

**AN ANALYSIS ON THE IMPACT OF RECRUITMENT AND  
SELECTION WITHIN THE DEPARTMENT OF ECONOMIC  
DEVELOPMENT AND TOURISM IN THE PROVINCIAL  
GOVERNMENT OF THE WESTERN CAPE**

**BY**

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**Dissertation submitted in the fulfilment of the requirements**

**FOR THE DEGREE OF**

**MAGISTER TECHNOLOGIAE IN PUBLIC MANAGEMENT**

**In the Faculty of Business**

**AT THE CAPE PENINSULA UNIVERSITY OF TECHNOLOGY**

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## DECLARATION

I, Nicole Heynes, hereby declare that this thesis, titled, "**Recruitment and Selection and its impact on Service Delivery within the Department of Economic Development and Tourism in the Provincial of the Government Western Cape**", is my own work and that all sources that have been referred to and quoted, have been indicated and acknowledged with complete references. It has not been submitted to any other higher educational institutions for the purpose of earning a degree.

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Signature

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Date

## ABSTRACT

Since 1994 government has attempted through various sets of legislation and regulations to create a policy environment, which is conducive and supportive of effective recruitment and selection and service delivery. The Public Service has currently embarked on restructuring in an attempt to improve its service delivery. An effective and efficient recruitment and selection system should facilitate achievement of that goal.

The general research aim is to evaluate and measure the effectiveness of recruitment and selection and its impact on service delivery amongst staff within the Department of Economic Development and Tourism in the Provincial Government of the Western Cape. Research has shown that motivated and satisfied employees are more productive and that there is an improvement on service delivery. Factors, which influence employee motivation are inter alia as efficient recruitment and selection methods, achievement, advancement, being treated with respect and personal growth and development.

The sample group (N=121) consists of male and female employees, contract employees, permanent employees and interns within the Department of Economic Development and Tourism in the Provincial Government of the Western Cape.

## ACKNOWLEDGEMENTS

This thesis is dedicated to my mother Lorna Heynes and late father Alec Heynes. Without my parents, who have always loved me unconditionally, I would not be where I am today.

I wish to thank my Creator for giving me the wisdom and courage to complete this thesis.

To my employer who gave consent for this study to be conducted, the staff who participated in the study and my colleagues who supported me.

A special acknowledgement to Wesley Williams who has always supported me and given me the extra strength when I needed it most.

To my supervisor, Professor MS Bayat, for his valued leadership.

Finally, to a supportive and patient Dr Ferreira who acted as my co-supervisor for this study, for his guidance and knowledge.

## LIST OF ABBREVIATIONS AND ACRONYMS

1. Provincial Government of the Western Cape : PGWC
2. Human Resource Management : HR
3. Host-Country Nationals : HCN
4. Parent-Country Nationals : PCN
5. Public Financial Management Act : PFMA
6. Integrated Development Plan : IDP
7. Growth Domestic Product : GDP
8. Performance Management System : PMS
9. Department of Economic Development  
and Tourism : DEDT
10. Medium Term Expenditure Framework : MTEF
11. National Council of Provinces : NCOP
12. Total Quality Management : TQM

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# CHAPTER ONE

## INTRODUCTION AND BACKGROUND TO THE STUDY

### 1.1 INTRODUCTION

After more than a decade of democracy within the South African political environment, Public Service organisations face a multitude of factors that impinge on the effective delivery of essential services, which it provides. For example, between 20% and 30% of senior management positions are not filled, which raises questions in relation to who gives strategic direction in departments or departmental units where these vacancies exist.

In order for a public sector organisation or government department to deliver on its mandate of service delivery to the electorate, social partners and employees, its political principal(s) and administrative top management should develop a relationship between the organisation, the electorate and its employees, which will fulfil the ever-changing needs of all parties. Political principals will endeavour to deliver on their election promises, while the organisation would expect employees to perform reliably the tasks that are assigned to them, and at a desired standard, while they deliver on their key performance areas within the legislative and regulatory framework governing the employer-employee relationship in the workplace. Political principals and management often expect more – not only that the tax payer's money, from which government derives its budget, is stretched so that more is delivered for less – but that employees take initiative, supervise themselves, continue to learn new skills and are responsive to organisational needs in order to achieve more with less. At a minimum, employees, at times also through organised labour, expect their organisation to provide equal pay for equal work, a safe working environment and fair treatment in employment practices. Amos, et al, (2004:15).

## **1.2 PROBLEM STATEMENT**

The problem that is researched revolves around the inadequate tempo of filling vacancies at the Department of Economic Development and Tourism and its impact on service delivery.

### **1.2.1 SUB PROBLEMS**

The following are sub-problems emanating from the problem statement:

- i) At what rate are vacancies filled?
- ii) Is service delivery affected?
- ii) How can this problem be addressed?

## **1.3 OBJECTIVES OF THE STUDY**

The objectives of this study should determine:

- (i) If a relationship exists among work content, payment, promotion, recognition, working conditions, benefits, personal, leadership/ supervision, general and recruitment and selection;
- (ii) The factors that contribute to recruitment and selection of potential employees; and
- (iii) The impact of biographical variables on recruitment and selection.

## **1.4 RESEARCH METHODOLOGY**

This section describes the steps that are envisaged in terms of the literature search and the empirical survey.

### **1.4.1 Literature search (data stream 1)**

The literature search, as data stream 1, includes a study of relevant books, journals, articles, academic papers and official reports. Government policy, such as legislation and minutes of meetings, official publications and other policy documents, newspaper articles, unpublished research and other relevant published and unpublished material, is also part of the literature search. The constitutional and statutory obligations and responsibilities towards the creation and promotion of public service that values and uses the differences that people bring to it in order to enhance service delivery, are also scrutinised. Best practices with regard to recruitment and selection in the public sphere, are studied and evaluated. The research involves a study of various definitions and concepts that arise when addressing the aspect of managing diversity.

#### **1.4.1.1 Extracting relevant and particular normative criteria from the literature pertaining to the stated problem**

This step focuses and concretises the fundamentals of what was found in the literature in a coherent and comprehensive description of selected normative criteria. Such normative criteria are extracted from the literature, indicating knowledge and understanding on the part of the research topic, the research problem and other relevant matters.

### **1.4.2 Empirical survey (data stream 2)**

Data stream 2 includes a description of research, target and response population; quantitative and/or qualitative approach, data collection, for example, by way of questionnaires, statistical analysis, and an interpretation of the findings. The results of the



statistical analysis, generated on the basis of the use of descriptive and inferential statistics, are presented in the form of tables, graphs, measures of central tendency and dispersion.

#### **1.4.2.1 Description of the research population**

The research population is categorised as follows:

- (i) The research was conducted in a quantitative and triangulate approach. The aim of a quantitative and triangulate approach is to classify features, count and construct statistical models in an attempt to explain what is observed. The data is presented in the form of numbers, which is objective and seeks precise measurement and an analysis of target concepts. The total possible research population includes all employees at the Department of Economic Development and Tourism.
  
- (ii) The total staff establishment is 121; of these, the selected target population is 50% of the figure as discussed with a statistician who stated that it would be scientifically acceptable. A current employee profile of the aforementioned population was utilised to identify all designated employees working in the organisation. The selected population size constitutes 121 employees while, the ideal sample size constitutes approximately 92 individuals. For the purpose of this research, 121 questionnaires were issued to the entire population, while the desired number of questionnaires returned, was set at 92 respondents. This should have resulted in a return rate of approximately seventy-three percent (73.57%). However, only sixty two (62) questionnaires were returned, which constitutes a return rate of close to fifty-one percent (51.66%). This return rate is considered acceptable for this research, as Sekaran (2000:24) states that a response rate of thirty percent (30%) is considered acceptable for most research purposes.

### **1.4.2.2 The Survey Process**

The focus is often incorrectly placed only on the survey instrument and how it is fielded to the survey sample and not on the entire survey process. The entire process also includes defining the survey objectives, developing a sample frame, specifying the strategy for data collection and conducting an appropriate analyses. A formal framework for conducting effective mail surveys has proven successful over the past two decades, which recognises that the entire process of fielding a survey is important to achieving acceptable response rates ([www.rand.org/pubs/monograph/reports/chapter 2: 2](http://www.rand.org/pubs/monograph/reports/chapter%202)).

### **1.4.2.3 Questionnaires**

For the purpose of this research, a questionnaire was considered appropriate as a data gathering instrument. Denzin and Lincoln (2002:65) postulates that there are specific benefits of utilising questionnaires:

- The cost per questionnaire is relatively low;
- Structured information in the questionnaire and few open questions, make analysing questionnaires relatively straightforward;
- Questionnaires give respondents extended time to formulate accurate responses;
- This method of data collection produces quick results; and
- Questionnaires are a stable, consistent and uniform method of collecting data.

### **1.4.2.4 Data Collection**

For the purpose of this study, the data gathering instruments that were utilised, included a biographical questionnaire and the Work Motivation Questionnaire, as set out by De Beer (1987:25).

Before distributing the research questionnaire, official approval was obtained from the Director of Human Resource Management and Support Services in the Provincial Government Department to undertake the research. The questionnaires were personally distributed to employees, per directorate and to the entire population. A box for returning the questionnaires was located within the offices of the secretary in the individual departmental units. The respondents were given twenty-four (24) hours to return their completed questionnaires. After each departmental unit's responses were collected, a reminder was sent to all employees requesting those employees who had not yet returned their completed questionnaires to do so within seventy-two (72) hours.

#### **1.4.2.5 Statistical Analysis**

The total staff establishment is 121; of these, the selected target population was 50%, as discussed with a statistician who stated that it would be scientifically acceptable. A current employee profile of the aforementioned population was utilised to identify all designated employees working in the organisation. The selected population size constitutes 121 employees, while the ideal sample size constitutes approximately 92 individuals. For the purpose of this research, 121 questionnaires were issued to the entire population, with the desired number of returned questionnaires, set at 92. This should have resulted in a return rate of approximately seventy-three percent (73.57%).

#### **1.4.2.6 Description of the findings**

The information of the respondents (sample) for this study is represented in graphical format and expanded in Chapter Four. A description of the findings is explained and identified.

## 1.5 OVERVIEW OF THE CHAPTERS

**Chapter One: Introduction:** provides an overview of the relationship between recruitment and selection and the employee; the aims and objectives of the study; a hypothesis of the study; as well as the limitations and benefits of the study. It also provides a brief insight into *the research study*.

**Chapter Two: Recruitment and Selection:** provides an overview of the theoretical foundation that provides a premise for the study. The methods of recruitment and selection are introduced and discussed and the theories of recruitment policies and practice are used as a foundation for this study, are explained. Furthermore, job performance, competency based Human Resource Management, retention of personnel and performance appraisal are also discussed.

**Chapter Three: Service Delivery:** provides an overview of the theoretical foundation that provides a premise for the study. The goals and objectives of government are introduced and discussed, and the service delivery by regional government are used as a foundation for this study, are explained. Furthermore, job performance, competency based Human Resource Management and retention of personnel, are discussed.

**Chapter Four: Research Methodology:** gives insight into the research design that was utilised in order to interrogate the research problem with specific reference to sampling, data collection methods and the statistical techniques that were employed. **Research Findings:** unveils the research findings from an analysis of the data that was collected during the study.

**Chapter Five: Recommendations and Concluding Remarks:** provides an exposition of the most salient results, and a discussion thereon. The chapter concludes by discussing the challenges and limitations of the study with recommendations for future research.

## **1.6 SUMMARY**

In this chapter the study has been contextualised with specific reference being made to the milieu of the study (environment of the Provincial Government of the Western Cape). The importance of the study was highlighted as changes in the environment (for example, political environment, greater focus on delivery) have resulted in a reorganisation of the Provincial Government of the Western Cape (PGWC).

The aims of the study were delineated, including an identification of factors such as recruitment and selection and service delivery of a government department within the Provincial Government of the Western Cape.

## CHAPTER TWO

### RECRUITMENT AND SELECTION

#### 2.1 INTRODUCTION

The strategy, culture and values of an organisation have an influence on the expectations of each stakeholder within such a relationship. Considering the aforementioned, it is expected that organisations and, by implication, managers, should have an understanding of what motivates employees and how to motivate employees in order to achieve higher levels of performance, to achieve organisational objective, Amos et al., (2004:34).

*Implementation of the policies will have a profound impact on the management of people within the Public Service and on the careers of individual employees. The Public Service will continue to be staffed mainly by career employees who will be provided with opportunities for professional advancement and personal development. Open competition and more innovative recruitment practices will open the Public Service up to a far wider pool of talent and ensure the inclusion of all sections of society. Fresh skills will be more easily absorbed, and operational requirements more efficiently and effectively managed through the use of fixed term contracts, and the increased use of part-time employment and more flexible working patterns.*

Boninelli and Meyer (2004) state a new model for human resource management will lead to a *shift in approaches toward the management of human resources by, amongst others, improving employee relations. This chapter explains Recruitment and Selection Methods, Job Analysis, Job Knowledge Tests, Recruitment Policies and Practice and Staff Retention.*

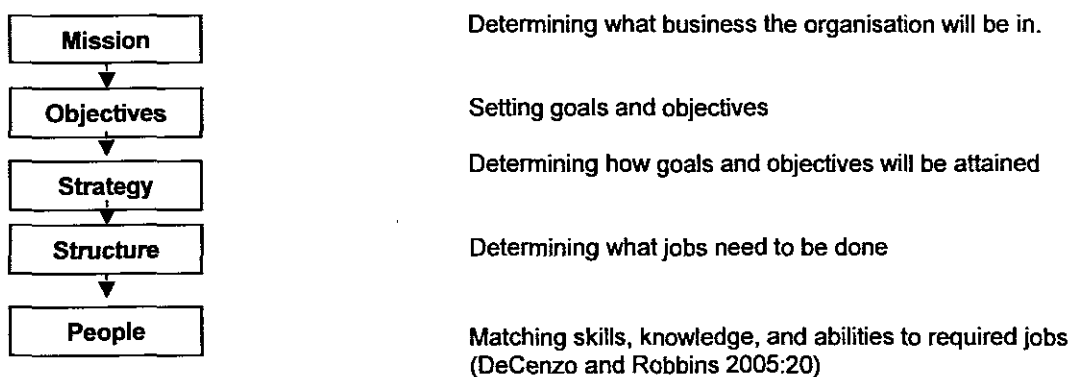
## 2.2 RECRUITMENT AND SELECTION METHODS

The various Recruitment and Selection methods, which are significant, are discussed below.

### 2.2.1 HUMAN RESOURCE PLANNING AND JOB ANALYSIS

According to DeCenzo and Robbins (2005:20), whenever the organisation is engaged in a process of determining its human resource needs, it becomes involved in a process called Human Resource Planning. Human Resource Planning is one of the most important elements within a successful Human Resource Management Program, since it is a process by which the organisation ensures that it has the right number and kinds of people, who are at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organisation to achieve its overall strategic objectives. Employment planning translates the organisation's overall goals into the number and types of workers that are needed to meet those goals. Without clear-cut planning and direct linkage to the organisation's strategic direction, estimations of an organisation's human resource needs are reduced to mere guesswork. *Employment planning cannot exist in isolation it must be linked to the organisation's overall strategy.*

**Figure 2.1: Linking Organisational Strategies to Human Resource Planning**



DeCenzo and Robbins (2005:21), state that human resource managers must engage during the strategic planning process, in employment planning to ensure that appropriate staff are available to meet the requirements set. The purpose of this planning effort is to determine what Human Resource Management requirements exist for current and future supplies and demands for employees. For example, if a department has set as one of its goals to expand its service delivery capabilities over the five years, it will require that skilled employees be available to handle the jobs. After this assessment, employment planning matches the supplies and demands for labour, supporting the people component.

DeCenzo and Robbins (2005:21), state an organisation can use innovative initiatives as strategic measures to show employees that their contributions to the organisation are valued, and in so doing, influence their motivation, job satisfaction – leading to increased job performance. However, the inconsistent implementation of any initiative (for example a reward or recognition system) could have more negative effects than positive. Those staff who really excel would perceive the initiative to be unfair if those who are perceived not to be excelling in their performance are not benefiting from such initiatives. (Roberts, 2005:25)

### **2.2.1.1 Assessing Current Human Resources**

Erasmus, et al, (2005:227), states that recruitment is an expensive process that includes costs such as the following:

- Recruiters salaries;
- Management and professional time spent on preparing job descriptions, job specifications, designing and placing of advertisements, and liaison activities,
- Costs of advertisements or other recruitment methods,
- Recruitment overheads and other administrative expenses,
- Costs of overtime or subcontracting whilst the post remains unfilled, and



- Costs of recruiting unsuitable candidates for the forthcoming selection process.

It is essential that the recruitment process should be evaluated. It is easy to evaluate the cost of effectiveness of the public sector recruiter in terms of whether the recruitment target was reached. Another method of evaluation is to decide the number of interviews required per successful placement.

It is essential to evaluate the cost/benefit ratio of each method or of a combination of recruitment methods employed. When weighing up cost effectiveness, factors such as external conditions in the labour market, time taken to fill the vacancy, and the nature of the job must be considered.

### **2.2.1.2 Determining the Labour Market**

Erasmus, et al, (2005:214), state that both the public sector employee and the person considering employment have a good deal at stake in the employment process. *The applicant can be viewed as a person seeking a position that will provide him or her with both material and psychological rewards.* For most people, the process of job choice begins long before they become aware of any recruitment efforts by public sector institutions. Recruiters must be aware of the factors influencing job choice, as this will enable them to give better advice and to make better choices when recruiting candidates. Job choice, for most people, consists of three components, namely occupational choice, job search, and organisational commitment.

### **2.2.1.3 Job Search**

Erasmus, et al, (2005:214), state that when designing a specific recruitment programme, the most preferred methods of job seeking used by candidates must be considered. These are both *informal and formal methods*, and example of the latter being the use of employment agencies. Many candidates may prefer more informal recruitment methods, such as responding to newspaper advertisements. Public Sector management should design the recruitment drive around these preferred methods.

### **2.2.1.4 Institutional Commitment**

Erasmus, et al, (2005:214), affirm that Recruitment can play an important role in combining the candidate's vocational and job-related needs with the institution's ability to satisfy the candidates. The recruiter should display the following desirable qualities in the initial interaction between candidates and the institution:

- Ask relevant questions,
- Discuss career paths,
- Produce positive responses from candidates,
- Display warmth, enthusiasm, and perceptiveness.

The public sector recruiter must not be afraid of providing realistic information, both positive and negative, as this will enhance loyalty. Realistic information serves the following purposes:

- To prevent the formation of unrealistic expectations,
- To facilitate balanced and improved decisions careers, and
- To allow individuals to feel that they have greater freedom.

## 2.2.2 JOB ANALYSIS

DeCenzo and Robbins (2005:25), affirm that in many human resource management functions, the process of job analysis and the resulting job descriptions constitute the basic building blocks for the compensation system design. Job analysis in the context of compensation system design has the following twofold purpose:

- To identify the important characteristics of each job so that the evaluation can be carried out,
- To identify, define, and weigh the compensable factors, that is, all those shared characteristics of jobs that provide a basis for judging job value.

