safety and only to allow the participant to whom the link was sent to open and access it.

3.4 Data Collection Method

Data collection is a process of collecting information from various applicable sources to analyse and answer research questions. In this research, the system that will be employed to assemble evidence is semi-structured interviews.

3.4.1 Semi-structured interviews

Jameel, Shaheen, and Majid (2018) stated that semi-structured interviews are conducted to understand participants' personal experiences and circumstances. The semi-structured interview covers an inclusive range of settings where the interviewer has a structure of enquiries on an interview schedule. It allows the researcher to diverge the order of questioning.

This was the appropriate data collection method for this research because it allowed a researcher to contrast the sequence of questions and probe to obtain a deeper understanding of the interviewee's responses (Bryman et al., 2021). The process was flexible and allowed the researcher to paraphrase the questions and analyse the interview records using content analysis. Another advantage of using this kind of data collection method was exploring the interviewee's thoughts, feelings, and beliefs about the topic. Interviews for this method can be planned.

According to Fusch, Ness and Fusch (2018), saturation denotes a position at which the researcher discovers that all the required information has been gathered and there is no new appropriate evidence or material that can be obtained from the subjects or respondents. It implies that a researcher must cease to gather additional information for a specific review. The saturation point guarantees the credibility and validity of material and streamlines and is well organised in amassing the same. Hennink and Kaiser (2022) contend that saturation is usually reached between the ninth and seventeenth interviews. Thus, data saturation was reached after the twelfth interview in this study.

3.4.2 Preparing for the interview

The interview was conducted in a place that is safe, conducive and does not have distractions so that both the researcher and participant are able to give their full attention. Given the conducive setting, no participant was at risk. The researcher

continuously informed the participant that there would not be any risk or harm at any given time. The participant was informed that 45 to 60 minutes would be allocated for the interview. A consent form was received a few days before the day of the interview, ensuring the participant that ethical principles were adhered to. A researcher must listen attentively to the participant during the interview without interrupting. A schedule with a list of questions was used to conduct interviews. Participants were recruited by sending an email and contacted telephonically, as well as using the material or scripts used to interview them. The research was conducted in a manner that is ethical and consistent. Below are the details on the length of experience, gender, and age group of the participants

3.4.3 Inclusion Criteria

The recruitment strategy and selection criteria for participants were direct recruitment, where interviews with identified participants were conducted, requesting them to be part of interview sessions to enable the discussion around their opinions and perceptions regarding the research problem. A full explanation of their participation in the research study and the entire research project was provided. The participants represented the user and those working for the organisation within the Engineering and HR departments in particular. Consent was sought from potential participants to ensure that there was no exploitation in the process. This process was conducted in a manner limited only to those regarded as close colleagues. Information was sent to potential participants, highlighting the reason for test participants and detailing information about the research and what makes them a good fit. The message ended with a link to screening questions to ensure safety and only to allow the participant to whom the link was sent to open and access it.

Gender: Male or female

Age Group: 18-35 and 35-65 **Years of Experience:** Five to 15+ years **Interview Questions (Table: 3.1)**

Table 1

How can you describe the human resource selection process at the energy-generating organisation?
2. What challenges are experienced during the selection process?
3. Why is interview training important for the interview panel?
4. How do poor selection choices impact the selection process?
5. Elaborate on the interpersonal engagement of HR practitioners during the selection process.
6. How effective are the selection criteria in the selection process?
7. What is the impact of selection methods in the selection process?
8. How can an electronic system influence the turnaround time of the selection process?
9. Why is the release agreement a hindrance in the selection process?
10. What is the solution to the cause of delays in human resource selection?

3.5 Data Analysis

Content analysis is a research technique for the instinctive clarification of the content of information over the methodical arrangement progression of coding and categorising patterns or themes. Content analysis permits researchers to appreciate societal authenticity in a particular but logical way. In some cases, it attempts to create theory and produces typologies or descriptions along with terminologies from the participants giving thought on how they view the social world. Data for qualitative content analysis is compiled rigorously, with face-to-face interviews being analysed with some degree of interpretation (Shava, Hleza, Tlou, Shonhiwa & Mathons, 2021).

According to Kyngas, Mikkonen and Kaariainen (2020), content analysis describes human perspectives and experiences. It can be applied to various types of documents, such as speeches, interview transcripts, and even images. It is used to create themes, ideas, and categories, which can be stretched to generate models, conceptual maps and conceptual structures that describe the subject under study. The content analysis is founded on interrogations directed preferably to the manuscripts, attained from a re-expansion of the system's fluctuations well-distinct and recognised.

3.6 Ethical Considerations

Chivanga and Monyai (2021) stated that research ethics enable researchers to maintain ethical morals of professional research in the Social Sciences. It refrains people from engaging in malicious behaviour. Researchers must acquaint themselves with the guiding principles of ethical research behaviour. This ensures that the research participant's dignity and well-being are maintained. Ethical considerations crucial in conducting a research study are obtaining permission, voluntary participation, confidentiality and anonymity, informed consent, and no harm to participants. The time used to interview each employee was recovered by the participants working an extra hour. Some were interviewed after hours, depending on the permission granted.

According to Aarons (2017), risk in research is the probability of loss, harm, injury or other adverse consequences happening to someone due to their involvement in a research study. The risk may include social, psychological, moral, legal, financial, and physical aspects. All the mentioned aspects may impact participants' behaviour, social networks, financial burdens, and physical injury. Benefits may occur in the individual participants or the employees at the energy-generating organisation. In this case, the benefit for the entire organisation and current and future generations were based on the interventions that were implemented because of the research as well as the anticipated outcome to have enhanced processes, performing and happy employees, a solution to delays in selection assessments, and a knowledge-intensive Human Resource department in the organisation. The balance of risks and benefits is determined by the ratio or likelihood of harm occurring as well as the benefits. The risk must be lower than the benefits in a research proposal. The application of ethical considerations has been clarified, and the measures implemented to ensure more benefits than possible risks in the research proposal have been presented.

3.6.1 Permission obtained

Bryman et al. (2021) describe permission obtained as a process of obtaining permission from the participant to access information or research sites. Researchers can then utilise information, though remaining cautious of not substituting information. The researcher must be given authority by the company or participants to conduct research about certain subjects. This will enable the researcher to know which information to share and not to share with the audience. Permission for the research was obtained from the energy-generating organisation's General Manager: Research Testing and Development.

3.6.2 Informed consent

According to Manandhar and Joshi (2020), informed consent is a research process of data interchange between the researcher and participants of the research. It ensures

that the participant understands the research and its risks. A researcher should ensure that the consent form states the right for a participant to refuse to partake or withdraw should they have any apprehensions about using their information. A consent form was sent to the applicants; they were not coerced into participating. Information shared with participants, such as anticipated time obligation, amount of visits and expected time commitment, was accurate, clearly presented, and completely aligned with the proposed research plan. Data were clear and comprehensible and exempt from technical or scientific jargon to make it easy for participants to decide whether they were giving their consent or not. A brief overview of the study was also shared with the participants.

3.6.3 Voluntary participation

For Bryman et al. (2021), voluntary participation is a process where participants voluntarily consent to participate in the research. The participant makes their own choice, knowing the possible risks. The process ensures that the data provided to the participant is accurate and that no deception is involved. The researcher ensured that the participant's information was kept confidential, only disclosing what was agreed to be shared. The study was presented to give participants acceptable time and potential to decide whether they want to get involved. Unnecessary burden because of the timing of the application, who makes the request and process of request, or the contribution of unwarranted incentives were circumvented.