These factors are typically linked to the specific job evaluation plan, for example, decision making or know-how, problem solving, and accountability.

### 2.2.2.1 Purpose of Job Analysis

DeCenzo and Robbins (2005:26), assert that no matter what method you use to gather data, the information gathered and written down from conceptual, analytical job analysis process generates three tangible outcomes: job descriptions, job specifications, and job evaluation.

- a) Job Descriptions:** A job Description is a written statement of what the jobholder does, how it is done, under what conditions, and why. It should accurately portray job content, environment and conditions of employment.
- b) Job Specifications:** The job specification states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully. Based on the information acquired through job analysis, the job specification identifies pertinent knowledge, skills, education, experience, certification, and abilities.

- c) **Job Evaluations:** In addition to providing data for job descriptions and specifications, job analysis also provides valuable information for making job comparisons. If an organisation is to have an equitable compensation program, jobs that have similar demands in terms of skills, knowledge, and abilities should be placed in common compensation groups.

### 2.2.2.2 Job Analysis Methods

DeCenzo and Robbins (2005:27), the basic methods by which HRM can determine job elements and the essential knowledge, skills, and abilities for successful performance include the following:

- a) **Observation method:** Using the observation method, a job analyst watches employees directly or reviews films of employees on the job. Although the observation method provides first hand information, employees rarely function most efficiently when are being watched, and thus distortions in the job analysis can occur.
- b) **Individual Interview Method:** The individual interview method assembles a team of job incumbents for extensive individual interviews. The results of these interviews are combined into single job analysis. This method is effective for assessing what job entails. Involving employees in the job analysis is essential.
- c) **Group Interview Method:** The group interview method is similar to the individual interview method except that the job incumbents are interviewed simultaneously. Accuracy is increased in assessing jobs, but group dynamics may hinder its effectiveness.
- d) **Structured Questionnaire Method:** The structured questionnaire method gives employees a specifically designed questionnaire on which they check or rate items they perform in their job from long list of possible task items.

- e) **Technical Conference Method:** The technical conference method uses supervisors with the extensive knowledge of the job. Here specific characteristics are obtained from “experts”.
- f) **Diary Method:** The diary method requires job incumbents to record their daily activities. This is the most time consuming of the job analysis methods and may extend over long periods of time and adding to its cost. These six methods are not mutually exclusive, nor is one method universally superior.

### 2.2.3 JOB KNOWLEDGE TESTS

Robertson and Copper (2001:46), state that the validity of written job knowledge tests as predictors of job performance and training success were examined with a database that consisted of 502 validity coefficients and a total sample of 363 528 persons. A corrected validity mean of 0.45 for job performance and 0.47 for training success was found.

Muchinsky et al (2002:167), employers on the other hand seem reluctant to employ people who have had no experience whatsoever regardless of the nature of the skill the person brings to the organisation. This is because the in-service training of new staff members is seen as a time-consuming process — work needs to be done while the organisation is turned into a school of architects and quantity surveyors. The emphasis on experience by employers is not progressive as malleable employees can also be used. Rigid employment policies that emphasise on an x-number of years experience for an applicant to be considered for employment at entry-level post categories are not only blocking away youth employability. They also advocate for an economy crisis. Entry-level employees are hired on the basis of their ability to be successfully trained. For them, the key qualification is their predicted capability to learn how to perform the job, Muchinsky (2002:167).

Muchinsky (2002:167), states the Public Sector has for some time been challenged by a lack of strategic needs based and outcomes-based training and development programmes. This is a poor planning issue that thrives in circumstances where training and development of employees is divorced from the broader, high-level planning processes. The worst scenario is found in public institutions where training and education is employee-directed and driven through a number of training pamphlets in the institution and where line managers do not participate meaningfully in the development of their employees. Service delivery imperatives relate to the operational competence needs, that is, a synopsis of the core capabilities and key competences that a public institution would require to deliver optimally and cost-effectively on its mandate. These needs are termed strategic in the sense that they are determined after the institution has adopted its long-term vision, mission, and core values and has determined its strategic goals and objectives for the next five to ten years. Based on a long-range planning of performance outputs key competences are determined that will take the organisation to where it wants to be in terms of service delivery.

Amongst its strategic objectives the institution might have set itself some equity targets at management.

Literature indicates that individual performance in organisations has traditionally focussed on the haphazard assessment of the performance of employees with the view of allocating rewards Nel, et al, (2001:71). However, current best practice models have revealed that the effective and efficient implementation of a performance management system should be aligned to both improving organisational performance and reaching strategic objectives, but also towards enhancing organisational development (Swanepoel, et, al 2003:25).

According to Cloete (1991:6), state all citizens who are in possession of the prescribed qualifications are prospective recruits for public institutions. However, in practice the supply of candidates for public employment is limited by a number of factors namely:

- Attitudes towards public employment – the image projected by public institutions in general
- The conditions of service offered by the public authorities
- The qualifications prescribed for appointment
- The reservation of particular posts or classes of posts for particular population groups
- The employment policies and practices – for example, the practice whereby some posts are filled only by promotion.

According to Luthans (2002:26), state allocating financial rewards based on performance of the employees is a major component of organisational reward systems. It is these financial rewards, which should have a positive effect on the expected deliverables in relation to productivity, quality and customer service, but also enhance employees meeting not only maintenance but also growth and achievement needs. Considering the aforementioned, reward systems linked to performance in terms of service delivery could be utilised to increase employee productivity.

### **2.3 RECRUITMENT POLICIES AND PRACTICE**

Cole, (2002:102) state that the principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in the organisation. The principal purpose of selection activities, by comparison, is to identify the most suitable applicants and persuade them to accept a position in the organisation. The importance of having efficient and effective procedures for recruitment and selection can hardly be exaggerated.

Cole (2002: 103), state that if organisations are able to find and employ staff who consistently fulfil their roles and are capable of taking on increased responsibilities, they are

immeasurably better placed to deal with the opportunities and threats arising from their operating environment than competitors who are always struggling to build and maintain their workforce.

Cole (2002: 103), affirms that one of the first steps in the planning for the recruitment of employees into the organisation is to establish adequate policies and procedures. A recruitment policy represents the organisation's code of conduct in this area of activity. An example of a typical policy for recruitment is as follows:

In its recruitment activities the department will:

- Advertise all vacancies internally;
- Reply to every job applicant with the minimum delay;
- Aim to inform potential recruits in good faith about the basic details and job conditions of every job advertised;
- Aim to process all applications with efficiency and courtesy;
- Seek candidates on the basis of their qualification for the vacancy concerned;
- Aim to ensure that every person invited for an interview will be given a fair and thorough hearing.

The department will not:

- Discriminate unfairly against applicants with a criminal record;
- Knowingly make any false or exaggerated claims in its recruitment literature or job advertisements.

Cole (2002:104), goes on further to state that within the context of such a policy the detailed plans and procedures for recruitment can be devised and put in place. There are necessary to ensure that recruitment practices are systematic, consistent and responsive to internal



needs. In terms of procedures on way in which managers engaged in recruiting staff can ensure a systematic approach is to adopt a checklist.

Cole (2002:105), state that a systematic procedure makes for internal discipline and control in recruitment matters, especially in organisations that are engaged in heavy or regular programmed of recruitment. Whilst a systematic approach with clear procedures is important for cost-effective recruitment, so also is responsiveness. In other words recruitment procedures should be flexible enough to permit personnel staff, in particular, to respond flexibly to demands made on them both by recruiting departments and by potential candidate. Thus, staff should be capable of rearranging their advertising campaigns to meet particular short-term needs of user departments, and of being prepared to negotiate interview times to meet the convenience of shortlisted candidates for key posts.

Cole (2002: 106), state however, it needs to be acknowledged that recruitment is a marketing activity as well as a resourcing one. When recruiting staff, organisations are going out into the external environment and competing with others for suitable recruits. It is important therefore, that such activities are conducted in a manner that sustains or enhances the public image of the organisation. Applicants who are treated both fairly and efficiently will pass on this experience to others, even if they have unsuccessful in their application. This is stipulated in the Constitution, the Labour Relations Act and the Employment Equity Act.

## **2.4 INTERNATIONAL RECRUITMENT AND SELECTION**

Dowling, Welch &, Schuler, (1999:15), state that hiring and placing people in positions where they can perform effectively is a goal that most organisations, whether domestic or international. There are staffing issues that international firms confront that are either not

present in a domestic environment, or are complicated by the international context within which these activities take place.

Dowling, et al, (1999:15), Recruitment is defined as a searching for and obtaining potential job candidates in sufficient numbers and quality so that the organisation can select the most appropriate people to fill its job needs. Selection is the process of gathering information for the purposes of evaluating and deciding who would be employed in particular jobs. Various factors such as female managers, dual-career couples, equal opportunity legislation, and expatriate failure that impact on multi-nationals ability to recruit and select high-calibre staff.

## **2.4.1 EXECUTIVE NATIONAL STAFFING POLICIES**

Dowling, et al, (1999:16), state the four approaches to multinational staffing decisions, ethnocentric, polycentric, geocentric, and regiocentric tend to reflect the managerial philosophy towards international operations held by tops management at headquarters. The international approaches to multinational staffing have a significant impact on recruitment and selection in South Africa.

### **2.4.1.1 The Ethnocentric Approach**

Dowling, et al, (1999:17), state an ethnocentric approach to staffing results in all key positions in a multinational being filled by parent-country nationals (PCNs). While this approach may be common for departments at the early stages of internationalisation, there are often sound business reasons for pursuing an ethnocentric staffing policy including:

- A perceived lack of qualified host-country nationals (HCNs), and
- The need to maintain good communication, coordination and control links with corporate.

Dowling, et al, (1999:17), state that for example, when a multinational acquires a firm in another country, it may wish to initially replace local managers with PCNS to ensure that the new subsidiary complies the overall corporate objectives and polices, or because local staff may not have the required level of competence. Thus, an ethnocentric approach to a particular foreign market situation could be perfectly valid for a very experienced multinational.

#### **2.4.1.2 The Polycentric Approach**

Dowling, et al, (1999:17), state a polycentric staffing policy is one which HCNs are recruited to manager subsidiaries in their own country and PCNs occupy positions at corporate headquarters. The main advantages of a polycentric policy, some of which address shortcomings of the ethnocentric policy identified are:

- Employing HCNs eliminates language barriers, avoids the adjustment problems of expatriate managers and their families, and removes the need for expensive cultural awareness training programs.
- Employment of HCNs allows a multinational company to gain over a lower profile in sensitive political situations.
- Employment of HCNs is less expensive, even if a premium is paid to attract high-quality applicants
- Employing HCNS gives continuity to the management of foreign subsidiaries. This approach avoids the turnover of key manager that, by its very nature, results from the ethnocentric approach.

Dowling, et al, (1999:17) state a polycentric policy, however has its own disadvantages. A major difficulty is bridging the gap between HCN subsidiary managers and PCN managers at

corporate headquarters. Language barriers, conflicting national loyalties, and range of cultural differences. The result may be that a multinational firm could become a “federation” of independent national units with nominal links to corporate headquarters.

### **2.4.1.3 The Geocentric Approach**

Dowling, et al, (1999:18) state the geocentric approach option utilises the best people for the key jobs through the organisations, regardless of nationality. There are two main advantages to this approach: it enables a multinational firm to develop an international executive team, and it overcomes the “federation” drawback of the polycentric approach. The feasibility of implementing a geocentric policy is based on five related assumptions:

- Highly competent employees are available not only at headquarters, but also in the subsidiaries
- International experience is a condition for success in top positions
- Managers with high potential and ambition for promotion are constantly ready to be transferred from one country to another
- Competent and mobile managers have an open disposition and high adaptability to different conditions in their various assignments

Dowling, et al, (1999:19, state as with the other staffing approaches, there are disadvantages associated with the geocentric policy. First host governments want a high number of their citizens employed and will utilise immigration controls in order to force HCN employment if not enough people with adequate skills are available. In addition to this constraint on the implementation of geocentric policy, most Western countries require companies to provide extensive documentation if they wish to hire a foreign national instead of a local national.

#### **2.4.1.4 The Regiocentric Approach**

Dowling, et al, (1999:20) state a fourth approach to international staffing is a regional approach. The regiocentric policy can be defined as functional rationalisation on a more-than-one country basis. The specific group will vary with the nature of a firm's business and product strategy, but for a multinational one way is to divide its operations into geographical regions and transfer staff within these regions. One motive for using a regiocentric approach is that it allows interaction between executives transferred to regional headquarters from subsidiaries in the region and PCNs posted to the regional headquarters. This approach also reflects some sensitivity to local conditions, since local subsidiaries are staffed almost totally.

### **2.5 STAFF RETENTION**

Public Sector ethics concerns itself with how humans act while conducting a delivering a service. This implies the motivation behind the decisions made that affect business (Bennett-Alexander 1996:98). The most powerful argument for ethics in departments is rendering a good service. The most powerful argument for ethics in departments is success. In South Africa it is in the best of interest of managers to lead their companies to success in an ethical manner. The motivators

Employment relationship are governed by psychological contracts, each party beliefs about what it is entitled to receive, and obligated to give, in exchange for the other party's contribution. When such contracts are upheld, outcomes are positive; when violations occur, outcomes are negative (Naidoo and Solomons, 2002:24)

When individuals join the organisation they have certain expectations about promotions, opportunities, salary status, the amount of challenging work as apposed to the amount of

boring work. They also have expectations about the skills, time energy, involvement, communication skills, etc (Naidoo and Solomons, 2002:24)

The individual has certain goals that are the result of the expectations contained in the psychological contract. Based on the nature of the psychological contract the organisation too has certain expectations from the employee. One can assume, then, that there is a constant interaction between the individual and the organisation with the aim of attaining a goal (Naidoo and Solomons, 2002:25)

When an employee enters the organisation, he or she does so with certain needs. If the organisation harbours a climate that promotes and satisfies these needs, an employee would show positive employee behaviour. If such a climate is not present, the subordinate will place his/her personal goals above the organisation's goals. (This can be interlinked with motivational theories (Naidoo and Solomons, 2002:25)

Needs not met in the psychological contract (needs of the employee), the strength of the relationship decreases depends on the nature of the violation. Emotional experiences or feelings of betrayal, resulting in anger, low morale and detrimentally the departure of the staff member.

In an investigation of variables considered important to South African talent, Blirt, et al, (2004:34) organised their literature around the key construct of talent retention. Their literature review begins with a brief review of previous research. This is because the organisation's competitive advantage is often dependent on specialised knowledge and skills possessed by these employees (Schreuder & Theron, 2001:36).

## **2.6 SUMMARY**

The public service is a labour-intensive employer and the quality of its services is directly dependent on the quality and performance of its employees. Viewed from this perspective, recruitment and selection collectively represents one of the most important human resource practices. Given the link between good quality recruitment and service delivery, its importance is paramount. However, its importance is often overlooked.

Mistakes made in respect of recruitment and selection require costly and extensive rescue measures at other levels, such as the following:

- A greater need for guidance by managers at higher levels to offset junior employees inability to function independently,
- Mentoring,
- Training, and
- A concomitant heavier burden on other members of staff to ensure goal attainment.

The effectiveness of recruitment and selection is in itself dependent on the quality of human resource planning, proper job descriptions and staffing requirements dictated by transformation and service delivery objectives. If these areas are neglected, this will inevitably spill over into the area of recruitment and selection, setting off an ever-increasing vicious cycle. Chapter three will discuss service delivery and its relevance to recruitment and selection.

## CHAPTER 3

### THE RELEVANCE OF SERVICE DELIVERY TO RECRUITMENT AND SELECTION

#### 3.1 INTRODUCTION

According to Levin, R, (2004:21), state there are those factors that are immediately obvious as key to improving the manner in which services could be delivered in a better way. These include, for instance, the usage of technology. However, very often people make a direct link between “back office” processes and systems such as human resource and its process such as recruitment or performance management, or even financial processes such as budgeting with service delivery organisation. Furthermore, if the recruitment process in the organisation is cumbersome and thus the turn-around time of making the final appointment decision is long protracted, the organisation runs the risk of losing the right candidate as there might be other organisations who might be competing for the same candidate but which have which have quicker and shorter recruitment and selection processes and turn-around time. Obviously the consequences include the fact that service delivery is adversely affected. This example of how vacant posts adversely affect service delivery can be observed in reality in those institutions which have high vacancy rates, especially senior positions. Recruitment and selection plays a vital role in service delivery as there must be adequate staff to perform the necessary functions to deliver services to the public efficiently and effectively.

This above example serves to illustrate that service delivery improvement and provision is a function of many direct and indirect factors and this therefore makes it complex, integrated, and comprehensive process which is also time –consuming Robinson, R, (2002:25).



This chapter will explain service delivery, the goals and objectives of government and service delivery by Regional Government in South Africa.

### **3.2 A BALANCED SERVICE DELIVERY**

Donaldson, (2002:2), states that although South Africa is credited with sound economic and fiscal policies, it is still tarnished as an 'emerging market syndrome with the likes of Turkey and South American countries such as Brazil, Mexico, Argentina and Uruguay. Many of these countries are seen to be floundering on their government's policies and unfortunately the South African currency and economy feels the effect.

National departments and provincial administrations employ approximately 1,2 million people, who account for more than 50% of all public expenditure. People are therefore the Public Service's most valuable asset, and managing human resources effectively and strategically must be the cornerstone of the wider transformation of the Public Service. Managing people in the South African Public Service has traditionally been seen as an administrative task undertaken by a specialist group of personnel functionaries applying centrally-devised regulations and prescripts. The White Paper on Human Resource Management sets out a policy framework which will accomplish the shift from personnel administration to human resource management. The White Paper on Human Resource Management (1996:4).

The Constitution sets out nine principles, which should govern the Public Service. These are:

- A high standard of professional ethics should be promoted and maintained;
- Efficient, economic and effective use of resources should be promoted;
- Public administration should be development oriented;
- Services should be provided impartially, fairly, equitably and without bias;
- Peoples' needs should be responded to, and the public should be encouraged to participate in policy-making;

- Public administration should be accountable;
- Transparency should be fostered by providing the public with timely, accessible and accurate information;
- Good human resource management and career-development practices, to maximise human potential, should be cultivated;
- Public Administration should be broadly representative of the South African people, with employment and personnel practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation. These principles also include the Batho Pele principles, which inform Public Service Delivery in South Africa. The White Paper on Human Resource Management (1996:7).

According to the Public Finance Management Act (PFMA, 1999) (Act 1 of 1999), the country is undergoing a major process of restructuring and transforming its basic institutions of economic governance and poverty reduction. The Public Finance Management Act (PFMA) is part of the South African governments broader framework to improve financial management in national and provincial government. The Act it to ensure that those governments are controlled financially and managed effectively and efficiently and the relevant people entrusted with those matters act in a responsible, transparent, ethical, and professional manner.