3.6.4 Confidentiality

Weinbaum, Landree, Marjory, Blumenthal, Piquado and Gutierrez (2019) stated that confidentiality refers to the participant's agreement and understanding of how distinguishable information will be kept and shared. It is an addition to the concept of privacy. It is crucial to note which information is valuable and should be disclosed or not about the participant (Bryman et al., 2019). The participants' identities were concealed, especially if they did not want them to be disclosed to the audience of the

study. It should be considered that simply inviting participants into a research study involves privacy; thus, situations such as displaying or leaving information of participants in the open were avoided by all means to keep their information confidential and respect their privacy. That also emphasised the importance of maintaining trust between the researcher and the participant. All the transcripts were kept in a safe place on a hard drive. No names of participants were mentioned; instead, codes were used to identify them.

3.6.5 No harm

Harm can be physical, harm to self-regard or growth, prompting subjects to perform inexcusable acts (Bryman et al., 2019). It is an act of hurting someone intentionally or unintentionally. The researcher must ensure that participation and the results of research do not bring harm to the participants. Provision was made to enable the participants to understand the objective and nature of the research so that they could decide if the research would not harm them. The research used information free from misleading emphasis and deceptive practices that could directly or indirectly cause harm to the participant. This was done by ensuring that participants have a right to withdraw from the research should they feel their participation has the potential to cause social or psychological harm.

3.7 The rigour of the research

3.7.1 Credibility

Johnson, Adkins, and Chauvin (2019) explained that the researcher communicates and ensures that supporting evidence replicates exactly what was studied. Credibility is the value of a dependable report because it is executed according to the values of ideal methods and presented to the individuals who were considered to confirm that the researcher had properly recognised their societal world (Bryman et al., 2019).

Credibility in the study was proven by determining the reasons for undertaking the study, how the data was collected and whether the correct process was followed. The sample size and response rate determined if the information received was sufficient to confirm that the research is measuring what it intends to, particularly because the bigger the response based on the sample size, the higher the likelihood that results will be accurate. That also assisted in terms of usable responses when making recommendations.

3.7.2 Confirmability

According to Bryman et al. (2019), confirmability guarantees that while considering that comprehensive impartiality is unfeasible in business research, the researcher did not knowingly enable personal morals or theoretical dispositions to influence the research. The researcher liaises with the reader that outcomes are based on information collected from the participants and not the clarifications of the researcher (Johnson et al., 2019). Confirmability in this study was proven through the audit trails, detailing the analysis of the data and the process of data collection, including how the data were interpreted. The research provided the exact findings that reflect the collected information without being biased.

3.7.3 Transferability

Johnson et al. (2019) explained that transferability implies that the researcher provides comprehensive information in a way that readers can ascertain whether the outcomes are appropriate to other's circumstances. It is the eminence of a report that its discoveries can be functional to other frameworks. Transferability equals external validity. Transferability for this study was verified by providing methods used to collect data.

3.7.4 Dependability

Dependability includes keeping records and evaluating the degree to which theoretic interpretations can be justified. The researcher explains the process in acceptable detail so that the work can be repeated. It is a pronouncement of the reliability of research, which differs on whether the researcher followed industry standard procedures (Johnson et al., 2019). The study showed dependability by ensuring that a tracking and accurate method, such as an auditor, was appointed to interpret, critique, and analyse information so that other researchers could replicate the research to produce consistent results. This process was conducted in a repetitive and consistent format to identify comparisons and improve findings.

3.7.5 Conclusion

This chapter focused on the research methodology that supported the study. Detailed information regarding the research design, which provides a deeper understanding of the topic, was given. Data collection methods and the sampling were explained, and the ethical considerations that were adhered to before the research was conducted were explored. The research methodology process assists the researcher with the process to follow, from the problem statement to data collection and research findings.

CHAPTER 4: Analysis and Interpretation of Data

4.1 Introduction

This chapter discusses the set of interviews that addressed the study's research questions. It also presents the participants' views in addressing the challenges experienced at the energy-generating organisation and the effective measures to enhance the human resource selection process. The research questions aimed to determine (a) What is human resource selection? (b) What are the challenges encountered with the current selection process at the energy-generating organisation? (c) How can the human resource selection process be advanced? (d) What process can be used to expedite the selection process? The researcher categorised the data analysis using the interview questions.

4.1.2 Biographical information

Table 2

Table 4.1.2 below provides a representation of the biographical information of the sample.

Research Participants	Race	Gender	Qualifications	Years of Experience
Participant 01	African	Female	Honours in HR	10+
Participant 02	African	Male	Masters in Engineering	10 - 15
Participant 03	African	Male	Masters in Engineering	15+
Participant 04	White	Male	BSc in Engineering	5 - 10
Participant 05	Coloured	Male	Honours in HR	5 - 10
Participant 06	Coloured	Female	Degree HR	10+

Participant 07	Asian	Female	BEng	15+
Participant 08	Asian	Male	BSc Engineering	5 - 10
Participant 09	White	Male	BTech in HR	15+
Participant 10	Coloured	Female	Honours in Engineering	10+
Participant 11	African	Female	Postgraduate Diploma in HR	10 - 15
Participant 12	African	Male	BSc Engineering	15+

From Table **4.1.2**, it is evident that the majority of participants, as per the sample, were males, while the minority of participants were female. 17% African females, 25% African Males, 8% Coloured Males, 17% Coloured Females, 17% White Males, 8% Asian Males and 8% Asian Females took part and were participants in the study. Race, gender, qualifications, and service length were critical information for demographical data analysis. These elements were critical as they described the sample of participants in the study and determined how the participants evaluate the impact of delay in the human resource selection process and implementation of an effective selection process thereof.

The participants were a combination of males and females from different racial groups. Their qualifications ranged from degrees, postgraduate diplomas, Honours, and master's in Engineering and Human Resources. The participants were employed in specialised and managerial positions, making them the appropriate selection for the study. The participants were familiar with the process and participated in the selection process. Their experience ranged between five and more than fifteen years in the energy industry.

4.1.3 Analysis and Interpretation of the Results

The interpretation of the data was obtained from the interview records, and the questions were set out as follows:

Question 1: How can you describe the human resource selection process at an energy-generating organisation?

During the interviews, the participants were asked the above question to learn more about the human resource selection process description. The responses highlighted that it is a detailed process that utilises tools to select the successful candidate for the position. It entails interviews, medical assessments, psychometric assessments, practical exercises, presentations, case studies, and assessment checks to determine if applicants have authentic qualifications and experience. It is a method used to select applicants who are knowledgeable, medically, and psychologically fit for the job and can adjust to the organisational environment and culture. It eliminates those who do not meet the job requirements stated in the advertisement. Those who meet the requirements are sent for further screening to establish if they are fit for the position.

Participant 2 – *“Selection process is regarded as a method used to fulfil the recruitment need within the business. It entails interviews, presentations, case studies, medical and psychometric assessments. The process ensures that the applicants shortlisted have the educational background, attributes, skills, and exposure to the job to enable the best suitable candidates to be interviewed.”*

Participant 5 – *“It is a pre-screening process where applicants are requested to submit their curriculum vitae and application forms to determine their match to the position requirements. It streamlines the search to select the best candidates to be considered for the next step. Transparency and fairness are shown in how the roles are defined, also taking into cognisance the adherence to employment equity act which promotes elimination of unfair discrimination”.*

Participant 1 – *“HR selection is a process where both the Line Manager and the Human Resource business partner take part in shortlisting and ensuring that the selected applicants are taken for further pre-screening and assessment process. Based on the positive outcome of all the assessments conducted, the successful candidate is offered the job.”*

Participant 8 – *“During interviews, the process requires that a number of panel members, which comprises of HR practitioner, line manager and the subject matter expert, be selected to evaluate the performance of the interviewees, compare scores as per interviewee’s responses, and assess if they are a proper fit for department or organisation.”*

Question 2: What challenges are experienced during the selection process?