Donaldson, (2002:3), At a local level, the Municipal Systems Act, 2000, (Act No 1 of 2000) was promulgated to establish a framework for planning, organising, co-coordinating and controlling the effective use of resources, and organisational change in the business context. Elected councils are required to, within a prescribed period, adopt and inclusive plan that links and coordinates the various schemes and proposals for an area's development. This plan was to form a policy framework and a basis on which annual budgets were to be drawn

up. The integrated development plan (IDP) was to reflect the council's vision for the long-term development of a municipality with the emphasis on development and internal transformation needs. The Act also established a system for local councils to report on their performance on a continuous manner.

Donaldson, (2002:3), With less than 20% of the nation's GDP in rural areas and the economic nodes concentrated in the country's six metropolitan centers, rural development is the key to alleviate much of the poverty in South Africa. It is essential that all municipalities conduct their IDP plans in a sensible and forthright way to establish greater relationships with the communities, which they serve. Community involvement is imperative so putting the IDP together is no easy task, especially when the social and economic problems weigh heavily in many municipalities and there is much to be done.

Donaldson, (2002:4), It is imperative that all municipalities conform to their IDP framework and develop a Performance Management System (PMS) with specific and realistic measures. It is critical that the plan gets the support it requires from the top. With a high quality performance management process and the ability to have a clear understanding of the environment, both internally and externally, the municipality should be in a better position to respond effectively and efficiently to address the needs of their constituency. If there is a lack of strategic approach to their plan, then implementation will be difficult and mounting problems and pressure will arise both inside the organisation and outside.

Donaldson, (2002:4), state many problems add to the failure of implementing an effective Performance Management System. Ineffective communication within the organisation leaves staff somewhat disillusioned and often dismayed. Too many mixed messages are sent to employees and therefore, create a negative impression in the workplace. These issues need to be addressed upfront and dealt with in order to assist in the smooth transition plan. Employees need to know what is happening within their departments and why certain metrics

are being put in place. If this isn't addressed, there is a lack of clarity in roles so staff become confused, concerned, and resistant to change.

Donaldson, (2002:4), state many municipalities find that they have difficulty identifying what measures are a key. As a result, scorecards sometimes have too many measures that do not yield valuable information. By identifying the critical success factors, that is, the factors that are likely to contribute to the success of meeting those objectives, the team can identify what measures can be tracked to keep in the line with the strategy.

Public sector departments have focused a lot of their scorecards around some type of 'Operational Excellence' that in reality, has proved nothing more than a belt tightening exercise. They have not strategised about where they are now, where they want to be in two or three years time and how they are going to get there. (Donaldson, 2002:5).

### **3.3. GOALS AND OBJECTIVES OF GOVERNMENT**

Gildenhuis & Knipe, (2000:18), state that it is accepted today that governments are striving towards the realisation of predetermined goals that are embodied in specific objectives and concrete targets. Each government institution, on whatever level of government, pursues predetermined goals, objectives and targets that are reflected in its annual operational and capital budgets. In order to explain the general goals and objectives of government, it is imperative to start with the age-old normative debate on what governments do in comparison with what they should do.

Gildenhuis & Knipe, (2000:19), state the crucial question of the debate was eloquently stated by Edmund Burke in the 18<sup>th</sup> century as follows: "What the state ought to take upon itself to direct by public wisdom, and what is ought to leave, with as little interference relate

to four ideologies, namely laissez-faire capitalism, socialism, the idea of a social welfare state and the idea of an economic welfare state. Capitalism is characterized by the tenets of the laissez-faire approach gave governments what today may be called their ordinal goals. From socialism and the social welfare goals, while the goals emanated more goals which may be typified as social welfare goals, while the goals emanating from the idea of an economic welfare state may be characterized as economic welfare goals.

### **3.3.1 ORIGINAL GOALS**

Gildenhuys & Knipe, (2000:19), state the original approach to the obligations and related activities of the state apparatus emanating from the laissez-faire idea. Under the laissez-faire system governments were expected not to intervene in the private economic and social activities of the individual citizen. Governments were only expected to maintain law and order and to protect the life and private property of the individual.

#### **3.3.1.1 The Origin and Meaning of Laissez-Faire**

Gildenhuys & Knipe, (2000:21), it is commonly held that even during the reign of Louis XIV of France, political rulers realised that their financial wealth and prosperity of their taxpayers. With this mind in mind, Louis XIV sent his Minister of Finance, Jean Baptise Colbert, to a meeting of private entrepreneurs to ask them what the government could do to enhance economic prosperity, whereupon he was aptly advised "Laissez nous faire!" which means "leave us alone". The respondent thus gave a name, laissez-faire, to both condition and ideology. The above provides the origin of government in the past and how different it is now

### **3.3.1.2 Laissez-Faire as an Ideology**

Gildenhuys & Knipe, (2000:21), state the doctrine that the “government is best that governs least” originated from the writings of 17<sup>th</sup> century and 18<sup>th</sup> century English philosophers, such as Jon Locke, and a group of French economists known as Physiocrats. The case of laissez-faire as expounded by Adam Smith may be summarised as follows: “Society, like the physical universe, is rationally designed sensible, orderly mechanism governed by natural laws”. Human reason is intelligence, as with physical or natural laws, may formulate these laws of social order. Many of them have already been formulated and are well known, such as the fact that the prices of commodities are determined by the interplay of supply and demand in a competitive market. Government ignoring these laws of social order will encounter disaster as surely as persons who ignore and flout the law of gravity. Governments will attempt to restrict economic competition, hamper the efficient and the successful, will only blunder and upset the delicate but perfectly adjusted balance of the natural socio-economic system.

### **3.3.1.3 Goals of the Laissez-Faire System**

Gildenhuys & Knipe, (2000:22), state the original goals of the governments, can be based on the top of the tenets of the laissez-faire ideology, be summarised as follows: The government creates and ensures the circumstances for free competition among all individuals within the national community. This is done through:

- The maintenance of law and order
- The enforcement of contracts by independent courts of law
- The protection of the private lives of individuals and their private property
- The defence of the national community against foreign aggression

Gildenhuis & Knipe, (2000:22), state within these limitations, free and unregulated socio-economic competition is allowed. The efficient and successful are not restricted or hampered in their socio economic activities.

### **3.3.2 SOCIAL WELFARE GOALS**

Gildenhuis & Knipe, (2000:22), state with the rapid development of 19<sup>th</sup> century capitalism through modernisation and industrialization, greater awareness of the needs of the less privileged employees and their unequal position vis-à-vis the more prosperous capitalists, emerged. The plight of the less privileged obliged governments to create circumstances within which the individual could develop his or her social welfare and the physical well-being. This means the creation of social security through the provision of social welfare services by the government and led to the idea of the social welfare state.

#### **3.3.2.1 Socialism**

Gildenhuis & Knipe, (2000:23), state the term “socialism” has been widely used in political discourse since the early 19<sup>th</sup> century. Unfortunately it resembles terms like “democracy: and “freedom” in that, even in a purely descriptive sense, it means different things to different people. For most people is highly charged with emotional connotations. To protagonists of socialism these terms connote equality, justice, the end of the exploitation of poor employees by rich capitalists and the other noble traits. To the capitalists, on the other hand, socialism means government confiscation of property, regimentation of the life of the individual. Red tape, inefficiency, coddling the lazy and incompetent.

### **3.3.2.2 Socialism as an Ideology**

Gildenhuys & Knipe, (2000:24), state there are many varieties of socialist doctrine. Some socialist devote a great deal of time and energy to pointing at the ideological errors and the organized sins of the rival brands of socialism rather than criticising the laissez-faire capitalism. Despite many often bitter disagreements among themselves, socialists have a sufficient number of beliefs in common to enable one to speak of socialism as a general ideology. There are varieties of socialism, but all socialists agree that the principle source of evil in the world is the institution of private property, all although in varying degrees advocate the common ownership of all means of production as the cure. All advocate the transformation of private property into public property and the division of the income of such property in accordance with the individual needs.

Gildenhuys & Knipe, (2000:25), state the then commandments of the two leading champions of socialism, Karl Marx and Friedrich Engels, which are stated in the Communist Manifesto are as the following, (the below provides the examples of how government was and how different it is in now):

- Abolition of property rights for land and utilization of all income from rents for public purposes
- A heavy progressive or graduated income tax
- Abolition of inheritance rights
- Confiscation of the property of all emigrants
- Centralization of credit in the hands of the state, means of a national bank with state capital and exclusive monopoly
- Centralisation of the means of communication and transport in the hands of the state



- Extension of factories and instruments of production owned by the state, the cultivation of wastelands, and the improvement of the soil generally in accordance with a common plan
- Equal obligation on all work, establishment of industrial armies, especially for the agricultural industry
- Integration of agriculture with manufacturing industries, gradually blurring the distinction between town and country by means of more equitable distribution of the population over the country
- Free education for all children in public schools, abolition of child factory labour.

Gildenhuys & Knipe, (2000:26), state in contrast to laissez-faire capitalism, the characteristics of socialism may. May therefore, be summarised as follows:

- Socialism does not acknowledge the particular and private ownership of the factors of production. All power over land, capital and labour is vested in and owned by the state.
- The government decides how and for what purposes the factors of production are to be employed. In other words, the government decides what will be produced, what quantity will be produced, at what prices the products will be sold, and what pay employees will receive.
- Each production unit is a planned government undertaking. No private entrepreneurs allowed.
- There is no free market system
- Income is redistributed through a militant use of government taxing powers
- Social security benefits such as pensions, unemployment's benefits, free medical services for all.

### **3.4 CLOSING THE GAP: SERVICE DELIVERY BY REGIONAL GOVERNMENT IN SOUTH AFRICA**

#### **3.4.1 GLOBALISM**

Burger, (2001:63) states that globalism contributes to the emergence of the New Public Management movement which contains a body of globally applied practices which enhance performance. Secondly, globalisation implies a global- inter-independence which is causing a reconfiguration of global and national governance boundaries and a radical restructuring of global governance structures. One of the manifestations of globalisation is a supra-state regionalism. Or perhaps regional governance could be considered as posing itself against the 'undermining' tendencies of globalisation.

Burger, (2001:63), state these tendencies include the erosion of the democratically legitimated processes of regulating society. Regionalism would help to create a new equilibrium in politics that balances the protection of the vulnerable and the interest of humanity as a whole (including future generations) against the integrative technological dynamic associated with globalism. Whether this is idealistic or not, regionalist arrangements may ensure that policy co-ordination for developing countries would negate the effects of the increasing competition. Regionalist co-operating also enlargers domestic markets and stimulate competition, thereby limiting the influence of domestic special interest groups and strengthening the effectiveness and credibility of the state in developing countries. The impact Globalism is felt more on less developed than in developed countries.

#### **3.4.2 DEVELOPMENT**

Burger, (2001:63), states the delivery of services within the context of development is concomitant with the huge demands for socio-economic upliftment, while the range of

resources is simultaneously limited by global pressures to reduce the cost of government. The impact of globalisation is more pronounced on less developed than on developed countries. Consequences include strong competition between developing countries, re-composition of state interests, new 'external' actors in policy processes being the more powerful, diffusion of divisions between 'developed' and 'underdeveloped', and separation within developing countries between those could adapt to the new global agenda and those that are unable to do so.

Burger, (2001:64), the tension between macro-economic competitiveness and socio-economic demands calls for increased public sector performance as a third variable affecting the tension between external competitiveness and internal demands. The internal structural arrangements of government in a developing setting, therefore, have to be such so as to ensure the optimum utilisation of scarce resources towards economic, efficient, effective and equitable service rendering.

### **3.4.3 TRANSFORMATION**

Burger, (2001:64), South Africa's political transformation to a democracy is globally hailed as a miracle. However, citizens of newly democratized and developing countries have much higher expectations than just their ability to take part in elections. The transformation of those structures delivering the expected services is complex and challenging because emerging structures need to support the equitable re-allocation of scarce resources to correct the lack of equity of the pre-democratic era. However it is also challenging because democratic governance in itself introduces increased complexity and uncertainty.

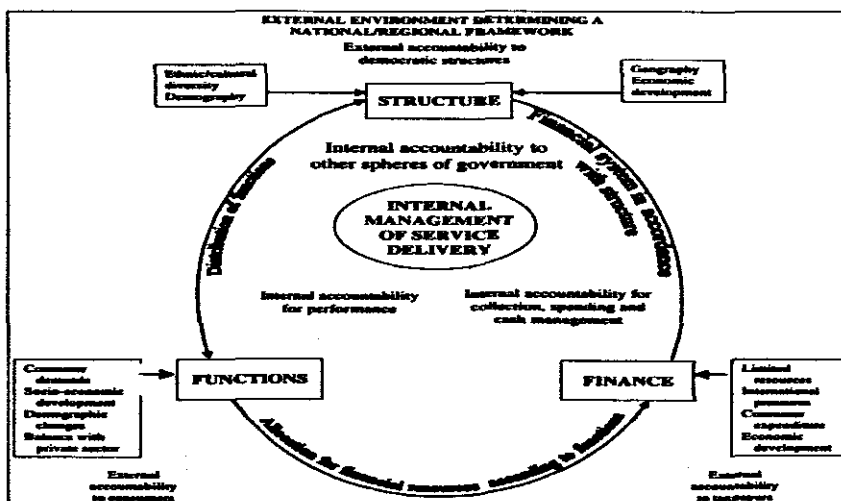
### 3.4.4 INTERGOVERNMENTAL RELATIONS

New systems and structures for service delivery should be guided by the following requirements:

#### 3.4.4.1 National Framework

Burger, (2001:64), state a national framework determines the functions and activities of the various spheres of government to complement and supplement each other. Factors such as social, economic and political objectives, demography, geography, constitutional and legal requirements and existing government institutions, as well as balance with the private sector, need to be considered. The macro-organisational structure should emphasise the interdependence of the various government institutions and should be contained in the constitution. The framework should be determined by three components: structure, functions and finance, which in turn, would determine management towards service delivery.

Figure 3.1: A Framework for Service Delivery



Burger, (2001:64)

### **3.4.4.2 Structure**

Burger, (2001:64), states the structure of government relates to the composition of the various spheres of government. The structure is often a result of historical development and centrally imposed reforms, both of which may not be appropriate in a newly democratized setting. Structural reform ought to be based on the right of existence of each sphere of government, which is justified by a rational allocation of functions and revenue sources. The government sphere or unit best placed to execute a function most effectively and efficiently, should be allocated that particular function. External factors influencing allocation include geography, the size, distribution, ethnic, cultural and social composition of the population.

### **3.4.4.3 Benchmarking the cost of public services**

Caplin & Dwyer (2000:87), an efficient government spends as little money as possible to reach the most beneficial results. The following issues need to be addressed when considering cost:

- The amount of work resulting from every rand spent
- How completely the work is done
- The impact of public services

Public servants are constantly under pressure to reduce costs. Benchmarking may assist in communicating objectives for public expenditure. The steps for benchmarking public service costs are listed below:

Step one: Select the public service for which cost is an issue

Step two: Decide whether to use analysis over time or comparative analysis

Step three: Collect appropriate data

Step four: Carefully scrutinise the data charts

Step five: The format to be used in public discussions and written reports will have to be selected.

Step six: It should be understood that cost information alone is not sufficient. The departmental workload, the quality of the public service and the impact on the community should be considered.

#### **3.4.4.4 Finance**

Burger, (2001:66), state finance as a component refers to the system by which the units within the structure of government acquire the resources necessary to perform their functions. The external factors influencing this system include macro-economic situation in the country, the rate of economic growth, socio-economic situation of the population and the international pressures.

It is a primary requirement that each sphere and unit of government should command sufficient revenue to fulfill its functions. Spheres and units should also be allocated funds in a manner that would ensure fairness, reasonableness and equity.

Burger, (2001:66), state furthermore, the revenue sources of all government spheres and units should be productive to ensure sustainable funding of functions. Spheres and units of governments should also have security and certainty, about their proportion of revenue from shared sources, about own repetitive revenue, and the ability to take up loans and non-repetitive income, such as conditional grants and subsidies. The South African government finance system is also as are the structures in a process of being transformed. The realities of the external environment affecting the finance component are acknowledged by the official Medium Term Expenditure Framework (MTEF), which provides the framework for Budgeting by the central and provincial governments. The MTEF was specifically designed to facilitate

better planning, greater accessibility, participation and accountability to ensure an optimum response to delivery needs while simultaneously not exceeding the macro affordability.

#### **3.4.4.5 Accountability**

The Auditor General Act of 1995 (Act No 12 of 1995) and the Public Finance Management Act of 1999 provides for accountability in the South African government sector. The latter Act prescribes the appointment and responsibilities of accounting officers, but also prescribes the accountability to adhere to the financial management and internal control systems, for effective and efficient economical and transparent use of resources, for steps to prevent unauthorised, irregular, fruitless or wasteful expenditure, for complying with provisions of the Act and for the management, including the safeguarding of assets and liabilities within his/her area of responsibility. Failure to adhere to these prescriptions is considered as financial misconduct and is ground for dismissal, suspension or other sanction to possible criminal proceedings.

#### **3.4.4.6 Internal Management**

Internal Management refers to the executive and administrative units where policies are implemented and executed.

### **3.4.5 REGIONAL GOVERNMENT IN SOUTH AFRICA**

According to Burger, (2001:69), the term regionalism refers to supra-state cooperative structures regional government refers to decentralized government where decision-making authority is devolved to a regional government to operate within its own area of jurisdiction. Although the national Constitution provides for a list of functional areas of exclusive

provincial legislative competence, these are functional arrears of relatively little impact on service delivery for the average, and especially the poor citizens. It includes abattoirs, liquor licenses, ambulance services, archives, libraries, and museums other than national museums. The high-impact services such as education are listed as functional arrears of concurrent national and provincial legislative competence.

Burger, (2001:69), national legislative authority, as vested in Parliament, confers in terms of Section 44 of the Constitution, on the National Assembly the power to amend the Constitution and to pass legislation with regard to any matter, including the functional areas. In addition, the number of provinces do not have a good record on service delivery and accountability. A report released in 1997 painted an extremely negative picture: Ineffective co-ordination, no accurate data to inform strategic management, no linkage between budgetary process and strategic planning, poor discipline, rampant corruption, fraud and perceptions of nepotism, favoritism and ethnicity in appointments were recorded. No accurate asset registers were kept, and poor knowledge and understanding of budgetary systems were the order of the day. Paseka Ncholo, then Director General of the Department of Public Service and Administration and principle author of the report, claimed that the country's entire provincial system needed rethinking, because it was expensive and chaotic.

Burger, (2001:70), states that numerous media releases lamenting the inefficiency of provincial governments and containing allegations of widespread corruption and waste. On the other hand, those vested interests in provincial systems feared as attempted claw-back of powers and functions by the central government. Initially, the pre-constitution negotiation phase before 1994, there was some significant pressure for a federal system of government. However, after 1994 elections, attempts to introduce this topic again were thwarted and a system of co-operative government was accepted instead. This entails co-operation, consultation and compromises between the various spheres of government.