When participants were asked about the challenges experienced during the selection process, the response was a lack of training for managers who participate in the selection process. Not only does it prolong the process due to the period it takes to submit the final shortlist, but it also impacts the entire process. Managers unfamiliar with the process only function from a level of the information shared by the Human Resource practitioner and not what they learned and were assessed in. Lack of training creates an inconsistency with regard to the interview score threshold as some managers push for the threshold to be reduced upon discovering that their preferred candidate does not meet the agreed percentage. The use of a release agreement between the receiving and releasing managers is one of the challenges that creates a bottleneck in the process and impacts the timeline to complete the project, which ultimately causes anxiety among applicants.

Participant 3 – *“Line managers taking too long to respond with the final shortlists, which ultimately impacts the project plan and anticipated outcomes. The delays not only affect the HR process but increase the chances of the organisation missing out*

on finding the best applicants due to lack and sense of urgency in finalising the shortlists to proceed with other selection processes.”

Participant 6 – *“Lack of a formal recruitment and selection training for managers who take part in interview process. It leads to biasness and inconsistency when managers probe candidates for answers, particularly those who are in their departments. The responsibility that is bestowed upon the Human Resource business partner to ensure that managers know the do’s and don’ts of selection process creates a loophole for unfair process.”*

Participant 10 – *“Delays caused by the requirements to have recommended candidates that are permanently employed at the energy-generating organisation to be released by their managers prior to an offer being extended. The process gets prolonged as it can take up to a maximum of 3 months to get the candidate to be officially released and commence in their new role. It further creates an unpleasant environment where candidates feel that their career movement is partially dependent on the approval of their releasing manager.”*

Participant 8 – *“Disadvantages of using technology-mediated interviews and reluctance of accepting offers in secluded areas. Using visual interviews create a different view of what the reality of the position and environment is. As convenient as it is to keep abreast with the times, it is as imperative to ensure that the core values of interviews are not compromised. Selecting successful candidates virtually has an opportunity to miss other important things that could be detected during face-to-face interviews. The outcomes ultimately lead to some candidates rejecting the offers.”*

Question 3: Why is interview training important for the interview panel?

During the interviews, the participants were asked why training is important for the panel members. It was mentioned that it ensures that the panel members are familiar with the interview process to maintain fairness and consistency throughout the interview process without any prejudice against the applicants. Managers who are trained are often better positioned to select suitable candidates and are confident in their decision-making. It was mentioned that for the business to ensure that the

interview process is not compromised and mistakes are minimised, the organisation provides training as a tool that guides managers on how to behave during interviews and to know the process thereof.

Participant 7 – *“Training of line managers assist in uniformity of the work processes whereby the panel members can utilise those processes due to the exposure of the training. It increases manager’s confidence in how they execute the responsibilities during selection and encourage the application and implementation of training procedures. Regulating the training process promotes fairness, consistency, and the need to strive towards achieving the same objective.”*

Participant 9 – *“Training of the panel members can assist in enhancing their knowledge on recruitment and selection as well as discovering their subconscious biases so that it does not cloud their judgement during the interviews. It promotes an effective process and protects the business from being subjected to the courts due to disputes lodged.”*

Participant 11 – *“It can assist in improving the emotional intelligence of the panel members so that they know how to manage their emotions during interviews. It can also assist in guiding the panel on when to apply their listening and conversational skills.”*

Participant 2 – *“Panel members that have capabilities due to training acquired play an integral role in attracting the best candidates as their level of professionalism shows throughout the interviews. They make it easy for the applicants, particularly from external, to want to associate themselves with the brand of the organisation. Recruiting the best candidates for the position can only be done through selection of the right panel, with the right skills and training.”*

Question 4: How do poor selection choices impact the selection process?

Participants elaborated that poor selection choices can lead to appointing candidates who are not qualified and unfit for the role. The impact can be dire for the organisation as the decision may impact the department and the team. Choosing the wrong person for the job because of poor selection can create an unhealthy environment where the team members feel that the new employee is not adequately partaking; thus, they choose not to involve them much in the team's daily tasks. Poor selection choice may be costly for the organisation as the appointed candidate may not fit in with the team members and exhaust the option of wanting out. Organisational performance may be impacted if the selected candidate is not contributing positively towards business objectives.

Participant 7 – *“Poor selection choices can lead to consequences of appointing an incompetent person who is lethargic and unable to execute their responsibilities nor show up for work. The impact would be dire for the organisation as it provides a critical service to the nation. An effective selection choice is that which leads to an appointment of a candidate who has the organisation and the nation’s best interest at heart. With poor selection choices, nothing yields positive results.”*

Participant 3 – *“Choosing the unsuitable person for the job can affect team morale and change its dynamics. The time it may take to enable the selected candidate to adjust to fit into the role and culture of the department, be capacitated and keep up to speed with the expectations of the team members can cause delays in execution of outputs. Tension amongst team members may arise, and that can ultimately impact the team’s objectives.”*

Participant 10 – *“Having the wrong person appointed in a position due to poor selection choices can impact the cost of the organisation. There is a possibility of the applicant not staying long in the position due to not being a proper fit for the organisational culture. Therefore, the time and money it will cost to initiate the process of replacing the unsuitable candidate will influence the organisation.”*

Participant 12 – *“Poor selection process lead to employing the wrong candidate who is not passionate about their work and doesn’t complete tasks due to lack of interest. It can affect productivity wherein the candidate doesn’t add value, pay attention to detail when it comes to their outputs. The repercussion of poor choice lead to appointing a candidate that constantly moan and show conduct that is not aligned to the organisational objectives.”*

Question 5: Elaborate on the interpersonal engagement of HR Practitioners during the selection process.

Participants articulated that the interpersonal engagement between the Human Resource practitioners throughout the selection process is positive and creates a conducive environment for the interview. The majority of the participants alluded to the active listening and level of compassion shown by the HR practitioner during selection and how it impacts the process. As the facilitator of the process, the role of HR practitioners in guiding the process is imperative and can influence the interview outcome. Ensuring that interaction between the candidates and panel members is appropriate and backed up by selection principles gives credit to the role that HR practitioners play.

Participant 4 – *“HRPs create an open line of communication where candidates are allowed to ask any related questions and submit required documents as part of pre-screening process. The interactions involve following up, responding to questions and queries raised, as well as informing the selected candidates on the next steps that will be taken. The interactions are kept professional.”*

Participant 9 - *“Active listening is efficiently practised by HRPs during selection process. It goes as far as ensuring that when candidates are asked questions, they are provided an opportunity to answer without being interrupted. Non-verbal communication is also used during interviews to show the candidates the level of interest the HRP and the panel members have in what the candidates have to say.”*

Participant 1 - *“HRP’s interpersonal engagement ensures that before the interview commences the process is properly explained and understood by both the candidates*

and panel members. They ensure that declaration forms are completed by the panel members to eliminate any conflict of interest. A format that will be used to conduct the interviews is described to enable a transparent process. The most crucial role of HR practitioners in their personal engagements during selection process is to create a conducive environment for selection process to take place.”

Participant 11 – *“Empathy is shown by some HRPs during interviews but not all. Candidates are asked the same questions; however, due to their different responses, clarity is requested from the candidates who seem to misunderstand the question, so they give context to their answer. It’s not the case with HRPs who lack compassion as they would take the first response unless the Line Manager interjects and request clarity.”*

Question 6: How effective are the selection criteria in the selection process?

The majority of the responses indicated that the selection measures are effective as they allow every applicant who meets the requirements to be considered, even though not all of them may be invited for the interviews. The process is followed to ensure that all the applicants have a fair chance, are asked the same questions, have an option to skip questions and attend to them later, and be subjected to the same assessments. The process enables recruiting managers to know the calibre of the candidates they want to appoint. Although a minority of responses indicated that the processes tend to be inflexible to a certain extent and do not allow managers to be involved in determining salaries, it was further explained that it might also cause managers to misuse that to their advantage. It was mentioned that the effectiveness of the process is also dependent on the competency levels of the HR practitioners who ensure that the selection process is safeguarded and eliminates any room for errors.

Participant 10 – *“The selection norms are effective because the HR practitioners who facilitate the selection process are competent and have been adequately capacitated to run the recruitment projects. They have attended relevant trainings such as targeted selection to ensure that they guide and advise line managers in the selection process. The competence levels of the HR practitioners play a vital role in upholding the best*

practices, eliminating any possibility of errors, and ensuring the effectiveness of the process.”

Participant 2 – *“The interview invitations to the applicants are sent days prior to the interview date, which allows the candidates adequate time to prepare. That is to assist the applicants in ensuring that logistical arrangements are properly planned, completion and certification of interview documents are submitted to the responsible HR practitioner on time. The interview time allocated for each candidate is equal, and the interviews are not rushed.”*

Participant 4 – *“Same questions are asked to eliminate any prejudice and model answers are provided on the questionnaires to assist the panel members who are not on the technical field to understand the responses expected for each question. Applicants that are recommended are subjected to the same assessment depending on the level of positions. The quality and value added by the candidates who have been appointed equates to the level of professionalism portrayed by the panel members and efficient selection process.”*

Participant 5 – *“It was mentioned that the process is not as effective as it ought to be as it is rigid and doesn’t allow line managers to be flexible in how they want the selection process to be done. Another challenge is that the line managers don’t get to recommend that salaries for their chosen applicants as it is the responsibility of remuneration and benefits.”*

Question 7: What is the impact of selection methods in the selection process?

The majority of participants mentioned that it has a positive effect as it assists the business in determining who is a proper fit for the position and the organisation. It determines the level at which the candidate will be functioning, their qualifications, and competencies. The process evaluates the personality of the recommended candidate so that their character and traits can be measured against what will be their role and outputs. Line managers are notified of the strengths and shortcomings of the candidates through selection methods, and it identifies the areas of improvement as

well as predicts the possibility of a job success. A minority of participants indicated the disadvantages of using outsourced service providers to conduct the assessments.

Participant 5 – *“The impact is positive as the methods used are to gauge how qualified the candidates are to be considered for the position, including the skills they can bring to the position. Determining whether the applicant can assess the scenario or case study and apply the correct principles to address challenges depicted can determine the outcome of the interview and provide the necessary information for the panel members to know the strengths and shortcomings of their potential candidate.”*

Participant 9 – *“Selection methods encourage the organisation to appoint candidates with less issues as the assessment results would display and identify the training interventions required, core and minor issues that may have an impact on the candidate’s job performance and the business at large.”*

Participant 12 – *“The methods align with the level of the position, the key responsibilities of the job, skills required, and the work environment. The overall performance of the business is depended on the value that each employee adds; thus, for efficiency of the selection process, the correct methods are used to assess the compatibility of the recommended candidate with the intended job.”*

Participant 1 – *“It prolongs the process to a certain degree because some of the services providers used for recruitment and selection assessments at the energy-generating organisation are outsourced. The time it takes to get the qualification verification results can delay the process.”*

Question 8: How can an electronic system influence the turnaround time of the selection process?

The participants elaborated that electronic systems could influence the turnaround time by ensuring quicker, more efficient, and more reliable processes. It can speed up the shortlist timelines, minimise duplication of information, and provide an efficient and user-friendly system. Due to the manual documents that the business utilises for the selection process, it becomes too much administrative work, impacting the timelines of the project.

Participant 6 – *“Use of the artificial intelligence in recruitment and selection can have a positive impact as it will minimise the time that the HR practitioners and line managers spend doing the shortlists. It can boost the applicants' and HR practitioner's experience and create a seamless process that enables them to upload and retrieve data quickly.”*

Participant 8 – *“The system can limit repetition of activities in the recruitment and selection process and automatically remove applicants who don't meet the requirements. Room for error and omissions of people who meet the requirements will be far less in the process.”*

Participant 10 – *“Introduction of the HR selection system can assist in providing applicants with personalised feedback expeditiously. It can be a very convenient system to use and improve morale of the employees who are now despondent due to non-responses after interviews have taken place.”*

Participant 12 – *“The system can improve performance of the business, although it can be costly and require maintenance and renewal of the contracts. The pros and cons of using the system in comparison to the current system can be assessed. However, the positives are more than the negatives.”*

Question 9: Why is the release agreement a hindrance in the selection process?

Participants were interviewed about the release agreement's impact on the selection process and why it is a hindrance. An average number of participants highlighted that the release agreement is considered an advantage due to the awareness it creates and a hindrance due to the reluctance of some managers to release their employees to be appointed, promoted, and work for other business units. It was mentioned that the release agreement creates an environment where candidates feel they are treated differently upon the release manager's realisation that they intend to leave the department. It makes the process unfair because, at times, the discussions between the receiving and releasing managers end between themselves, and the process ultimately gets to a standstill without an offer being extended. The procedure is not clear on why it is necessary to have a release agreement in the selection process.

Participant 2 – *“It causes delays for employees to start in their new roles and create an opportunity for the recommended candidates to consider other positions that will get them out of their current environment due to unwillingness to work three more months while service notice. It takes away the rights of employees to move at the time they see fit. The decision is dependent on when the releasing managers are willing to let go of the employee regardless of different reasons leading candidates to apply for level transfer positions it leaves.”*

Participant 9 - *“It opens a gap where unfair decision can be taken at the expense of an employee. Based on the discussion and reasons given, both managers can agree not to appoint the selected candidate and settle for the second best. This can be possible in cases where there were two candidates who had the same scores, had positive assessment results, and were recommended. This can be done without the recommended candidate and HRBP knowing.”*

Participant 5 – *“The process of release is fair because it opens the communication channel between the managers to engage so that an awareness is created on the candidate’s intention to leave. It assists in ensuring the candidates have a proper handover process before their departure and allow the receiving manager to prepare to fill the position.”*

Participant 3 – *“The process is flexible and enables the releasing and receiving managers to negotiate and allow the recommended candidates to start working in their new roles while handing over their work from their previous position. It encourages business continuity without letting the one department to suffer.”*

Question 10: What is the solution to the cause of delays in human resource selection?

When participants were interviewed and asked about the solutions to the cause of delays, their responses were to cut some of the similar activities and run some in parallel to save time.

Participant 7 – *“Invest in a system that will trigger activities starting from requisition stage to the end where managers can be reminded of the actions to attend to and by when, current status of the projects, and how much time left to complete the project.”*

Participant 1 – *“Introduction of policies that are designed to deal with non-responsiveness in relation to HR selection process. Cancellation of the projects wherein managers are not adhering to the project timelines. Managers to be allowed to only re-initiate the process after a year.”*

Participant 3 – *“Re-introduce centralisation of recruitment so that it can take full responsibility for their own processes. Consider investing in the insourcing of the role that is played by external supplier to verify qualifications so that any delays that are caused by external factors are eliminated”.*

Participant 12 - *“Remove extra layers that causes delay in the selection process such as GA2 form and only use it for level transfer and not promotions. In conjunction with adherence to the laws, allow employees to serve one month notice and not more than that.”*

4.2 Summary of the results

The next section provides a discussion of the results based on the literature.