Burger, (2001:70), state although the boundaries of the nine provinces were determined on the basis of criteria relating economic functionality, geographic coherence, institutional and administrative capacity and socio-cultural issues, they could not eradicate the provincial inequalities caused by apartheid. There are good reasons why the gap between the best and worst provinces may increase, rather than decrease over time, despite the intentions to the contrary of the national and provincial governments. In particular poorer provinces which are, on the whole, faced with the more complex problems of administrative reorganization, and countering the after-effect of the 'Bantustan rule'

Burger, (2001:70), state South Africa is a decentralised unitary rather than a federal system of government. The provinces, despite their apparatus of representation are primarily agencies of implementation: they have extremely limited policy autonomy, and there is a substantial body of evidence accumulating that the central government is keen to keep them on tight leash, especially financially.

Burger, (2001:71), state centrists may regard the restructuring of local government into a reduced number of larger units as an attempt to reduce provincial government. This is done by sandwiching 'it in between strong municipalities and megacities that deliver, and might national government that devises the development strategies"

Provinces are judged as management tools, merely delivering goods to citizens. In this event it may indeed be cheaper and easier to abolish them, Provinces were, however, established to be vehicles for democracy, rather than for management, From that perspective, their continued existence is considered necessary, if:

- Citizens have both regional and national identities
- Provincial governments can provide a useful counter balance to national government, even if both are governed by the same ruling party

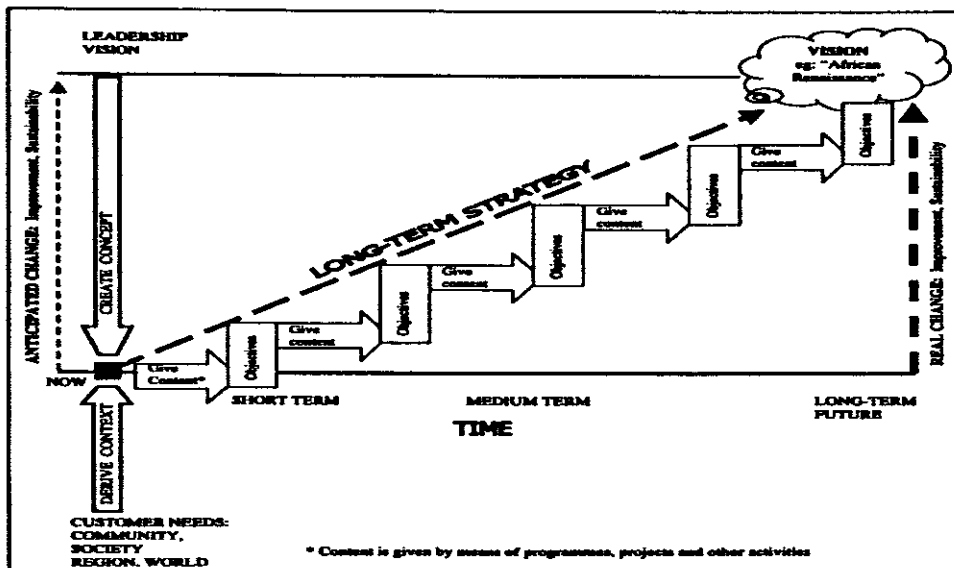
- Provincial governments can provide parties and minority voters with a stake in the system if they cannot win the majority at the national level but do so in a province.

Burger, (2001:71), state The democratic role of provinces is at present not effectively fulfilled, because the system of co-operative governance diminishes differences between provinces by forcing vital issues for decision to be decided by a national decision-making body, being the second chamber of Parliament, called the National Council of Provinces (NCOP). This reduces the effectiveness of provincial law-making bodies. The provinces are vehicles to give a voice, not conveyor belts in a governance factory. If there is a need for a voice the issue is not whether provinces should survive, but how to make the work.

#### **3.4.6 SERVICE DELIVERY**

Burger, (2001:71), state service delivery and democratic governance cannot be separated. Democratic governance exhibits high levels of transparency and accountability in terms of which information is disseminated and widely shared, and the decision making process are open. Public officials are held accountable for the utilization and achievement of outcomes. It provides for increased citizen participation, especially of marginalised groups. It also provides for the devolution of meaningful authority to local bodies, accessible to citizens. Structures and procedures allow for the incorporation of views of a range of societal groups in policy formulation and in equitable service delivery. Democratic governance brings redefinition of the role of the state with the emphases shifting from direct service provision to maintenance and the creation of a 'level playing field' for economic empowerment of non-state actors. Democratic governance, therefore, introduces more complexity and uncertainty into policy processes, and requires appropriate political and administrative systems, structures, skills and attitudes. With raised citizens expectations for responsiveness and results, it also calls for high-performance service delivery, Burger, (2001:72).

Figure 3.2: Concept, context and context of service delivery



Burger, (2001:72).

### 3.5 IN SEARCH OF EXCELLENCE IN PUBLIC SERVICE DELIVERY: PRIMARY AND SUPPORTIVE DIMENSIONS OF TOTAL QUALITY MANAGEMENT

#### 3.5.1 DEFINING TOTAL QUALITY MANAGEMENT

According to Oschman, et al, (2005:177), the lack of uniform terminology hampers the efforts of those who wish to study or discuss Total Quality Management (TQM). TQM is a management philosophy that is generally accepted in America and Europe as a strategy to improve the productivity of institutions. A common definition is used to prevent confusion arising among staff members and to resolve disagreements that may arise among staff members in an institution in implementing TQM. An analyses of the various definitions in literature showed that researches classify TQM as a:

- Culture
- Management and institutional process

- Management philosophy with guiding principles
- Strategy
- System

Oschman, et al, (2005:177), TQM is a strategy and process to manage an institution as an integrated system of principles, methods and best practices that provide a framework for institution to strive on excellence in everything it does under the leadership and commitments of top management, supported by education and training, open communication, change management, regular self-assessments, support structures, systems and resources, which empower employees through investing in them to improve their performance as teams to deliver continuously improved products and services.

### **3.5.2 PRIMARY DIMENSIONS OF THE TOTAL QUALITY FRAMEWORK**

#### **3.5.2.1 Leadership and Top Management Commitment**

Oschman, et al, (2005:178), state the (TQM) framework is based on the primary dimension of leadership and top management commitment to establish unity of purpose and to give direction for the attainment of the desired outcomes. It is leadership rather than management that is the essential factor in challenging times, for example when implementing TQM in an institution. When focusing on the management of quality, top management should be directly involved and committed, Top management should visibly demonstrate its commitment through action, personal involvement in the TQM programme and by maintaining close contact with the personnel responsible for implementing quality service.

Oschman, et al, (2005:178), state good leaders convey a sense of urgency that will reduce the resistance to change that may prevent and institution from taking the steps required to

complete the process. Top management should create and maintain an internal environment where all employees become fully involved in achieving the institutions objectives. Top management should commit themselves and encourage all employed by the institution to meet customer requirements through continuous improvement. Top management should also play a creative role in creating strategies, plans and systems for achieving superior quality, and should include quality in core institutional values and the corporate mission.

### **3.5.2.2 Strategic Planning**

Oschman, et al, (2005:179), state strategic planning is of vital importance in establishing TQM. Through strategic planning, the specific TQM objectives and requirements of an institution must be determined and incorporated into a strategic plan, Strategic planning should be used to plan, develop and implement strategies that involve employees throughout the institution, translating customer requirements into short- and long-term plans that guide the activities of every decision, department, team and individual.

Oschman, et al, (2005:179), state strategic planning should involve leaders, managers, employees, customers and suppliers in charting course that every department, team and employees can translate into daily activities. The link between TQM and strategic planning should provide an integrated management system for an institution. Three critical links are required between TQM and strategic planning:

- The strategic plan must be customer-driven
- Strategic planning must provide the direction and context for TQM and must precede other TQM activities
- Strategic planning must establish a TQM culture in an institution and continuous improvement efforts must focus on achieving results that increase value to customers and ensure long-term success.

The strategic plan should also provide a linkage to the most important resource, people, who achieve the vision, mission strategy.

### **3.5.2.3 Empowerment**

Oschman, et al, (2005:180), state employee involvement is one of the best ways to create a positive culture wherein TQM can thrive. Empowered employees encourage innovation and creativity on all levels of the workforce. Leaders should find a successful balance between control and employee freedom to gain maximum benefit from the empowerment process. Empowerment of all employees is necessary as a source for improved performance and participation. Employees form the center of any TQM approach as they are involved in managing and improving processes and in serving customers. Without employee involvement and motivation, the TQM philosophy would be difficult to put into practice.

Oschman, et al, (2005:180), state staff must perceive themselves as having equal opportunities in terms of institutional aspiration. Quality of life is also an important aspect of empowerment and should be rigorously managed by top management as a critical process. Institutions implement TQM programmes. It promotes the freedom of employees to use their own initiative in matters of customer care. Additionally, the freedom creates an environment of trust, which enables staff to participate fully in the institution's cultural transformation.

Oschman, et al, (2005:180), state institutions should give employees the authority, responsibility, knowledge and skills they need to be effective in their expanded roles. An institution can serve its customers only as well as it serves its own employees. Employees should therefore feel compelled to be empowered.

Oschman, et al, (2005:181), state unless top management promote the establishment of an environment that encourages employees efforts towards institutional objectives, the barriers between top management and employees will not be bridged. In high performing institutions, employees ho do not work make most of the decisions about how the work is done. Therefore, access to data and the development of appropriate skills are prerequisites for optimizing employee contributions to the institutions success. Leaders must know that employees need strong direction, a clear target and great ideas on how to implement TQM is an institution. Leaders should set standards and boundaries and should invite people to make their unique contributions. An institution can only move as fast as it develops the people who will move it. This is why empowering people is critical in overcoming competitive disadvantage and gaining competitive leadership.

Oschman, Stroh, & Auriacombe, (2005:181), employees usually want to play a part in their institution and its empowerment. Empowerment supports the TQM process because its employees at all levels have the responsibility and authority to make decisions that affect them and their work teams. Institutions cannot effectively move decision-making to the level where most work is done unless those doing the work have access to the necessary data and are skilled at making fact-based decisions. Top management could educate middle management, lower management and employees in decision making process by using for example, group decision making, brainstorming, self directed teams and cross-functional teams to ensure appropriate decisions.

#### **3.5.2.4 Teamwork**

Oschman, et al, (2005:182), state teamwork should not simply to be used as a tool for performance improvement, but as a fundamental element to ensure that the climate in the

workplace encourages all members to use their skills to make it even better. Teamwork is necessary for the prosperity of the institution to engage in non-competitive activities internally amongst employees and externally with the respect to suppliers. These teams should have the power to make work related decisions. Collective wisdom is virtually always superior to individual wisdom. The team and the individual should be recognized and rewarded equally. Teamwork provides an opportunity for employees to work together in pursuing quality in ways they have not worked together before. Through teams, employees are brought together with a common goal and quality improvement becomes easier to communicate over departmental or functional borders. Teams are useful in determining challenges by involving those who must implement solutions, and are crucial in the management of the next dimension, continuous improvement, another of the driving forces of successful TQM

Oschman, et al, (2005:182), state Teamwork is a major part of TQM implementation because it enables employees in deferent parts of the institution to work together to meet customer needs in ways that cannot be done through individual job performance, Teamwork is therefore a behavioral factor and must be part of the institutional culture.

### **3.5.2.5 Continuous Improvement**

Oschman, et al, (2005:182), state continuous improvement is one of the key success factors in the quality improvement process. Through continuous improvement, managers can provide a form of strategic control that allows their institutions to respond more proactively and timely to rapid developments in the different areas influence an institutions success.

Oschman, et al, (2005:182), state in this process, institutions move from one-off quality targets to a continuous and ongoing process, which will retain and increase employees commitment in the long term. The inclination of the institution to pursue the incremental and



innovative improvement of its processes, products and services should be the driver to achieve continuous improvement. Improvement seeks to eliminate problems at their source and should be part of the daily work of all employees and work units. Sources of improvement include employee ideas, research and development, customer input and benchmarking or other comparative performance information. Improvement and learning are directed not only to the provision of better products and services, but also to being more responsive and efficient.

Oschman, et al, (2005:182), state institutions should encourage the fostering of creativity and innovation to achieve continuous improvement. Performance measurement provides institutions with the opportunity to strengthen the institutional delivery process in the areas of quality, cost and delivery.

### **3.5.2.6 The quality of life the community**

Caplin & Dwyer (2000:113), state that governance would be easier if concerns only focused on efficiency and quality of government services. Some of the pressing issues are related to society's quality of life.

Caplin & Dwyer (2000:113), collecting indicators on quality of life is costly because it requires data that departments do not usually keep. Quality of life indicators are only partially affected by what governments do. The behavior and the attitude of the entire community, its physical settings and the outside forces (such as the national economy) play a major role. For example, people who litter their streets are going to leave dirty streets despite the quality of rubbish removal. Everyone should be responsible for the problems in the community.

Caplin & Dwyer (2000:113), at the quality of life one is concerned with the larger picture. This has to be kept in mind when making use of public records. For example, if one is reflecting on economic development in a province, the province's unemployment rate should be considered.

### **3.6 ORGANISING FOR SERVICE DELIVERY CRITERIA AND OPPORTUNITIES**

According to Peters and Savoie, (2000:24), state that prompted by a range of fiscal, social, administrative, and ideological imperatives, many governments since the mid 1980s have been experimenting with the new forms of service delivery. There has been a shift away from the previous reliance upon relatively inflexible, bureaucratic, in house modes of delivery, such as the traditional ministerial department, and a significant expansion of external contracting, the use of semi autonomous agencies and the formation of interagency or intergovernmental partnerships.

Peters and Savoie, (2000:24), state many governments have also corporatised or full privatised certain kind of services, especially those deemed to be largely commercial nature. Trends of this nature pose a host of important and complex issues. One of these concerns the principles and values which should be used to determine the choice of policy instrument to achieve particular public purposes. There are bodies of theory or empirical evidence which might assist in determining, the best institutional mechanism for delivering specific kinds of services, whether these be correction services, childcare, or revenue services.

#### **3.6.1 Institutional Design: General Issues and Principles**

Peters and Savoie, (2000:24), state National and sub-national governments fund and provide (through various mechanisms) a huge range of services. In terms of public expenditure, the most significant services in most jurisdictions include: (i.e. the payment of welfare benefits,

pensions, allowances, grants and subsidies). Additionally, many governments devote significant resources to the arts, broadcasting and communications.

Peters and Savoie, (2000:24), state over the years governments have developed a plethora of organisational forms (many a distinctive legal structure) for carrying out tasks functions of this nature. Common amongst these have been ministerial departments, secretariats, public enterprises, statutory boards, regulatory agencies, courts tribunals, authorities, commissions, councils, institutes, foundations and advisory bodies.

Peters and Savoie, (2000:24), state emphasis is often placed on the legal status and attributes of the organisations in question. For instance in many jurisdictions there are distinct legal entities known as corporations and these in turn can be subdivided into limited liability companies, corporations created under their own statutes and incorporated societies. Likewise, different kinds of unincorporated structures based on contracts can also be distinguished, such as partnerships, joint ventures, strategic alliances, franchises and distributionships.

### **3.7 SUMMARY**

In conclusion service delivery will only work if understood by all employees and management who are committed towards striving towards and community and world where excellence is measured by how well the three spheres of government can deliver their services.

Service Delivery Improvement should be seen as part of strategic planning. It is a continuous process that runs in cycles, similar to strategic planning. It focuses on the strategies to bring the Batho Pele principles to life and make improved service delivery a reality.

There is a general thread linking all of these three issues — service delivery, change management and accountability. To monitor whether any entity is delivering on the intended objective and on the identified services, there is a need for accountability. It is for that reason that Batho Pele insists that each Department develop a service delivery improvement programme, and that Departments report on this programme's implementation. In private sector and parastatals, one talks of accountability to Board of Governors or Trustees. In the public sector, the state is accountable to the people, the general populace or the voters. Chapter four will discuss Research Methodology and Research Design.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

This chapter focuses on the manner in which the research problem was investigated by referring to the sampling method, selection of respondents, data gathering instrument(s) (e.g. questionnaire) and the statistical techniques that were utilised. In conjunction with the literature review which was undertaken, empirical analyses were conducted to assess the problem generated for the purpose of the study.

#### **4.2 POPULATION**

Neuman (2000:31) defines a research population as the specific pool of cases, individuals or group(s) of individuals which the researcher wishes to investigate. The population for this study comprised all employees of the Department of Economic Development and Tourism within the Provincial of the Government Western Cape (N=121).

Table 4.1 (a): Employee profile of the Department of Economic Development and Tourism within the Provincial Government of the Western Cape. Adapted from statistics from the Personnel and Salary administration system (PERSAL) utilised within the South African Public Service.

<b>EMPLOYEE PROFILE OF THE DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM WITHIN THE PROVINCIAL GOVERNMENT OF THE WESTERN CAPE</b>										
OCCUPATIONAL CATEGORIES	LEVEL	WHITES		COLOUREDS		BLACKS		INDIANS		TOTAL
		MALES	FEMALES	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES	
<i>Senior Management</i>	13 to 16	1	0	2	2	1	0	0	0	6
<i>Middle Management/ Technical/Specialist</i>	11 to 12	2	3	8	6	1	2	0	1	23
<i>Technical/Specialist</i>	9 to 10	2	3	7	8	3	5	0	0	28
<i>Administrative</i>	7 to 8	0	8	6	9	4	4	0	0	31
<i>Elementary /Secretarial</i>	1 to 6	0	1	6	6	8	12	0	0	33
<i>Total</i>		5	15	39	31	17	23	0	1	121

(Sekaran, 2000:225) states that in the South African public service, with reference to national and provincial government departments only, jobs are grade from salary levels 1 to 16. The Public Service Act (Act no 1 of 1994) and Public Service Regulations (2001) make specific reference to the grading of jobs and the prescribed processes for job evaluations, which refer to the examination of a job by scoring the level of functioning expected of the incumbent. Furthermore, posts within the public service are classified in the occupational categories as indicated in Table 4.1 above.

### 4.3 SAMPLE

A sample is defined as "A subset of the population. It comprises some members selected from the population" (Sekaran, 2000, p.226). Somekh and Lewin (2005:201) refer to a sample as a selection of individuals from the entire population, who would be included in the data collection.

### **4.3.1 SAMPLING DESIGN**

The type of non-probability sampling that was utilised for this research involved convenience sampling. Notwithstanding the methodological deficiencies, a non-probability sampling design is considered appropriate for the purpose of the proposed research, since it is less complicated than a probability sampling design, incurs less expense and may be done to take advantage of the available respondents without the statistical complexity of a probability sample (Welman & Kruger, 2001:34).