Q1. How can you describe the human resource selection process at an energy-generating organisation? According to Gomathy (2022), selection is the process of choosing the right seeker by assessing their interview performance rates, qualifications and skills to ascertain their suitability for the job. During the selection process, impression management as a conduct can transpire on both the interviewer and applicant's side and have the potential to influence the quality of the decision and outcome. It is defined as an exertion, whether sentient or insentient, to sway the image that is deemed by others of the identity (Mtshelwane, Nel & Brink, 2016).

Q2. What challenges are experienced during the selection process? It becomes detrimental when rescuing is used by managers to assist the candidates in answering the questions while they are busy gathering their thoughts. It creates biases and poor decision-making. While virtual interviews can be flexible and save costs, face-to-face interviews for divisions in secluded areas can be more beneficial for the organisation. They will enable the applicants to conduct research about the position and weigh their options and willingness to accept and relocate to such areas. However, it was argued that less is known about bias in technology-mediated interviews and the information provided about applicant characteristics that would otherwise not be obtainable in an in-person interview (Woods, Ahmed, Nikolaou, Costa & Anderson, 2020).

Q3. Why is interview training important for the interview panel? Gatewood, Barrick and Field (2018) stated that interviewer training aims to target specific behaviours and skills that expand the ability of interview panel members to take relevant notes and prompt and evaluate information more efficiently from applicants. Interview panel member training was found to intensify interviewer interrogation and assessment standardisation when compared to untrained interviewers. Training minimises the chances of interview panel members selecting attractive, well-presented candidates who display personal similarities to those of the panel members; thus, good interview biases are used to select their preferred candidates. The biases are dependent on the lifestyle, how attractive the candidate looks, how well they can express themselves and similarities they may share with the panel members. People, especially men, are inclined to accept female homosexuality somewhat more than male homosexuality (Bettinsoli, Suppes & Napier, 2020).

Q4. How do poor selection choices impact the selection process? Appointing incorrect individuals can result in long-term consequences such as reputational damage, high training expenses and higher labour turnover. Employees who are incorrectly placed are prone to committing errors, which can be attributed to poor selection choices. It is imperative to have the right people for the job so that an organisation can spend time and money on better business proficiency (Abbas, Sayed & Othman, 2021). Hiring workers with criminal backgrounds without proper precautions can lead to negligent hiring. Irresponsible appointment points out the need

to deliberate through what the occupation's human necessities are prior to appointment. In order to avoid the concept of irresponsible appointment, it is crucial to make a prearranged determination to increase pertinent data about the applicant and authenticate all the documents (Mohammad, 2020).

Q5. Elaborate on the interpersonal engagement of HR practitioners during the selection process. One of the core competencies of an HR professional is knowing how to interact with people as well as to manage all facets that relate to a worker's cycle, from recruitment to the exit stage (Sivathanu & Pillai, 2018). Due to the nature of their job, they are expected to have excellent cross-cultural communication skills to relate with people from various cultural backgrounds. Interpersonal skills such as aspect, posture, body language, intonation, active listening, empathy, and attitude play an integral part in ensuring communicational efficiency in day-to-day activities and the selection process. To a large extent, Ansari (2021) agrees that HR and management require direct communication with people as it sets a tone and conducive environment for the interview. Thus, only those good communicators are hired for the HR practitioner job (Ansari, 2021).

Q6. How effective are the selection criteria in the selection process? There is a conscious determination by the organisation to select and appoint the right people who are professional and qualified, as they have a direct impact on the end results of the recruitment and selection method. The efficiency of the selection process contributes to retaining satisfied employees and enhancing and sustaining organisational performance. It contributes to the value and aims of the business to a more positive organisational image (Oyadiran, Ishaq, & Kola, 2023). The improved and intelligible selection processes, the more capable staff are employed. Equal access opportunities and transparency are integral in increasing the pool of quality applicants for an efficient selection process. Cultivating the know-how of the selection committee is imperative for growing the reliability of the selection process (Sigma, 2018).

Q7. What is the impact of selection methods in the selection process? Curriculum vitae, interviews, tests, and reference checks can all assist in determining inconsistencies in applicants. Selection methods assist with the organisation's competitiveness and ensure that quality employees are appointed and retained to stay

longer in the organisation. Konateh, Lakkoh and Udeh (2023) alluded to the fact that when organisations assign the correct individuals for the job, equip and behave pertinently towards them, they bring success and are also inclined to be loyal to the business. When management has more information about the applicant's strengths and limitations based on the correct assessment, they may make a good recruiting and selection decision (Torlak, Kuzey & Ragom, 2018).

Q8. How can an electronic system influence the turnaround time of the selection process? It can benefit the organisation by tracking, recording discussions, and monitoring progress. The use of technology such as recruitment management systems enables the applicant's information to be in a central and advanced format. It assists in expediting the selection and creating a stress-free process that is convenient for both applicants and the business. However, it was discovered that the majority of participants misunderstood the online application system for a recruitment management system. The recruitment application enables the business to log on to the system, post and make corrections where necessary. It also allows the applicants to log in and apply for positions advertised (Mohamed, 2019). The recruitment management system affords an analysis of all the applicants at every phase of the interview process. Thus, it is imperative to have a functional human resource information system that supports the selection process (Rozario et al., 2019).

Q9. Why is the release agreement a hindrance in the selection process? The result in this section supports the literature on the intention to bind the employee to the employer for a predefined period. However, that will not prevent an employee from plotting their next move. It was stated that the requirement for the releasing and receiving manager to engage and agree on the release date of the employee seems unfair. It prolongs the process because even though there are policies around how long it should take for the manager to respond, it leaves the decision of moving to a different business unit with the Line Manager instead of the applicants. Department of Labour (2022) Act No 75 of 1997 states that a notice of four weeks should be given if an employee has worked for more than a year or as agreed on the contract of employment. It further states that no agreement may require an employee to give a notice period longer than that required by the employer. However, it contradicts the practice within the energy-generating organisation where both releasing and receiving

managers must negotiate and agree on the release date of an employee promoted or recommended for a job.

The main purpose of a notice period is to guard the organisational resources and provide adequate time to recruit and find a substitute for the current job holder (Klotz & Bolino, 2016). Employees serving notice may leave a great impact on the department or business more than it stands to lose. It may lead to imparting valuable lessons and knowledge to the potential successor. In order to maintain fairness and continuity of the business, an arrangement can be made with the employee to continue handing over while in the new role. The decision should never be left to the manager to decide how long it should take before they release the successful candidate as it goes against the one-month notice period consented to by the employees on their application forms.

Q10. What is the solution to the cause of delays in human resource selection?

Formulating a different selection plan by automating certain activities to reduce repetitive activities for a quicker and more efficient selection process. The plan must incorporate different positions to consider the ideal candidate's demographics and psychographics. That will assist in tailoring selection efforts to attract the right candidates and reduce delays caused by the rejection of offers based on the position location. Standardised plans and application of consequence management must be imposed for non-adherence and delays in the recruitment and selection process. Identifying any antagonistic environment because of selection delays and its impact on interested candidates and the entire process. As the process is intense, it is essential to articulate diverse recruitment and selection strategies for various necessities. At the same time, it will be affected by numerous influences such as candidate qualifications, business circumstances and business setting (Ye, 2022).

4.3 Conclusion

The chapter presented a comprehensive analysis of the research study. The data analysis revealed the challenges experienced by the energy-generating organisation during the human resource selection process and its impact on the organisation. The

findings indicated a lack of formal training for managers who participate in the recruitment and selection and the risk it poses to the process. The results showed a link between lack of recruitment and selection training and poor selection choices. It highlighted the effective selection methods used to warrant that the correct people are placed in the correct positions. However, there is also a view that electronic systems can be used to automate some of the activities to enable an expeditious process. Analysis of the prescripts highlighted the importance of interpersonal skills and their role in enabling thorough assessments. Participants gave their input on the hinderance caused by the form used to request managers for release approval of the recommended applicants. The study found that successful applicants rejected offer letters due to technology-mediated interviews. However, it is proposed that face-to-face interviews be conducted for positions that are in secluded areas. In addition, the format used to interview applicants, where they are asked the same questions, provided equal time, remains relevant.

CHAPTER 5: Conclusions and recommendations

5.1 Introduction

The current research study sought to determine the extent of the delays caused by the selection process within the energy-generating organisation, which increases the level of anxiety among employees. The impact can be seen in the number of applicants who apply for positions in other business units or resign. The gap opened by the delays provides an opportunity for other organisations to appoint the most skilled candidates who can bring value to the business. The consequences of delays are seen in the lack of enthusiasm from some applicants and the level at which they function. The study is intended to report on the primary and secondary research questions, tendencies, and patterns in this context.

The discoveries revealed the following patterns: consequence management is not implemented pertaining to delays caused by managers who are required to submit final shortlists on time. Interview training is provided to line managers by HR practitioners instead of an appointed expert dedicated to entrusting the line managers during the onboarding process. As part of the study, the researcher obtained perspective on the matters that reinforced and paused the selection process and how it impacted the performance of the business. It also highlighted the importance of selecting skilled HR practitioners who ensure the selection process is not compromised. Suggestions on how the selection process could be improved were covered in the aforementioned chapter.

5.2 Research Objectives – in this section the focus are primary and secondary objectives.

5.2.1. Primary research objective

To analyse the selection process at an energy-generating organisation.

5.2.2. Secondary objectives

- To provide an overview of the selection process.

- To identify challenges experienced during the selection process at an energy-generating organisation.
- To determine ways of advancing the selection process at an energy-generating organisation.
- To assess ways in which the selection process can be expedited at an energy-generating organisation.

5.3 Results of the study

The data analysis uncovered essential elements for successfully implementing the selection process within the energy-generating organisation. Ineffective selection process implementation was hindered by issues such as non-process regarding cancellation policy around the recruitment projects that are taking long to complete. Another contributing factor is the long online application lists of candidates who apply for positions and the period it takes to complete the shortlist. The repetition of activities and assessments that are outsourced also prolongs the process.

5.3.1 Main findings

Problem areas:

- Line managers taking too long to respond with the final shortlist.
- Lack of training for line managers involved in the recruitment and selection process.
- Repetitive activities in application forms.
- Requirements to have line managers negotiate the release date of the recommended employees.
- Interview biases.

- Reluctancy to accept offers for positions that are in secluded areas.

5.4 Summary of Recommendations

5.4.1 Training

It is recommended that mandatory training be provided to managers upon their appointments in their new roles, and that should be part of their onboarding process. A booklet with detailed information regarding the recruitment and selection process, conflict of interest, possibilities of biases and their impact thereof, as well behaviours that may possibly lead to grievances, be clarified in the brochure so that it assists in ensuring that managers understand, are ethical in how they conduct the selection process and are equipped to effectively conduct interviews whenever there is a recruitment need within their departments. Those currently in supervisory and managerial positions must also undergo training and be assessed for competency.

5.4.2 Shortlists

It is recommended that an effective recruitment system be used to automate some of the activities that will enable the applicants to upload their CVs and automatically select those who meet and those who do not meet the job requirements. Standardise a template form that applicants must complete when applying for positions. The form should incorporate all the information required on the application forms and exclude mandatory data already on each applicant's CV. Upon receiving a list of candidates who meet the requirements, interviews can be arranged. Requesting CVs from the applicants will not be necessary because the HRP would have obtained all the required information. The time it would have taken to wait for CVs would be spared and utilised towards other processes.

5.4.3 Interviews

It is recommended that other methods be utilised to assess candidates for the positions, particularly in engineering and technical departments. The candidates can

be taken to the plant or workshops and requested to do the visuals and explain how the plant works. Assessing knowledge of the plant will give confidence to the interview panel if the candidates are adequately skilled and experienced to assume certain roles.

5.4.4 Verification of qualifications

It is recommended that a system that links recruitment and selection units to institutions such as the South African Police Service and SAQA be developed to facilitate expeditious vetting and verification processes. It will strengthen the selection processes and save costs for outsourcing such services. The business will have control over the time limit it should take to receive feedback.

5.4.5 Release Agreement

It is recommended that the recruitment and selection procedures be reviewed, particularly on the release agreement between the receiving and releasing manager. A standard 30-day notice period be applicable for appointment of level transfer or promotion. Release agreements between managers should be removed as it creates a hostile environment for applicants who no longer want to be in the department but are forced to remain for a period of three months based on their manager's decision. It instils fear that applicants' career move through level transfer or promotion depends on their managers.

5.4.6 Rejection of Offer Letters

It is recommended that a selection plan be formulated for different position needs. Standardise face-to-face interviews for divisions in secluded areas to give applicants a view of the area they may be appointed to work in. It will allow the candidates to make an informed decision in time without misleading the interview panel and only to reject an offer letter. Consider the demographics and social status of the candidates and use it for the benefit of the organisation without compromising employment equity and other important factors in the selection process.

5.4.7 Recommendations for future studies

The research study has revealed several limitations where further investigation would be beneficial. I recommend the following for future studies :

Future research could investigate how Line Managers may improve on human resource selection planning and response. Such research could contribute to identify specific strategies that relate to successful management of human resource selection process.

Deeper knowledge of how managers training is needed to enhance the success of human resource selection process. The research could contribute to a successful integration of development in manager's outputs in relation to HR selection process

5.5 Conclusion

The study's outcome indicated that the majority of participants understood the selection process, its challenges and its role in the business. While they recognised its value, hindrances were identified to limit the effective use of the process. Despite the evidence of how long it took to complete projects and the impact it has on the employees, an excellent service seems to be provided by the HRPs. They need to obtain the buy-in from managers. However, the support seemed inadequate, which minimises the potential and implementation of the selection process. The fact that some employees are leaving the organisation because of delays and a stagnant selection process, as some participants pointed out, means that the process is not beneficial to the organisation. Participants shared ideas that could help the drivers of the processes to implement selection planning and monitor whether it is relevant to the study's results. The study has offered an assessment of the efficiency of the recruitment and selection process.