### **4.3.2 CONVENIENCE SAMPLING**

When information is collected from members of the population who are most easily accessible and conveniently available to provide the required information, this refers to convenience sampling (Neuman, 2001:200). Sekaran (2000:226) argues that although convenience sampling is convenient, quick and less expensive than most other sampling techniques, the results are not generalisable, except to the extent of the organisations which are represented in the research. However, this type of sampling is a worthwhile tool in the exploratory period of a research project - a period in which ideas and insights are more important than scientific objectivity – and in pilot studies (Welman & Kruger, 2001).

A current employee profile of the aforementioned population (Table 4.1) was utilised to identify all designated employees working in the organisation. The selected population size constitute 121 employees and as viewed in Table 4.2, the ideal sample size constitute approximately 92 individuals. For the purpose of this research 121 questionnaires were issued to the entire target population, with the desired number of questionnaires being returned being set at 92 respondents (Table 4.2). This should have resulted in a return rate of approximately seventy-three percent (73.57%). However, only sixty - two (62) questionnaires were returned, which constitutes a return rate of close to fifty-eight percent (51.66%). This return rate is considered acceptable for this research, as Sekaran (2000) states that a response rate of thirty percent (30%) is considered acceptable for most research purposes.

**Table 4.2: Sekaran Sample Size for a Given Population Size. Research methods for business: A skill-building approach.**

N	S	N	S	N	S
30	28	280	162	1500	306
40	36	290	165	1600	310
50	44	300	169	1700	313
60	52	320	175	1800	317
70	59	340	181	1900	320
80	66	360	186	2000	322
90	73	400	196	2200	327
95	76	420	201	2400	331
100	80	440	205	2600	335
110	86	460	210	2800	338
120	92	480	214	3000	341
130	97	500	217	3500	346
140	103	550	226	4500	354
150	108	600	234	5000	357
160	113	650	242	6000	361
170	118	700	248	7000	364
180	123	750	254	8000	367
190	127	800	260	9000	368
200	132	850	265	10000	370
210	136	900	269	15000	375
220	140	950	274	20000	377
230	144	1000	278	30000	379
240	148	1100	285	40000	380
250	152	1200	291	50000	381
260	155	1300	297	75000	382
270	159	1400	302	100000	384

(Sekaran, 2000:295)



## **4.4 RESEARCH DESIGN**

### **4.4.1 GATHERING OF THE DATA**

For the purposes of this research, a questionnaire was considered appropriate as data gathering instrument. Denzin and Lincoln (2002:35), postulates that there are specific benefits of utilising questionnaires:

- a) The cost per questionnaire is relatively low.
- b) Structured information in the questionnaire and few open questions makes analysing questionnaires is relatively straightforward.
- c) Questionnaires give respondents extended time to formulate accurate responses.
- d) This method of data collection produces quick results.
- e) Questionnaires are a stable, consistent and uniform method of collecting data.

The limitation of using questionnaires can be summarised as follows:

- a) The negative reaction of the public towards questionnaires.
- b) Usage of questionnaires is limited to literate respondents.
- c) Questionnaires are time consuming due to the construction of a linguistic questionnaire and the response time of respondents (Bless & Higson-Smith, as cited in Roberts, 2005:34).
- d) Kerlinger, as cited in Roberts (2005:63) argues that the response rate for questionnaires tends to be relatively low. A response rate of between 20 to 40 percent (20% - 40%) can be expected when utilising questionnaires as a data gathering instrument (Bless & Higson-Smith, as cited in Roberts, 2005:63).

For the purpose of this study, the data gathering instruments that were utilised included a biographical questionnaire and the Work Motivation Questionnaire as set out by De Beer (1987:35).

Before distributing the research questionnaire, official approval was obtained from the Director Human Resource Management and Support Services in the Provincial Government Department of Economic Development and Tourism where the research was conducted. The questionnaires were personally distributed to employees, per directorate and to the entire population. A box for returning the questionnaires was located within the offices of the secretary in the individual departmental units. The respondents were given twenty-four (24) hours to return their completed questionnaires. After each departmental unit's responses were collected, the researcher sent out a reminder to all employees requesting those employees who had not yet returned their completed questionnaires to do so within seventy-two (72) hours.

#### **4.4.1.1 Biographical Questionnaire**

The biographical questionnaire was a self-developed instrument, which embodies the following personal information of individual staff members (Appendix 2):

1. Gender
2. Age Group
3. Race
4. Post Level
5. Number of Service years
6. Education

The questionnaire was constructed with twenty-six (26) positively stated statements or items. Every item in the questionnaire contains the likert scale from one to three.

Each item allows the sample of subjects to make a choice between three answers, namely:

Agree	=	A
Unsure	=	U
Disagree	=	D

For the purpose of this study all responses are coded in the following manner:

Agree	=	1
Unsure	=	2
Disagree	=	3

A total score can be calculated for every individual in the sample with reference to the nine appropriate categories. The individual scales can be plotted on a continuum of an extreme of one (satisfaction in terms of a specific need) and three (dissatisfaction in terms of the same need).

#### **4.4.1.2 Reliability and Validity**

Reliability refers to the consistency of results of a measuring tool, where as validity refers to whether the instrument has addressed what it was expected too address (Somekh & Lewin, 2005:220).

Roberts (2005:55) postulates the following with regards to the reliability and validity of the data collection instrument utilised:

- (i) De Beer (1987:64) performed an item analysis to assess the inter-item consistency of the Work Motivation and Satisfaction Questionnaire. This signified the consistency of responses to all the items delineated in the measuring instrument.
- (ii) The Cronbach-Alpha reliability coefficients for the sub-components of the work satisfaction and motivation instrument are as follows: Work content ( $r = 0.78$ ), payment ( $r = 0.86$ ), promotion ( $r = 0.84$ ), recognition ( $r = 0.90$ ), working conditions ( $r = 0.77$ ), benefits ( $r = 0.84$ ), my leader/supervisor ( $r = 0.72$ ), general ( $r = 0.75$ ).

## **4.5 STATISTICAL TECHNIQUES**

Statistical Analysis incorporates various techniques which are relevant when gathering and obtaining data.

### **4.5.1 DATA ANALYSIS**

The Statistical Package for the Social Sciences (SPSS) version 14 was utilised to analyse and present the data in this research, with frequency tables and graphical illustrations to provide information on key demographic variables in this study. Subsequently, the inferential statistics based on examination of each hypothesis formulated for the research, are presented. The upper level of statistical significance for null hypothesis testing was set at 5%. All statistical test results were calculated at the 2-tailed level of significance in accordance with the non-directional hypotheses presented (Sekaran, 2000:225).

### **4.5.2 DESCRIPTIVE STATISTICS**

Descriptive statistics describe the raw data in a clear manner. According to Neuman (2000:24), this method enables the presentation of numerical data in a structured, accurate and summarised manner. The descriptive statistics considered appropriate for the current

research include the mean and standard deviation. The standard deviation refers to measuring the square root of the variance. It is the standard measure of variability from the mean and a measure of dispersion (Sekaran, 2000:227).

### 4.5.3 SAMPLE CHARACTERISTICS

The biographical information of the respondents (sample) for this study is represented in graphical format and explained.

#### 4.5.3.1 Gender

Figure 4.1: Gender Distribution of Sample

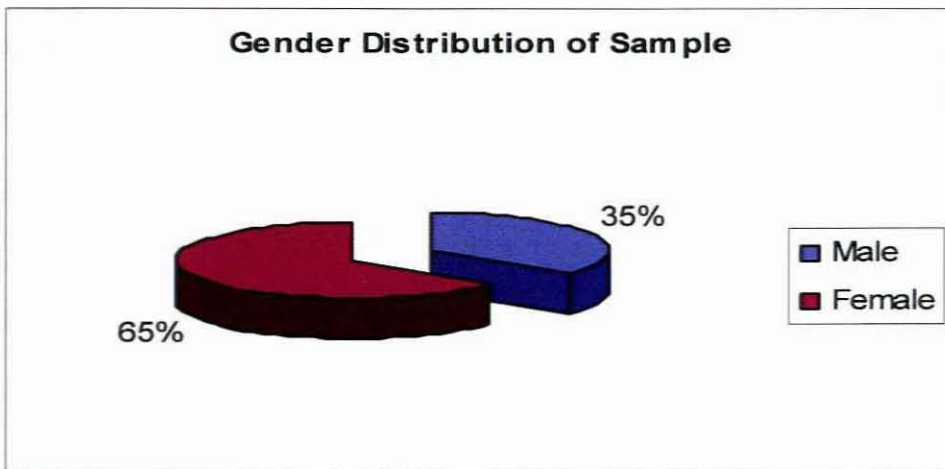
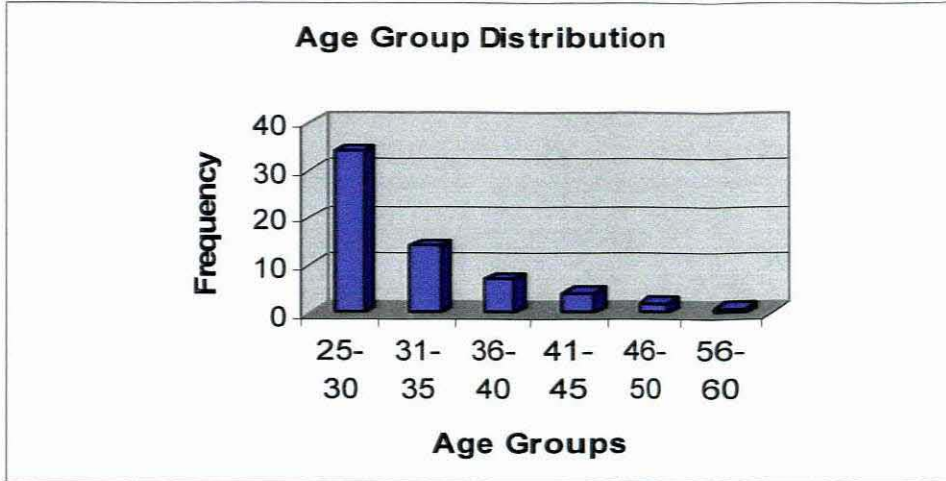


Figure 4.1 reflects that that 35% (N=22) of the respondents in the sample are male and 65% (N=40) of the respondents are female.

### 4.5.3.2 Age

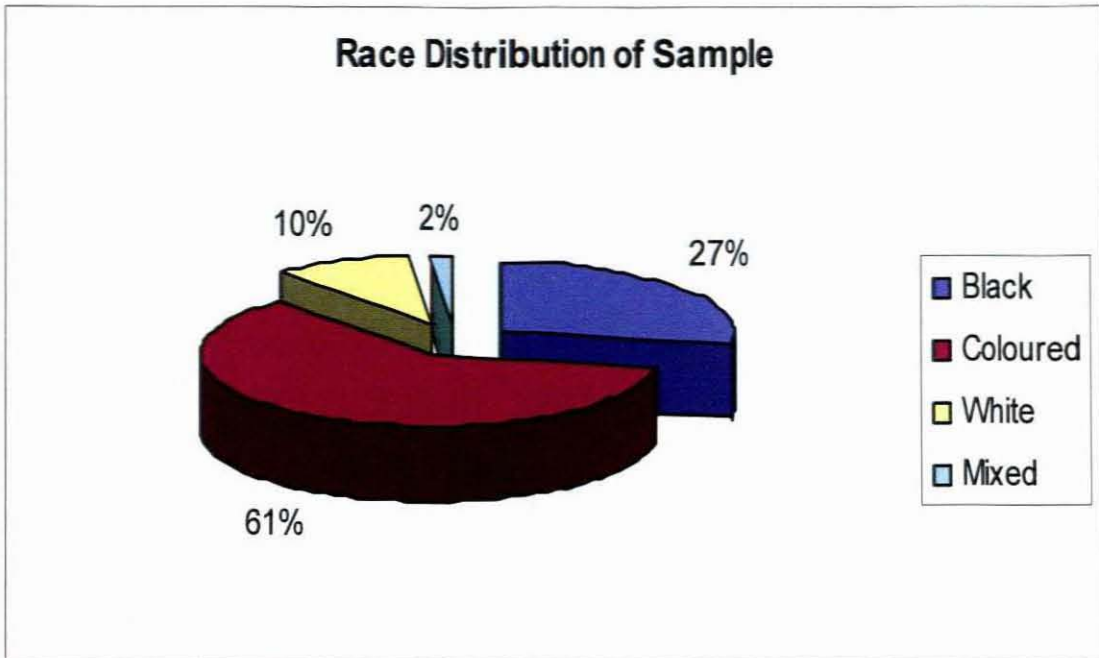
Figure 4.2: Age Group Distribution of Sample



As reflected in Figure 4.2 above, the majority of the respondents (54.8%; N=34) fall within the age grouping of 25 – 30 years. 22.6% (N=14) of the respondents were between the age grouping of 31 – 35 years, while 11.3% (N=7) of the respondents were between the age grouping of 36 – 40 years. 6.5 % (N=4) of the respondents were between the ages of 41 – 45, while 3.2 % (N=2) were between the age grouping of 46 – 50, 1.6 % (N=1) were between the age grouping of 51-60 and older. All respondents indicated their respective age grouping.

### 4.5.3.3 Race

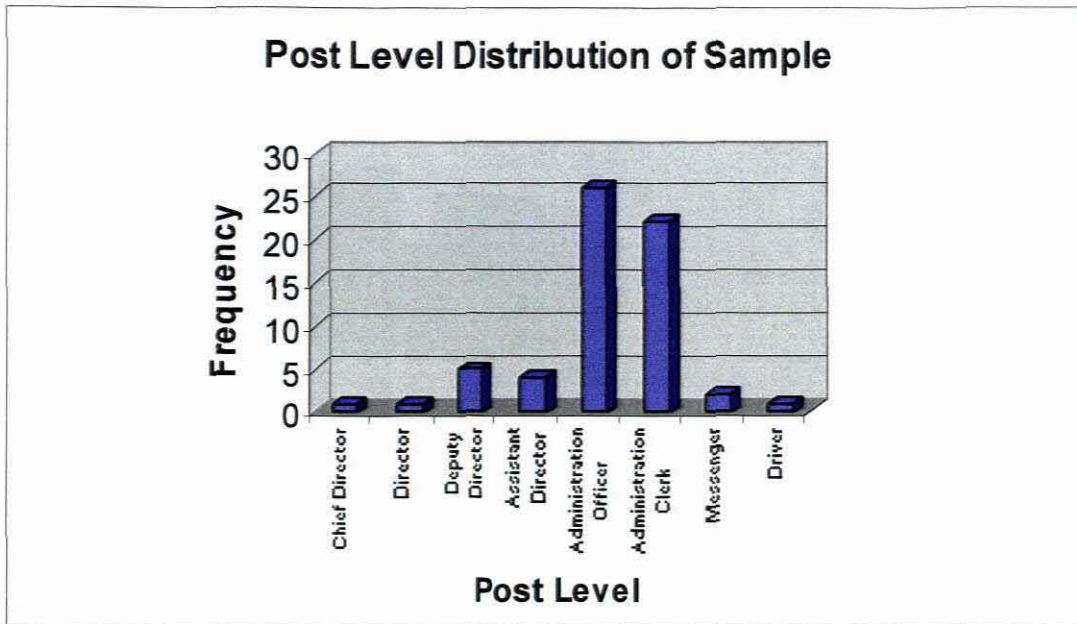
Figure 4.3: Race Distribution of Sample



As illustrated in Figure 4.3 above, the racial composition of the sample comprises 27.4% (N=17) Black respondents, 9.7% (N=7) White respondents, 61.3% Coloured (N=38) and 21% (N=17) Black respondents. 1.6 % (N=1) Mixed respondent.

#### 4.5.3.4 Post Level

Figure 4.4: Post Level Distribution of Sample

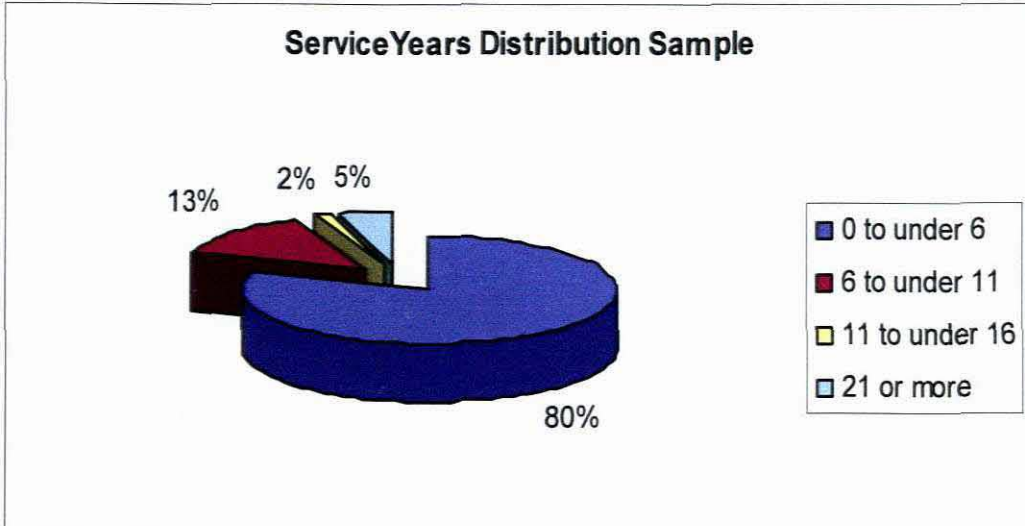


As reflected in Figure 4.4 above, the majority of the respondents (41.9%; N=26) of the respondents were Administration Officers, while 35.5% (N=22) were Administration Clerks, while 8.1% (N=5) of the respondents were Deputy Directors. 6.5 % (N=4) of the respondents were Assistant Directors and 1.6% (N=1) of the respondents were Directors. 1.6% (N=1) of the respondents were Chief Directors.