Bibliography

Abbas, S. I., Shah, M. H. S., Othman, Y. H (2021). Critical Review of Recruitment and Selection Methods: *Understanding the Current Practices*, Vol. 3(3): 46-52, DOI:10.33166/ACDMHR.2021.03.005

Aardt, I., & Wagner, C. (2019). *Research Methodology Business and Management Contexts*. Oxford

Aarons, D. E. (2017). *Exploring the risk/benefit balance in biomedical research: some considerations*: <http://dx.doi.org/10.1590/1983-80422017252192>

ACDMHR (2021). *Annals of Contemporary Developments in Management & HR*. Vol.3(3)

Akuamoah, W. S., Kofi, A., Yao, D., Kafui, A. L (2016). *The impact of effective recruitment and selection practice on organisational performance (A Case Study at University of Ghana)* *Global Journal of Management and Business Research: A Administration and Management*, Vol.16, Global Journals Inc. (USA)

Alzoubi, R.I. A. (2020). The Recruiting Process in the Human Resource Management: *International Journal of Recent Research in Social Science and Humanities*, Vol. 7(1):65-71

Ansari, A. (2021). The Role of Interpersonal Communication Skills in Human Resource and Management: *International Journal of Science and Research*, Vol.10(11), 916-922. DOI:10.21275/SR211118020911

Author missing (2017). *The Wiley Blackwell Handbook of the Psychology of Recruitment, Selection and Employee Retention*. (1st edn). Wiley

Barbieri, B., Buonomo, I., Farnese, M. L., Benevene, P. (2021). Organizational Capital: *A Resource for Changing and Performing in Public Administrations. Sustainability* Vol13(10), <https://doi.org/10.3390/su13105436>

Bettinsoli, M. L., Suppes, A., & Napier, J. L. (2020). Predictors of attitudes toward gay men and lesbian women in 23 countries: *Social Psychological and Personality Science*, Vol.11(5), 697-708. <https://doi.org/10.1177/1948550619887785>

Billsberry, J., Searle, R. (2007) Fit as a Recruitment and Selection Paradigm. The Open University

Boru, T. (2018). Research and Methodology, DOI:[10.13140/RG.2.2.21467.62242](https://doi.org/10.13140/RG.2.2.21467.62242)

Bourdage, J.S., Goupal, A., Neilson, T., Lukacik, E. & Lee, N. (2018). Personality, equity sensitivity, and discretionary workplace behaviour: *Personality and Individual Differences*, Vol120:140-150

Bowe, M., Bug, T., Han, J., Abraham, K., Tessema, M. T. (2020). *International Journal of Human Resource Studies* Vol. 10, No. 3 ISSN 2162-3058

Brosi, F. P., Wollersheim, J. S., Welpe, I. M. (2021). Applicant Reactions to Digital Selection Methods: *A Signaling Perspective on Innovativeness and Procedural Justice. Journal of Business and Psychology*Nicholas. <https://doi.org/10.1007/s10869-021-09770-3>

Bryman, A., Bell, E., Hirschsohn, P., Dos Santos, A., Du Toit, J., Masenge, A., Van Aardt, I., & Wagner, C. (2019). *Research Methodology Business and Management Contexts*. Oxford.

Chu, S., Liu, N., & Liu, S. (2018). *Estimating the fit focused employee selection Program: [Electronic version] Journal of management Accounting Research*, Vol31, (2): 159-175. DOI: 10.2308/jmar-52157

Eskom, (2018). Integrated Report, online [Available] from: <http://www.eskom.co.za/eskom2018integratedreport>. Accessed: 24 August 2021].

Etikan, I., Bala, K. (2017). Sampling and Sampling Methods, Near East University Faculty of Medicine Department of Biostatistics, Cyprus Correspondence

Fisher, D. M., Cunningham, S., Kerr, A. J., Allscheid, S. P. (2017). *Contextualized personality measures in employee selection: Extending frame-of-reference research with job applicant samples. International Journal of Selection and Assessment*, Vol25:20-21. DOI 10.1111/ijsa.12156

FDA, (2017). Initial Assessment of FDA Hiring and Retention – A Path Forward. <https://www.fda.gov/media/108866/download>

Fusch, P. Fusch, G. E. Ness, L. (2018) Denzin's Paradigm Shift: *Revisiting Triangulation in Qualitative Research*. Vol 10(1):19-32. DOI:10.5590/JOSC.2018.10.1.02

Gatewood, R. D., Barrick, M. R., & Feild, H. S. (2018). Human resource selection. Wessex, Incorporated.

Gauteng Province, (1998). Gauteng Employment Equity Act (Act 55 of 1998). Government Printer

Gembu, S. E., Dickson, C. N., Apikins, M. W., Samuel, I. A. (2019). Recruitment, Selection and Placement of Human Resource in International Civil Service Commission: *International Journal of Sciences: Basic and Applied Research*. Vol. 48(4):188-200

Gesu, J. S., Major, J. C., Berger, E., Godwin, A., Jensen, K. J., Chen, J., Froiland, J. M. (2021). A Scoping Literature Review of Engineering Thriving to Redefine Student Success, Vol.2(2):19-41

Gravili, G., Fait, M. (2017) *Social Recruitment in HRM: A Theoretical Approach and Empirical Analysis*. (1st edition). Emerald Group Publishing Limited

Gomathy, C. K. (2022). Overview of Recruitment and Selection Process in HRM. DOI:[10.55041/IJSREM11714](https://doi.org/10.55041/IJSREM11714)

Harky, Y. F. M. (2018). The Significance of Recruitment and Selection on Organizational Performance: *The Case of Private Owned Organizations in Erbil, North of Iraq*. Istanbul Aydin University Institute of Social Sciences

Hedricks, C. A., Rupayana, D. D., Fisher, P. A., & Robie, C. (2019). Factors Affecting Compliance with Reference Check Requests. *International Journal of Selection and Assessment*, 27(2), 139-151.

Hennink, M. Kaiser, B. N. (2022). Sample sizes for saturation in qualitative research: *A systematic review of empirical tests*. *Social Science & Medicine*, 292. <https://doi.org/10.1016/j.socscimed.2021.114523>.

Hiemstra, A. M. F., Oostrom, J. K., Derous, E., Serlie, A. W., & Born, M. P. (2019). Applicant perceptions of initial job candidate screening with asynchronous job interviews. *Journal of Personnel Psychology*, 18(3), 138–147. <https://doi.org/10.1027/1866-5888/a000230>
<https://www.iol.co.za/business-report/energy/black-engineers-slam-eskoms-re-hiring-plan-47796290>

<https://www.researchgate.net/publication/319066480> NonProbability and Probability Sampling

https://www.gov.za/sites/default/files/gcis_document/202108/b14b-2020

employment-equity-amendment-bill.pdf, Memorandum on the objects of the employment equity amendment bill,

IOWA State University (2016). Institutional Review Board, <https://www.compliance.iastate.edu/sites/default/files/imported/irb/guide/docs/Recruitment%20of%20Research%20Participants.pdf>

Johnson, J. L., Adkins, D., Chauvin, S. (2019). Research Theme Issue Qualitative Research in Pharmacy: *Quality Indicators of Rigor in Qualitative Research*

Jones, M.K., Latreille, P. and Sloane, P. (2016). *Job anxiety, work-related psychological illness and workplace performance. British Journal of Industrial Relations*, 54 (4). pp. 742-767. ISSN 1467-8543

Kapur, R. (2018). Recruitment and Selection. [\(PDF\) Recruitment and Selection \(researchgate.net\)](#)

Kapur, R. (2020). *Importance of Recruitment and Selection in Leading to Progression of the Organization.*

Klotz, A. C., & Bolino, M. C. (2016). Saying goodbye: *The nature, causes, and consequences of employee resignation styles.* Journal of Applied Psychology, 101(10), 1386-1404.