### 4.5.3.5 Years of Service

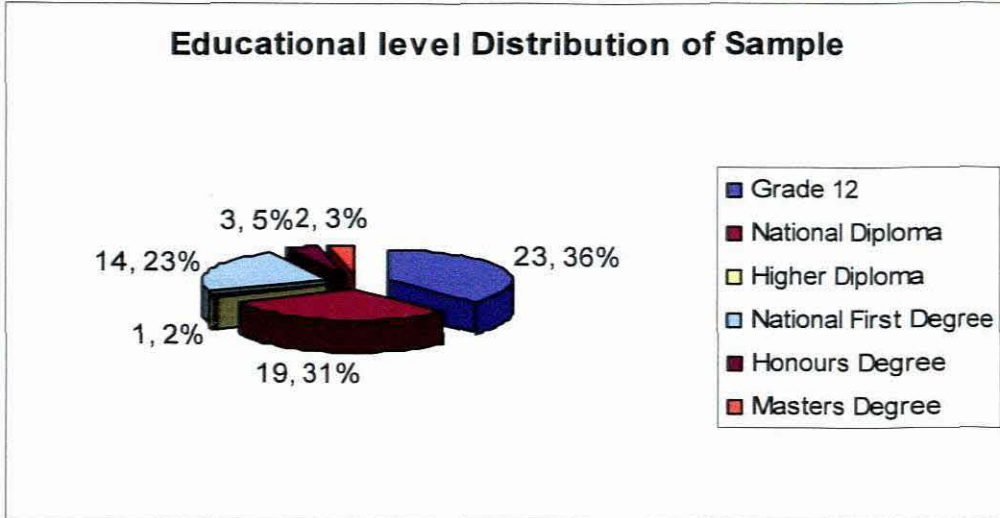
Figure 4.5: Years of Service Distribution of Sample



This variable assessed the years of service in the Public Service as a whole (all government departments: national and provincial) and not only the department where this research is being conducted. It can be viewed that a total of 50 respondents (80.6%) have equal or less than 6 years experience in the Public Service, while only 12.9% (N=8) of the respondents have equal or less than 11 years experience in the Public Service. 1.6% (N=1) have equal or less than 16 years experience in the Public Service and 4.8% (N=3) have equal or more than 21 years of experience in the Public Service.

### 4.5.3.6 Education

Figure 4.6: Education Distribution of Sample



As reflected in Figure 4.6 above, the majority of the respondents 37.1%; (N=23) of the respondents possess a Grade 12, 30.6% (N=19) of the respondents possess a 3 year National Diploma or a Degree, while 1.6% (N=1) possess a Higher Diploma. 22.6% (N=14) possess a National First Degree, 4.8% (N=3) possess an Honours Degree and 3.2% (N=2) possess a Masters Degree.

### 4.5.3.7 Recruitment and Selection Policies

This section deals with the questions on the researcher's questionnaire which relates to the research topic. The respondents had to respond according to the Likert scale,

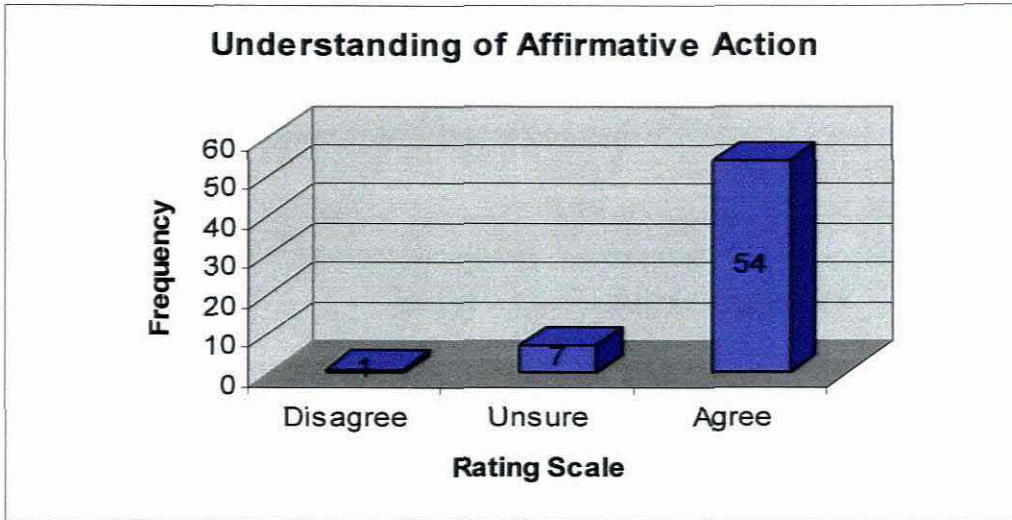
**Table 4.3: Recruitment and Selection policies are conducive to effective and efficient service delivery**

		Frequency	Percent	Cumulative Percent
Valid	Not important	1	1.6	1.6
		3	2	4.8
		4	4	11.3
	Important	3	4.8	16.1
		6	7	27.4
		7	6	37.1
		8	27	80.6
	Very important	4	6.5	87.1
		10	8	100
	Total	62	100	

As reflected in Table 4.3 above, 69.3% (N=43) of the respondents indicated that they agree that Recruitment and Selection policies that are conducive to effective and efficient service delivery is important to the organisation, while 19.4% (N=12) of the respondents indicated that it is very important and 11.3% (N=7) of the respondents indicated that it is not important.

#### 4.5.3.8 Understanding Affirmative Action

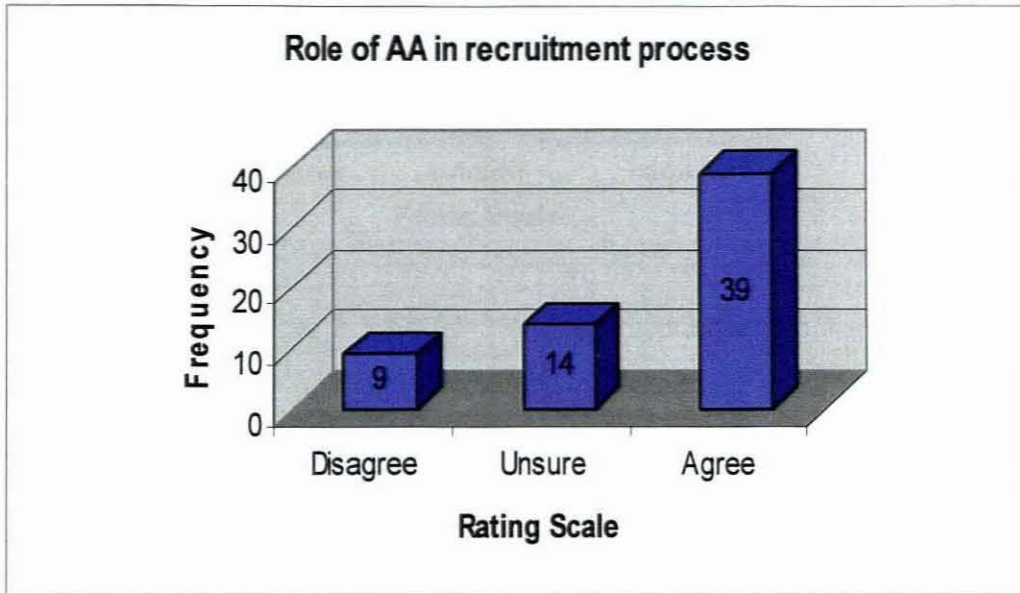
Figure 4.7: Affirmative Distribution of Sample



As reflected in Figure 4.7 above, 87.1% (N=54) of the respondents indicated that they understand the meaning of affirmative action, while 11.39% (N=7) of the respondents indicated that they were unsure and 1.6% (N=1) indicated that they did not understand the meaning of affirmative action.

#### 4.5.3.9 Affirmative action plays a crucial role in the Recruitment and Selection Process

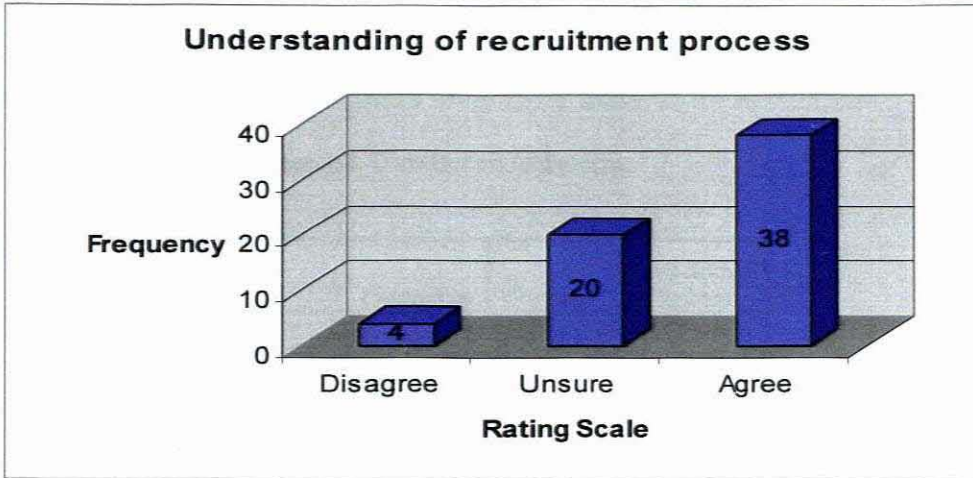
Figure 4.8: Affirmative Distribution of Sample



As reflected in Figure 4.8 above, 62.9% (N=39) of the respondents indicated that they agree affirmative action plays a crucial role in the selection process, while 22.6% (N=14) of the respondents indicated they were unsure and 14.5% (N=9) of the respondents indicated that they were disagree.

#### 4.5.3.10 I understand the recruitment and selection process

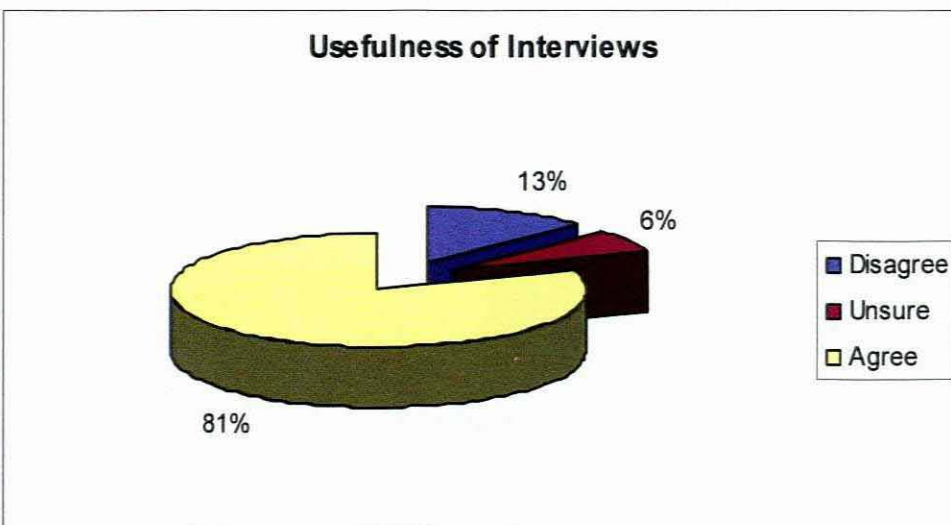
Figure 4.9: Recruitment and Selection Distribution of Sample



As reflected in Figure 4.9 above, 61.3% (N=38) of the respondents indicated that they agree that they do understand the recruitment and selection process, while 32.3% (N=20) of the respondents indicated they were unsure and 6.5% (N=4) of the respondents indicated that they disagree.

#### 4.5.3.11 Interviews alone are not sufficient to fill posts

Figure 4.10: Interviews Distribution of Sample



As reflected in Figure 4.10 above, 80.6% (N=50) of the respondents indicated that they agree that interviews alone are not sufficient to fill posts, while 12.9% (N=8) of the respondents indicated they disagree and 6.5% (N=4) of the respondents indicated that they were unsure.

#### 4.5.3.12 Assessments of posts should be used to fill vacancies

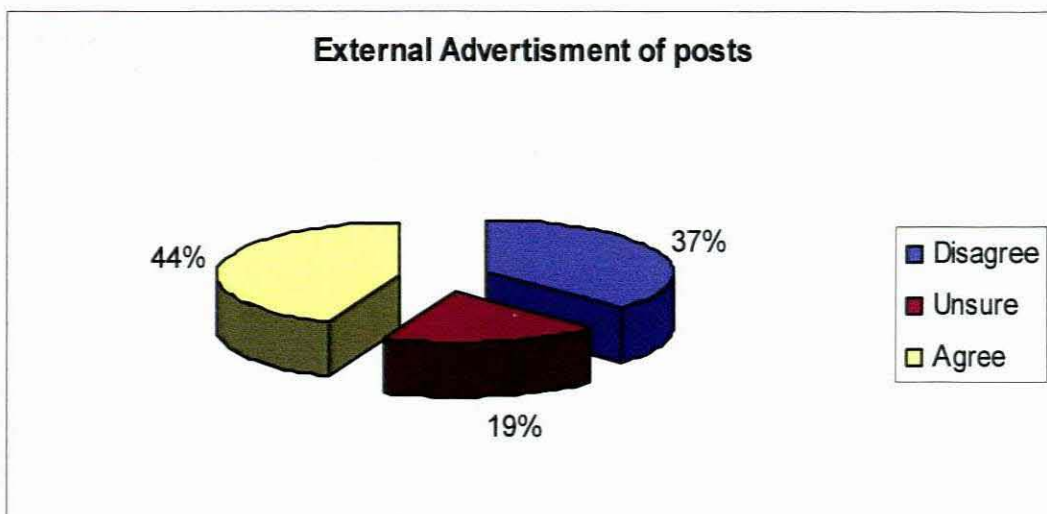
Table 4.4: Assessments Distribution of Sample

		Frequency	Percent	Cumulative Percent
Valid	Disagree	7	11.3	11.3
	Unsure	10	16.1	27.4
	Agree	45	72.6	100
	Total	62	100	

As reflected in Table 4.4 above, 72.6% (N=45) of the respondents indicated that they agree assessments of posts should be used to fill vacancies, while 16.1% (N=10) of the respondents indicated they were unsure and 11.3% (N=7) of the respondents indicated that they disagree.

#### 4.5.3.13 All posts should be advertised externally

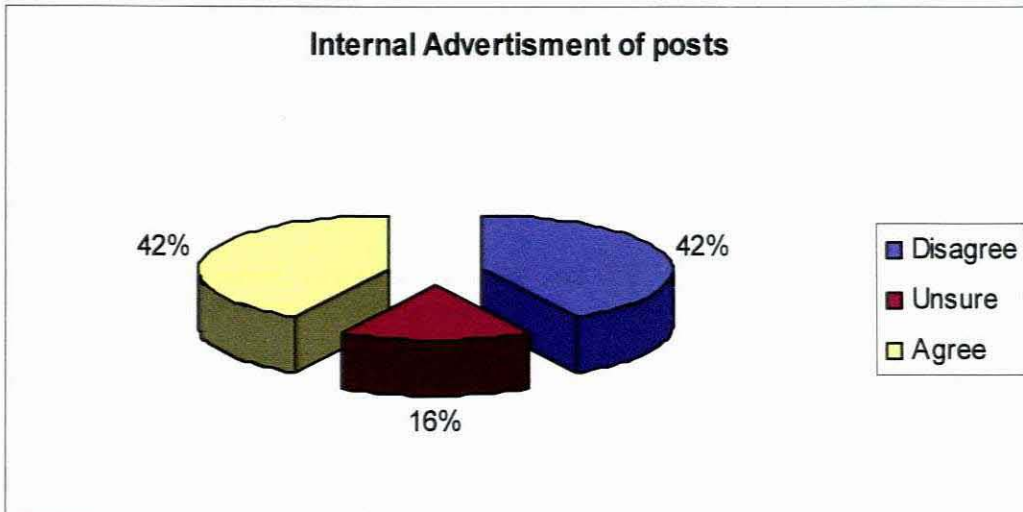
Figure 4.11: Posts advertised externally Distribution of Sample



As reflected in Figure 4.11 above, 43.5% (N=27) of the respondents indicated that they agree all posts should be advertised externally, while 19.4% (N=12) of the respondents indicated they were unsure and 37.1% (N=23) of the respondents indicated that they disagree.

#### 4.5.3.14 All posts should be advertised internally

Figure 4.12: Posts advertised internally Distribution of Sample

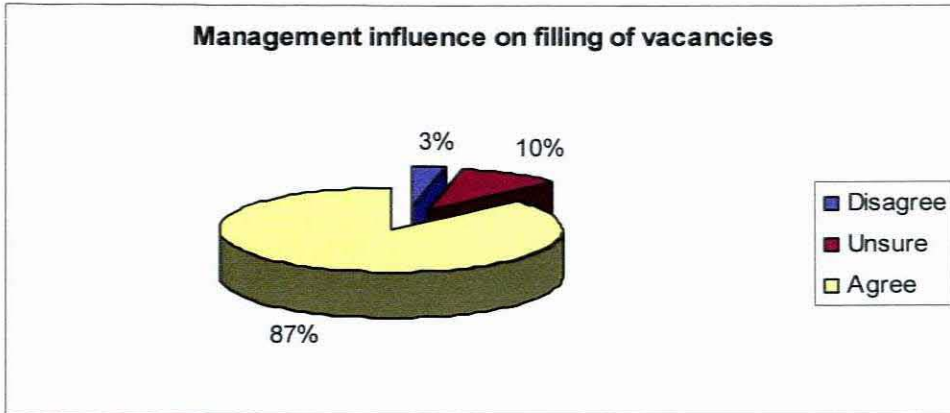


As reflected in Figure 4.12 above, 41.9% (N=26) of the respondents indicated that they agree all posts should be advertised internally, while 16.1% (N=10) of the respondents indicated they were unsure and 41.9% (N=26) of the respondents indicated that they disagree.



#### 4.5.3.15 Management decisions affect the rate of filling of vacancies

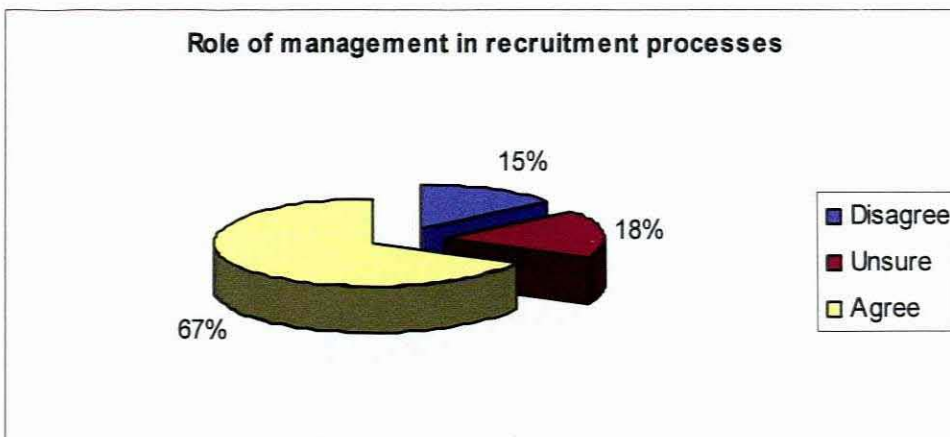
Figure 4.13: Management decisions Distribution of Sample



As reflected in Figure 4.13 above, 87.1% (N=54) of the respondents indicated that they agree management decisions affect the rate of filling of vacancies, while 9.7% (N=6) of the respondents indicated they were unsure and 3.2% (N=2) of the respondents indicated that they disagree.

#### 4.5.3.16 Management should play a greater role in the Recruitment and Selection process

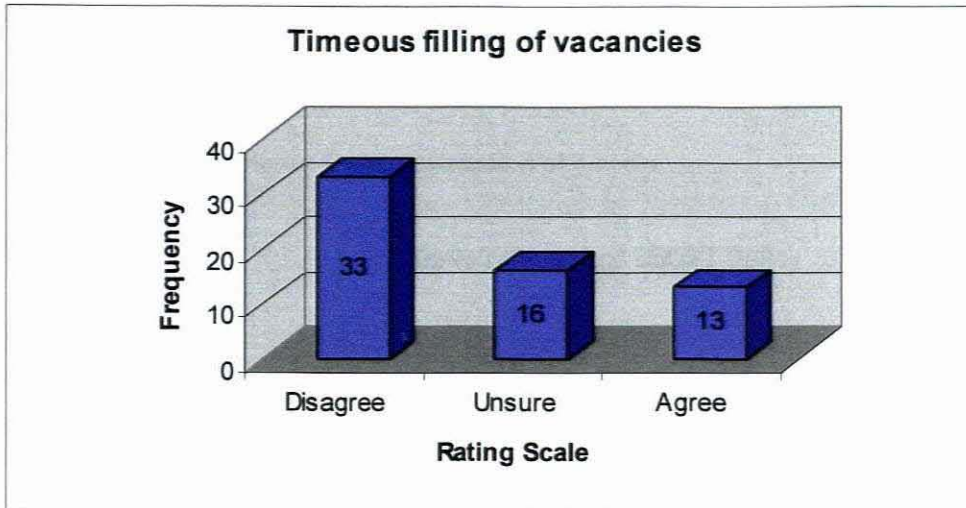
Figure 4.14: Management and Recruitment and Selection Distribution of Sample



As reflected in Figure 4.14 above, 67.7% (N=42) of the respondents indicated that they agree management should play a greater role in the recruitment and selection process, while 17.7% (N=11) of the respondents indicated they were unsure and 14.5% (N=9) of the respondents indicated that they disagree.

#### 4.5.3.17 Vacancies are filled timeously

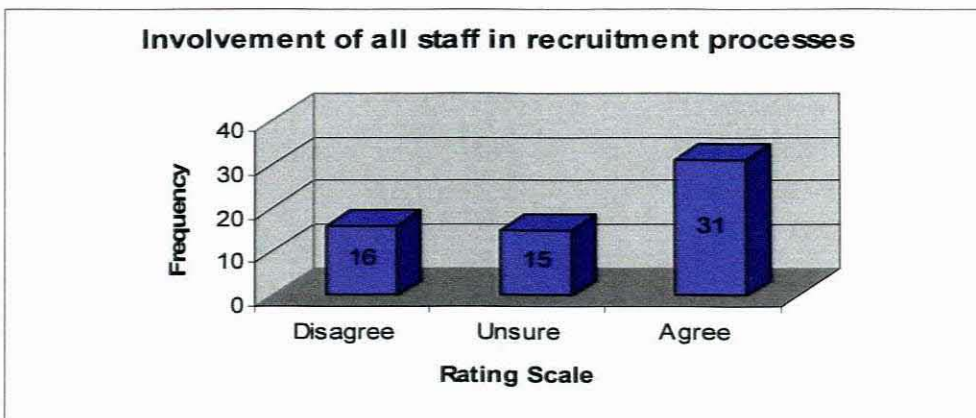
Figure 4.15: Vacancies Distribution of Sample



As reflected in Figure 4.15 above, 53.2% (N=33) of the respondents indicated that they disagree that vacancies are being filled timeously, while 25.8% (N=16) of the respondents indicated they were unsure and 21% (N=13) of the respondents indicated that they agree.

#### 4.5.3.18 Staff at all levels should be involved in the Recruitment and Selection process

Figure 4.16: Staff Distribution of Sample

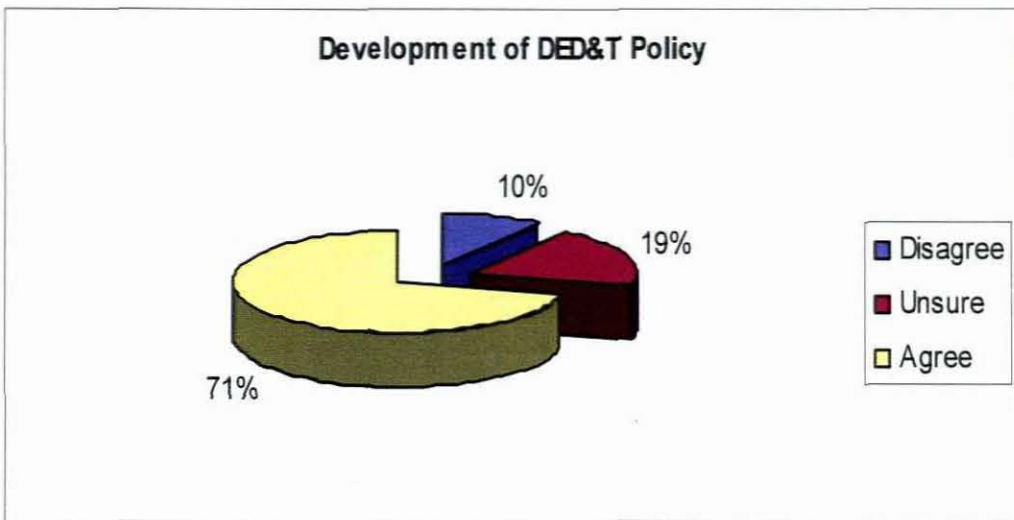


As reflected in Figure 4.16 above, 50% (N=31) of the respondents indicated that they agree staff at levels should be involved in the recruitment and selection process, while 24.2%

(N=15) of the respondents indicated they were unsure and 25.8% (N=16) of the respondents indicated that they disagree.

#### 4.5.3.19 The department of Economic Development and Tourism should develop its own internal recruitment and selection policy

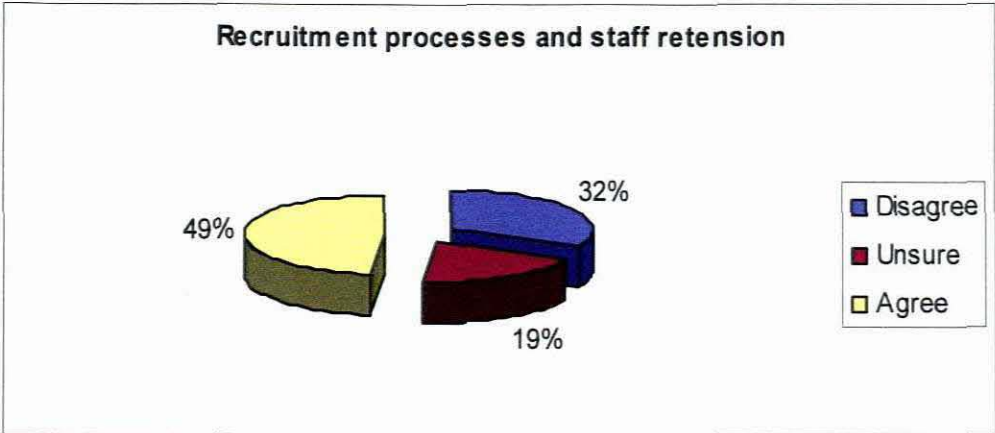
Figure 4.17: Internal Policy Distribution of Sample



As reflected in Figure 4.17 above, 71% (N=4) of the respondents indicated that they agree the department of Economic Development and Tourism should develop its own recruitment and selection policy, while 19.4% (N=12) of the respondents indicated they were unsure and 9.7% (N=6) of the respondents indicated that they disagree.

**4.5.3.20 My decision to stay with the department depends on the efficiency and effectiveness of Recruitment and Selection**

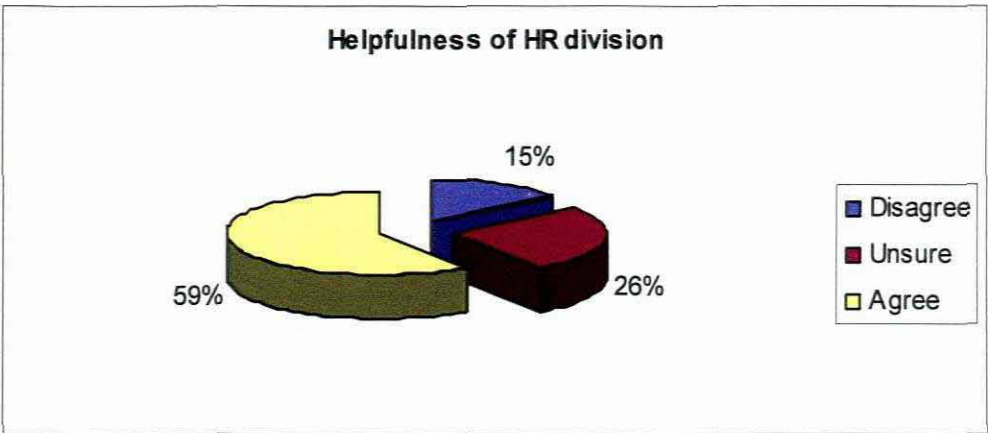
Figure 4.18: Efficiency & Effectiveness of Recruitment and Selection



As reflected in Figure 4.18 above, 49% (N=30) of the respondents indicated that they agree their decision to stay with the organisation depends on the efficiency and effectiveness of recruitment and selection, while 19.4% (N=12) of the respondents indicated they were unsure and 32% (N=20) of the respondents indicated that they disagree.

**4.5.3.21 The HR division is helpful when assisting with Recruitment and Selection**

Figure 4.19: HR & Recruitment and Selection



As reflected in Figure 4.19 above, 59.7% (N=37) of the respondents indicated that they agree the HR division is helpful when assisting with Recruitment and Selection, while 25.8% (N=16) of the respondents indicated they were unsure and 14.5% (N=9) of the respondents indicated that they disagree.

**4.5.3.22 Confidentiality in terms of Recruitment and Selection is ensured by the HR division**

**Table 4.5: Confidentiality by HR & Recruitment and Selection**

		Frequency	Percent	Cumulative Percent
Valid	Disagree	8	12.9	12.9
	Unsure	17	27.4	40.3
	Agree	37	59.7	100
	Total	62	100	

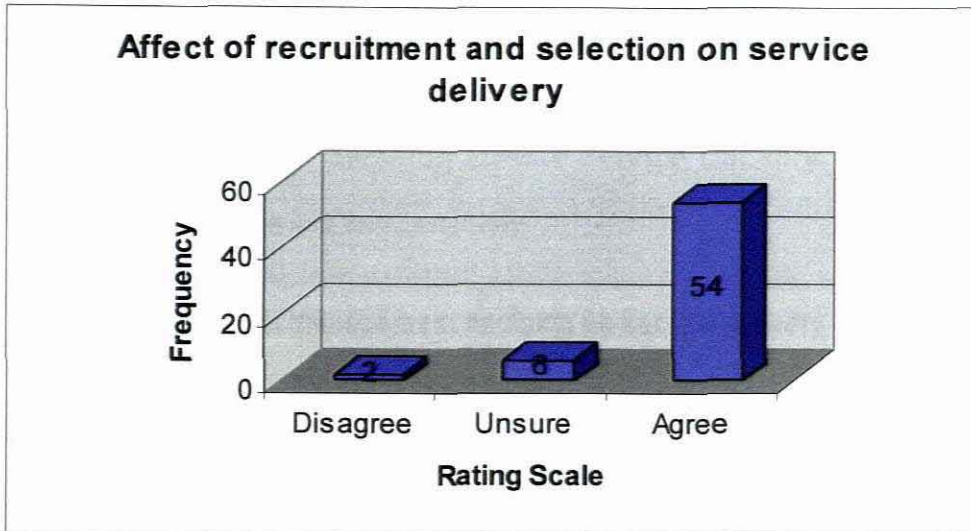
As reflected in Table 4.5 above, 59.7% (N=37) of the respondents indicated that they agree that confidentiality is ensured by the HR with Recruitment and Selection, while 27.4% (N=17) of the respondents indicated they were unsure and 12.9% (N=8) of the respondents indicated that they disagree.

**4.5.3.23 Understanding the meaning of Service Delivery and Service Delivery is important**

All respondents (100%) indicated that they agree that they understand the meaning of the term Service Delivery and that Service Delivery is important.

#### 4.5.3.24 The Recruitment and Selection process affects Service Delivery

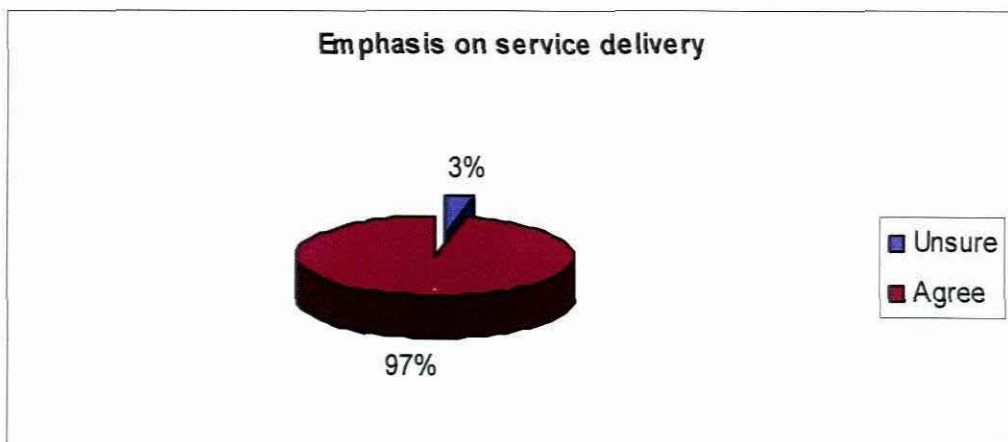
Figure 4.20: Recruitment and Selection affects Service Delivery is important



As reflected in Figure 4.20 above, 87.1% (N=54) of the respondents indicated that they agree that recruitment and selection affects service delivery, while 9.7% (N=6) of the respondents indicated they were unsure and 3.2% (N=2) of the respondents indicated that they disagree.

#### 4.5.3.25 The organisation should place greater emphasis on Recruitment and Selection

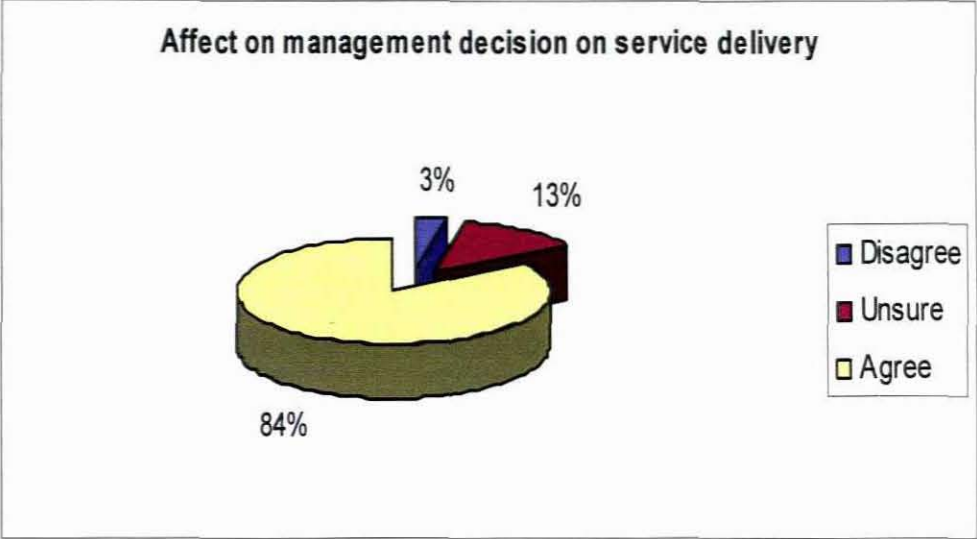
Figure 4.21: Emphasis on Recruitment and Selection



As reflected in Figure 4.21 above, 97% (N=60) of the respondents indicated that they agree that the organisation should place greater emphasis on recruitment and selection and 3.2% (N=2) of the respondents indicated they were unsure.

#### 4.5.3.26 Management decision affects Service Delivery

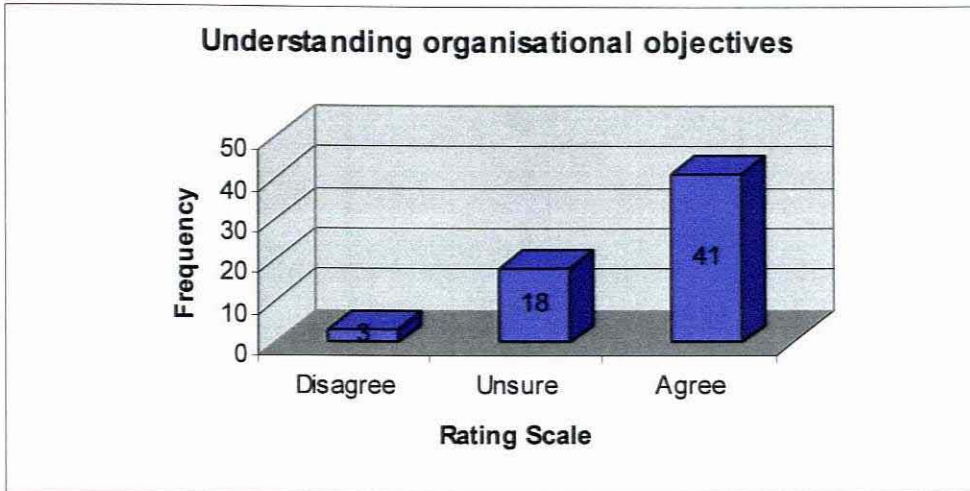
Figure 4.22: Management and Service Delivery



As reflected in Figure 4.22 above, 84% (N=52) of the respondents indicated that they agree that management decisions affects Service Delivery, while 13% (N=8) of the respondents indicated they were unsure and 3% (N=2) indicated they disagree.

#### 4.5.3.27 The overall objectives of the organisation

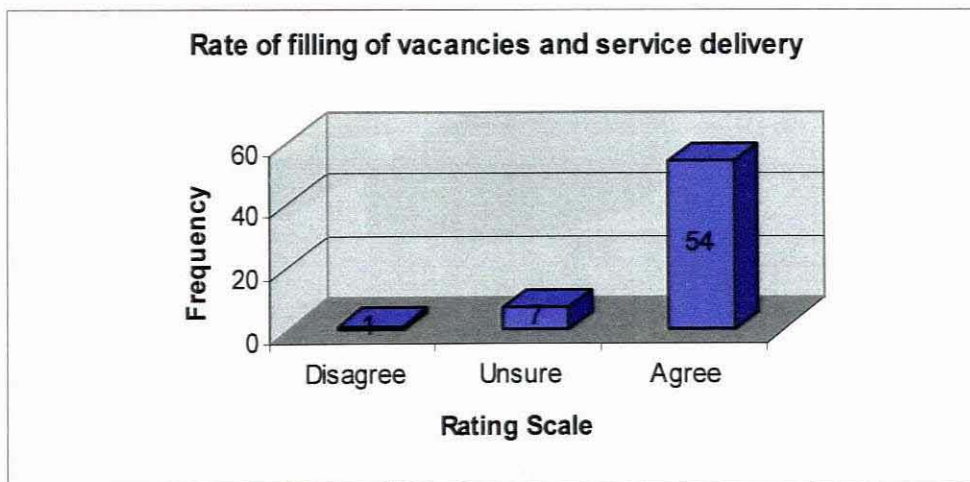
Figure 4.22: Understanding the overall objectives of the organisation



As reflected in Figure 4.27 above, 66% (N=44) of the respondents indicated that they agree that they do understand the overall objectives of the organisation, while 29% (N=18) of the respondents indicated they were unsure and 4.8% (N=3) indicated they disagree.