Konate, H., Lakkoh, E. K. D., Udeh, E. (2023). Cost and Administrative Effectiveness of Recruitment and Selection Practices on Public Service Delivery in Public Sector Institutions: *European Journal of Business Management and Research*. Vol.8(2). 23-30. DOI:10.24018/ejbmr.2023.8.2.1814

Kuchrska, M. G., Erickson, G. S. (2020). A person-organization fit model of Generation Z: Preliminary studies, *Journal of Entrepreneurship, Management and Innovation* Vol 16(4) DOI: <https://doi.org/10.7341/20201645>

Kumar, S., Gupta, A. K. (2014). *A Study on Recruitment & Selection Process with Reference* DOI: [10.13140/2.1.2424.0320](https://doi.org/10.13140/2.1.2424.0320)

Kyngäs, H. Mikkonene, K. Kaariainen, M. (2020) The Application of Content Analysis in Nursing Science Research, https://doi.org/10.1007/978-3-030-30199-6_2

Lopez, J. M. T. (2019). Concept of Education: *Confluence of definition criteria, temporary formative orientation and common activity as core content of its meaning*. Revista Boletín Vol 10(1)

Manandhar, N., Joshi, S. K. (2020). *Importance of consent in the research, International Journal of Occupational Safety and Health* 10(2):89-91 DOI:10.3126/ijosh.v10i2.33284

Mandelke, A. J., Shoenfelt, E. L., Brown, R. D. (2016). *Expected Utility of Interest Inventories in Employee Selection: Perceptions of Industrial Organizational Psychology Experts* Vol10(5) pp 1-2

Meyer, C. (2016). Face to Face Communication: *The International Encyclopedia of Communication Theory and Philosophy*, DOI: 10.1002/9781118766804.wbiect045

Mohammad, A. (2020). A Review of recruitment and selection process

Mohamed, S. A. (2019). Online Recruitment Application, Technology and Communication, pp47

Mohammed, S. D. (2019). Theoretical Perspective on the Integration of Human Resource Management and Strategic Human Resource Management: *Global Journal of Human Resource Management*, ECRTD-UK, Vol.7(5)

Mtshelwane, D., Nel, J. A., & Brink, L. (2016). Impression management within the Zulu

culture: *Exploring tactics in the work context. South African Journal of Industrial Psychology*, Vol.42(1), 1–13. <https://doi.org/10.4102/sajip.v42i1.1325>

Noe, R. Hollenbeck, J., Gerhart, B., Wright, P. (2020). *Human Resource Management*, 12th edition.; McGraw-Hill Education

NHS Foundation Trust, (2021). *Recruitment and Selection*, CORP/POL/532.

Onyeaghala, O.H., Hyacinth, M. I. (2016). *Effects of Employee Selection Process on Productivity in the Public and Private Sectors: A Case of Benue State*. *Bus Eco J* 7: 273. Doi: 10.4172/2151-6219.1000273

Oyadiran,P. A., Ishaq, M. F., Kola, A. S., (2023). Effects of Recruitment and Selection process on Performance in Organisations: *International Journal of Human Resource Management and Humanities*, Vol.1(1), 1-26

Picardi, C. (2019). *Recruitment and Selection: Strategies for Workforce Planning and Assessment*, (1st edition) Sage Publications

Prabhu, M., Abdullah, N.N., Ahmed, R.R. (2020). Segmenting the manufacturing industries and measuring the performance: using interval-valued triangular fuzzy TOPSIS method. *Complex Intell. Syst.* <https://doi.org/10.1007/s40747-020-00157-0>

Potočník, K., Born, M., Nikolaou, J. (2021). Paving the way for research in recruitment and selection: *recent developments, challenges and future opportunities: European Journal of Work and Organizational Psychology*, Volume 30(2)

Rozario, S. D., Venkatraman, S., Abbas, A. M. (2019) *Challenges in Recruitment and Selection Process: An Empirical Study* ,10(2):35 DOI:10.3390/challe10020035

Santos, A., Armanu, A., Setiawan, M., & Rofiq, A. (2020). Effect of recruitment, selection and culture of organizations on state personnel performance. *Management Science Letters*, 10(6), 1179-1186.

Scientific Quarterly "Organization and Management Vol. 1, No. 49; DOI: 10.29119/1899-6116.2020.49.10

Shava, G. N. Hleza, S. Tlou, F. Sonhiwa, S. Mathonsi, E. (2021). Qualitative Content Analysis, Utility, Usability and Processes in Educational Research: *International Journal of Research and Innovation in Social Science*, Vol.V(VII)

Sigma (2018). Managerial accountability in the Western Balkans: *A comparative analysis of the barriers and opportunities faced by senior managers in delivering policy objectives*. SIGMA Papers, no. 58; Paris. OECD

Sivathanu, B., & Pillai, R. (2018). Smart HR 4.0 – How industry 4.0 is disrupting HR: *Human Resource Management International Digest*, Vol.26(4), 7–11. <https://doi.org/10.1108/HRMID-04-2018-0059>

Swaraj, A. (2019). Exploratory Research: Purpose and Process, Vol.-XV(2), ISSN 0974 7222

Sixpence, S., De Braine, R., Bussin, M., Mthombeni, M. (2021). *Anchoring human resource management to sustain employee performance at Johannesburg Metropolitan Municipality*, *SA Journal of Human Resource Management*, Vol 19.

Sylva, H., Mol, S. T., Hartog, DN. D., Dorenbosch, L. (2019). Person-job fit and proactive career behaviour: *A dynamic approach*, *European Journal of Work and Organizational Psychology*, Informa UK Limited, Vol 28(2) DOI:[10.1080/1359432X.2019.1580309](https://doi.org/10.1080/1359432X.2019.1580309)

Taherdoost, H., Lumpur, K. (2016). *Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research*, *International Journal of Academic Research in Management*, Vol.5(2): 18-27

Tijana, S. T., Marija, R. R., Slobodan, A. (2021). The Analysis of Employee Selection process in Organizations in Central Serbia, Vol.XIV(2):57-77, DOI: 10.5937/etp2102057S

Tomas, O. O., Lawal, O. R. (2020). Exploratory Research Design in Management Sciences: *An X-Ray of Literature*, DOI <https://doi.org/10.35219/eai15840409109>.

Torrington, D., Hall, L., Taylor, S., Atkinson, C. (2020). Human Resource Management, (11th Edition). Pearson.

Torlak, N. G., Kuzey, C., Ragom, M. (2018). Human resource management, commitment and performance links in Iran and Turkey. *International Journal of Productivity and Performance Management*, Vol.67(9), 1994-2017. <https://doi.org/10.1108/IJPPM-11-2017-0298>

Villegas, S., Lloyd, R. A., Tritt, A., Vengrouski, E. F. (2019). Human Resources as Ethical Gatekeepers, *Hiring Ethics and Employee Selection Journal of Leadership, Accountability and Ethics* Vol. 16(2)

Woods, S. A., Ahmed, S., Nikolaou, I., Costa, A. C., & Anderson, N. R. (2020). Personnel selection in the digital age: *A review of validity and applicant reactions, and future research challenges*. *European Journal of Work and Organizational Psychology*, Vol.29(1), 64-77. <https://doi.org/10.1080/1359432X.2019.1681401>

Ye, G. (2022). Critically Discuss Challenges and Recommendations in Recruitment and Selection: *2022 7th International Conference on Financial Innovation and Economic Development*, Vol.648, DOI:[10.2991/aebmr.k.220307.043](https://doi.org/10.2991/aebmr.k.220307.043)

Zoek, (2019). The Importance of Job Analysis in Recruitment, <https://www.hrgrapevine.com/content/article/zoek-2019-11-11-the-importance-of-job-analysis-in-recruitment>

Zwane, C. M. (2019). *An Evaluation of Recruitment and Retention Practices for Scarce and Critical Technical Skills in the Kwazulu Natal Department of Transport*

Zwardon-Kuchciak, O., Lipinska-Grobenly, A. (2020). *Personnel Selection Methods and the Employees Labour Market*. Vol.1(49): 140-141. DOI: 10.29119/1899-6116.2020.49.10