#### 4.5.3.28 Vacancies should be filled quicker to improve Service Delivery

Figure 4.24: Vacancies and Service Delivery



As reflected in Figure 4.24 above, 87% (N=54) of the respondents indicated that they agree that vacancies should be filled at a quicker rate, while 11.3% (N=7) of the respondents indicated they were unsure and 1.6% (N=1) indicated they disagree.



#### 4.5.3.29 Service delivery is not impacted by recruitment and selection

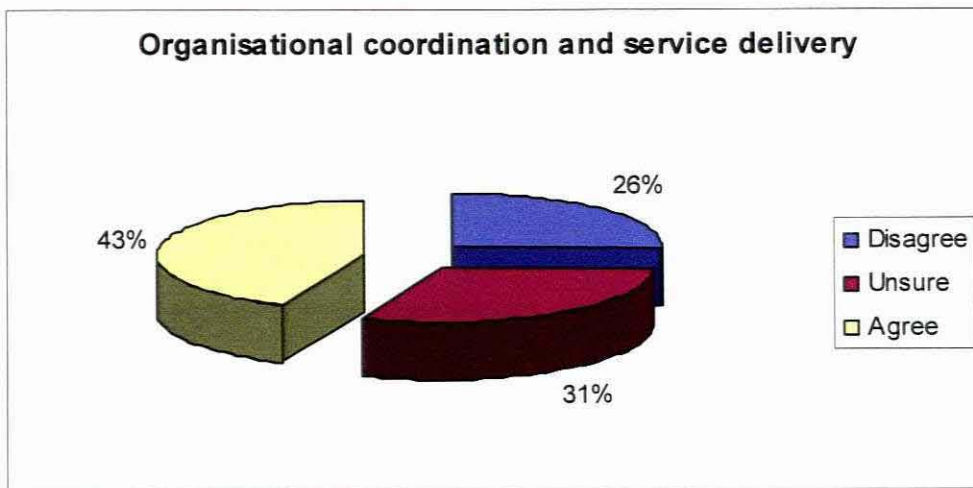
Table 4.6: Service delivery and its impact

		Frequency	Percent	Cumulative Percent
Valid	Disagree	43	69.4	69.4
	Unsure	13	21	90.3
	Agree	6	9.7	100
	Total	62	100	

As reflected in Table 4.6 above, 69% (N=23) of the respondents indicated that they disagree that service delivery is not impacted by recruitment and selection, while 21% (N=13) of the respondents indicated they were unsure and 9.7% (N=6) indicated they agree.

#### 4.5.3.30 The organisation works together to improve service delivery

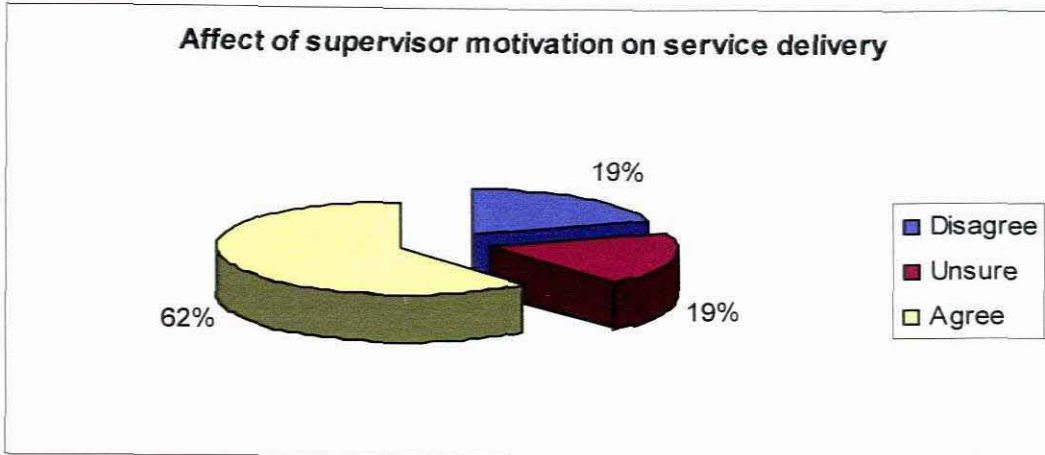
Figure 4.25: Service delivery and the organisation



As reflected in Figure 4.25 above, 43% (N=27) of the respondents indicated that they agree that the organisation works together to improve service delivery, while 31% (N=19) of the respondents indicated they were unsure and 26% (N=16) indicated they disagree.

### 4.5.3.31 My supervisor motivates me to achieve better performance and therefore helps me to improve service delivery

Figure 4.26: Motivation



As reflected in Figure 4.26 above, 62% (N=38) of the respondents indicated that they agree that their supervisor motivates them to achieve better performance and therefore helps to improve service delivery, while 19% (N=12) of the respondents indicated they were unsure and 19% (N=19) indicated they disagree.

## 4.6 SUMMARY

The chapter endeavoured to describe and discuss the design of the research, including the research description, the research instrument and the procedure used to obtain the data. Furthermore, this chapter identified and provided insight into the statistical analysis techniques employed (descriptive and inferential analyses).

This chapter also objectively presented the results of the study using descriptive statistics to describe the results and inferential statistics to make inferences about characteristics of the population based on the sample solicited to participate in the study. Significant relationships and differences between the variables in the study were identified.

## **CHAPTER 5**

### **RECOMMENDATIONS AND CONCLUDING REMARKS**

#### **5.1 INTRODUCTION**

In the preceding chapters, a theoretical basis for recruitment and selection and service delivery was researched and established in terms of the literary search done on the subject in chapter two and chapter three. In chapter four, the research methodology was described and the analysis and interpretation of the empirical data was discussed.

In this chapter certain recommendations will be made and the chapter will end with a few concluding remarks pertaining to this research.

This study was undertaken to determine the impact that Recruitment and Selection had on Service Delivery at the Department of Economic Development and Tourism. There was also assumptions which included a point of view that general dissatisfaction exists among staff at the Department with regards to Recruitment and Selection.

#### **5.2 OBJECTIVES ATTAINED WITH THE STUDY**

- A number of study objectives were attained with the study. These are described in the following paragraphs.
- Major criteria for the recruitment and selection and service delivery were identified and described.
- The various recruitment and selection methods at the Department of Economic Development and Tourism as well as attitudinal preferences of staff were measured through statistical analysis.

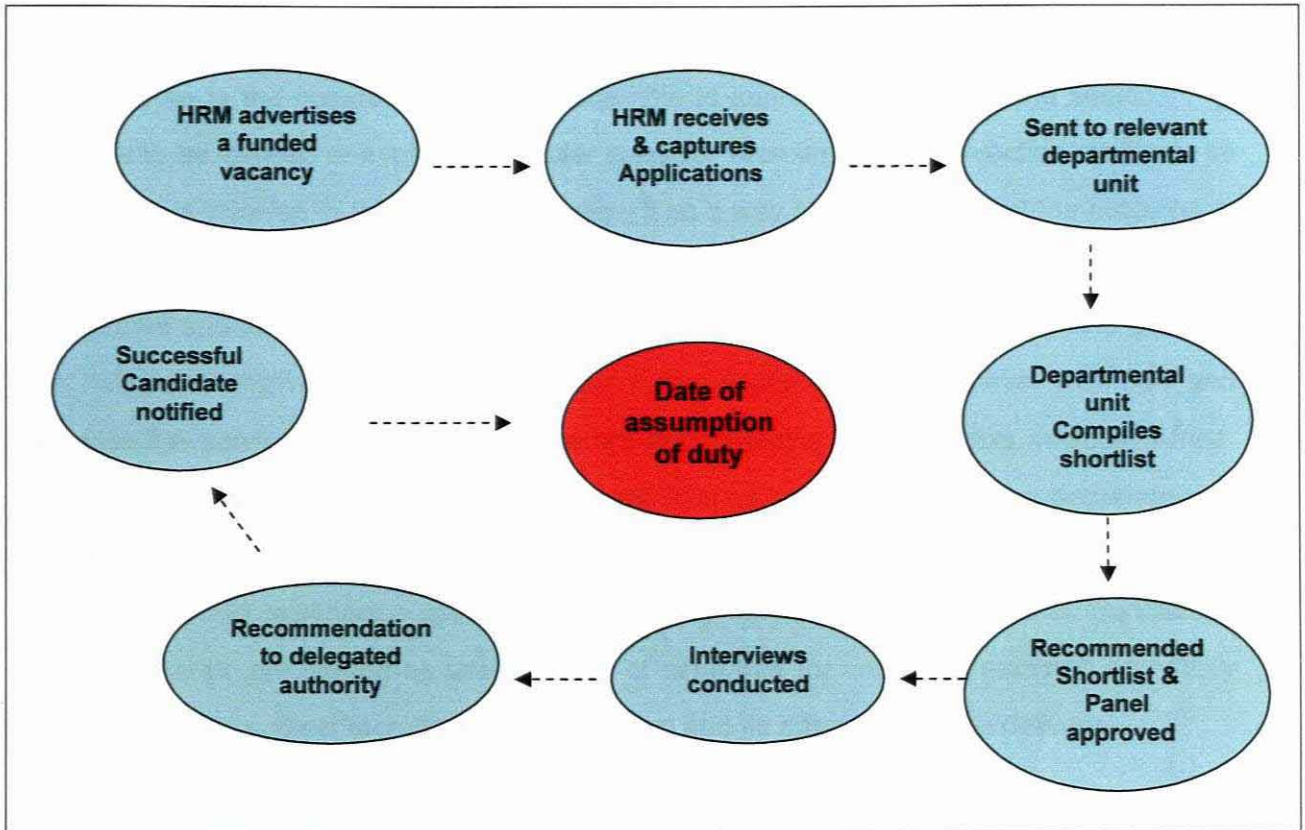
This research has culminated in a number of recommendations. These recommendations are made bearing in mind the financial and manpower constraints currently dominating expenditure in the Provincial Government of the Western Cape and in the rest of South Africa. It is nevertheless proposed that these recommendations be adopted in the interests of effective and efficient recruitment and selection and service delivery in general and in particular at the Department of Economic Development and Tourism.

### 5.3 RECOMMENDATIONS

The following recommendations are made for consideration:

- The key elements of the **guiding principles** for the recruitment and selection policy for the department should be used, as well as the **core criteria** used in the questionnaire, should be accepted as a basis for an approach to service delivery for staff at the department.
- A **toolkit** should be developed to provide guidance on the management of recruitment and selection processes.
- A **departmental policy** specific to the needs of the Department of Economic Development should be developed and implemented to ensure that objectives are realised.
- Management should devise **mechanisms** to ensure that staff remain motivated to achieve excellent service delivery.
- The **professionalism** of staff at the department should be recognised.

**Figure 5.1: The Recruitment and Selection Process**



(Figure 5.1), If this model is used correctly then all vacancies should be filled within three months after advertisement. Various departments fill vacancies differently, at some departments the directorates conduct their own interviews, human resource management only receives the submissions once it has been signed off by the delegated authority. To avoid any discrepancies and irregularities in the process it will be better if departments use the above mentioned model.

#### **5.4 CONCLUSION**

This chapter viewed the research as a completed project and mentioned the various aspects covered in the different chapters.

In all major research projects it is necessary that a sufficient of groundwork be done, in order to prepare for further investigations into the subject at hand. It has transpired, during the course of this research, that the subject under investigation, namely recruitment and

selection and its affect on service delivery is a complex matter. The professional disposition of those who are involved in the recruitment and selection process, the exclusive nature of their respective fields of expertise, and the relative scarcity of trained human resource staff, all contribute to the composite nature of attempts to improve recruitment and selection. It would also be difficult to implement stricter rules for recruitment and selection methods as *staff who are involved in the process may view it as a way of trying to control the outcome of the process in a negative way.* It is suggested that a possible way to succeed with recruitment and selection would be to gain their full co-operation with the aims and goals of the national objectives and the objectives of the department, to achieve, maintain and enhance the service delivery of staff, who are also potential future leaders in South Africa. This should be coupled to a commitment to excellence and efficiency in the department in general.

The insights and experience gained with this study as well as the theoretical foundations particular hereto are viewed as useful points of departure for continued research and study into the complex subject recruitment and selection and its effect on service delivery.

A final remark is that recruitment and selection and its effect on service delivery has to be regarded as a serious matter in terms of the existing theory and practice of human resource management.

**SURVEY**

**AMONG EMPLOYEES**

**IN**

**CAPE TOWN**

**ON**

**RECRUITMENT AND SELECTION AND SERVICE DELIVERY**

**AS PART OF A FORMAL STUDY**

**RECRUITMENT AND SELECTION AND ITS IMPACT ON SERVICE DELIVERY WITHIN THE  
DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM IN THE PROVINCIAL GOVERNMENT  
OF THE WESTERN CAPE**



**Cape Peninsula  
University of Technology**

PO Box 652  
Cape Town  
8000  
June 2007

Dear Sir/Madam

**RECRUITMENT AND SELECTION FOR PUBLIC SERVICE DELIVERY**

Your co-operation is sought for the completion of a questionnaire which is part of a survey of recruitment and selection for public service delivery at the Department of Economic Development and Tourism. Your willingness to complete the questionnaire will be much appreciated, as the information thus obtained will assist the researcher to evaluate the present state of recruitment and selection and its impact on public service delivery.

The questionnaire has been prepared in such a way that it will require the minimum of time to complete. Responses to the various questions / statements will be decisive for the eventual outcome of the research.

All information will be treated as strictly confidential and it will be impossible to identify any individual on the strength of the results included in the final report.

In the interest of confidentiality, no biographical details will be requested.

Thank you for your co-operation.

A handwritten signature in black ink, appearing to read 'NA Heynes'.

NA Heynes  
Researcher

Date: 13/06/07

A handwritten signature in black ink, appearing to read 'Dr IW Ferreira'.

Dr IW Ferreira  
Supervisor

Date: 13/06/07



## RECRUITMENT AND SELECTION QUESTIONNAIRE

**Purpose:** The questionnaire will explore the extent to which recruitment and selection can be effectively used to fill vacancies and improve service delivery

### INSTRUCTIONS:

Please mark a cross (x) in the appropriate blocks and specify where applicable. They are identified in this questionnaire. Please provide biographical information in the space provided and answer in the appropriate section.

#### Section A: Biographical Information

1. Please specify your gender by place a cross in the appropriate block provided.

1. Male  Female

2. Provide indicate your age group by placing a cross in the appropriate block provided.

1. 25-30 years	<input type="checkbox"/>	5. 46-50 years	<input type="checkbox"/>
2. 31-35 years	<input type="checkbox"/>	6. 51-55 years	<input type="checkbox"/>
3. 36-40 years	<input type="checkbox"/>	7. 56-60 years	<input type="checkbox"/>
4. 41-45 years	<input type="checkbox"/>	8. 61-65 and more years	<input type="checkbox"/>

3. Please indicate your population classification by placing a cross in the appropriate bock provided. (This is required by the Department of Labour for Employment Equity purposes).

1. Black   
2. Coloured   
3. White   
4. Indian   
5. Mixed

4. Please identify your post level in the Department by placing a cross in the appropriate block provided.

Chief Director <input type="checkbox"/>	Director <input type="checkbox"/>	Deputy Director <input type="checkbox"/>
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Assistant Director <input type="checkbox"/>	Administration Officer <input type="checkbox"/>	3. Administration Clerk <input type="checkbox"/>
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Messenger <input type="checkbox"/>	Driver <input type="checkbox"/>
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5. Please indicate the number of service years in your occupying post level by placing a cross in the appropriate number block provided.

1.	0 - to less than 6 years
2.	6 - to less than 11 years
3.	11- to less than 16 years
4.	16- to less than 21 years
5.	21-25 years and more

6. Please indicate your highest level of Education by placing a cross in the appropriate block provided.

1. Grade 12	
2. National Diploma	
3. Higher Diploma	
4. National First Degree	
5. Honours Degree	
6. Masters Degree	
7. Doctorate Degree	

**SECTION 1: POLICIES**

1. Kindly rate in one of the spaces provided, recruitment and selection policies are conducive to effective and efficient services delivery

1	2	3	4	5	6	7	8	9	10
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Not important

Important

Very Important

**SECTION 2: RECRUITMENT AND SELECTION**

- Select the statement you think most closely describes your view and opinion
- Indicate whether you “agree” or “disagree” with each of the following statements
- If you neither “agree” or “disagree”, select the “unsure” option in the middle
- There are no “right” or “wrong” responses

		Disagree	Unsure	Agree
2.1	I understand the meaning of the term affirmative action			
2.2	Affirmative actions plays a crucial role in the selection process			
2.3	I understand the recruitment and selection process			
2.4	Interviews alone are not sufficient to fill posts			
2.5	Assessments of posts should be used to fill all vacancies			
2.6	All posts should be advertised externally			
2.7	All posts should be advertised internally			
2.8	Management decisions affects the rate of filling vacancies			
2.9	Management should play a greater role in the Recruitment and Selection process			
2.10	Vacancies are being filled timeously			
2.11	Staff at all levels should be involved in the Recruitment and Selection process			
2.12	The department of Economic Development and Tourism should develop its own internal recruitment and selection policy			
2.13	My decision to stay with the organisation depends on the efficiency and effectiveness of recruitment and selection			
2.14	The HR division is very helpful when assisting with recruitment and selection enquiries.			

2.15	Confidentiality is in terms of recruitment and selection is ensured by the HR division.			
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**SECTION 3: SERVICE DELIVERY**

		Disagree	Unsure	Agree
3.1	I understand the meaning of the term service delivery			
3.2	I believe service delivery is important			
3.3	The recruitment and selection process affects service delivery			
3.4	The organisation should place greater emphasis on service delivery			
3.5	Management decisions affects service delivery			
3.6	I understand the overall objectives of the organisation			
3.7	<i>Vacancies should be filled quicker to improve service delivery</i>			
3.8	Service delivery is not impacted by the recruitment and selection process			
3.9	The organisation works together to improve service delivery			
3.10	My supervisor motivates me to achieve better performance and therefore helps me to improve service delivery			

4. If you prefer like to provide additional information on the afore-mentioned topic regarding recruitment and selection, please state any comments.

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Please ensure that all questions have been answered and then return the questionnaire to HR on the first floor there will be a box at reception.

Thank-you very much for your time and co-operation

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